



Office of the Director of Public
Prosecutions
(ODPP)

STRATEGIC PLAN 2016- 2021

April 2017

OUR MANDATE

To institute and undertake prosecution of criminal matters and all other aspects incidental thereto

OUR VISION

A just, fair, independent and quality public prosecution services

OUR MISSION

To provide an impartial, effective and efficient prosecution service to all Kenyans.

OUR CORE VALUES

- Transparency
- Integrity
- Accountability;
- Professionalism;
- Independence; and
- Teamwork

FOREWORD

This second strategic plan of the Office of the Director of Public Prosecutions covers the period between 2016 and 2021. The plan marks the end of the strategic plan 2011-2015, during which period the independent ODPP was established under the new constitutional dispensation.

This Strategic Plan comes at a time the ODPP has made great milestones in its formation. The need to formulate our priorities based on the performance in the concluded 5 years of independent existence is therefore a welcome opportunity. Various factors guide this Plan such as the new and emerging crime trends and technological sophistication resulting from advancement in science and information and communication technology, all of which necessitate a renewed and well thought out vision in the administration of justice.

Additionally, the complexity of the administration of justice arising from constitutional imperatives, new laws, human rights considerations, and diversity in criminal activity and international circumstances, among others, experienced during the life of the just concluded plan period, had a direct impact on the prosecution of criminal matters in the country. During these changes, the Office of the Director of Public Prosecutions Act, 2013 and MTP II (2013-2017), among others, came into being. This Strategic plan therefore provides an opportunity to align the aspirations of the ODPP to these new developments and to reorient to the national and international needs. The findings of the terminal review of the 1st Strategic Plan 2011-2015 are also considered while developing this plan.

Further, the government of Kenya is re-engineering its business processes with three focus areas namely: Reduction of Bureaucratic red tape; establishment of efficient and effective service delivery systems and processes; and ensuring efficient and transparent financial management and procurement. These are critical considerations for the ODPP in its operations and inform the length and extent of the planning processes.

This strategic plan is anchored on five essential objectives believed to be critical in the attainment of the prosecution mandate, namely; improvement of the quality of prosecution services, establishment, maintenance and strengthening of partnerships, collaborations, and networks, strengthening of the policy and legal framework, strengthening of the capacity of ODPP to deliver on its mandate and automation and modernization of processes and procedures. The overall guiding pillars during the implementation of this plan will be; the improvement of prosecution services, efficiency and effectiveness in the criminal justice system and enhanced institutional capacity.

Just like in our previous plan, ODPP endeavors to be efficient and effective in providing prosecution services in Kenya. It is my sincere hope that the services we provide, will not only be anchored on the constitutional ideals, but will also bear the mark of the best international standards, principles, and practices.

The development of this strategic plan has been made possible by the unwavering support of various stakeholders who in one way or another contributed to our achievements this far, notably; Government Ministries, Departments and Agencies, Public Institutions, Development partners and Civil Society Organizations. I am confident that with your support to count on, our load will feel lighter and the challenges surmountable.

KERIAKO TOBIKO, CBS, SC

DIRECTOR OF PUBLIC PROSECUTIONS

ACKNOWLEDGEMENT

This 2016-2021 Strategic Plan for the Office of the Director of Public Prosecutions is the culmination of a concerted and collaborative multi-stakeholder and multi-phase effort. Our previous Strategic Plan ran from 2011 – 2015 and many of the lessons, challenges and experiences from this plan were usefully taken forward into our current work.

Our vision is to become **a bastion** of efficiency and effectiveness in the provision of prosecution services within the country. These services will be anchored not only on a value based framework but will also bear the mark of the best international standards, principles and practices.

As an office, we continue to cascade our services to Kenyans in the spirit of the Constitution. This strategic Plan lays emphasis on certain basic tenets that support the attainment of the prosecution mandate such as; provision of timely prosecution services, facilitation of victims/ witnesses assistance, professionalization of prosecution services, promotion of inter-agency cooperation and collaboration and implementation of a quality management system.

The Strategic Plan 2016-2021 benefited enormously from the input provided by the Heads of Departments, Head of Divisions and the entire Planning and Monitoring Division Committee who played a crucial role in articulating departmental, divisional and section concerns as they relate to the overall corporate performance. In a very special way, appreciations go to our stakeholders for their crucial feedback.

Gratitude is extended to the entire Planning and Monitoring Division and the Strategic Plan 2016-2021 Committee Members for the extraordinary effort, industry and commitment towards ensuring that this process was finalized by providing crucial, technical direction during the preparation of the Strategic Plan including supervising and coordinating the team charged with development of the Plan.

I also express my gratitude to our stakeholders, both internal and external for their valuable input throughout the process. Their views, critique and contributions spurred the development of this Plan and I am grateful.

To all those who contributed either directly or indirectly to the successful preparation of this Strategic Plan and have not been mentioned in this short statement, you are appreciated most sincerely. We encourage you to partner with us in the implementation of Strategic Plan.

Mrs. DORCAS ODUOR, OGW

SECRETARY PUBLIC PROSECUTIONS

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LIST OF ABBREVIATIONS AND ACRONYMS

ADR	Alternative Dispute Resolution
AIE	Authority to Incur Expenditure
ANL	Access Network Line
APA	African Association of Prosecutors
CAJ	Commission on Administration of Justice
CAK	Communication Authority of Kenya
CBO	Community Based Organization
CFO	Chief Finance Officer
CFT	Combating the Financing of Terrorism
CID	Criminal Investigation Department
CIPS	Chartered Institute of Procurement and Supply
COMESA	Common Market for Eastern and Southern Africa
CUC	Court users Committee
DFID	Department for International Development
DPP	Director of Public Prosecution
EAC	East Africa Community
EACC	Ethics and Anti-Corruption Commission
ERP	Enterprise Resourcing Planning
FJS	Formal Justice System
GIZ	Gesellschaft für Internationale Zusammenarbeit
GJLOS	Governance, Justice, Order and Rule of Law Sector
HRMO	Human Resource Management Officer
HOD	Head of Department
HRD	Human Resource Department
IEC	Information, Education and Communication
IFMIS	Integrated Financial Management Information System
ICT	Information, Education and Technology
IICFIP	International Institute of Certified Forensic Investigation Professionals
IJM	International Justice Mission
IPA	International Prosecutors Association
IPOA	Independent Police Oversight Authority

KBS	Kenya Bureau of Standards
KEPSA	Kenya Private Sector Alliance
KFS	Kenya Forestry Services
KISM	Kenya Institute of Supply Management
KIPPRA	Kenya Institute for Public Policy Research and Analysis
KLRC	Kenya Law Reform Commission
KNBS	Kenya National Bureau of Statistics
KNCHR	Kenya National Commission on Human Rights
KRA	Kenya Revenue Authority
KSL	Kenya School of Law
KWS	Kenya Wildlife Service
LAN	Local Area Network
LSK	Law Society of Kenya
M & E	Monitoring and Evaluation
Mgt	Management
MLA	Mutual Legal Assistance
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
NCAJ	National Council on the Administration of Justice
NEMA	National Environment Management Authority
NGO	Non Governmental Organization
NPS	National Police Service
NSSF	National Social Security Fund
ODPP	Office of the Director of Public Prosecutions
PESTLE	Political, Economic, Socio-cultural, Technological, Legal and Environmental
PPOA	Public Procurement Oversight Authority
SGBV	Sexual and Gender Based Violence
SCM	Supply Chain Management
SCMO	Supply Chain Management Officer
SOPs	Standard Operating Procedures
SPP	Secretary of Public Prosecution
SWOT	Strength, Weaknesses, Opportunities and Threats

TJMs	Traditional Justice Mechanisms
UN	United Nations
UNDP	United Nations Development Programme
UNODC	United Nations Office on Drugs and Crime
USAID	United States Agency for International Development
VOIP	Voice over Internet Protocol
VPN	Virtual Private Network
WAN	Wide Area Network

EXECUTIVE SUMMARY

This Strategic Plan has been developed to guide the operations of the Office of the Director of Public Prosecutions (ODPP) over the next five years (2016 – 2021). The Plan will help ODPP position itself strategically in its operational environment by aligning itself effectively to the changes taking place in that environment. This will enable it to effectively discharge its mandate, enhance its performance, meet the expectations of its diverse stakeholder segments and align its programmes and activities to the overall national development agenda.

The mandate of the ODPP is provided in Article 157 of the Constitution and further stated in the Office of the Director of Public Prosecutions Act, 2013. The mandate is to; exercise state powers of prosecution as well as: direct investigations, offer criminal legal opinion to government ministries and departments, process extradition and mutual legal requests from both within and outside Kenya and to facilitate witness protection and victims participation in criminal justice. The ODPP Act provides a clear framework through which the said mandate is to be discharged. The Prosecution mandate is exercised on behalf of the people of Kenya.

The Strategic Plan has been developed through a participatory process involving the Advisory Council of ODPP, the management, members of staff and stakeholders. A comprehensive review of the ODPP Strategic Plan 2011 – 2015 to identify achievements, gaps in implementation, challenges experienced and the lesson learnt, The Review has been useful in developing a new strategic direction and in enriching the programmes, projects and other initiatives proposed in the Plan.

OUR VISION

A just, fair, independent and quality public prosecution services

Our Mission

To provide impartial, effective and efficient prosecution services to all Kenyans.

While building on the recent positive developments, the Plan recognizes that ODPP operates in a changing environment influenced by external and internal socioeconomic, legal and political factors, which directly and indirectly impact on its operations. The achievement of the Plan's objectives will largely depend on how ODPP enhances its' internal strengths, exploits the existing opportunities, manages the weaknesses , while controlling those factors that pose a threat to the achievement of planned programmes and activities. The SWOT analysis is outlined in Chapter 4.The PESTEL, Risk and Stakeholder Analyses are also presented in the Chapter.

The Strategic Direction:

During the Plan period, ODPP will focus on three key result areas (KRAs). These strategic themes are (1) Improved Prosecution Services, (2) A more efficient and effective criminal justice system and (3) Enhanced Institutional Capacity.

Arising from the above strategic themes and the strategic issues that need to be addressed in each thematic area, the ODPP will pursue the following Strategic Objectives, namely:

1. To improve quality of prosecution services
2. To establish, maintain and strengthen partnerships, collaborations and networks
3. To strengthen the policy and legal framework for prosecution
4. To enhance the capacity of ODPP to deliver on its mandate
5. Modernize processes and procedures

Plan Implementation:

Clear strategies and detailed activities have been developed to help in achieving each of the Strategic Objectives. The implementation of the proposed strategies will enhance the institutional capacity of ODPP to enable it build synergies to mitigate both external and internal challenges. In particular, the Implementation Matrix provides the actual framework through which the Strategic Objectives will be achieved during the Plan period. Through their operations, the ODPP's departments will translate the strategic goals into reality by developing and implementing departmental Plans which are aligned to the Strategic Plan.

Budget and Cost Estimates:

For all the activities to be undertaken during the Plan period, cost estimates have been outlined. These will be financed **by both internally** generated funds and support from partners, while cost saving measures will be implemented to further strengthen the ODPP's financial resource base. The Plan acknowledges that the ability of the ODPP to implement its programmes depends on the availability of adequate funding.

Monitoring, Evaluation and Reporting:

The ODPP recognizes the importance of Monitoring, Evaluation and Reporting in the achievement of the Plan's intended results. Progressive monitoring will be carried out based on the expected outputs and measurable indicators set out in the implementation matrix. All the departments will be involved in the Monitoring, Evaluation and Reporting process.

Conclusion:

Overall, this Strategic Plan sets out a coherent, systematic and sustainable road-map on which to anchor the ODPP operational initiatives for the 2016-2021 period. The Plan will provide effective guidance to the ODPP's operations over the next five years underpinned by an effective Monitoring, Evaluation and Reporting framework and continuous refocusing and reorientation of the strategies outlined. While ODPP will ensure efficient operations through rationalization of resource utilization and modernization of processes, the support of key stakeholders at all levels will be imperative.

CHAPTER 1

1.0 Background

1.1 Introduction

The Office of the Director of Public Prosecutions was established following the promulgation of the Constitution of Kenya 2010. The Office was previously a department under the State Law Office, **discharging responsibilities in the criminal jurisdiction for the Republic of Kenya on behalf of the Attorney General.** The ODPP delinked from the State Law Office on 1st July 2011 following the appointment of a Director of Public Prosecutions under the new Constitution.

The Office of the Director of Public Prosecutions Act, 2013 was enacted with the object of giving effect to the provisions of Articles 157 and 158 and other relevant Articles of the Constitution of Kenya 2010. In discharging its mandate, the Office is guided by the Constitution and the following fundamental principles: (i) diversity of the people of Kenya; (ii) impartiality and gender parity; (iii) observance of the rules of natural justice; (iv) promotion of public confidence in the integrity of the Office; (v) the discharge of functions of the Office on behalf of the people of Kenya; (vi) the need to serve the cause of justice, (vii) prevention of abuse of the legal process and public interest; (viii) protection of the sovereignty of the people; (ix) secure the observance of democratic values and principles; and (x) promotion of constitutionalism.

Section 7 (2) of the Mutual Legal Assistance Act 2011 recognizes the ODPP as a key player in making and execution of legal assistance requests as a competent authority.

Under the Criminal Procedure Code Section 82 through 88, the DPP has powers to enter nolle prosequi, delegate prosecution powers and appoint public prosecutors for any case. Section 86 spells out the powers of public prosecutors.

From 2011, the ODPP has transformed itself into a professional and independent institution in the Kenyan criminal justice chain. The 2011-2015 Strategic Plan provided a road map on key strategies in both the Technical and Central Facilitation services that supported the realization of the plan targets.

1.2 Mandate, Functions and Structure of ODPP

1.2.1 Mandate

The mandate of the ODPP is to institute and to undertake prosecution of criminal matters and all other aspects incidental thereto. In exercising prosecutorial authority, the DPP has due regard to the public interest, the interests of the administration of justice and the need to prevent and avoid abuse of the legal process. In doing so, the ODPP strives to provide quality, impartial and timely services in a manner that is professional, efficient and fair.

1.2.2 Functions

The core functions of the office of the Director of Public Prosecutions (ODPP) include prosecution of those charged by the police and other investigative agencies with criminal offences while upholding, protecting and promoting human and constitutional rights.

Specifically the functions are:-

- i. To institute and undertake criminal proceedings against any person before any court of law other than a court martial in respect of any offences alleged to have been committed by that person;
- ii. To direct investigation and supervise the conduct of criminal investigations;
- iii. To handle of matters relating to international relations including extradition and Mutual Legal Assistance (MLA);
- iv. To advise Government Ministries, Departments and State Corporations on matters pertaining to the application and development of criminal law;
- v. To monitor, train, appoint, and gazette public prosecutors;
- vi. To facilitate victims of crime and witnesses during prosecution; and
- vii. To contribute and influence to policy, procedure and law reform

1.3 Justification for the Strategic plan 2016-2021

In the recent past, the complexity of the administration of justice arising from constitutional requirements, new laws, human rights considerations, and diversity in crimes against rapidly changing global circumstances has had direct impact on the prosecution of criminal matters in the country. **During these changes, the Office of the Director of Public Prosecutions Act, 2013 and MTP II (2013-2017)**

came into being while the ODPP was implementing its first Strategic Plan. The second Strategic plan therefore provides an opportunity to align aspirations of the ODPP to these new developments. It provides an opportunity for the ODPP to reorient itself to the national and international needs such as new planning circle for the Government under Vision 2030; and the end of the Strategic Plan 2011-2015.

In addition, the Government of Kenya is re-engineering its business processes with three focus areas namely: Reduction of bureaucratic red tape; establishment of efficient and effective service delivery systems and processes; and ensuring efficient and transparent financial management and procurement. These are critical considerations for the ODPP in its operations and hence the need for realignment of its planning processes.

More significantly, it comes at the time the ODPP has made great milestones in its formation, capacity enhancement and the need to establish priorities based on its performance in the first 5 years of independent existence. The new Plan will therefore be guided by key achievements and challenges emanating from the first Plan, emerging crimes, knowledge explosion, new technologies, advancement in science and information and better communication technology that call for a refocus in the administration of justice.

1.4 The Planning Process for the Strategic Plan 2016-2021

The scope of formulating a new Plan covered the following:

- End term review of the 2011-2015 Strategic Plan to establish key success factors, key challenges, emerging trends of crime and mitigation measures taken.
- Scanning the effect of the environment on ODPPs objectives, strategies, activities, targets and performance through a comprehensive review and analysis of:
 - The changes and shifts in national priorities in administration of justice;
 - The anticipated new organizational framework (structure, functions and capacity) that supports and facilitates the execution of the mandate; and
- Challenges and lessons learnt in the implementation of the current Strategic Plan
- Development of an accountability and risk management framework through a comprehensive SWOT and PESTLE analysis to identify, prioritize

and plan for mitigation, monitoring and reporting purpose any strategic, environmental, political, organization, operational or financial risks or technological structural changes that could affect plan implementation.

- Formulation of a strategic model that translates the ODPPs Vision and Mission into concrete, coherent and integrated set of strategic goals, smart objectives, strategies, activities and planned outputs and outcomes.
- Development of a coordination framework detailing how the planned outputs and outcomes will be achieved, highlighting the financial and other constraints for plan implementation and detailing how the constraints will be addressed in the plan period. This focused on:
 - Identification of the capacity needs, the strategies required for addressing capacity gaps and resources required for capacity development
 - Establishment of the inputs required to execute ODPPs functional unit's activities for purposes of budgeting and negotiations for funding
 - Detailing and costing the activities to be implemented at the functional units in order to achieve planned outputs
 - Development of a framework for monitoring and evaluating Plan implementation

1.6 Structure of the Strategic plan

The Strategic Plan is organized into seven chapters and an appendix as follows

- i. Chapter One provides the background information about the ODPP, mandate and functions. It also provides the justification and the planning processes for the new Plan.
- ii. Chapter Two presents the role of ODPP in Kenya's development agenda by focusing on the Vision 2030, county programmes and NCAJ
- iii. Chapter Three provides the review of the 2011-2015 strategic plan
- iv. Chapter Four presents the environmental scan including SWOT, PESTLE, stakeholder analysis and risk management
- v. Chapter Five provides the strategic model of ODPP covering the vision, mission , core values, strategic objectives and strategies

- vi. Chapter Six presents the institutional implementation framework
- vii. Chapter Seven provides the monitoring and evaluation framework for the plan
- viii. The Implementation matrix of the strategic plan

CHAPTER 2

2.0 The National Development Agenda

2.1 Introduction

The ODPP belongs to the Governance, Justice, Order and Rule of Law Sector which consists of thirty seven (37) sub-sectors. These sub-sectors play an important role in implementing sub-sector mandates, programmes and policies and undertaking institutional reforms that are aimed at providing a stable environment for social, economic and political development of the country as envisioned in the Kenya Vision 2030. The sector undertakes to strengthen the criminal justice system by ensuring independent institutions have a clear mandate and formal collaboration mechanism amongst its institutions.

2.2 The Constitution of Kenya 2010 and the Role of ODPP

ODPP is a creature of the Constitution of Kenya 2010 with its enabling legislation being the Office of Director of Public Prosecution Act, 2013. The Office is also enabled through the Criminal Procedure Code Chapter 75 of the laws of Kenya and the Mutual Legal Assistance Act, 2011.

In exercising the powers of prosecution, the Office ensures regard to the public interest, the interests of the administration of justice and the need to prevent and avoid abuse of the legal process.

2.3 The role of the ODPP in Kenya's Development Agenda – Vision 2030

The Kenya Vision 2030 is premised on three pillars namely: political; social and economic and implemented in successive five-year Mid Term plans. The first mid-term plan covered the period 2008-2012 while currently the 2nd MTP 2013-2017 is being implemented. The Vision aims at creating a globally competitive and prosperous country and transforming Kenya into a newly industrialized middle income country. The Vision 2030 identifies the justice system as one of its key movers where the ODPP is to exercise its functions without fear or favour.

Under the political pillar, the vision aims at institutionalizing a framework that promotes a fair, affordable and equitable access to justice. The ODPP in liaison with other stakeholders is charged with the duty of aligning the national policy and a legal framework that addresses a market- based economy, human rights and gender equity in addition to promotion of the rule of law.

Under the economic pillar, the ODPPs role is to ensure an effective and efficient prosecution that will in turn contribute to safe, secure and conducive environment for investment and economic growth.

On the social pillar, the ODPP in conjunction with other stakeholders strive to achieve a just and cohesive society by serving the interests of justice by conducting timely and independent prosecution and facilitate equitable application of the law that eases access to the criminal justice system.

2.4 The second medium Term Plan 2013- 2017

In the medium term Plan II (2013-2017), the ODPP contributes to the objective of efficient and effective delivery of justice in the country by enhancing investigative and prosecutorial jurisdiction of cases.

2.5 Role of the ODPP in the County Specific Priorities

Under Article 6 (2), the Constitution of Kenya provides for national and 47 County Governments and states that the national and county levels are distinct and inter-dependent and shall conduct their mutual relations on the basis of consultation and cooperation. Prosecution of cases is a national service. However, the ODPP is fully decentralized in 47 counties and 117 sub-counties for effective delivery of its services to the public in accordance to Article 6 (3) of the Constitution of Kenya.

The ODPP continues to play a critical role in collaborating with the counties in supporting the county assemblies in enactment of uniform county laws to ensure quality, prioritization and customization to national laws and the constitution of Kenya 2010. Towards compliance, the Office advises counties on alternative dispute resolutions and harmonization mechanisms. The ODPP in liaison with the Kenya Law Reform Commission (KLRC) advises the counties on model laws.

2.6 Role of ODPP in National Council on the Administration of Justice (NCAJ)

In recognizing and upholding institutional independence and unique functions, the Judicial Service Act (2011) creates the National Council on the Administration of Justice (**NCAJ**). This coordination framework facilitates the justice sector institutions to develop and implement policies in addition to playing an oversight role. Its mandate is to ensure a coordinated, efficient, effective and consultative approach in the administration of justice and reform of the justice system. The ODPP with other stakeholders will contribute in the review of legal and policy frameworks for NCAJ and the entire justice sector and operationalization of the Court Users Committees (CUC).

CHAPTER 3

3.0 Situation Analysis

3.1 Introduction

This Chapter highlights ODPP key achievements in the period of the Strategic Plan 2011 – 2015, based on the End Term Review of the Plan. The Strengths, Weaknesses, Opportunities and Threats (SWOT), the Political, Economic, Socio-cultural, Technological, Legal and Environmental (PESTLE) analysis and Stakeholder analysis were undertaken to help in the development of strategic goals, themes and strategies. Challenges encountered and lessons learned are also presented.

3.2 Review of Strategic Plan 2011-2015

The Strategic Plan 2011-2015 focused on operationalization of the Office of the Director of Public Prosecutions in Kenya. The Strategic Plan largely aimed at setting up an organizational framework and a roadmap for operationalization of the Office in line with Kenya's Vision 2030. This was further complemented by the enactment of the Office of the Director of Public Prosecutions Act, 2013.

3.2.1 Key Achievements

During the review period 2011 - 2015, the ODPP realized following achievements:

3.2.2 Institutional Development of ODPP

The ODPP has presence in all the **47 Counties** of the **Republic**, as well as, in all the sub-counties where court stations exist. The Office took over the prosecution function by replacing all Police Prosecutors with Prosecution Counsel answerable only to the DPP. It has also strengthened the institutional framework by establishing **29** prosecution Divisions, Sections and Units to encourage professionalization of the service. This has enhanced provision of prosecution services across the country, as envisaged in Article 6(3) of the Constitution and Section 14 of the ODPP Act, which provide that the Office shall ensure reasonable access to its services in all parts of the Republic.

Alongside the decentralization efforts of the Office, the ODPP equipped county and sub-county offices. Towards this end, some of the offices received furniture and equipment. Additionally, books and a number of motor vehicles were procured. As part of the ODPP's efforts to avail the necessary basic tools of work to its staff, existing offices were refurbished and the process of acquiring additional office space continued.

3.2.3 Prosecutions Performance

The ODPP processes various type of matters, namely; criminal trials, appeals, applications, complaints, advice files and MLA/Extraditions. The total number of matters processed grew by **126%** during the review period. This is attributed to the decentralization of prosecution, judiciary and law enforcement services across the country. The overall conviction rate has been steadily rising from **75%** to **93.5%** over the last five years. The trial conclusion rate also rose to **37.1%** up from **32.8%** during the same period. The rise in the conviction rate indicates continued improvement in the decision to charge and increased professionalization of prosecution services. On the other hand, the increase in the conclusion rate reflects a significant reduction in case backlog and overall trial time.

3.2.4 ODPP Organizational Structure and Staff Establishment

An organizational structure was developed and adopted by the Office with the guidance and support of the then Ministry of State for Public Service. It created **3** prosecutorial departments and a central facilitation service department, headed by Deputy Directors of Public Prosecutions and Secretary Public Prosecutions. The optimal staff compliment for the structure was set at **1297** with **927** Prosecution Counsel and **370** Central Facilitation Service staff. On operationalization of the Office in 2011, the in-post staffing was **73** Prosecution Counsel and **112** Central Facilitation Service staff. There were also only **13** field offices and a headquarters in Nairobi. The ODPP Act established an ODPP Advisory Board to aid the DPP in hiring and discipline of staff.

3.2.5 Attracting and Retaining High Quality Staff

Over the last **5** years the total number of staff in the ODPP has grown from **185** in **2011** to **1,013** in 2016 representing **448%** increase. In this regard there has been a remarkable rise in the number of Prosecution Counsel from **73** to **610**, representing a **736%** increase. Kenya now has the highest number of Prosecutors in the East Africa region, resulting in a diverse, competent and a young workforce. ODPP's staff now has **558** females (**55%**) and **455** males (**45%**).

Female Prosecution Counsel are **354** accounting for **58%** while male Prosecution Counsel are **256** (**42%**). Central Facilitation Service has **204** female (**49%**) and **197** male (**51%**) staff. ODPP's staff in senior management positions (Job groups P-U) are **122** with females being **37** (**36%**) and males **65** (**64%**). Prosecution Counsel in senior management positions are **31** female (**35%**) and **57** male (**65%**). Central Facilitation Service in senior management positions are **6** female (**43%**) and **8** male (**57%**).

Currently, the Office has **10** (**0.1%**) staff with disability, **4** (**40%**) female and **6** (**60%**) male. During the year under review, the ODPP recruited **60** new members of staff (**5.9%** of total staff) with **1** being a Prosecutor and **59** Central Facilitation

Service staff. Of the new staff, **24** were female (**40%**) and **36** male (**60%**). During the same period, ODPP had a **3.1%** staff attrition rate, with **22** Prosecution Counsel and **9** Central Facilitation Service staff leaving ODPP mainly due to uncompetitive terms of service. **32.2 %** of the staff leaving the ODPP were in senior positions.

3.2.6 Capacity Development and Professionalization of Services

To respond to the increasing sophistication of crime, prosecutors continued to receive specialized training in various thematic areas so that they can better attend to new and emerging crimes. Capacity building was the one area that attracted a lot of interest from the ODPP partners, and the Office was able to reasonably equip its officers despite budgetary constraints experienced. Newly recruited prosecutors all underwent trial advocacy training to equip them with basic skills for the performance of their duties. With regard to professionalization, the ODPP was able to fully take over prosecutions in all courts in the country.

The Office further concluded the process of review of the National Prosecution Policy and the Code of Conduct for Prosecutors, which are critical policy documents that provide guidance on handling of the decision to charge and the professional conduct of Public Prosecutors. The Office also developed General and thematic Prosecution Guidelines, SOPs, Rapid Reference Guides and Law Digests which are useful tools for prosecutors to make reference in the day to day execution of their mandate.

3.2.7 Quality-Assurance Mechanism of Prosecutions

During the review period, ODPP put in place measures to ensure that the quality of prosecution services was maintained. These measures included; screening of cases to ensure sufficiency of evidence before charging, taking over prosecution in the Magistrates' Courts and delegated prosecutions.

3.2.8 Automation and modernization of ODPP processes

The ODPP has made tremendous strides in automation and modernization of its processes and procedures. Central to achieving this goal has been the ongoing case management project, together with other interventions, such as use of Integrated Financial Management Information System (IFMIS) for its financial and procurement processes, Integrated Payroll & Payroll Database (IPPD) system for its human resource management processes and a Kingsway car fleet management system. ODPP also uses the LexisNexis online legal research platform as part of its legal resources.

3.2.9 Facilitate and support witnesses and victims of crime.

Recent developments in Kenya have seen the enactment of the Victim Protection Act, 2014. This piece of legislation has introduced new dimensions in the criminal justice processes, where the rights of victims have been upheld, including direct participation in trials. The ODPP is a key player in the realization of the provisions of the Act. In this regard, the ODPP operationalized the specialized thematic Division on Children, Witness and Victim Support. The Division has proposed modalities for the support of and facilitation of witnesses and victims including, the entering into an MoU with WPA.

3.2.10 Inter-Agency Collaboration and International Legal Cooperation

To effectively undertake its mandate, the ODPP developed interagency frameworks through MOUs, protocols and partnerships with investigative agencies, judiciary, prisons and other state and non-state organs justice sector. ODPP has also fostered international legal cooperation by participation in regional and international prosecutorial associations, fora and its work in processing MLA/Extraditions.

3.2.11 Formulation of Criminal Justice Sector Policies

ODPP has been actively engaged in criminal justice policy development and law reform. During the period under review the Office contributed to the development of the Bail and Bond Policy Guidelines, the Sentencing Policy Guidelines, Plea Bargaining Rules and Guidelines and Active Criminal Case Management Guidelines. Additionally, ODPP contributed to review and enactment of key legislation including; Victim's Protection Charter by Victim's protection Agency (still in draft form), Witness Protection Rules, 2015, Public Procurement and Assets Disposal, 2015, Bribery Bill, Anti-corruption (Amendment) Laws Bill, Wildlife Conservation and management Bill, 2016, Anti-doping Act, 2016, Election Offences Act, 2016, Electoral Laws (Amendment) Act, 2016, Cyber-crime Bill, 2016, Land Act, 2016, Access to Information Act, 2016. The Office was involved in Inter-agency taskforces and committees, including the National Consultative Coordination Committee on IDPs, Taskforce on Traditional Dispute Resolution Mechanisms, Victims of Crime Board and the Taskforce to Develop the Court of Appeal and High Court Administration Bills.

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

The SWOT analysis was conducted to determine both internal and external factors affecting the work of the ODPP. The achievement of the Plan's objectives will largely depend on how ODPP enhances its' internal strengths, exploits the existing opportunities, and manages the weaknesses in its operations, while controlling those factors that pose a threat to the achievement of its planned programmes and activities. In developing this Plan,

ODPP conducted an extensive situation analysis of its Strengths, Weaknesses, Opportunities and Threats (SWOT).

Table 3.1 presents the issues that need consideration in the implementation of activities by the ODPP.

Table 3. 1 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Competent, vibrant and committed workforce • ODPP is well entrenched in the Constitution • Policies, standards and guidelines • Growth in staffing levels • Independence • Decentralized prosecutorial Services 	<ul style="list-style-type: none"> • Uncompetitive terms and conditions of service • Poor leadership and management skills • Old processes and procedures. • Low absorption rate of funds • Underutilization and misapplication of skills • Lack of specialization of skills • Lack of ownership of strategic plan • Lack of cascading Strategic Plan to counties and sub-counties • Inadequate infrastructure and unequal distribution of resources. • Lack of wellness programmes • Weak monitoring and evaluation framework • High staff turnover/attrition • Limited adoption and usage of ICT • Poor work ethics and weak organizational culture • Low staff awareness on policies • Weak record management • Weak internal communication
<ul style="list-style-type: none"> • Opportunities 	<ul style="list-style-type: none"> • Threats
<ul style="list-style-type: none"> • Political goodwill 	<ul style="list-style-type: none"> • Politicization and ethnicization of the

<ul style="list-style-type: none"> • Vibrant media • Goodwill of stakeholders and collaboration mechanisms • Increased public awareness on role of ODPP • Advancement in ICT • Reform momentum in the criminal justice system • Robust constitution • Best practices- locally and internationally • Recognition of crime prevention as key in the realization of the Vision 2030. • Large pool of competent professionals in the market • Tremendous Expansion of Scope and Depth of Prosecutorial Function 	<p>fight against crime</p> <ul style="list-style-type: none"> • Lack of criminal justice policy • Rapid advancement in ICT • Better terms and conditions of service by comparative organizations • Complexity of emerging crime and trends • Inadequate psycho social support of prosecutorial work • Security concerns for Prosecutors • Competition for limited government resources • Capacity constraints within other criminal justice agencies • Weak inter-agency collaboration and cooperation • Conformity to expanded liberties under the new constitution. • Inconsistent and unpredictable legal jurisprudence. • Negative public perception • Transition uncertainty • Reduced confidence in criminal justice system • Adversarial policy and political decisions
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3.4 PESTLE Analysis

The PESTLE analysis seeks to identify issues and determine their likely effects in the strategic direction the Office will pursue to achieve its mandate. It provides the decision makers a platform of assessing the risks that the identified factors pose and use that knowledge to inform decisions. Table 3.2 presents the PESTLE analysis of issues and effects.

Table 3. 2 Political, Economic, Socio-Cultural, Technological, Legal and Environmental (PESTLE) Analysis

Political Issue	Political Effect
<ul style="list-style-type: none"> • Politicization and ethnicization of prosecution of crime • Terrorism, wars and conflicts • National Elections • Devolution- County and National government 	<ul style="list-style-type: none"> • Undermining the rule of law and institutions • Lack of synergy among government agencies • Political goodwill in the implementation of the constitution
Economic Effect	
<ul style="list-style-type: none"> • Slow economic growth • Poor terms and conditions of work • Economic integration that opens up strategic transit focal points • Levels 	<ul style="list-style-type: none"> • Widening inequality between poor and rich • High rate of unemployment • High poverty levels • Economic instability • Loss of staff to other sectors • Emergence of new forms of crime due to liberalization
Social Effect	
<ul style="list-style-type: none"> • Increased awareness of rights • Moral decadence • High population growth • Regional instability 	<ul style="list-style-type: none"> • Existence of minority, special interest groups and marginalized communities • Cultural practices which are repugnant to justice and morality • Prevalence of corruption • Proliferation of slums • HIV and AIDS effects • Drugs and substance abuse • Proliferation of small arms and light weapons • Proliferation of organized criminal

	<ul style="list-style-type: none"> groups Influx of refugees/aliens
Technological Effect	
<ul style="list-style-type: none"> Technological advancement 	<ul style="list-style-type: none"> Slow pace of adoption of technological change Low levels of technological infrastructure Low levels of innovation White collar crime
Environment Effect	
<ul style="list-style-type: none"> Inadequate sustainable development programmes 	<ul style="list-style-type: none"> High level of pollution and generation of waste Climate change Wildlife conservation
Legal Effect	
<ul style="list-style-type: none"> Constitution of Kenya 2010 	<ul style="list-style-type: none"> Uncertain jurisprudence following enactment of the Constitution

3.5 Key Stakeholder Analysis

The ODPP implements its strategies with various stakeholders. As a member of the NCAJ, the ODPP contributes to the achievement of targets of other institutions and in turn is expected to be supported to undertake its mandate. These key collaborations with a focus on what ODPP can do for its stakeholders and what they can do for ODPP is presented in Table 4. Overall, the table presents stakeholders grouped as MDAs, private sector, civil society, academia, development partners, research institutions, media, regional and international bodies, professional bodies, the general public and others.

Table 3. 3 External Stakeholder Analysis

INSTITUTION	WHAT THEY CAN DO FOR ODPP	WHAT CAN ODPP DO FOR STAKEHOLDERS
i) Government Ministries and Departments (MDAs)		
1. Investigative Agencies (Kenya Police, EACC, CID, KWS, KNHCR, KFS, KRA, CAK, Immigration Department, IPOA)	Effective and timely comprehensive investigations Teamwork and collaboration	Prompt advice on submitted files and prosecution
2. Judiciary	Efficient determination of	Spearheading legal reforms

	cases	
3. Witness Protection Agency	Secure vulnerable and threatened witnesses	Collaboration and partnership
4. PPOA	Train procurement stakeholders	Enlighten them on the causes of prosecution in procurement
5. National Treasury	Allocation of adequate financial resources	Transparency and Accountability of funds Submission of Expenditure returns and reports
	Timely disbursement of funds	
	Advice on financial matters	
6. Prisons, probation	Liaison with ODPP in expediting the judicial process	Liaise with stakeholders in sufficient time to expedite the process
7. Counties	Involve DPP in enactment of county laws	Advice and harmonization of Laws enactment and Enforcement
8. CAJ	Providing information to the ODPP	Act on referred complaints
9. Auditor general and controller of budget	Provision of guidelines of compliance on audit requirements	Avail relevant information to the office of Auditor General
10. Parliament	Support enactment of necessary legislation and policies	Participate in formulation of proposals
	Support increased resources for ODPP	Make proposals on necessary resources
ii) Private sector		
1. Suppliers	Provision of goods and services	Timely facilitation and settlements
2. Corporate organizations	Sponsorship of programmes and Equipment	Effective prosecutions
3. Banks	Facilitation of requests and witnesses	Enhance awareness on AML/CFT
4. Private companies	Share their experience of success with ODPP	Effectively involve them from time to time
5. KEPSA	Uphold the rule of law and core values	Effective and efficient prosecution
	Collaborate with other stake holders	
iii) Civil Society, NGOs, CBOs and Faith Based Organizations		
1. Donors	Technical and financial support	Enhance efficiency and effectiveness in prosecution
	Timely funding and support Support training programs of	

	staff and other agencies	
2. IJM, UN, Embassies	Facilitate training and offer equipment	Enhance efficiency and effectiveness in prosecution
3. LSK, Churches	Create awareness	Collaboration in the development of professional standards
4. Theme Based Organizations	Conduct research of emerging concepts and principles in thematic areas	Partner to improve service delivery
5. NGOs	Collaborate and partner to deliver mandate	Partner to deliver justice
6. GOAL HODI	Create awareness on criminal issues to the public	Collaborate and cooperate in relevant legislation and policy
7. Civil society, Human Rights Organizations	Share their experiences and opinions with ODPP	ODPP to actively involve them in the process
	Provide civic education	
8. UN, World Vision	Collaboration in crime prevention and education	Uphold the rule of law
iv) Development Partners		
1. World bank	Capacity building - funding projects and programmes	Collaboration and cooperation
	Development of proposals	
2. DFID	Capacity building - funding projects and programmes	Collaboration and cooperation
3. UN/UNODC/UKHIC/GIZ	Specialized training	Collaboration and cooperation
4. USAID, UNDP	Capacity building - funding projects and programmes	Accountability and transparency in managing resources.
		Action on complaints
v) Research Institutions		
1. KIPPRA, KNBS	Provide authentic and reliable data that can be used by ODPP	Identify areas of need
2. KLRC, National Crime Research Centre	Provide crime trends in the county	Use data to allocate resources appropriately
	Timely review, amendment and updating of laws	Collaboration in review and amendment of law
	Provide reliable data	Collaboration and cooperation
3. Law Society of Kenya	Share their experiences with ODPP	Collaboration and cooperation
vi) Academia		

1. KISM	Train procurement professionals	Collaboration and cooperation
2. Universities	Scholarships	Cooperation
	Introduce and develop prosecution curriculum	Ensure staff take relevant courses
	Partner with ODPP in matters of criminal justice	Collaboration and cooperation
		Identify practical areas of training
3. KSL	Offer updated and relevant training	Continuous professional development
		Partnership with ODPP on training needs
		Collaboration on review of legal education curriculum
vii) The public		
1. The public/citizens	Sensitization	Collaboration and Cooperation
	Support	Timely information sharing
	Provide information	Uphold the rule of law
	Feedback on services provided	Establish mechanisms of receiving feedback
	Help identify cases on ANL/CFT	Enhance awareness on ANL/CFT
	Collaboration with the criminal justice system	Effective and efficient prosecution
	Report and present evidence to authorities	Ensure security of witnesses is safe guarded
2. Civil Society, Kenyan Human Rights	Give views of strengths and weaknesses to ODPP	ODPP to organize forums
viii) Media		
1. Print and electronic media (Television, Newspaper and Radio)	Responsible journalism	Provide timely accurate information
	Accurate reporting	Engagement and sharing of information
	Sensitize the public on the mandate of ODPP	Establish an open door policy for the media
	Adherence to the media code of ethics	Respect media freedom
	Publish candidly on ODPP progress	ODPP to provide a forum for the media to candidly publish ODPP progress
ix) Regional and international bodies		
1. UN	Training	Cooperation

2. EAC, APA, IPA	Facilitate training	Effective participation and sharing experiences
3. COMESA	Collaboration in provision of rule of law	Facilitation on international cooperation
4. UN, Non State Bodies	Offer capacity building	Identify areas of engagement
5. International Human Rights Organization	Periodically address performance	ODPP to invite them to assess performance
6. Interpol	Speedy apprehension of international criminals	Ensure speedy trial of crimes involving those criminals
x) Professional Bodies		
1. LSK, KISM, CIPS	Training	Cooperation
	Uphold integrity of legal profession	Collaboration in bettering the justice system
	Provide technical support	Uphold the rule of law
	Development of professional standards	Collaboration and Cooperation
2. Accountants, Lawyers	Collaboration in promotion of rule of law	Collaboration and Cooperation
	Observation of professional standards	
3. International Commission of Justice	To assess the standard of ODPP	Collaboration and Cooperation

3.6 Key Success Factors

The Implementation of the 2011-2015 Strategic Plan yielded the following success factors.

a) Partnerships, collaboration and networking

- The National Council on Administration of Justice (NCAJ) forum allowed for consultations, promotion of interagency cooperation and collaboration with key stakeholders to support the achievement of ODPPs mandate.
- The funding of the plan was facilitated by the Government of Kenya through MTEF and donors who supplemented the financial gaps
- Provision of quality accounting and advisory services including timely procurement of goods and services resulted in continuous flow of work

b) Capacity Building

- The Office successfully recruited 293% staff in both legal and central facilitation that enabled seamless allocation and distribution of workload

- Staff were trained and equipped with necessary skills and knowledge through all inclusive training, seminars, sensitizations and workshops that allowed professional engagement

c) Decentralization of services

- Effective strategic leadership led to increased presence at the county level with staff equipped with the necessary equipment and space to perform their duties as reflected in improved conviction rate and court attendance

d) Political will

- The implementation of the plan received support from the parliamentary legal and administration of justice committee and executive support that resulted in the enactment of the relevant legislations and policies to facilitate work,

3.7 Key Challenges

The ODPP continued to face a number of challenges in the execution of its mandate as highlighted below.

3.7.1 Complex and high profile Cases

Administration of Justice continues to be very complex due to the changing nature and scope of crimes that are organized, transnational and international. The creation of new courts; untested legislation in an emerging jurisprudence; democratization; and increased use of ICT such as social media, online systems, encryptions of messages made its work harder and hindered admissibility of available information. Further, inadequate good governance structures and systems; incapacities of investigating officers in terms of skills, personnel and human rights requirements constrained the work among other factors. This led to increased matters handled across the justice sector thereby requiring staff to devote more time and resources to these matters.

3.7.2 Weak policy and legal framework

The absence of a national criminal justice policy to guide operations of the sector resulted in competition for both human and financial resources that in turn affected the delivery of services by the ODPP to the Kenyan public.

The current criminal laws are not sufficiently applicable to new and emerging crimes and technological advancements. The existing substantive and

procedural criminal laws are outdated and have not had the benefit of substantial law review. There is need for continuous review and revision of key procedural, evidential and substantive criminal laws in order to respond to the complex and ever mutating forms of criminality. In addition, there is lack of harmonizing of legislation with the constitution, other laws and regional laws

A number of key agencies within the criminal justice system such as; the National Police Service, and the Government Chemist, suffer acute capacity constraints, which inevitably affect the efficient delivery of services by the entire system. For instance, insufficient use of modern investigations techniques due to the lack of modern National Forensic Crime Laboratory and inadequate forensic investigation skills have greatly hampered the ability of the investigative agencies to investigate complex and emerging crimes.. There is need to modernize and enhance capacity of investigative agencies so as to improve quality of investigations, and in turn impact positively on the effectiveness of prosecution.

3.8 Operational challenges

The Office experienced operational challenges in the implementation of the plan that included: delays in exchequer disbursements, poor terms and conditions of service such as poor remuneration that lead to high attrition and exposure to corruption by staff, inadequate adoption of ICT, information overload through social media and journalism and a robust human rights campaigns that directly impact negatively on prosecution of cases.

3.8.1 Inadequate capacity to handle Emerging crimes and trends

The ODPP faced inadequate specialized skills and knowledge in handling new, emerging and complex forms of crimes such as money laundering, cybercrime and other transnational crimes. The need for adequate financial allocation towards programmatic specialized training to Prosecution Counsel cannot be over-emphasized.

3.8.2 Reluctance of witnesses to testify

The Office faces chronic incidences of witness withdrawal triggered by lack of facilitation, protection fatigue and relations (political, family, colleagues, and religion) to the accused person hence hampering fair and just determination of

cases in court. The problem is more pronounced in cases involving sexual offences and corruption.

3.8.3 Conflict between Alternative Dispute Resolution mechanism and the formal Court system

Article 159 of the Constitution provides for the promotion of alternative dispute resolution (ADR) and traditional justice mechanisms (TJMs). Though provided for in the Constitution, there are currently no mechanisms to harmonize the application of ADR/TJMs with the formal justice system (FJS) in the application of criminal law. There is an urgent need to put in place mechanisms to harmonize ADR/TJMs with the formal justice system and embrace diversion and plea bargain provisions as additional approaches in dispute resolution.

3.9 Proposed Mitigation to the Challenges and Constraints

3.9.1 Sustainable and Adequate Funding Streams

The ODPP main source of funding is the Government through the National Treasury for both the Recurrent and Development Budget. The exchequer allocation accounts for _____ of the total budget while the donors and other stakeholders account for _____ budget of the ODPP. The ODPP needs to develop a comprehensive financing strategy to ensure that the flagship programmes such as automation of its processes, procedures and system is undertaken seamlessly and on time. The need to work with donors and other government agencies in building its human resource, finance and physical capacities should be prioritized.

3.9.2 Structure and Governance

The current structure is highly centralized with regard to decision-making and process matters. The ODPP should develop a robust and responsive structure and governance system to fully integrate the operational 47 County Offices.

The ODPP undertook massive and rapid staff recruitment. Most of the staff are at low level entry points with minimal prosecutorial knowledge, skills and experience. **We recommend that the Office develop a role modeling, coaching and mentorship programme to enhance staff prosecutorial competencies,**

capabilities and capacities. In addition, the ODPP should introduce creative collaborative work policies and practices.

3.9.3 Partnerships, Networks and Collaboration

The ODPP enjoys and enforces monopoly prosecutorial powers as the Public Prosecutor in Kenya. The Constitution of Kenya 2010 creates new institutions in the justice system as well as the Chapter Fifteen Commissions and Independent Offices, which perform an oversight role. The Constitution anticipates effective partnerships, networks and collaboration among these institutions and other stakeholders.

CHAPTER 4

4.0 Strategic Model

4.1 Introduction

This chapter outlines the strategic direction of the ODPP during the second plan period. It also outlines the enabling strategies that are aimed at improving delivery of prosecution services to all Kenyans, enhancing organizational efficiency and strengthening relationships with stakeholders. A clear results framework has been developed as an implementation tool that will be crucial in performance monitoring and evaluation. In the next five years, resources will be deployed towards improving prosecution services and enhancing ODPP capacity to deliver its mandate.

4.2 Vision and Mission Statements

Vision

A Just, fair, Independent and Quality Public Prosecution Service

Mission

To provide impartial, effective and efficient prosecution services to all Kenyans.

4.3 CORE VALUES

ODPP is committed to upholding and promoting national values, principles of governance and of public service as enunciated in Articles 10 and 232 of the Constitution, respectively. In addition to this, ODPP considers the following Core Values as the guiding principles for its operations in the medium and long term;

1. Transparency,
2. Integrity,
3. Accountability,
4. Professionalism,
5. Independence and
6. Teamwork.

4.4 Clarion Call

Mashtaka yenye haki na usawa

4.5 Strategic Goals

The ODPP has identified the following as areas of focus/key result areas, which if concentrated on will enable it to deliver on its mandate:

1. Improved Prosecution Services
2. A more efficient and effective criminal justice system
3. Enhanced Institutional Capacity

4.6 STRATEGIC OBJECTIVES

Arising from the above strategic goals and issues that need to be addressed in each thematic area, ODPP will pursue the following Strategic Objectives, namely:

- To improve quality of prosecution services
- To establish, maintain and strengthen partnerships, collaborations and networks
- To strengthen the policy and legal framework for prosecution
- To enhance the capacity of ODPP to deliver on its mandate
- Modernize ODPP Processes and Procedures

4.7 Strategic Objectives, Strategies and Key Activities

From the 5 thematic areas, specific objectives, strategies and key activities have been identified and set for implementation towards achieving the planned institutional and national targets under the Second Medium Term Plan 2013-2017. This Plan is in tandem with Vision 2030, the Constitution and the Government Planning Cycle.

Table 4. 1 Strategic Objectives, Strategies and Key Activities

Strategic Objective	Strategy	Activity
To improve quality of prosecution services	Develop highly capable, skilled and specialized staff.	Provide a comprehensive training and continuing professional development programme for ODPP staff
		Establish a Prosecutors Training Institute
		Develop training Curricula

Strategic Objective	Strategy	Activity
		Provide specialized training in thematic areas
	Enhance capacity to handle new and emerging crimes	Provide Mentorship programmes to staff
	Maintain high prosecution standards to achieve independent, fair and effective prosecutions	Conduct research
	Enhance Quality Assurance in prosecution service	Strengthen Library and Information Resource Centres
		Develop capacity to monitor and report new and emerging crimes
		Promote Knowledge management in the ODPP
		Update and develop policies and guidelines for handling prosecutions
		Adequately prepare and effectively prosecute criminal cases in court
		Facilitate victims of crime and witness support
		Apply alternatives to prosecution
		Deploy the “follow the money” approach
		Implement systems to ensure consistent application of policies and guidelines
		Undertake case audits to monitor compliance levels with policies and guidelines
		Monitor prosecution counsel performance
	Deploy quality management systems	

Modernize ODP Processes and Procedures	Implement and maintain an effective Case management System	Develop and implement Case Management standards and Systems
		Automate case management system
		Develop case management policies and protocols
		Initiate sharing of data electronically across criminal justice organizations
		Enhance Knowledge Management initiative through promotion of electronic resources
	Deploy Information Communication Technology in ODP	Upgrade and Establish reliable, high-speed network infrastructures.
		Develop an ICT Strategy, policies, standards and procedures.
		Develop and implement relevant ICT systems and solutions (HRMIS, TMS, AMS)
		Hire and train necessary staff to run ICT systems, procedures and processes.
		Ensure interoperability of existing and new ICT systems with NCAJ and other stakeholders
		Deploy Enterprise Resource Planning (ERP) System

	Streamline case file management and disposal systems & procedures	Standardize registry operations and processes
		Automate the registry procedures
		Implement centralized case-in-take in all Counties
		Modernize storage and retrieval of case files
	Improve Records management	Adopt proper information, records and archives management practices
		Streamline records and information management processes and policies
	Institutionalize performance management system	Develop performance management system
		Monitor and report performance
		Pursue ISO certification
		Formulate, disseminate and continuously monitor ODPP Service Delivery Charter
	Streamline procurement processes in ODPP	Conduct capacity building
		Monitor and evaluate procurement of goods and services
Develop procurement policy and plans		
To enhance Institutional Capacity of ODPP to deliver on its mandate	Enhance Human Resource capacity	Review and revise the organizational structure and staffing levels
		Improve staff remuneration and benefits
		Develop and implement training and mentoring programmes.
		Develop and implement recruitment and retention policy

		Establish and sustain ODPP wellness programme
		Develop and implement ODPP staff welfare policy/Association's Sacco
		Formulate, review and revise human resource policies and strategies
	Improve physical infrastructure	Provide adequate office space
		Construct and refurbish existing ODPP offices
		Acquire land and build new offices
		Provide adequate office equipment and furniture
		Implement workplace occupational health and safety policy
	Improve public confidence and enhance public awareness of ODPP	Review Communication Policy and Strategy
		Establish and sustain an organization culture and corporate image
		Strengthen public feedback mechanisms
		Implement sensitization and outreach programmes
	Mainstreaming cross-cutting issues	Identify the cross cutting issues
		Develop and implement policies and SOPs on cross cutting issues
		Develop staff counselling programs
		Conduct sensitization programmes
		Monitor and evaluate implementation of cross cutting issues

	Mobilize financial resources	Participate effectively in MTEF budgeting process mechanisms
		Engage development partners and stakeholders
		Improve internal capacities for financial and procurement management and accounting
		Ensure prudence Management of GOK and Donor funds
To establish, maintain and strengthen partnerships, collaborations and networks	Enhance local, regional and international collaboration frameworks	Enhance partnership, networking and collaboration framework
		Undertake stakeholder mapping
		Monitoring and evaluating existing partnerships collaboration and networks
		Develop thematic prosecutors networks
		Undertake advocacy to address capacity gaps in the criminal justice sector
	Establish a collaborative framework for victims of crime and witness facilitation	Develop a framework for collaboration with stakeholders
		Develop and implement policies and structures for victims of crime and witness facilitation
Develop communication guidelines		
To strengthen policy and legal framework	Comprehensive review of criminal substantive, procedural, and evidentiary laws	Establish a structure for law reform
		Review of criminal substantive and enabling laws

		Engage the relevant stakeholders
		Initiate legislation on new and emerging crimes
		Capacity building on the new laws
	Policy formulation and Implementation	Review and revise public prosecution policies
		monitor and evaluate policy formulation and implementation
		Development of legal policies on victims and witness facilitation

CHAPTER 5

5.0 Coordination Framework for Strategy Implementation

5.1 Introduction

Successful implementation of this Strategic Plan is anchored in five key factors. First is to develop a proper co-ordination framework based on the organizational structure of ODPP. Second is to establish effective performance management system. Third is to review Communication strategy. Fourth is to harness ICT solutions. Fifth is to mobilize adequate financial resources that are reliable and predictable.

5.2 Plan Implementation

The overall responsibility for implementation of the Strategic Plan rests with the Director of Public prosecutions. The Director with the support of heads of departments will provide overall guidance for the implementation of the Strategic Plan. A Strategic Plan Implementation Team will be established to coordinate implementation and make progress reports on a quarterly basis. The heads of departments and divisions will take responsibility within their functional areas and report on a monthly basis each implementing unit will be responsible for the coordination, implementation and reporting of the assigned activities in the implementation matrix. The units will derive their respective work plans from the implementation matrix.

The Office of the Director of Public Prosecutions (ODPP) is the National Prosecuting Authority in Kenya which has been mandated by the Constitution to prosecute all criminal cases in the country. It Comprises the Advisory board chaired by the DPP and four functional Departments headed by Deputy Directors of Public Prosecution. The four departments include: Offences against the person; Economic, International and Emerging crimes; County Affairs and Regulatory Prosecutions and Central Facilitation.

The transformation of ODPP into an efficient organization that offers high quality services to the public requires a radical restructuring that not only changes the internal business processes and organizational structures but also the physical arrangement of the ODPP. It should be noted that the ODPP is currently undertaking a restructuring process to further review and realign the institutional set up and roles of the various offices. This is in the bid to make the Directorate more efficient and effective in delivering on its mandate. Once the restructuring process is completed, the ODPP will develop performance targets, indicators and reporting frameworks in line with the reviewed ODPP structure.

5.3 Human Resource Strategy

ODPP will conduct human Resource planning in order to establish a critical human Resource base that is professionally motivated and result driven and that can be attracted and retained in order to achieve efficient service delivery to all stakeholders. ODPP's capacity building strategies include: addressing the existing staff shortage; carrying out focused training; and providing adequate and appropriate facilities and equipment for effective handling of ODPP mandate.

The staff deficit stands at 345 prosecution counsel and 13 central facilitation staff as presented in Table 7 and 8 respectively. During the plan period, the Office will endeavor to operate at optimal levels through a comprehensive recruitment and retention of Officers in post. In addition, the Office will aspire to improve terms and conditions of service in order to retain talented and motivated workforce.

The office is in the process of reviewing the staffing levels following decentralisation of services to the counties and sub-counties. The proposed staff establishment is 3,051 comprising 1,861 Legal staff and 1,190 corporate services staff.

With regard to training, ODPP will conduct competency development baseline survey to determine the competence levels of its staff. Consequently, it will carry out annual training needs assessment (TNAs) to identify the gaps and training requirements. This will guide it in developing appropriate annual training plans that are relevant to implementation of this Plan. The Office will also carry out annual evaluation of the training programmes to determine the effectiveness and impact in realisation of the Strategic Plan. To improve the work environment ODPP will procure more office space and continuously ensure provision of equipment and facilities needed to deliver its mandate.

5.4 COMMUNICATION STRATEGY

In implementing this Strategic Plan, ODPP will need to develop a communication strategy for both internal and external stakeholders. The communication strategy will outline the transformation message; the key stakeholders and the messages prepared specifically for those stakeholders; and the expected outcome of the communication. Focus will be placed on developing Outreach Programmes to educate external stakeholders on selected ODPP programmes, newsletters for internal communication, and review of ODPP website to facilitate access to information so as to maximise expeditious service to the public.

The communication strategy will:

- Raise awareness and understanding of the Strategic Plan and restructuring programme of ODPP throughout its various implementation stages and/ or developments, in particular, how management intends to manage and communicate the key messages to target stakeholders;
- Provide the executing teams with a documented framework detailing which communication mechanisms/tools would be most appropriate for the target stakeholders;
- Ensure communication of implementation issues and project updates to key stakeholders; and
- Provide a mechanism for seeking and acting on feedbacks to encourage the involvement of staff, clients and the general public.

Figure 5. 1 presents the ODPP Organization chart.

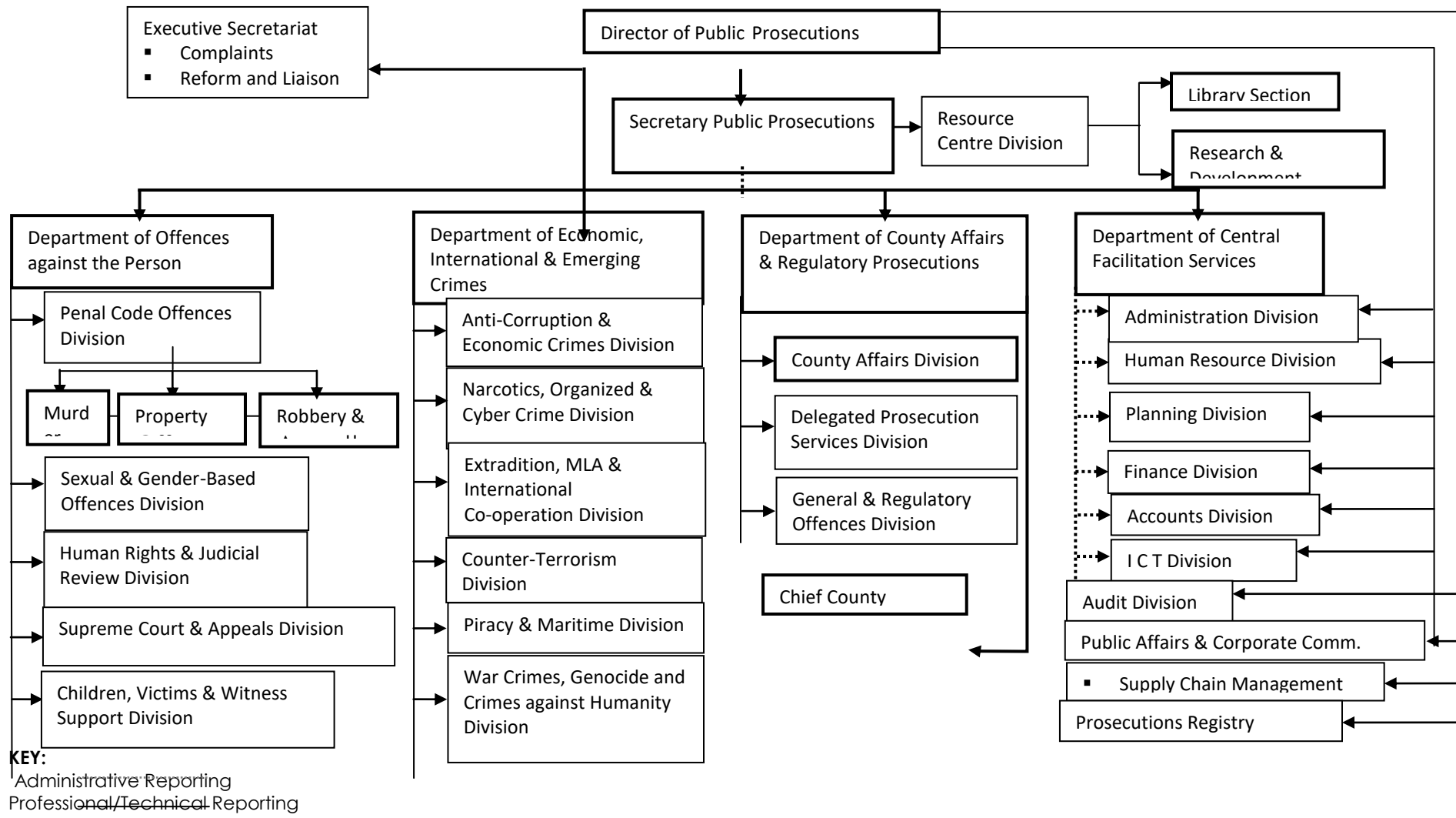


Table 5. 1 Department Responsibility in implementation of the Strategic Plan

STRATEGIC OBJECTIVE	STRATEGY	KEY ACTIVITIES	DEPARTMENT/SECTION/UNIT
To improve quality of prosecution services	Develop highly capable, skilled and specialized staff at all levels.	Provide a comprehensive training and continuing professional skills development programme to staff	DPP, SPP, HODs, HRD, Heads of Counties
		Establish a Prosecutors Training Institute	DPP, SPP , HODs, CFO, HRD
		Develop Training Curricula	SPP, HODs, HRD
		Provide specialized training in thematic areas	SPP, HODs, HRD, Heads of Counties
		Provide Mentorship programme to staff	SPP, HODs, HRD, Heads of Counties
	Enhance capacity to handle new and emerging crimes	Conduct research on crime prevalence and emerging crimes in Kenya	SPP, HoDs
		Strengthen Library and Information Resource Centres	SPP, HoDs
		Develop capacity to monitor and report new and emerging crimes	HoDs
		Promote Knowledge management in the ODP	SPP, HoDs
	Maintain high prosecution standards to achieve independent, fair and effective prosecutions	Update and develop policies and guidelines for handling prosecutions	SPP, HoDs,
		Adequately prepare and effectively prosecute criminal cases in court	SPP, HoDs, Head of Counties
		Facilitate victims of crime and witness support	SPP, HoDs, Head of Counties
		Apply alternatives to prosecution	DPP, HoDs, Head of Counties

	Enhance Quality Assurance of Prosecution services	Implement systems to ensure consistent application of policies and guidelines	SPP, HoDs, Head of Counties
		Undertake case audits to monitor compliance levels with policies and guidelines	SPP, HoDs, Head of Counties
		Monitor prosecution counsel performance	SPP, HoDs, Head of Counties
		Deploy quality management systems	DPP, SPP, HoDs, Head of Counties
Modernize processes and procedures	Implement and maintain an effective Case management System	Develop and implement case management standards and systems	SPP, HODs, Heads of Counties, ICT Division
		Automate case management system	DPP, SPP, HODs, Heads of Counties, ICT Division
		Develop of case management policies and protocol	SPP, HODs, Heads of Counties, ICT Division
		Initiate sharing of data electronically across criminal justice organizations	DPP, SPP, ICT Division
		Enhance Knowledge Management initiative through promotion of electronic resources	DPP, SPP, HODs, Heads of Counties, ICT Division
	Deploy Information Communication Technology in ODPP	Upgrade and Establish reliable, high-speed network infrastructures.	SPP, HODs, Heads of Counties, ICT Division
		Develop an ICT Strategy, policies, standards and procedures	SPP, HODs, Heads of Counties, ICT Division
		Develop and implement relevant ICT systems and solutions (HRMIS, TMS, AMS)	SPP, HODs, Heads of Counties, ICT Division
		Hire and train necessary staff to run ICT systems, procedures and processes	DPP, SPP, HODs, ICT Division

		Ensure interoperability of existing and new ICT systems with NCAJ and other stakeholders	DPP, SPP, ICT Division	
		Deploy Enterprise Resource Planning (ERP) System	DPP, SPP, HODs, Heads of Counties, CE, ICT Division	
	Streamline case file management and disposal systems & procedures	Standardize registry operations and processes	SPP, HODs, Heads of Counties, ICT Division	
		Automate the registry procedures	SPP, HODs, Heads of Counties, ICT Division	
		Implement centralized case-in-take in all Counties	DPP, SPP, HODs, Heads of Counties, ICT Division & PMT	
		Modernize storage and retrieval of case files in court registries	SPP, HODs, Heads of Counties, ICT Division	
	Improve Records management	Adopt proper information, records and archives management practices	SPP, HODs, Heads of Counties, ICT Division	
		Streamline records and information management processes and policies	SPP, HODs, Heads of Counties, ICT Division	
	Institutionalize performance management system	Develop performance management system	DPP, SPP, HODs, CE	
		Monitor and report performance	DPP, SPP, HODs, CE	
		Entrench ISO certification	DPP, SPP, CE, ICT Division	
		Formulate, disseminate and continuously monitor ODPP Service Delivery Charter	DPP, SPP, HODs, Heads of Counties, ICT Division	
	To enhance institutional capacity of ODPP to deliver on its mandate	Enhance Human Resource capacity	Review and revise the organizational structure and staffing levels	DPP, SPP, HRM
			Improve staff remuneration and benefits	DPP, SPP, HRM
Develop and implement training and mentoring programmes			DPP, SPP, HRM	

		Develop and implement recruitment and retention policy	SPP, HODs, HRD
		Establish and sustain ODPP wellness programme	SPP, HODs, HRM
		Develop and implement ODPP staff welfare policy/Association's Sacco	SPP, HODs, HRM
		Formulate, review and revise human resource policies and strategies	SPP, HODs, HRM
	Improve physical infrastructure	Provide adequate office space	DPP, SPP, HODS
		Construct and refurbish existing ODPP offices	DPP, SPP, HODS
		Acquire land and build new offices	DPP, SPP, HODS
		Provide adequate office equipment and furniture	DPP, SPP, HODS
		Implement workplace occupational health and safety policy	DPP, SPP, HODS, HRM
	Improve public confidence and enhance public awareness of ODPP	Review Communication Policy and Strategy	DPP, SPP, PCO
		Establish and sustain an organization culture and corporate image	DPP, SPP, PCO
		Strengthen public feedback mechanisms	DPP, SPP, PCO
		Implement sensitization and outreach programmes	DPP, SPP, PCO
	Mainstreaming cross-cutting issues	Implement sensitization and outreach programmes	SPP, HODs, HRM
		Identify cross-cutting issues	SPP, HODs, HRM
		Develop and implement policies and SOPs	DPP, SPP, HODs, HRM

		Develop staff counselling programmes	SPP, HODs, HRM
		Monitor and evaluate implementation of cross-cutting issues	SPP, HODs, Planning
	Mobilize financial resources (enhance systems for resource allocation and utilization)	Participate effectively MTEF budgeting process mechanisms	DPP, SPP, CE and CFO
		Engage development partners and stakeholders	DPP, SPP
		Improve internal capacities for financial and procurement management and accounting	SPP, HODs, CFO, CE
		Ensure prudence management of GOK and donor funds	SPP, HODs, CFO, CE
To establish, maintain and strengthen partnerships, collaborations and networks	Enhance local, regional and international collaboration frameworks	Enhance partnership, networking and collaboration framework	DPP, SPP, HODs, Heads of Counties, ICT Division & CMT
		Undertake stakeholder mapping	DPP, SPP, HODs, Heads of Counties, ICT Division
		Monitor and evaluate existing partnerships collaboration and networks	DPP, SPP, HODs, Heads of Counties, ICT Division
		Develop thematic prosecutors networks	DPP, SPP, HODs, Heads of Counties, ICT Division
		Undertake advocacy to address capacity gaps in the criminal justice sector	DPP, SPP, HODs, Heads of Counties, ICT Division
	Establish a collaborative framework for victims of crime and witness facilitation	Develop a framework for collaboration with stakeholders	DPP, SPP, HODs, Exec. Sec. Division
		Develop and implement policies and structures for victims of crimes and witness facilitation	DPP, SPP, HOD
		Develop communication guidelines	DPP, SPP, HODs, Communication

To strengthen policy and legal framework	Comprehensive review of criminal substantive, procedural, and evidentiary laws	Establish a structure for law reform	DPP, SPP
		Review of criminal substantive and enabling laws	DPP/Law Reform Committee/HODs
		Engage the relevant stakeholders	DPP, HODs
		Initiate legislation on new and emerging crimes	DPP/Law Reform Committee/HODs
		Capacity building on the new laws	SPP, HODs
	Policy formulation and implementation	Review and revise public prosecution policies	DPP, SPP, HODs
		Monitor and evaluate their performance	DPP, SPP, HODs
		Development of legal policies on victims and witness facilitation	DPP, SPP, HODs

5.5 The Performance Management Framework

The success of the implementation of the ODPP Strategic Plan lies in individual and departmental performance management. The ODPP will ensure that individual performance is aligned to the ODPP strategic objectives as well as reward and recognition performance. There will be strong focus on monitoring performance at all levels in the ODPP.

A Performance management system will be established to facilitate successful implementation of this Strategic Plan. The System provides a basis for setting of performance targets, evaluation and rewarding or sanctioning of performance. The strategic objectives, strategies and activities in the Plan will be translated into departmental objectives, strategies and activities and further cascaded to individual performance targets. This will facilitate effective appraisal at the individual, departmental and institutional levels while allowing for continuous improvement of performance and by extension, effective implementation of ODPP's programmes.

To ensure sustainability, a culture of performance management to cover all staff irrespective of levels will be adopted. This will enable all staff to appreciate their linkages and contributions to the implementation of the Strategic Plan and the attainment of the overall objectives of the ODPP.

5.6 Resource Mobilization

The ODPP being a constitutional office will continue to be facilitated by the government through the National Treasury within its MTEF budget framework in the implementation of its activities. The Office will lobby for more financial allocations from the government and improve on its absorption rate through timely and sound accountability practices. Table 9 presents the projected financial needs for the Office during the plan period. From the Table, the Office requires Kshs. _____ in recurrent expenditure towards successful implementation of all the planned activities and Kshs. _____ for the development vote

Table 6. 2 Projected Financial Resources by Strategic Objective

Strategic Objective	2016-2021 Kshs. Millions					Total
	2016/17	2017/18	2018/19	2019/20	2020/21	
To improve quality of prosecution services	474	650	832	921	1,018	
Modernize processes and procedures	26	246	437	232	152	
To enhance institutional capacity of ODPP to deliver on its mandate	2,522	2,872	3,436	3,820	4,249	
To establish, maintain and strengthen partnerships, collaborations and networks	218	242	261	281	311	
To strengthen the policy and legal framework	62	77	72	72	72	
TOTAL						

5.7 Funding Gaps analysis

F/Y	Projections	MTEF Allocations	Gaps
2016/2017	3,302		
2017/2018	4,087		
2018/2019	5,038		
2019/2020	5,326		
2020/2021	5,802		
Total	23,555		

5.8 Funding Sources

The plan will be financed by both the exchequer disbursements and funding from development partners as follows.

5.9 MTEF Budget Allocations

The ODPP will lobby for increased and timely exchequer allocations and disbursements towards the implementation of its activities to achieve its goal of promoting access to justice.

5.10 Development Partners

The ODPP will seek to address any financial gaps through its targeted and extensive collaborations with various donors and stakeholders in the Criminal Justice system.

CHAPTER 6

6.0 Monitoring and Evaluation Framework

6.1 Introduction

This section explains how the Strategic Plan 2016-2021 will be evaluated during and after implementation to gauge the extent of achievement of intended performance targets. The evaluation will be carried out using relevant, efficient, effective, and sustainable impact measures. The goal will be to provide information that will enable tracking of progress and informed decision making in the implementation of the Strategic Plan. The specific objectives of the framework are:

- To track the implementation of ODPPs activities and establish whether the objectives have been achieved.
- To strengthen capacity of the ODPP in data collection, analysis and use.
- To promote utilization of monitoring and evaluation data in further planning of interventions
- To generate an information base for ODPPs timely reporting

The Monitoring and Evaluation process will be coordinated by ODPP's Planning and Monitoring Division, Monitoring and Evaluation Committee will be put in place whose functions will include:-

- a) Formulation, coordination and review of ODPPs Monitoring and Evaluation policies, processes and procedures;
- b) Monitoring progress on implementation of the ODPPs strategic plan and the Directorate operational plans;
- c) Oversight on the development of guidelines, procedures, tools/ instruments and manual for the M & E system;
- d) Promote M&E capacity development, acceptability and ownership of the M&E framework across the ODPP; and
- e) Undertake evaluation and reporting to management on progress in achieving high-level benchmarks in the ODPP Strategic Plan.

6.2 DATA COLLECTION, PROCESSING AND ANALYSIS

Monitoring, evaluation and reporting of the Strategic Plan will involve a systematic and continuous process of collecting and analysing information based on the indicators, targets and provision of feedback. Four types of indicators will be tracked and used to measure performance. These include

input, process, output and outcome indicators. The results of monitoring and evaluation will be used to improve ongoing interventions and also inform future plans of the ODPP. Main sources of data and information for the ODPP monitoring and evaluation will include:

- i. **Programmes Output Data:** Information will be collected on the ODPP daily activities and programmes/projects mainly administrative data relating to the running of programmes. This information will be captured and reported through monthly and quarterly reports. Data will be collected through secondary sources, field visits, workshops and Rapid Assessments.
- ii. **Strategic Plan Evaluation:** The ODPP will carry out a mid-term and end-term evaluation of its Strategic Plan 2016-2021. This will involve reviewing the ODPPs performance in implementing the Strategic Plan and focusing on actual performance against each stated target. To ensure objectivity and acceptance by the ODPP stakeholders, this activity will be outsourced to external experts.

6.3 REPORTING

The ODPP will develop a standard reporting template for monthly reports to be used across Departments, Sections and Units. Each department will be expected to generate a monthly report on summary of activities undertaken. Monthly reports will largely concentrate on inputs, processes and outputs for use by management for decision-making.

Information on output indicators will be collected through quarterly meetings, regular programme reports, and annual reports. Outcome indicators will be generated through periodic evaluations, mid-term evaluations and end-term evaluation. All collected data will be processed and analyzed by the relevant Departments. The various reports to be prepared will include:

- i. Monthly reports
- ii. Quarterly Reports
- iii. Annual Review Reports
- iv. Mid-term Evaluation Reports
- v. End-term Evaluation Report

6.4 COMMUNICATION AND DISSEMINATION OF REPORTS

To ensure that Reports are widely disseminated to influence effective Programme management and policy making forums like meetings, workshops, retreats, seminars and reviews will be used to share the findings and recommendations. Other channels not limited to newsletters, news release,

press conferences, public debate and electronic (e-mail, social sites, websites) transmission will be used.

APPENDIX 1: IMPLEMENTATION MATRIX

Strategic Objective 1: To improve quality of prosecution services

Strategies	Activities	Output Target	Responsibility/ Actor	Performance Indicator	Time Frame	Expected budget (Kshs Million)				
						2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
Develop highly capable, skilled and specialized prosecutors	Provide a comprehensive training and continuing professional skills development programme to staff	Prosecutors Training Programme in place Highly skilled prosecutors	DPP, SPP, HODs HRD, Heads of Counties	Training programme Report No. of trainee No. of Trainings conducted	2016/2021	50	60	70	80	90
	Establish a Prosecutors Training Institute	Prosecutors training academy established	DPP, SPP , HODs, HRD	Land acquisition report Architectural designs Project designs and implementation plan	2017/2021	-	100	150	200	200
	Develop of Curriculum for training prosecutors	Training curriculum developed	SPP, HODs, HRD	Curriculum development report	2017/2021	-	12	15	10	10
	Provide specialized training in thematic areas	Specialized training programme in place	SPP, HODs, HRD, Heads of Counties	Specialized training report No. of trained No. of training conducted	2017/2021	-	15	15	15	15

Strategic Objective 1: To improve quality of prosecution services

Strategies	Activities	Output Target	Responsibility/ Actor	Performance Indicator	Time Frame	Expected budget (Kshs Million)				
						2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
	Provide Mentorship programme to staff	Mentorship programme in place	SPP, HODs, HRD, Heads of Counties	Mentorship programme report No. of trained prosecutors each year No. of training conducted each year	2017/2021	-	20	20	20	20
Enhance capacity to handle new and emerging crimes	Conduct research on crime prevalence and emerging crimes in Kenya	-New and emerging crimes Identified -Crime prevalence monitored	HoDs	-Crime research reports -Crime research dissemination reports -Crime prevalence monitoring reports	2017/2021	-	10	20	25	30
	Strengthen Library and Information Resource Centres	Library and Information Resource Centres equipped	HoDs	Compendium developed and disseminated	2016/2021	7	10	15	20	25
	Develop capacity to monitor and report new and emerging crimes	-Capacity to handle new and emerging crimes in place	HoDs	New and emerging crimes monitoring reports	2016/2017	2	5	5	5	5
	Promote Knowledge management in	Knowledge management policies and	HoDs	Knowledge management reports	2017/2021	-	5	7	7	7

Strategic Objective 1: To improve quality of prosecution services

Strategies	Activities	Output Target	Responsibility/ Actor	Performance Indicator	Time Frame	Expected budget (Kshs Million)				
						2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
	the ODPP	guidelines in place								
Maintain high prosecution standards to achieve independent ,fair and effective prosecutions	Update and develop policies and guidelines for handling prosecutions	Policies and guidelines for handling prosecution updated and developed	SPP, HoDs,	Prosecutions policies and guidelines documents and reports	2016/2021	5	7	7	7	7
	Adequately prepare and effectively prosecute criminal cases in court	Criminal cases prosecuted Criminal cases Advice provided	HoDs, Head of Counties	Case intake reports No. of cases Prosecuted Cases Advice reports	2016/2021	250	300	350	400	450
	Facilitate Victims of crime and witness support	Victims of crime and witness facilitated	HoDs, Head of Counties	Victims of crime and witness facilitation report No. of Victims of crime and witness facilitated	2016/2021	5	10	15	15	20
	Apply alternatives to prosecution	Alternatives to prosecution applied	HoDs, Head of Counties	Alternatives to prosecution Report No. of Alternatives to prosecution applied	2016/2021	2	2	2	2	2

Strategic Objective 1: To improve quality of prosecution services

Strategies	Activities	Output Target	Responsibility/ Actor	Performance Indicator	Time Frame	Expected budget (Kshs Million)				
						2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
Enhance Quality Assurance of Prosecution services	Implement systems to ensure consistent application of policies and guidelines	Prosecution Audit Systems in place and implemented	HoDs, Head of Counties	Prosecution Audit Systems report	2016/2021	2	3	5	5	5
	Undertake case audits to monitor compliance levels with policies and guidelines	Case audits undertaken	SPP, HoDs, Head of Counties	Case audit reports No. of Case Audit undertaken	2016/2021	2	3	5	5	5
	Monitor prosecution counsel	Monitoring prosecution counsel in place Performance of prosecutors improved	SPP, HoDs, Head of Counties	Performance Monitoring reports Percentage of prosecutors with improved performance	2016/2021	50	70	100	120	150
	Deploy quality management systems	Quality management systems deployed	SPP, HoDs, Head of Counties	Quality management systems report No. of Quality management systems in place	2017/2021	-	5	5	5	5

Strategic Objective 2: Modernize processes and procedures (Improve Operational Efficiency)

Strategies	Activities	Output Target	Responsibility/Actor	Performance Indicator	Time Frame	Expected Budget (Kshs Million)				
						2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
Implement and maintain an effective Case management System	Develop and Implement Case Management standards and Systems	Case Management Standards and Systems developed and implemented	DPP, SPP, HODs, Division & CMT	Case management standards and systems report	2017-2019	0	50	190	0	0
	Automate case management system	Automated Case Management system in place	DPP, SPP, HODs, Heads of Counties, ICT Division & CMT	% reduction time in case processing	2017-2020	0	2	2	2	2
	Develop of case management policies and protocols	Case management policies and protocols developed	DPP, SPP, HODs, Heads of Counties, ICT Division & CMT ,	Number of policies and protocols developed	2017-2018	0	2	2	2	2
	Initiate sharing of data electronically across criminal justice organizations	Crime data shared electronically	HODs, Heads of Counties, ICT Division & CMT		2017-2019	0	7	8	0	0
	Enhance Knowledge Management initiative through promotion of electronic resources									

Strategic Objective 2: Modernize processes and procedures (Improve Operational Efficiency)

Strategies	Activities	Output Target	Responsibility/Actor	Performance Indicator	Time Frame	Expected Budget (Kshs Million)				
						2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
Deploy Information Communication Technology in prosecution services	Upgrade and Establish reliable, high-speed network infrastructures	Network infrastructure in place in ODPP offices for continuous business processes	SPP, HODs, Heads of Counties, ICT Division & CMT	Number of ODPP offices that are ICT ready	2017-2018	0	50	80	50	40
	Develop an ICT Strategy, policies, standards and procedures.	Reduced overall cost of ICT equipment procured	SPP, HODs, Heads of Counties, ICT Division & PMT	Number of ICT equipment procured.	2017-2018	0	20	30	30	0
	Develop and implement relevant ICT policies, standards and procedures	Secure data centers established	DPP, SPP, HODs, Heads of Counties, ICT Division & PMT	Number of data centres established	2017-2020	0	10	30	30	20
	Hire and train necessary staff to run ICT systems, procedures and processes.	Shared services established	SPP, HODs, Heads of Counties, ICT Division & PMT	Number of shared services established.	2016-2021	0	5	5	5	5
	Ensure interoperability of existing and new ICT systems with	Improved confidentiality, integrity, availability and	SPP, HODs, ICT Division.	Number of security policies and standards documents	2017-2021	0	2	2	2	2

Strategic Objective 2: Modernize processes and procedures (Improve Operational Efficiency)

Strategies	Activities	Output Target	Responsibility/Actor	Performance Indicator	Time Frame	Expected Budget (Kshs Million)				
						2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
	NCAJ and other stakeholders	accountability of ODPP services		5developed.						
	Deploy Enterprise Resource Planning.	Assets management system in place	SPP, HODs, Heads of Counties & ICT Division	Number of Assets managed by AMS.	2017-2021	0	5	40	0	0
Streamline case file management and disposal systems & procedures	Standardize registry operations and processes	Modern systems and processes in place.	SPP, HODs, Heads of Counties, ICT Division & PMT	Registry operations and processes report.	2017-2021	0	20	0	0	0
	Automate the registry procedures	More efficient registry system. Registry procedures automated	SPP, HODs, Heads of Counties, ICT Division & PMT	Registry Automation report.	2017-2021	0	15	15	15	15
	Implement centralized case-in-take in all Counties	Centralized case-in-take in place.	DPP, SPP, HODs, Heads of Counties & CMT	Manual for centralized case in take % Reduction time in case processing	2017-2021	0	15	15	15	15
	Modernize storage and retrieval of case files in HQs and County offices	Storage and retrieval of case files modernized	DPP, SPP, HODs, Heads of Counties & CMT	Manual for modernized storage and retrieval	2017-2021	0	15	15	15	15
Improve	Adopt proper	Records and	DPP, SPP, HODs,	Records and	2017-	0	15	15	15	15

Strategic Objective 2: Modernize processes and procedures (Improve Operational Efficiency)

Strategies	Activities	Output Target	Responsibility/Actor	Performance Indicator	Time Frame	Expected Budget (Kshs Million)				
						2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
Records management	information, records and archives management practices	Archive Management model operational	Heads of Counties & CMT	Archive Management Manual	2021					
	Streamline records and information management processes and policies	Policies and Processes for Records and Information management in place	DPP, SPP, HODs, Heads of Counties & PMT	No. of Policies and Processes for Records and Information management	2017-2021	0	15	15	15	15
Institutionalize performance management system	Develop and implement performance management system	Performance management system developed	DPP, SPP, HODs, Heads of Counties & PMT	Performance management system guidelines	2017-2021	0	15	15	15	15
	Monitor and report performance	Performance monitoring in place	DPP, SPP, HODs, Heads of Counties & PMT	Performance Monitoring Reports	2017-2021	0	15	15	15	15
	Initiate and obtain ISO certification process	ISO certified	DPP, SPP, HODs, Heads of Counties & PMT	ISO certification reports	2017-2021	0	15	15	15	15

Strategic Objective 3: To Enhance Institutional Capacity of ODPP to deliver on its mandate

Strategies	Activities	Output Target	Responsibility/ Actor	Performance indicator	Time frame	Expected budget (Kshs Million)				
						2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
Enhance Human Resource capacity	Review and revise the organizational structure and staffing levels	Revised organizational structure in place	DPP, SPP, HRM	Organization al structure report Revised Organization al structure	2016/2017	10	5	-	-	-
	Formulate, review and revise human resource policies and strategies	Human resource policies and strategies in place	DPP, SPP, HRM	No. of HR policies and strategies	2016/2021	1,700	1,900	2,300	2,500	2,700
	Improve staff remuneration and benefits by engaging relevant institutions	Staff remuneration and benefits Improved	DPP, SPP, HRM	Increased Employee satisfaction index	2016/2021	20	25	30	20	25
	Develop and implement training and mentorship programme.	Training and mentorship programme in place	SPP, HODs, HRD	No. of trained ODPP staff No. of Mentored ODPP staff	2016/2021	150	200	220	250	300
	Develop and implement recruitment and retention policy	Recruitment and retention policy in place	SPP, HODs, HRM	Recruitment and retention policy guidelines	2016/2021	10	15	20	25	30
	Establish and sustain ODPP wellness programme	ODPP wellness programme established	SPP, HODs, HRM	Wellness programme established guidelines	2016/2021	10	15	20	25	30

Strategic Objective 3: To Enhance Institutional Capacity of ODPP to deliver on its mandate

Strategies	Activities	Output Target	Responsibility/ Actor	Performance indicator	Time frame	Expected budget (Kshs Million)				
						2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
	Develop and implement ODPP staff welfare/Association's Sacco policy	ODPP staff welfare/Association's Sacco policy developed	SPP, HODs, HRM	DPP staff welfare/Association's Sacco policy guidelines	2016/2021	5	5	5	5	5
Improve physical infrastructure	Provide adequate office space	Adequate office space provided	DCFS	No. of offices provided	2016/2021	50	50	50	50	50
	Construct and Refurbish existing ODPP offices	Support from development partners	DCFS	No. of ODPP offices constructed and refurbished	2016/2021	3	5	7	10	12
	Acquire land and build new offices	Land								
	Provide adequate office equipment and furniture	Adequate office equipment and furniture provided	DCFS	No. of equipment and furniture provided	2016/2021	50	50	50	50	50
	Develop Resource Centres	Resource Centres developed	DCFS	No. of Resource Centres developed	2016/2021	50	50	50	50	50
	Implement workplace occupational health and	workplace occupational health and safety policy	DCFS, HRM	Workplace occupational health and safety policy	2016/2021	2	3	4	5	5

Strategic Objective 3: To Enhance Institutional Capacity of ODPP to deliver on its mandate

Strategies	Activities	Output Target	Responsibility/ Actor	Performance indicator	Time frame	Expected budget (Kshs Million)				
						2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
	safety policy	implemented		guidelines						
Improve public confidence and enhance public awareness of ODPP	Review Communication Policy and Strategy	Communication Policy and Strategy reviewed	PCO	Communication Policy and Strategy guidelines	2016/2021	2	5	7	10	15
	Establish and sustain an organization culture and corporate image	Organization culture and corporate image established	Public Communication Officer	Communication strategy guidelines Organization culture guidelines	2016/2021	5	7	10	12	15
	Strengthen public feedback mechanisms	Public feedback mechanism strengthened	Public Communication Officer	Public feedback reports	2016/2021	3	5	7	3	2
	Develop and implement Sensitization and outreach programmes	Sensitization and outreach programmes developed and implemented	Public Communication Officer	No. of Sensitization and outreach programmes	2016/2021	5	7	10	12	15
Mainstreaming cross-cutting issues	Develop policies on mainstreaming on gender, HIV/AIDs, disability, alcohol and substance abuse	Mainstreaming policies developed	HODs, HRM	No. of policies mainstreamed	2016/2021	5	7	10	12	15

Strategic Objective 3: To Enhance Institutional Capacity of ODPP to deliver on its mandate

Strategies	Activities	Output Target	Responsibility/ Actor	Performance indicator	Time frame	Expected budget (Kshs Million)				
						2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
	Develop counseling programmes (de-briefing)	Counseling programmes developed	HODs, HRM	Counseling guidelines	2016/2021	5	7	10	12	15
	Sensitize ODPP staff on mainstreamed policies	ODPP staff sensitized on mainstreamed policies	HODs, HRM	Sensitization report	2016/2021	5	7	10	12	15
Mobilize adequate financial resources	Participate effectively in MTEF budgeting process	Effective participation in MTEF budgeting process	CFO	MTEF budgeting reports	2016/2021	5	7	10	12	15
	Engage development partners and stakeholder in financing the strategic Plan	Development partners and stakeholder engaged	CFO	Development partners and stakeholder engagement reports	2016/2021	5	7	10	12	15
	Ensure prudent management of GOK and donor funds				2016/2021	5	7	10	12	15

Strategic Objective 4: To establish, maintain and strengthen partnerships, collaborations and networks

Strategies	Activities	Output Target	Responsibility/Actor	Performance indicator	Time Frame	Expected budget (Kshs Million)				
						2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
Enhance local, regional and international collaboration frameworks	Develop partnership, networking and collaboration framework	Partnership networking and collaboration Framework in place	DPP, SPP, HODs	Partnership, networking and collaboration framework guidelines	2016-2021	1	2	2	2	2
	Undertake stakeholders mapping	Stakeholders mapping undertaken	DPP, SPP, HODs	Stakeholders mapping Report	2016-2021	1	2	2	2	2
	Monitor and evaluate existing partnerships collaboration and networks	partnerships collaboration and networks monitored	DPP, SPP, HODs	Partnerships and collaboration networks M&E Reports	2016-2021	5	5	5	5	5
	Develop thematic prosecutors networks		DPP, SPP	Work plans, websites, Reports trainings and conferences	2016-2021	2	2	2	2	2
	Undertake advocacy to address	Advocacy initiatives undertaken	DPP	No. of Capacity gaps addressed	2016-2021	2		2	2	2

Strategic Objective 4: To establish, maintain and strengthen partnerships, collaborations and networks

Strategies	Activities	Output Target	Responsibility/Actor	Performance indicator	Time Frame	Expected budget (Kshs Million)				
						2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
	capacity gaps in the criminal justice system									
Establish a collaborative framework for victims of crime and witness facilitation	Develop a framework for collaboration	Framework developed	DPP, SPP, HODs, Exec. Sec. Division	No. of victims of crime and witnesses facilitated	2016-2021	50	70	100	120	150
	Develop and implement policies and structures for victims of crimes and witness support	Policy and structures developed	SPP	Policy in place	2016-2018	0	7	0	0	0
				No. of defined communication structures in place	2016-2021					
				Percentage increase in budget allocation						
	Monitor and evaluate implementation	M&E Report	SPP	No. of M&E Reports	2016-2021	2	2	2	2	2
	Develop communication strategy for Victims of crime and witnesses	Communication guidelines developed	DPP, SPP, HODs, Communication	No. of Sensitization / brainstorming forums	2017-2018	0	5	0	0	0

Strategic Objective 5: To strengthen policy and legal framework

Strategies	Activities	Output target	Responsibility/ Actor	Performance indicator	Time Frame	Expected budget (Kshs Million)				
						2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
Comprehensive review of criminal substantive, procedural, and evidentiary laws	Review of criminal substantive and enabling laws	Criminal substantive and enabling Laws Reviewed	DPP/Law Reform Committee/HODs	Number of laws reviewed	2017-2021	20	20	20	20	20
	Engage the relevant stakeholders	Stakeholders engaged	DPP, HODs	Stakeholders engagement report	2016-2021					
	Initiate legislation on new and emerging crimes	New and emerging crimes laws enacted	DPP/Law Reform Committee/HODs	No. of laws on new and emerging crimes enacted	2016/2018					
	Capacity building on the new laws	Capacity on the new laws in place	HODs	Capacity building report on the new laws						
Policy formulation and Implementation	Review and revise public prosecution policies	public prosecution policies reviewed	DPP, SPP, HODs	No. of public prosecution policies reviewed	2017-2021	12	12	12	12	12
	Engage relevant stakeholders	Stakeholders engaged	DPP, HODs	Stakeholders engagement report	2016-2021					
	Implement, monitor and evaluate prosecution policies	prosecution policies evaluated	SPP, HODs	No. of prosecution policies reviewed	2016					
	Develop legal policies on	Victims of crime and witnesses	DPP, SPP, HODs	No. of Victims of crime and						

Strategic Objective 5: To strengthen policy and legal framework

Strategies	Activities	Output target	Responsibility/ Actor	Performance indicator	Time Frame	Expected budget (Kshs Million)				
						2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
	Victims of crime and witnesses	policies developed		witnesses policies developed						

<p><u>NAKURU COUNTY</u> CDN Plaza, Ground & 2nd Floor P.O BOX 1165-20100, NAKURU OFFICE TEL: 053 – 8008373 Head, Mr. Andrew J. Omutelema</p>	<p><u>KAKAMEGA COUNTY</u> PC'S Building Block 'A', 2nd Floor P.O BOX 1529-50100, KAKAMEGA OFFICE TEL: 056 - 31049 Head, Mr. Peter Mailanyi</p>	<p><u>KISUMU COUNTY</u> Nyanza Provincial Headquarters, 7th Floor P.O BOX 1902-40100, KISUMU OFFICE TEL: 057 -2024620 Head, Mr. Douglas N. Ogoti</p>
<p><u>NAIROBI COUNTY</u> NSSF BLOCK 'A', 19th & 18th Floor P.O BOX 30701-00100, NAIROBI OFFICE TEL: 020-22732090 Head, Mr. John Mungai Warui</p>	<p><u>KAJIADO COUNTY</u> ODPP Building P.O BOX 646, KAJIADO OFFICE TEL: 020 - 2622894 Head, Mr. Renson Ingonga</p>	<p><u>KILIFI COUNTY</u> Malindi Complex Building, 1st Floor P.O BOX 5751-80200, MALINDI OFFICE TEL: 042-2121259 Head, Mr. Vincent Macharia Wahoro</p>
<p><u>TRANS NZOIA COUNTY</u> Ndege House 3rd floor P.O BOX 663-30200, KITALE OFFICE TEL: 054-31273 Head, Mr. Christopher Abele</p>	<p><u>HOMA BAY COUNTY</u> District Treasury Building P.O BOX 153-40300, HOMA-BAY OFFICE TEL: 020-2698187/0202696130 Head, Mr. Ammon Oluoch Ojwang</p>	<p><u>MERU COUNTY</u> Ntara Place Building, 2nd Floor P.O BOX 2377-60200, MERU OFFICE TEL: 064-32543/020262945 Head, Mr. Evans Onderi Orege</p>
<p><u>EMBU COUNTY</u> Faith House ACK House, 2nd Floor P.O BOX 2855, EMBU OFFICE TEL: 31227 Head, Ms. Fredah Mwanza</p>	<p><u>BUNGOMA COUNTY</u> IFTHIM Investment Building, 2nd Floor P.O BOX 2058-50200, BUNGOMA OFFICE TEL: 0770-355066 Head, Mrs. Felisters Njeri Njeru</p>	<p><u>MACHAKOS COUNTY</u> Kiamba Mall P.O BOX 1041-90100, MACHAKOS OFFICE TEL: 044-21041 Head, Mr. Joseph Gikonyo Kinyanjui</p>
<p><u>TANA RIVER COUNTY</u> DC's Office P.O BOX 10-80200, GARSEN OFFICE TEL: 202-395930 Head, Mr. Robert Oyiembo</p>	<p><u>NYERI COUNTY</u> Provincial Commissioner's Office Block 'A', 2nd & 3rd Floor P.O BOX 463-10100, NYERI OFFICE TEL: 061-2030698 Head, Mr. Job Karundu Kaigai</p>	<p><u>UASIN GISHU COUNTY</u> K.V.D.A Plaza, 10th Floor P.O BOX 4024-30100, ELDORET OFFICE TEL: 053-2031781 Head, Mr. Omwega Zacharia Gitenya</p>
<p><u>GARISSA COUNTY</u> Rt. General Mohamud Plaza, 1st Floor P.O BOX 69-70100, GARISSA OFFICE TEL: 046-2102362 Head, Mr. John Walter</p>	<p><u>MOMBASA COUNTY</u> NSSF Building & Min of Home Affairs, City Centre P.O BOX 80896-80100, MOMBASA OFFICE TEL: 041-222211</p>	<p><u>KERICHO COUNTY</u> AFC Building, 1st Floor P.O BOX 1512-20200, KERICHO OFFICE TEL: 020-2172594 Head, Mr. Jacob Mutai Kibiego</p>

Wanyonyi	Head, Mr. Mutefi Alexander Muasya	
<u>KISII COUNTY</u> AG Chambers Bulding, Ground Floor P.O BOX 2470-40200, KISII OFFICE TEL: 058-2030331 Head, Mr. Tom Peter Imbali	<u>BUSIA COUNTY</u> ECO Bank Building, 1 st Floor P.O BOX 476, BUSIA OFFICE TEL: 077-4204446 Head, Mr. Geoffrey Obiri	<u>MURANG'A COUNTY</u> Ministry of Lands Building, 1 st Floor P.O BOX 931, MURANGA OFFICE TEL: 060-2030400 Head, Mr. Solomon Njeru
<u>NYANDARUA COUNTY</u> Ministry of Water & Irrigation Building P.O BOX 321, NORTH KINANGOP OFFICE TEL: 202-395803 Head, Mr. George Abuga Mongare	<u>KIAMBU COUNTY</u> Thika Arcade, 6 th Floor P.O BOX 6219-01000, THIKA OFFICE TEL: 020-2309459 Head, Mr. Amos Chigiti	<u>BOMET COUNTY</u> Roranya Premises Building P.O BOX 236, BOMET OFFICE TEL: 020-2194667 Head, Ms. Jackline Kiptoo
<u>LAIKIPIA COUNTY</u> GF Plaza 1 st Floor P.O BOX 1438-2300, NYAHURURU OFFICE TEL: 020-2573752 Head, Mr. Lucas Tanui Kipkogei	<u>SAMBURU COUNTY</u> Letitiya Plaza, Ground Floor P.O BOX 132, MARALAL OFFICE TEL: 202-392727/020-2688339 Head, Mr. Solomon Wabomba Naliaka	<u>WEST POKOT COUNTY</u> Divisional Police Headquarters P.O BOX 363-30600, KAPENGURIA OFFICE TEL: 202-395932 Head, Mr. Mark Nabuyumbu
<u>NANDI COUNTY</u> Biegon Building P.O BOX 318-30300, KAPSABET OFFICE TEL: 0202-2392730 Head, Ms. Gladys Jepchirchir Rutto	<u>KIRINYAGA COUNTY</u> Professional Plaza, 2 nd Floor P.O BOX 1224-10300, KERUGOYA OFFICE TEL: 202-695803 Head, Mr. Peter Eusebius Omayo Omooria	<u>NAROK COUNTY</u> Information Office, 1 st Floor P.O BOX 991-20500, NAROK OFFICE TEL: 050-23247 Head, Mr. Muriuki Evans Gitonga
<u>TAITA – TAVETA COUNTY</u> Maghamba Plaza P.O BOX 760-80300, VOI OFFICE TEL: 020-2318016 Head, Mr. Kibui Barnabas Gioche	<u>WAJIR COUNTY</u> DCS Office P.O BOX 417-70200, WAJIR OFFICE TEL: 020-2594873 Head, Mr. Rieche, Jonah Meroka	<u>MARSABIT COUNTY</u> Madina House P.O BOX 387, MARSABIT OFFICE TEL: 020-2192632 Head, Mr. Motende Jackson Mobisa
<u>VIHIGA COUNTY</u> Posta Building P.O BOX 840-50300, MARAGOLI OFFICE TEL: 077-5711735 Head, Mr. John Osungu Okoth	<u>MIGORI COUNTY</u> Dev Mart Building, 2 nd floor P.O BOX 1228-40400, MIGORI OFFICE TEL: 208-008290 Head, Ms. Monica Akoth Owenga	<u>NYAMIRA COUNTY</u> Jubilee Plaza P.O BOX 243-40500, NYAMIRA OFFICE TEL: 202-392734 Head, Mr. Erick Kidali Malesi

<p><u>ISIOLO COUNTY</u> DC'S Office P.O BOX 739-60300, ISIOLO OFFICE TEL: 020-2395001 Head, Mr. Jalson Makori</p>	<p><u>KITUI COUNTY</u> Nzambani Building P.O BOX 448-90200, KITUI OFFICE TEL: 077-1258125 Head, Mr. James Muriithi Njogu</p>	<p><u>SIAYA COUNTY</u> J&J Building P.O BOX 681, SIAYA OFFICE TEL: 208-008287 Head, Mr. Eliphas Ombati</p>
<p><u>LAMU COUNTY</u> Bahari House P.O BOX 43 – 80500, LAMU OFFICE TEL: 020-2424750 Head, Mr. Japheth Isaboke</p>	<p><u>BARINGO COUNTY</u> Talai Plaza, 2nd Floor P.O BOX 110, KABARNET OFFICE TEL: 208-008289 Head, Mr. James Marete Gikunda</p>	<p><u>KWALE COUNTY</u> Mwanabeyu Plaza P.O BOX 201-80403, KWALE OFFICE TEL: 0770-165945 Head, Mr. George Mungai Kamau</p>
<p><u>ELGEYO-MARAKWET COUNTY</u> AFC Building P.O BOX 578-30700, ITEN OFFICE TEL: 208-008291 Head, Mr. Duncan Chelashaw Kipkosgei</p>	<p><u>MANDERA COUNTY</u> DC's Office P.O BOX 478-70300, MANDERA OFFICE TEL: 202-395863 Head, Mr. Allen Mulama</p>	<p><u>THARAKA-NITHI COUNTY</u> Meru South Coop Sacco Building P.O BOX 791-60400, CHUKA OFFICE TEL: 020-2459002 Head, Mr. Noah Okong'o Ongige</p>
<p><u>TURKANA COUNTY</u> District Treasury P.O BOX 563, LODWAR OFFICE TEL: 020-2640008 Head, Mr. Kimanthy Joseph</p>	<p><u>MAKUENI COUNTY</u> SOI Plaza, 1st Floor P.O BOX 531-90300, WOTE OFFICE TEL: 208-008283 Head, Mr. Pithon Mwangi Gachanja</p>	

Table 7. 1 Current Staffing Levels for Prosecution Counsel (legal staff)

S/No.	Designation	Grade	Job Group	Authorised Establishment	In post	Vacancies (+Ve Or -Ve)
1.	Director of Public Prosecutions	DPP 1		1	1	0
2.	Secretary Public prosecution	DPP 2	T	1	1	0
3.	Deputy Director of Public Prosecutions	DPP 3	S	3	2	-1
4.	Senior Assistant Director of Public Prosecutions	DPP 4	R	64	41	-23
5.	Assistant Director of Public Prosecutions	DPP 5	Q	35	24	-11
6.	Senior Principal Prosecution Counsel	DPP 6	P	73	25	-48
7.	Principal Prosecution Counsel	DPP 7	N	101	36	-65
8.	Senior Prosecution Counsel	DPP 8	M	163	62	-101
9.	Prosecution Counsel II/I	DPP 10/9	K/L	272	390	+118
10.	Chief Prosecution Assistant	DPP 6	P	34	0	-34
11.	Senior Principal Prosecution Assistant	DPP 7	N	35	0	-35
12.	Principal Prosecution Assistant	DPP 8	M	40	0	-40
13.	Prosecution Assistant III/II/I/Snr	DPP 12/11/10/9	H/J/K/L	105	0	-105
	Total			927	582	-345

Table 7. 2 Current Staffing Levels for Central Facilitation Services (Non Legal staff)

S/No	Designation	Grade	Job Group	Authorised Establishment	Inpost	Vacancies (+Ve Or -Ve)
1.	Deputy Director, Central Facilitation Services	DPP 3	S	1	1	0
2.	Snr. Asst. Director of Administration	DPP 4	R	1	0	-1
3.	Snr. Asst. Director HRM	DPP 4	R	1	0	-1
4.	Chief Economist/Statistician	DPP 4	R	1	1	0
5.	Chief Finance Officer	DPP 4	R	1	1	0
6.	Chief Accountant	DPP 4	R	1	0	-1
7.	Senior Assistant Director ICT	DPP 4	R	1	1	0
8.	Chief - Internal Audit	DPP 4	R	1	0	-1
9.	Senior Assistant Director Public Communications	DPP 4	R	1	1	0
10.	Senior Assistant Director SCM	DPP 4	R	1	0	-1
11.	Senior Assistant Director HRD	DPP 4	R	1	1	0
12.	Senior Assistant Director Records Management	DPP 4	R	1	1	0
13.	Deputy Chief Finance Officer	DPP 5	Q	1	0	-1
14.	Assistant Director HRM	DPP 5	Q	1	1	0
15.	Assistant Director HRD	DPP 5	Q	1	0	-1
16.	Assistant Director SCM	DPP 5	Q	0	1	0

S/No	Designation	Grade	Job Group	Authorised Establishment	Inpost	Vacancies (+Ve Or -Ve)
17.	Assistant Director ICT	DPP 5	Q	0	1	0
18.	Principal Statistician/Economist	DPP 6	P	1	0	-1
19.	Senior Principal Human Resource Dev. Officer	DPP 6	P	1	1	0
20.	Senior Principal Human Resource Mgt Officer	DPP 6	P	1	1	0
21.	Senior Principal Finance Officer	DPP 6	P	0	1	0
22.	Senior Principal Administrative Officer	DPP 6	P	0	1	0
23.	Principal Human Resource Dev. Officer	DPP 7	N	1	0	-1
24.	Principal Finance Officer	DPP 7	N	1	0	-1
25.	Principal Administrative Officer	DPP 7	N	0	1	0
26.	Principal HRMO	DPP 7	N	1	1	0
27.	Principal Public Communications Officer	DPP 7	N	1	1	0
28.	Senior Statistician/Economist II/I	DPP 8/7	M/N	2	1	-1
29.	Principal Librarian	DPP 7	N	1	1	0
30.	Principal Accountant	DPP 7	N	0	1	0

S/No	Designation	Grade	Job Group	Authorised Establishment	Inpost	Vacancies (+Ve Or -Ve)
31.	Principal SCMO	DPP 7	N	0	1	0
32.	Snr. Administration Officer I	DPP 8	M	1	1	0
33.	Senior Accountant I	DPP 8	M	1	1	0
34.	Senior ICT Officer I	DPP 8	M	1	0	-1
35.	Senior Records Management Officer I	DPP 8	M	1	1	0
36.	Senior Information Officer I	DPP 8	M	1	0	-1
37.	Senior Supply Chain Management Officer I	DPP 8	M	1	0	0
38.	Executive Secretary	DPP 8	M	2	2	0
39.	Senior Human Resource Mgt Officer I	DPP 8	M	0	2	0
40.	Senior Records Management Officer II	DPP 9	L	2	2	0
41.	Senior Librarian II	DPP 9	L	2	1	-1
42.	Senior Internal Auditor	DPP 8	M	1	1	0
43.	Senior Accountant II	DPP 9	L	1	2	+1
44.	Snr. Information Officer II	DPP 9	L	1	1	0
45.	Snr. Personal Secretary	DPP 9	L	14	28	+14
46.	Senior ICT Officer II	DPP 9	L	2	2	0
47.	Statistician/Economist II/I	DPP 10/9	K/L	1	2	0

S/No	Designation	Grade	Job Group	Authorised Establishment	Inpost	Vacancies (+Ve Or -Ve)
48.	Administrative Officer II/I	DPP 10/9	K/L	1	0	-1
49.	Human Resource Management Officer II/I/Snr II	DPP 11/10	J/K/L	4	1	-3
50.	Human Resource Development Officer II/I	DPP 11/10	J/K	1	1	0
51.	Information Officer II	DPP 11	J	0	1	0
52.	Principal Driver	DPP 11	J	2	0	-2
53.	Chief Clerical Officer	DPP 11	J	3	5	+2
54.	Finance Officer III/II/I	DPP 11/10/9	J/K/L	2	1	-1
55.	Supply Chain Management Officer II/I/Snr II	DPP 11/10/9	J/K/L	2	0	-2
56.	ICT Officer II/I	DPP 11/10	J/K	5	1	-4
57.	Personal Secretary II/I	DPP 11/10	J/K	48	37	-7
58.	Accountant II/I	DPP 11/10	J/K	6	5	-1
59.	Internal Auditor III/II/I	DPP 11/10/9	J/K/L	1	1	0
60.	Telephone Supervisor II/I	DPP 11/10	J/K	1	1	0
61.	Records Management Officer III/II/I	DPP 12/11/1	H/J/K	11	7	-4

S/No	Designation	Grade	Job Group	Authorised Establishment	Inpost	Vacancies (+Ve Or -Ve)
		0				
62.	Library Assistant II/I	DPP 12/11	H/J	6	1	-5
63.	Receptionist Officer III/II/I	DPP 11/10/9	J/K/L	4	3	-1
64.	Research officers II/I/Snr II.	DPP 11/10/9	J/K/L	3	0	-3
65.	Secretarial Assistant /Snr.	DPP 13/12	G/H	7	11	+4
66.	Supply Chain Management Assistant III/II/I/Senior	DPP 12/11/10/9	H/J/K/L	2	5	+3
67.	Telephone Operator II/I/Snr	DPP 14/13/12	F/G/H	2	2	0
68.	Prosecution Clerk IV/III/II/I	DPP 14/13/12/11	F/G/H/J	21	15	-6
69.	Clerical Officer II/I/Snr	DPP 14/13/12	F/G/H	83	84	+7
70.	Administrative Officer III	DPP 11	J	1	0	-1
71.	Human Resource Management Assistant III/II/I/Snr.	DPP 12/11/10/9	H/J/K/L	1	0	-1
72.	Driver III/II/I/Snr/Chief	DPP 16/15/1	D/E/F/G/H	28	44	+16

S/No	Designation	Grade	Job Group	Authorised Establishment	Inpost	Vacancies (+Ve Or -Ve)
		4/13/12				
73.	Office Asst. III/II/I/Snr.	DPP 16/15/1 4/13	D/E/F/G	69	64	-5
	TOTAL			370	357	-13