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**OFFICE OF THE
DIRECTOR OF PUBLIC
PROSECUTIONS**

STRATEGIC PLAN

2023 – 2027



OFFICE OF THE DIRECTOR OF PUBLIC PROSECUTIONS



STRATEGIC PLAN

2023 - 2027

VISION | MISSION | VALUES



QUALITY POLICY STATEMENT

The ODPP is committed to providing impartial, innovative, effective and efficient prosecution services.

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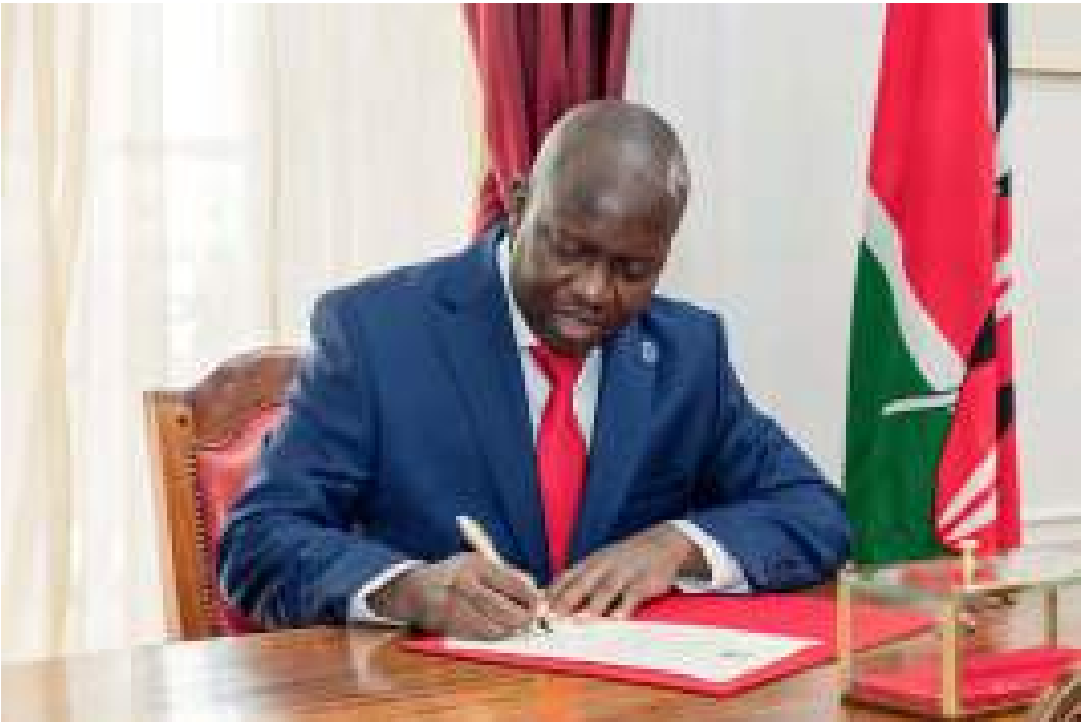
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FOREWORD BY THE DIRECTOR OF PUBLIC PROSECUTIONS

This strategic plan ushers in the aspirations and choices for the Office of the Director of Public Prosecutions. It is our fourth organizational plan after the promulgation of the Constitution covering the period 2023 – 2027 and a transition from the ambitious and transformational ODPP Excellence Charter 2020 -2023. The Plan is aligned to Kenya’s long-term development strategy as outlined in the Vision 2030, Medium Term Plan IV and the Bottom-Up Economic Transformation Agenda (BETA).

📌 **The projections stipulated in this plan inform what we aspire to deliver, help our stakeholders and communities understand our areas of focus; and also guide the decisions that every member of staff at the ODPP will make every day.** 📌

ODPP STRATEGIC PLAN: 2023-2027

Our strategic priorities set out the choices we are making about what we want to focus on over the next five years to give us the best chance of delivering high quality prosecutions now and in the future. We strive to be a criminal justice system leader and a dynamic organization that continually adapts to delivering effective outcomes for the people of Kenya.

Borrowing from my strategic agenda which sets out the pledge I made to the people upon my appointment as Director of Public Prosecutions, the plan esteems the imperatives of justice, fairness and accountability in the discharge of the ODPP mandate. It embraces a three-phased approach, namely: People-Centered Prosecution Services, Innovative Prosecution Performance Framework and Prosecutions as an Enabler to National Development. The innovative prosecutions performance framework adopts a three-pronged thematic approach of “*redefining, refining and revolutionizing*” service delivery.

A People-Centered Prosecution Service will focus on both external and internal stakeholders by ensuring a more equitable justice system that is fair and resilient. Further, *Innovative Prosecutions Performance Framework* seeks to modernize prosecutorial approaches including; embracing strategic prosecutions, integrated information management systems and a focus on restorative justice over retributive justice. Ultimately, *Prosecutions as an Enabler of National Development* looks to foster progress through upholding the rule of law, protecting public interest, promoting transparency and accountability and encouraging economic activity, among others.

The projections stipulated in this plan inform what we aspire to deliver, help our stakeholders and communities understand our areas of focus; and also guide the decisions that every member of staff at the ODPP will make every day. We consider defining our strategic direction as an opportunity to act and innovate for the future.

Indeed, we have carefully analyzed the criminal justice system in Kenya as it is today and critically deliberated on how best we can achieve the ideal *21st century prosecution service*. We have also carefully analyzed our role within that system, and how we could best discharge our core mandate – exercising state powers of prosecution. Contextually, the criminal justice system is increasingly dynamic and complex. Furthermore, the COVID-19 pandemic highlighted the importance of ODPP’s capability, preparedness and continual adaptation to a changing criminal justice landscape in order to ensure sound decision making and to deliver efficient and effective prosecution services.

In identifying our strategic issues and arriving at our strategic goals and key result areas, we have therefore engaged with and considered views from our stakeholders - both internal and external, the priorities, systems, capabilities and changing needs of our key stakeholders; and our current systems, resources and capabilities. In addition, we have factored in a detailed review of the implementation of the Excellence Charter 2020 - 2023 and an evaluation of lessons learnt.

The ODPP Strategic Plan 2023-2027 identifies seven strategic issues sought to be addressed namely: Prosecution performance and

quality assurance mechanisms; Funding and resources; Terms and conditions of service; Human resource capacity development; Inter-agency collaboration and cooperation; Organizational effectiveness, infrastructure and work environment; and Implementation of policies and guidelines. The Plan is anchored on seven essential goals believed to be critical in addressing the strategic issues and delivering on the ODPP's vision and mission, *to wit*; a transformed and accountable prosecution service, enhanced resources and funding, competitive terms and conditions of service, enhanced skills, competencies and knowledge, enhanced inter-agency collaboration, coordination and cooperation, strengthened institutional capacity, and prioritized implementation of policies and guidelines.

In order to realize the envisaged *21st century prosecution service*, the office shall during this plan period, focus on continuously enhancing its human resource capacity through training and development. The full operationalisation and revamp of Prosecution Training Institute (PTI) will be central to the realization of this strategy. Equally, the office commits to invest in ensuring sound decision making through the full implementation of the Decision to Charge guidelines, among other policies and guidelines issued from time to time. Towards this end, the ODPP will support the full operationalisation of its Inspectorate and Quality Assurance Department, established under Section 52 of the ODPP Act to, among other functions, provide monitoring, oversight and accountability and protect against misuse of prosecutorial discretion.

I remain confident that our diverse workforce, which is made up of a team of talented and committed officers, will perform their roles within flexible and hybrid models, taking advantage of new digital capabilities to streamline how we allocate, prepare and present cases in court. Further, that they shall strive to uphold the rule of law, promote respect for human rights and enhance our support for victims and witnesses of crime.

I remain grateful to the ODPP Strategic Plan Committee whose good work has realized the birth of this Plan. In particular, I thank UNODC for their technical and financial support.



**RENSON MULELE
INGONGA, OGW
DIRECTOR OF PUBLIC
PROSECUTIONS**



PREFACE AND ACKNOWLEDGEMENT BY THE SECRETARY PROSECUTION SERVICES

intended to guide our efforts to improve the effectiveness, efficiency and performance of prosecutorial mandate.

As we begin the implementation of this strategic plan, we remain committed to establishing a culture of continuous improvement, innovation and accountability. We are convinced that by working together to achieve our common aims and objectives, we will be able to overcome challenges, seize opportunities and progress our mission of providing justice to all.

We are deeply grateful to everyone who supported and/or participated in the development of this strategic plan. We gratefully acknowledge the joint efforts and dedication of various individuals and organizations that made this initiative possible.

First and foremost, we are deeply thankful to the Director of Public Prosecutions for his leadership and support towards

As the Office of the Director of Public Prosecutions (ODPP) navigates an increasingly complex and dynamic legal landscape, strategic planning is critical for effectively addressing emerging challenges, capitalizing on opportunities and fulfilling our constitutional mandate to exercise state prosecutorial powers.

This strategic plan serves as a comprehensive roadmap that outlines our vision, mission, goals, objectives and key initiatives for the coming years. Based on a thorough analysis of the internal and external environment, and stakeholder expectations, this strategy is

the development of this plan. Equally, we appreciate the United Nations Office on Drugs and Crime (UNODC) for its support towards the development of this document.

We also thank the Strategic Planning Committee for their continuous support, intelligent contributions and diligent work throughout the planning process. Their knowledge, counsel and collaborative attitude have helped shape this strategic plan.

We would like to express our sincere appreciation to the technical team consisting of J. Nyamosi, A. Kemo, H. Nkaduda, V. Monda, Z. Omwega, A. Omutelema, R. Ogoma, I. Maina, C. Mwaniki, J. Riungu, G. Obiri, T. Imbali, M. Mwangi, G. Kariuki, M. Kathungu, M. Asava, Z. Zainab, M. Rapando, E. Maswai, P. Muthuri, L. Spira, I. Mobagi, B. Arunga, M. Atandi, M. Kimutai, C. Muema, W. Oira, S. Bulle, S. Mugaisi and S. Nkatha for their invaluable input and expertise during the development of the plan.

Last but not least, we thank all staff and stakeholders for their valuable input, comments and participation during the development process.



DORCAS ODUOR,
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KEY CONCEPTS & DEFINITION OF TERMS

Baseline	An analysis describing the initial state of an indicator before the start of an intervention against which progress can be assessed or comparisons made.
Core Values	Fundamental principles and beliefs that guide and shape an organization's culture, behaviour, decisions and actions.
Indicator	A means of measuring progress that results from an intervention. It is used to measure impact, outcomes, outputs and inputs that are monitored during project implementation to assess progress.
Key Performance Indicators	Quantifiable metrics used to assess the achievement of specific objectives. KPI's provide measurable insights into an organization's performance, progress and success.
Key Results Area	An outline of the organization's broad areas of focus where results are expected to be delivered.
Outcome Indicator	A specific, observable and measurable characteristic or change that will represent the achievement of the outcome. Outcome indicators include quantitative and qualitative measures.
Outcome	The intermediate results generated relative to the objective of the intervention. It describes the actual change in condition/situation as a result of an intervention output(s) such as changed practices.
Output	Immediate results of an activity such as products, services tangible or intangible resulting directly from the intervention.
Performance Contracting	A management approach used by the Government where specific goals, expectations and outcomes are mutually agreed upon between parties, facilitating clear accountability, measurement and rewards based on achieved results.
Performance Indicator	A measurement that evaluates the success of a particular activity such as projects, programmes, products and other initiatives.
Performance Standards	Established benchmarks that define the expected level of quality, efficiency and effectiveness in achieving objectives, serving as criteria for evaluating and comparing performance.
Project	A set of coordinated activities implemented to meet specific objectives within defined time, cost and performance parameters.

Strategies	Broad abstractions which are descriptive of the means for achieving the strategic objectives.
Strategic Goal	General qualitative statements on what an organization is hoping to achieve in the long term. Goals are the foundations of a plan and need to be set at the start of the planning process.
Strategic Issues	These are fundamental policy choices, critical challenges/gaps or opportunities that must be addressed or tapped for the organization to achieve its vision. They are the foundation upon which strategies are developed.
Strategic Objectives	Commitments an organization wants to accomplish in the long term; they establish performance levels to be achieved on priority areas and measures of success in fulfilling critical mission statement elements.
Target	A result to be achieved within a given time frame through application of available inputs.

ABBREVIATIONS AND ACRONYMS

AIA	Appropriation in Aid
AIDS	Acquired Immuno-Deficiency Syndrome
BETA	Bottom-up Economic Transformation Agenda
BFIU	Banking Fraud Investigations Units
BPO	Business Processes Outsourcing
CAJ	Commission on Administrative Justice
CAP	Chapter
CFS	Corporate Facilitation Services
COS	Chief of Staff
COVID-19	Coronavirus Disease 2019
CSR	Corporate Social Responsibility
DCI	Directorate of Criminal Investigations
DPP	Director of Public Prosecutions
FY	Financial Year
GoK	Government of Kenya
HIV	Human Immunodeficiency Virus
HOD	Head of Department
HQ	Headquarters
HRD	Human Resource Development
HRM	Human Resource Management
ICT	Information and Communications Technology
IEC	Information, Education and Communication
IQA	Inspectorate and Quality Assurance
JKIA	Jomo Kenyatta International Airport
KPI	Key Performance Indicator
KRA	Key Result Area
KSh	Kenyan Shilling
M&E	Monitoring and Evaluation
MELR	Monitoring, Evaluation, Learning and Reporting
MLA	Mutual Legal Assistance

MOU	Memorandum of Understanding
MSME	Micro, Small and Medium Enterprises
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
NCAJ	National Council on the Administration of Justice
NCLR	National Council for Law Reporting
NCRC	National Crime Research Centre
NPP	National Prosecution Policy
ODPP	Office of the Director of Public Prosecutions
PESTEL	Political, Economic, Social, Technological, Ecological and Legal
PPDA	Public Procurement and Asset Disposal Act
PPRA	Public Procurement Regulatory Authority
PSC	Public Service Commission
PTI	Prosecution Training Institute
SCM	Supply Chain Management
SDGs	Sustainable Development Goals
SMART	Specific, Measurable, Achievable, Realistic and Timely
SOPs	Standard Operating Procedures
SRC	Salaries and Remuneration Commission
SWOT	Strengths, Weaknesses, Opportunities and Threats
TOR	Terms of Reference
TOTs	Trainer of Trainers
UN	United Nations
UNODC	United Nations Office on Drugs and Crime

EXECUTIVE SUMMARY

ODPP’s Fourth Strategic Plan covers a period of five years from FY 2023/24 to 2027/28. The Plan has been prepared taking into account the international priorities that Kenya ascribes to including the UN 2030 Agenda on Sustainable Development, the African Union Agenda 2063, and the East African Community Vision 2050. The Plan has also been prepared in accordance with the requirements of the Constitution of Kenya and supports the implementation of key projects and programmes contained in the country’s Vision 2030 development blueprint, the Bottom-up Economic Transformation Agenda (BETA) and the Medium Term Plan (IV).

The ODPP’s mandate is derived from Article 157 of the Constitution of Kenya. The vision of the ODPP is to be ‘A just, fair, independent and people-centred prosecution service’ while its mission is ‘To provide an impartial, innovative, efficient and effective prosecution service’ through quality prosecutions, infrastructure development, prosecution training, inter-agency collaborations and partnerships and institutional capacity development. This mission will be achieved through the shared values of integrity; independence; transparency; accountability; professionalism; and team spirit.

In developing the Fourth Strategic Plan, a review of the level of implementation of the Excellence Charter 2020-2023 was undertaken. The review contains lessons learnt which revealed that the ODPP had made significant progress in the achievement of the set objectives. Further, a situational analysis covering the internal and external environments in which the ODPP operates was undertaken to determine strengths, weaknesses, opportunities and threats. This analysis formed the basis of the identification of the strategic issues, the ODPP’s goals for the plan period and the key result areas of focus. These areas also informed the formulation of strategic objectives and the subsequent strategies.



The Strategic Issues, Goals and Key Result Areas are presented in the table below.

S/No.	Strategic Issues	Strategic Goals	Key Result Areas (KRAs)
1.	Prosecution performance and quality assurance mechanisms	A transformed and accountable prosecution service	KRA 1.1: An effective and innovative prosecution service
			KRA 1.2: An efficient and effective performance management mechanism
2.	Funding and resources	Enhanced funding and resources	KRA 2.1: Adequately resourced ODPP
			KRA 2.2: Infrastructural development, land and equipment acquisition
3.	Terms and conditions of service	Competitive terms and conditions of service	KRA 3.1: Attractive terms and conditions of service
4.	Human resource capacity development	Enhanced skills, competencies and knowledge	KRA 4.1: Skilled and professionalized human resource
5.	Inter-agency collaboration and cooperation	Enhanced inter-agency collaboration, coordination and cooperation	KRA 5.1: Structured stakeholder collaboration, coordination and cooperation
6.	Organizational effectiveness, infrastructure and work environment	Strengthened institutional capacity	KRA 6.1: Responsive and effective organization
7.	Implementation of policies and guidelines	Prioritized implementation of policies and guidelines over development	KRA 7.1: Improved implementation of policies and guidelines
			KRA 7.2: Development and review of policies and guidelines

Under each KRA, the Plan identifies strategic objectives which are focused on a specific strategic area. The strategic objectives developed are supported by strategies that will be implemented during the Plan period. The Plan outlines the potential strategic risks that may impede the implementation and achievement of the strategic objectives and further identifies measures that will be put in place to mitigate the risks.

For effective implementation, a detailed matrix showing the KRAs, strategic objectives, strategies and activities has been developed to guide departments and regions in preparing their annual work plans. In addition, a monitoring and evaluation matrix indicating the annual targets has been developed and will be closely monitored to ensure that the desired outcomes are being achieved as planned.

CHAPTER ONE: INTRODUCTION

1.1 Overview

Strategic planning is vital for organizational success. The development of a strategic plan helps the Office to perform its functions and realize its constitutional mandate. This fourth ODPP Strategic Plan is geared towards reshaping the prosecution service to make it people-centred and responsive to the needs of the public. It also seeks to transform prosecution into an innovative and performance-based service. It is worth noting that prosecution is a key enabler for national development hence, the need to have a clear road map on how to attain the prosecution mandate.

The development of this Strategic Plan is informed by the Constitution of Kenya, the ODPP Act, CAP 6B, the National Development Agenda, the government agenda as well as the international and regional development initiatives. These include the UN Sustainable Development Goals, the African Union Agenda 2063, the East Africa Community Vision 2050, the Kenya Vision 2030 and the Bottom-Up Economic Transformation Agenda.

The Office of the Director of Public Prosecutions (ODPP) is established under Article 157 of the Constitution of Kenya. The DPP is mandated to direct investigative agencies to investigate any information or allegation of criminal conduct. As the national prosecuting authority, the Office exercises state powers of prosecution and may institute, undertake, take over and terminate criminal proceedings against any person before any court other than the court martial.

ODPP Kenya is a member of the East Africa Association of Prosecutors, the Africa Association of Prosecutors and the International Association of Prosecutors. Accordingly, the Office shall leverage on the existing regional partnerships to coordinate and collaborate in combating transnational organized crimes, information sharing and mutual legal assistance.

In execution of its mandate, the Office is guided by: the Constitution of Kenya, the ODPP Act, CAP 6B, relevant laws and ODPP policies and guidelines. The Office is required to adhere to the public interest, the interests of administration of justice and the need to avoid abuse of the legal process.

1.2 Justification for the Strategic Plan

In the recent past, the complexity of the administration of justice arising from constitutional requirements, new laws, human rights considerations, technology, digitization and diversity in crimes against rapidly changing global circumstances has had a direct impact on the prosecution of criminal matters in the country. Further, the Fourth Medium Term Plan (MTP IV) 2023-2027 and the Bottom-Up Economic Transformation Agenda (BETA) came into being during the implementation of the just concluded Strategic Plan (Excellence Charter). This Strategic plan

therefore seeks to transform prosecution into an innovative and performance-based service responsive to the needs of the public. It provides an opportunity for the ODPP to reorient itself to the revised national guidelines on the development of organizational strategic plans.

This Strategic Plan covers a period of five years and seeks to consolidate the gains made by the Excellence Charter 2020-2023. It takes into account emerging issues informed by advancements in technology, the evolving nature of crimes and new pieces of legislation that call for a refocus on the administration of justice and service delivery.

1.3 The Development of the Strategic Plan 2023-2027

The development of the new Plan was informed by the following:

- (i) End-term review of the 2020-2023 Strategic Plan (Excellence Charter) to establish key achievements, challenges, success factors, emerging issues, lessons learnt, risks encountered and mitigation measures taken;
- (ii) The need to decentralise prosecution service to enhance service delivery;
- (iii) Conducting situational analysis to establish the effects of internal and external environment on the planned objectives and strategies;
- (iv) Conducting stakeholder analysis in order to identify strategic areas of collaboration, cooperation and coordination;
- (v) The new developments and changes in national priorities, policies and guidelines;
- (vi) The ODPP organisational structure and staffing levels;
- (vii) Development of an accountability and risk management framework through a comprehensive Strengths, Weaknesses, Opportunities, and Threats (SWOT) and Political, Economic, Social, Technological, Ecological and Legal (PESTEL) analyses to identify, prioritize and plan for mitigation, monitoring and reporting purposes;
- (viii) Legal and technological advancements;
- (ix) The National Development Agenda;
- (x) The national policies and guidelines on strategic planning;
- (xi) 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;
- (xii) Identification of resource mobilization strategies and funding required for the realisation of the strategic goals;
- (xiii) Developing approximate costs of the activities to be implemented; and
- (xiv) Developing a monitoring and evaluation framework to gauge the status of the implementation of the strategic plan.

1.4 Highlights of the Excellence Charter 2020-2023

The Strategic Plan (Excellence Charter) sought to restructure the strategic focus of the Office in order to enhance prosecution service delivery and access to justice. It identified six strategic

commitments: Independence and Integrity; Lifelong Learning; Reshaping Prosecutions; Leadership; Organisational Effectiveness; and Inter-Agency Networks. The Office enhanced service delivery for the people of Kenya through a multi-faceted approach encompassing the 3-R approach of Re-Casting, Re-Tooling and Re-Learning.

During the implementation of the Excellence Charter, major gains included policy and institutional reforms, automation of the ODPP processes and procedures, establishment and operationalization of the Prosecution Training Institute, transformative leadership and enhanced inter-agency engagement and collaboration.

Despite the gains made, the Office encountered some challenges that included delayed and inadequate funding, inadequate human resource capacity, staff turnover, inadequate infrastructural capacity, insecurity affecting officers in volatile areas, rapidly evolving and complex forms of crime, COVID-19 pandemic, among others.

From the foregoing, there were lessons learnt during the period of implementation of the Excellence Charter. Key among them are the need for enhanced inter-agency collaboration and cooperation; entrenching monitoring and evaluation in ODPP processes; strengthening enterprise risk management and mitigation; embracing and institutionalising a positive office culture; developing and implementing policies and guidelines to standardize service delivery and office operations; regularly reviewing and revising laws and institutionalizing a dynamic, innovative and adaptive organization.

CHAPTER TWO: THE ROLE OF ODPP IN NATIONAL DEVELOPMENT

2.1 Overview

Kenya's development agenda is anchored on the Sustainable Development Goals (SDGs), Vision 2030, The Big Four Agenda, the Bottom-up Economic Transformation Agenda (BETA) and Medium Term Plans (MTP IV). The preparation of the development agenda is motivated by a collective aspiration for a better society by the year 2030. Its objective is to create "a globally competitive and prosperous country with a high quality of life by 2030." It aims to transform Kenya into "a newly-industrializing, middle-income country providing a high quality of life to all its citizens in a clean and secure environment".

The Vision is anchored on three key pillars: economic, social and political. The economic pillar is intended to achieve an average economic growth rate of 10 per cent per annum and sustain the same until 2030 in order to generate more resources. The social pillar seeks to realise a just, cohesive and equitable social development in a clean and secure environment whereas, the political pillar aims to create an issue-based, people-centred, result-oriented and accountable democratic system.

2.2 Role of ODPP in the implementation of the Kenya Vision 2030

The ODPP, in ensuring effective and efficient prosecutions, greatly contributes to the realisation of all the pillars of the Vision. The Office's legal and policy framework is geared towards facilitating equal and equitable application of the law that also enhances access to justice.

2.2.1 Economic Pillar

This pillar envisages a sustainable economic growth rate of 10% per annum during the Vision's horizon. To achieve this growth rate, the Government has identified six key priority sectors which include tourism, agriculture, wholesale and retail trade, manufacturing, business processes outsourcing (BPO) and financial services. The growth of these sectors require a crime-free environment that will facilitate the implementation of prudent fiscal, monetary and exchange rate policies.

In order to realise growth, the ODPP shall endeavour to continuously prosecute all crimes that affect economic growth.

2.2.2 Social Pillar

This pillar looks into realizing a just and cohesive society that enjoys equitable social development in a clean and secure environment. To deliver this, the Vision has identified eight key sectors, which include education and training, health, water and sanitation, environment, housing and urbanization, gender, youth, sports and culture.

To achieve a just and cohesive society, the ODPP continues to play a key role in serving the interests of justice by conducting timely and independent prosecutions.

2.2.3 Political Pillar

The pillar seeks to transform the country's political system to one that is issue-based, people-centred, results-oriented and accountable to the public. This is expected to be realized through the implementation of programmes and projects in six strategic areas.

In this pillar, the rule of law is critical in transforming the country's political and governance system. The Vision envisages that the government will enact and implement a legal and institutional framework that is vital in promoting and sustaining fair, affordable and equitable access to justice.

In upholding the rule of law, the ODPP will be guided by the following: The Constitution of Kenya, The ODPP Act, CAP 6B, Other Statutes and pieces of legislation, Guidelines on the Decision to Charge, 2019 and other ODPP policies and guidelines.

2.3 The Role of ODPP in Realising the Government Agenda (Bottom-up Economic Transformation Agenda)

The Government's development agenda is aligned with Vision 2030. It aspires to spur economic growth by supporting the various sectors of the economy. Crime impedes the realisation of the Government Development Agenda and affects the attainment of the envisaged economic growth and development. These crimes, if not effectively prosecuted, will affect the realisation of the five pillars of the Government's Development Agenda. The ODPP recognizes that corruption impedes the realisation of economic growth and development.

The BETA has identified five core pillars that will be key in realising the intended economic growth. These are:

- (i) Agriculture;
- (ii) Micro, Small and Medium Enterprise (MSME) economy;
- (iii) Housing and Settlement;
- (iv) Healthcare;
- (v) Digital superhighway and Creative economy.

The ODPP is committed to conducting innovative prosecutions in dealing with crimes that affect these five pillars. The office will embrace alternatives to prosecution and robustly engage with the community and relevant agencies to hold perpetrators accountable, uphold the rule of law and inculcate a culture of compliance. This will create a conducive environment for the realisation of the government's development agenda.

2.3.1 Agriculture

Agriculture is the bedrock of Kenya's economy. Its multifaceted contribution to food security, employment, trade, income generation and environmental sustainability make it a fundamental pillar of economic development in Kenya.

BETA has identified agriculture as a strategic imperative for driving economic recovery, offering unparalleled potential to create jobs, enhance exports and reduce import dependence on essential commodities.

The Office will contribute to a conducive legal environment by prosecuting crimes related to agriculture such as theft, fraud, counterfeit and uncertified seeds, which can help safeguard investments in the agricultural sector. Additionally, by upholding the rule of law, the Office will promote investor confidence, which is crucial for attracting investments in agriculture, hence contributing to economic growth in the sector.

2.3.2 Micro, Small and Medium Enterprise (MSME) economy

The BETA aims to address challenges faced by informal MSMEs like low income due to a challenging operating environment, criminalisation of their enterprises as well as disguised unemployment. Proposed measures to combat these challenges include enacting laws to protect the right to work, simplifying business licensing processes, increasing access to affordable finance and enhancing infrastructure and capacity-building support. These initiatives aim to unleash the full potential of MSMEs, driving economic growth and fostering inclusive development in Kenya.

The Office will foster a transparent and fair business environment for MSMEs by combating corruption, fraud and other criminal activities that deter the growth of MSMEs.

2.3.3 Housing and Settlement

The Government aims to address housing and settlement by providing affordable houses which will ease the housing crisis. The sector is also key in creating employment across the country and in the long run reducing crime.

The Office will promote access to affordable housing and sustainable urban development by ensuring the rule of law is upheld in matters relating to housing and settlement.

2.3.4 Healthcare

The BETA aims to realise the constitutional right to health by delivering a universal health coverage system. Health is key for economic growth and national development.

The Office will support the delivery of quality healthcare by ensuring that offences that undermine the integrity of the healthcare system are effectively prosecuted.

2.3.5 Digital Superhighway and Creative economy

The BETA acknowledges the role of harnessing the digital superhighway in promoting economic growth, enhanced service delivery and empowerment of citizens, particularly the youth, in accessing online platforms for various purposes. The COVID-19 crisis emphasised the role digitization played in enabling business continuity, demonstrating further the importance of digital advancements.

It also recognises that with robust digital connectivity, the country's creative industry holds immense economic potential, offering opportunities for significant growth and value addition to exports like fashion, leather products and crafts.

The Office will support a safe and secure digital environment that is conducive for innovation, investment and economic growth by enforcing laws related to cyber security and digital privacy.

By promoting respect for intellectual property, combating piracy and illegal distribution channels, ODPP will support the growth and sustainability of the creative economy, fostering innovation, cultural expression and economic prosperity.

2.4 Climate Change, Green Energy and Sustainable Development

Sustainable Development Goals (SDGs) known as the Global Goals are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity among others. There is therefore the need to integrate environmental sustainability in the justice sector.

The Office will contribute to environmental sustainability by adopting the following practices: adopting renewable sources of energy like solar power, reducing the usage of paper, initiating waste management systems including recycling programmes and mainstreaming policy frameworks that address environmental crime.

The Office will also develop and implement a sustainability and green plan policy geared towards going beyond criminal litigation to participating and playing a critical role in addressing climate change and environmental degradation.

CHAPTER THREE: STRATEGIC DIRECTION

3.1 Overview

The strategic direction of the ODPP is informed by its mandate as espoused under Article 157 of the Constitution of Kenya and the ODPP Act, CAP 6B. This Strategic Plan adopts a three-pronged approach namely people-centred prosecution service, innovative prosecutions performance framework and prosecution as an enabler of national development. This chapter outlines the vision, mission, core values and strategic goals for the Office as well as its policy statement.

3.2 Mandate of the Office of the Director of Public Prosecutions (O P)

The constitutional mandate of the ODPP is to exercise state powers of prosecution.

In realising its mandate, the ODPP performs the following functions:-

- (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 take over and continue any criminal proceedings instituted or undertaken by another person or authority;
- (iii) To discontinue at any stage before judgment is delivered any criminal proceedings;
- (iv) To direct investigation and guide the conduct of criminal investigations;
- (v) To handle matters relating to international relations including extradition and Mutual Legal Assistance (MLA);
- (vi) To advise government Ministries, Departments, Agencies and County Governments on matters pertaining to the development and application of criminal law;
- (vii) To monitor, train, appoint and gazette public prosecutors;
- (viii) To facilitate victims of crime and witnesses during prosecution;
- (ix) To contribute and influence policy, procedure and law reform; and to address complaints raised by ODPP clients that is within our mandate.

Other functions include:

- To ensure due regard to the public interest, the interest of the administration of justice and the prevention and avoidance of abuse of legal process;
- To undertake public prosecution of cases forwarded by all investigation agencies including the Police, Ethics and Anti-corruption Commission, Directorate of Criminal Investigations (DCI), Banking Fraud Investigation Units (BFIU), and cases taken over from private prosecutors;

- To represent the State in all criminal cases, criminal applications and appeals;
- To expound and disseminate the National Prosecution Policy (NPP) and the Code of Conduct for Prosecutors;
- To address parliamentary questions relating to administration of criminal justice;
- To address complaints raised by members of the public, watchdog bodies and other institutions; and
- To undertake other administrative roles relating to efficient and effective administration of criminal law in the country.

3.3 Vision Statement

A just, fair, independent and people-centred prosecution service.

3.4 Mission Statement

To provide an impartial, innovative, efficient and effective prosecution service.

3.5 Clarion Call

Mashtaka yenye haki na usawa

3.6 Core Values

The following core values that will guide ODPP in this strategic planning period:

- (i) Integrity
- (ii) Independence
- (iii) Transparency
- (iv) Accountability
- (v) Professionalism
- (vi) Team Spirit

Table 3. 1 Core values and their operationalization

No.	Value	What it means to ODPP
1.	Integrity	In its operations, the ODPP staff shall uphold integrity by being honest, truthful, trustworthy, fair, decent and incorruptible. The prosecutorial decisions and actions must at all times be guided by this value.
2.	Independence	<p>The DPP shall not require the consent of any person or authority for the commencement of criminal proceedings and in the exercise of his or her powers or functions, shall not be under the direction or control of any person or authority.</p> <p>The ODPP shall carry out its functions independently and in fidelity with the Constitution and existing ODPP policies and guidelines.</p>
3.	Transparency	The ODPP shall be open to the public and stakeholders in the execution of its mandate.
4.	Accountability	All ODPP staff shall be responsible for their decisions, actions, behaviours and performance. The ODPP is obligated to be accountable to the public for the performance of its Constitutional mandate.
5.	Professionalism	<p>The ODPP staff shall demonstrate competency, conscientiousness, dedication, commitment, pride in our work and persistence in its operations.</p> <p>The Office shall endeavour to meet its organisational goals in a timely manner.</p>
6.	Team Spirit	<p>The ODPP shall endeavour to create camaraderie among its staff and encourage them to embrace teamwork in the performance of their duties.</p> <p>The ODPP shall endeavour to cooperate both internally and externally in pursuit of its organisational mandate.</p>

3.7 Quality Policy Statement

Quality service delivery is at the centre of ODPP's aspirations as it endeavours to realise its constitutional mandate. The Office is committed to enhancing its service delivery standards and inculcating a culture of quality in all its processes and procedures. Towards realising this commitment, the ODPP will implement quality standards that meet the applicable requirements regarding continuous improvement of its internal processes and procedures.

ODPP's Quality Policy Statement

"The ODPP is committed to providing impartial, innovative, effective and efficient prosecution services."

In this regard, the ODPP is committed to continuous improvement and compliance with applicable statutes and guidelines.

To achieve this, ODPP commits to:

- (i) Address current and future needs and expectations including legal and statutory obligations.
- (ii) Identify and monitor risks and opportunities associated with ODPP processes and procedures.
- (iii) Establish and monitor measurable quality objectives at institutional and functional levels.
- (iv) Continuously improve the quality management mechanisms.
- (v) Develop, implement, review, disseminate and ensure adherence to policies and guidelines.
- (vi) Ensure that all staff discharge their duties in accordance with quality management policies.

CHAPTER FOUR: SITUATIONAL AND STAKEHOLDER ANALYSIS

4.1 Overview

A situational and stakeholder analysis for the ODPP is critical in the strategic planning process. It outlines the internal and external factors that affect the successful realisation of the Office mandate. Further, it highlights the key achievements, challenges and lessons learnt from the implementation of the previous Strategic Plan (Excellence Charter). This process is critical as it assists the ODPP in making informed policy and administrative decisions and actions.

The preparation of this Strategic Plan also undertook the analysis of its internal and external environment through SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis, PESTEL (Political, Economic, Social, Technological, Ecological and Legal) analysis as well as stakeholder analysis and review of the previous Strategic Plan (Excellence Charter). The analysis is critical as it informs appropriate responses to any existing opportunities and threats.

This section also covers stakeholder analysis which entails mapping of the key stakeholders, their mandates as well as their expectations and those of the ODPP. It further outlines how to manage these expectations.

4.2 PESTEL Analysis

The ODPP considers opportunities and threats that emanate from the external environment and have an impact on decision-making and service delivery. Accordingly, the Office employs PESTEL analysis as one of the tools in assessing the operating environment to determine its effects on the achievement of the strategic priorities.

4.2.1 Political

The political environment presents opportunities as well as threats in the operations of the ODPP. Political decisions and actions have an impact on ODPP's operations. Political goodwill and stability create a conducive environment for effective and efficient prosecution as well as an opportunity for the Office to mobilize resources.

4.2.2 Economic

The state of the economy has a direct effect on the Government's revenue generation, resource allocation to the ODPP and has a correlation to the crime rate.

4.2.3 Social

Social and cultural practices have a direct impact on the prosecutorial mandate. The sociocultural environment directly impacts the rate of crime. A strong, cohesive and supportive society facilitates quality service delivery. Lack of financial resources and education on the part of the public leads to a lack of access to justice.

4.2.4 Technological

Technology and technological advancements impact ODPP's processes and procedures. The ODPP is operating in an era of automation and digitization of its services. Further, rapid technological advancements have led to new cyber and technology-related crimes. This requires ODPP to adopt technology in its operations. There is need for continuous capacity building in technology.

4.2.5 Ecological

The ODPP will ensure compliance with relevant environmental laws and support the government's environmental conservation efforts, including effective prosecution of environmental and related crimes. The ODPP will develop and implement a green plan policy as well as collaborate with other stakeholders in environmental and sustainable development.

4.2.6 Legal

The mandate of the Office is anchored in the Constitution of Kenya and the ODPP Act, CAP 6B. The operations of the Office are also guided by relevant statutes, ODPP policies and guidelines. There is need to continuously initiate review and revision of laws to align with the current and emerging issues.

A summary of issues and effects arising from the analysis of the external operating environment is presented in the table below:

Table 4. 1 PESTEL Analysis

Factor	Issue	Effects
Political	<ul style="list-style-type: none"> - Politicization and ethnicisation of prosecutions - Government support and political goodwill - Commitment by the political leadership in the fight against corruption 	<ul style="list-style-type: none"> - Undermines the independence of the Office - Ensures a good working environment and adequate resource allocation - Enhanced public confidence and support in the fight against corruption - Promotes investor confidence
Economic	<ul style="list-style-type: none"> - Economic state - Inflation - Income inequality - Stagnated remuneration - Fiscal and monetary policies 	<ul style="list-style-type: none"> - Slowed economic growth - Inadequate allocation of resources - Increased crime - Reduction in purchasing power and real income - Unequal distribution of resources across different groups in the society - Staff turnover - Creates unemployment - Deters prospective investors
Social	<ul style="list-style-type: none"> - Public awareness of their rights - Degradation of societal values - Harmful cultural practices - Increased public awareness of the ODPP mandate - Population increase 	<ul style="list-style-type: none"> - Enhanced accountability in service delivery - Increased crime and insecurity - Non- cooperation with law enforcement agencies - Enhanced public confidence - Environmental degradation and competition for scarce resources

Factor	Issue	Effects
Techno-logical	<ul style="list-style-type: none"> - Advancements in technology - Bureaucracy in procurement of ICT infrastructure 	<ul style="list-style-type: none"> - Enhanced delivery of prosecution services - Innovation - Increased complexity of emerging crimes and trends - Increased cost of technological operations - Undermines service delivery
Ecological	<ul style="list-style-type: none"> - Environmental degradation - Human-wildlife conflict - Green energy 	<ul style="list-style-type: none"> - Increase in environmental and related crimes - High cost of transition to renewable sources of energy - Undermines conservation efforts - High cost of installation of green energy - Sustained infrastructure - Conservation and management of the environment and natural resources by minimizing waste and pollution - Sustained reusable and efficient low carbon energy
Legal	<ul style="list-style-type: none"> - Coordination among the justice sector actors - Non-responsive laws - Judicial decisions 	<ul style="list-style-type: none"> - Coordinated and enhanced service delivery - Undermines human rights and inhibits access to justice - Turf wars among agencies - Unpredictable jurisprudence

4.3 SWOT Analysis

SWOT analysis determines both internal and external factors affecting the work of the ODPP. It helps analyse how the objectives in the strategic plan will leverage on the strengths, exploit the existing opportunities, manage the weaknesses in its operations and control or mitigate those factors that pose a threat to the achievements of planned programmes.

Analysis of strengths, weaknesses, opportunities and threats is outlined in the table below:

Table 4. 2 SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> - The Office is anchored in the Constitution of Kenya and the ODPP Act, CAP 6B - Skilled, competent, vibrant and committed workforce - Institutional policies, standards and guidelines - Expanded staff establishment - Independence in the discharge of the Office mandate - Decentralised prosecutorial services - Centrality and significance in the criminal justice system - Organizational structure - Implementation of the Guidelines on Decision to Charge - Partnerships with stakeholders - Establishment of the Inspectorate and Quality Assurance (IQA) Department - Established health, wellness and staff medical insurance - The Prosecution Training Institute (PTI) - Automation of ODPP processes and procedures 	<ul style="list-style-type: none"> - Gaps in the ODPP Act, CAP 6B - Uncompetitive and unattractive terms and conditions of service - Under-utilisation of staff - Misapplication of skills - Low levels of dissemination, implementation and adherence to policies, SOPs and guidelines - Weak monitoring and evaluation mechanisms - Staff turnover - Understaffing - Inadequate budgetary allocation - Weak performance management and reporting system - Inadequate infrastructure - Limited and unequal training opportunities - Staff stagnation - Inadequate victims and witness facilitation - Insufficient resource allocation - Non-responsive laws - Weak implementation of work plans

Opportunities	Threats
<ul style="list-style-type: none"> - Reservoir of knowledge, skills and expertise - Establishment of a mentorship programme and coaching of staff - Recognition of crime prevention as key in the realisation of Vision 2030 - Support and goodwill from development partners - Collaboration with professional, regulatory, regional and international bodies - Government commitment to reforms - New policies and legal frameworks - Vibrant media - Increased public awareness of the functions of ODPP - Best practices locally and internationally - Scope and depth of the prosecutorial function - National Council on the Administration of Justice (NCAJ) - Adoption of ICT and automation of court processes - Climate change and environmental protection - Community dialogues and outreach programmes 	<ul style="list-style-type: none"> - Inadequate financial and human resources - Competitive terms and conditions of service in comparative organisations - Disparity in remuneration between ODPP and other criminal justice actors - Insecurity of staff - Unpredictable political goodwill - Politicization and ethnicisation of the fight against crime - Bureaucratic systems and procedures - Existence of conditional ties from development partners - Emergence of complex crimes - Cyber security risks and over-reliance on technology - Drugs and substance abuse - Inadequate psycho-social support - Competition for limited resources - Challenges and capacity constraints within the criminal justice system - Delay in the review and revision of criminal and penal laws, among others - Inconsistent and unpredictable legal jurisprudence - Inflation - Mistrust among the criminal justice actors - Manual recording of court proceedings - Climate change

4.4 Review of implementation of the previous Strategic Plan (Excellence Charter 2020-2023)

The Excellence Charter focused on transforming the ODPP into a 21st-century prosecution service. It aimed at reshaping prosecutions and enhancing organisational effectiveness. To realise this, it was intended to enhance capacity through lifelong learning and strategic inter-agency networks. This was to be realised by embracing leadership guided by independence and integrity.

The review of the Excellence Charter undertook to evaluate the status of the ODPP’s past performance to ascertain the extent of achievement of the Excellence Charter. The analysis focused on activities and achievements realised, the challenges faced and lessons learnt.

4.4.1 Key Achievements

The Office worked to achieve significant milestones and contribute to the overall success of its mandate. The achievements realised include:

Table 4. 3 Key Achievements

Strategic Commitments	Achievements
Independence and integrity	<ul style="list-style-type: none"> - Developed and implemented the Guidelines on Decision to Charge - Developed and implemented policies for alternatives to prosecution among them plea bargaining and diversion - Reviewed the Code of Conduct and Ethics - Developed practice directions on the delegation of prosecution powers - Developed guidelines for the appointment of public prosecutors
Lifelong learning	<ul style="list-style-type: none"> - Infrastructural development of the PTI - Developed the 1-year diploma curriculum - Establishment of PTI library and resource centre - Operationalised PTI Research Division - Developed training manuals on thematic areas - Implemented induction programme for recruited staff - Undertook professional exchange programmes - Implemented continuous professional development programmes - Developed the ODPP e-Learning management system

Strategic Commitments	Achievements
Reshaping prosecutions	<ul style="list-style-type: none"> - Developed guidelines for the prosecution of children matters - Facilitation of victims and witnesses of crime - Undertook prosecution-guided investigations - Developed guidelines for the appointment of public prosecutors - Developed inter-agency guidelines on cooperation and collaboration in the investigation and prosecution of terrorism and terrorism financing - Developed a compendium on electoral justice - Developed a rapid reference guide for the prosecution of sexual and gender-based violence - Developed a rapid reference guide for the prosecution of offences under the Prevention of Torture Act, CAP 88 - Developed a police accountability case digest - Developed Standard Operating Procedures on Investigation and Prosecution of Serious Human Rights Violation by police officers
Leadership	<ul style="list-style-type: none"> - Initiated a leadership and development programme - Developed the succession planning policy - Developed the award and recognition policy - Developed a Thought Leadership policy - Developed a Servant Leadership policy
Organisational effectiveness	<ul style="list-style-type: none"> - Decentralised prosecution services - Operationalised IQA department - Automation of ODPP processes and procedures; <ul style="list-style-type: none"> • Uadilifu case management • Central case intake • Performance appraisal system • Development of an e-learning platform • Development of <i>Malalamishi</i> complaints and case review system • Crime mapping in monitoring election offences - Reviewed the Human Resource manual - Developed the strategic communication framework - Acquisition of new premises for ODPP headquarters and some sub-counties

Strategic Commitments	Achievements
Organisational effectiveness	<ul style="list-style-type: none"> - Recruitment of staff - Reviewed the ODPP organisational structure and staffing levels - Developed the risk management strategy - Developed brand guidelines - Improved terms and conditions of service for all staff - Undertook community engagements and dialogue - Established staff sanatorium, prayer rooms and lactation room
Inter-agency networks	<ul style="list-style-type: none"> - Developed stakeholder engagement strategy - Signed MOUs with criminal justice actors - Participated in regional and international fora

4.4.2 Challenges Faced in the Implementation of the Strategic Plan (Excellence Charter 2020 -2023)

During the implementation of the Excellence Charter, the ODPP faced various challenges that need to be addressed. The Table below outlines some of the notable challenges.

Table 4. 4 Challenges

Strategic Commitments	Challenges
Independence and integrity	<ul style="list-style-type: none"> - Inadequate sensitization on the Code of Conduct and Ethics to all staff - Lack of a legal framework to implement diversion policy - Lack of clear framework for monitoring and evaluation
Lifelong learning	<ul style="list-style-type: none"> - Inadequate legal and policy framework to implement the strategic objectives for the operationalization of PTI - Inadequate resources and funding - Inadequate human resource capacity for the planned activities - Inadequate resources and budgetary allocation for the infrastructural development of PTI - Time and financial constraints - Inadequate M&E of planned activities

Strategic Commitments	Challenges
Reshaping prosecutions	<ul style="list-style-type: none"> - Inadequate sensitization of staff on the planned activities of the Excellence Charter - Inadequate human resource capacity to accomplish the planned activities - Time and financial constraints - Gaps in the ODPP Act, CAP 6B hindering the implementation of planned activities and programmes
Leadership	<ul style="list-style-type: none"> - Inadequate sensitization of staff on the planned activities of the Excellence Charter - Failure to prioritize the planned activities - Insufficient skills to implement some of the planned activities - Under-utilization of staff and misapplication of skills
Organisational effectiveness	<ul style="list-style-type: none"> - Insufficient ICT infrastructure - Inadequate M&E of planned activities - Under-utilization of staff and misapplication of skills - Bureaucracy - Inadequate sensitization of staff on the planned activities - Insufficient financial and human resources to achieve some planned activities
Inter-agency networks	<ul style="list-style-type: none"> - Under-utilization of staff with requisite skills - Financial constraints - Overlapping agency mandates - Inadequate implementation of the stakeholder engagement policy

4.4.3 Lessons Learnt

Several lessons have been drawn from the Excellence Charter (2020 – 2023) that will greatly inform the successful implementation of this Strategic Plan (2023 – 2027).

From the lessons learnt, there is need to:

- (i) Sensitise staff on the Strategic Plan, policies, guidelines and SOPs
- (ii) Track implementation of the Strategic Plan, policies, guidelines and SOPs
- (iii) Perform mid-term and end-term review of the Strategic Plan

- (iv) Come up with SMART goals and objectives
- (v) Prioritize activities in relation to the available funds
- (vi) Prioritize activities in line with the work plans over any other activity
- (vii) Demystify and make the Strategic Plan user-friendly
- (viii) Plan for unforeseen circumstances
- (ix) Allocate and appoint specific actors to spearhead the implementation of specific activities
- (x) Strategically manage resources and funding from stakeholders
- (xi) Synchronize the Office work plan with the development partners' work plans

4.5 Stakeholder Analysis

The ODPP in the delivery of its mandate works with various stakeholders. The Office is a key agency in the criminal justice chain and it contributes to access to justice. Equally, collaboration, cooperation and coordination with stakeholders creates synergy among the criminal justice actors.

Below is an analysis of the stakeholder engagement detailing stakeholder mandate, expectations and ways of managing such expectations.

Table 4.5 Stakeholder Analysis Matrix

No.	Stakeholder	Mandate	ODPP's Expectations	Stakeholders Expectations	Ways to Manage Expectations
1. Government, Ministries, Departments and Agencies					
1.	Investigative agencies	Investigations	<ul style="list-style-type: none"> Effective, timely and comprehensive investigations and submission of files Cooperation Objectivity and impartiality in conducting investigations Uphold the rule of law 	<ul style="list-style-type: none"> Prompt and comprehensive analysis of files submitted and directions issued Timely prosecutions and re-submission of files Cooperation Prosecution-guided investigations 	<ul style="list-style-type: none"> Collaboration, coordination and cooperation Developing of SOPs and signing of MOUs Adherence to laws, policies and guidelines Multi-agency approach
2.	Judiciary	Adjudication	<ul style="list-style-type: none"> Efficient, sound and prompt hearing and determination of cases Objectivity and impartiality in determining cases Consistency in jurisprudence 	<ul style="list-style-type: none"> Prompt and efficient prosecution of cases Cooperation and coordination Automate and integrate ICT processes 	<ul style="list-style-type: none"> Adherence to the law, policies and guidelines Collaboration and coordination People-centred prosecutions
3.	Witness Protection Agency	Witness Protection	<ul style="list-style-type: none"> Timely vetting and admission of vulnerable witnesses Filling and acquisition of protection orders Confidentiality Availing protected witnesses in court as required Guarantee continued safety of protected witnesses 	<ul style="list-style-type: none"> Make requests for witness protection Confidentiality and protection of witnesses and protection officers Timely and prompt prosecution of cases Inclusion in pre-trial sessions Update on the progress and outcome of cases involving protected witnesses 	<ul style="list-style-type: none"> Collaboration and partnership Signing of MOUs Adherence to laws, policies and guidelines

No.	Stakeholder	Mandate	ODPP's Expectations	Stakeholders Expectations	Ways to Manage Expectations
4.	Public Procurement Regulatory Authority (PPRA)	Offer advisory and regulatory services on public procurement	<ul style="list-style-type: none"> • Avail reports and expert witnesses to assist in the prosecution of cases • Provide effective evaluation of procurement processes • Alternatives to prosecution 	<ul style="list-style-type: none"> • Adherence to the Public Procurement and Asset Disposal Act (PPDA) CAP 412C and regulations • Timely notification of court attendance • Adequate pre-trial preparation 	<ul style="list-style-type: none"> • Collaboration and cooperation • Adherence to the law, policies and guidelines
5.	Expert witnesses	To render expert opinion and/or evidence	<ul style="list-style-type: none"> • Testify in court when called upon • Timely preparation and submission of reports 	<ul style="list-style-type: none"> • Facilitation to attend court • Timely notification of court attendance • Adequate pre-trial preparation 	<ul style="list-style-type: none"> • Collaboration, cooperation and coordination • Establish professional linkages
6.	National Treasury	National budget preparation and disbursement of financial resources	<ul style="list-style-type: none"> • Timely disbursement of financial resources • Enhanced allocation of funds • Actively participate in ODPP advisory Board activities 	<ul style="list-style-type: none"> • Prudent utilization of financial resources • Timely reports on the utilization of disbursed funds • Compliance with the Public Finance Management Act, 2012 	<ul style="list-style-type: none"> • Cooperation and partnership • Adherence to laws, policies and guidelines

No.	Stakeholder	Mandate	ODPP's Expectations	Stakeholders Expectations	Ways to Manage Expectations
7.	Public Service Commission (PSC)	<ul style="list-style-type: none"> Promotion of good governance and ensuring efficiency and effectiveness in the provision of quality service in the public service Recruitment of competent human resource Recruitment of the DPP 	<ul style="list-style-type: none"> Facilitate the recruitment of the DPP Handling any petitions filed against the DPP Partner with ODPP in building capacity to manage Human Resource Active participation in the ODPP advisory board activities 	<ul style="list-style-type: none"> Compliance with the provisions of Article 10 and Article 232 of the Constitution Prepare and submit relevant statutory reports 	<ul style="list-style-type: none"> Cooperation, collaboration and coordination on human resource management matters Adherence to the law
8.	Salaries and Remuneration Commission (SRC)	<ul style="list-style-type: none"> Advise on remuneration and terms and conditions of service 	<ul style="list-style-type: none"> Facilitate and review remuneration Timely review and harmonisation of the terms and conditions of service 	<ul style="list-style-type: none"> Timely advisory on job evaluation Provide reviewed organization structure, career progression guidelines and job descriptions 	<ul style="list-style-type: none"> Negotiation for competitive remuneration and better terms and conditions of service Continuous engagement on the remuneration and terms and conditions of service
9.	Kenya Prison Service	<ul style="list-style-type: none"> Safe custody of remandees and convicts 	<ul style="list-style-type: none"> Timely production of remandees in court Adherence to the rule of law Liaison with ODPP in expediting the judicial process 	<ul style="list-style-type: none"> Expeditious prosecution 	<ul style="list-style-type: none"> Collaboration, coordination and cooperation Adherence to laws, policies and guidelines

No.	Stakeholder	Mandate	ODPP's Expectations	Stakeholders Expectations	Ways to Manage Expectations
10.	Probation and after-care services	Offer correctional services	<ul style="list-style-type: none"> Timely generation of advisory reports Effective supervision of offenders Timely provision of probation, pre-bail, victims impact assessment reports Supervise community service order Liaison with ODPP in expediting the judicial process 	<ul style="list-style-type: none"> Expeditious prosecutions Enhanced use of supervised non-custodial measures De-congestion of correctional facilities 	Adherence to laws, policies and guidelines
11.	County Governments	Enact and enforce county laws	<ul style="list-style-type: none"> Effective, timely and comprehensive investigations and submission of files Coordination and collaboration Adherence to the rule of law Participate in joint training sessions 	<ul style="list-style-type: none"> Effective prosecution of cases under the county laws Offer timely advisory services 	<ul style="list-style-type: none"> Cooperation, coordination and collaboration Adherence to the law
12.	Commission on Administrative Justice (CAJ)	Handling maladministration in the public sector	Fairness in the oversight of ODPP processes	Preparation of relevant reports and responses	Cooperation, collaboration and coordination

No.	Stakeholder	Mandate	ODPP's Expectations	Stakeholders Expectations	Ways to Manage Expectations
13.	Attorney General	<ul style="list-style-type: none"> • Government legal advisor • Review of laws • Member of ODPP Advisory Board • Central authority in MLA and extradition requests • Drafting legislation 	<ul style="list-style-type: none"> • Represent the DPP in civil matters • Advise ODPP on civil and contractual matters • Periodic review of laws • Effective participation in ODPP Advisory Board activities 	<ul style="list-style-type: none"> • Timely instructions and proper documentation • Proposal and recommendation on law review 	<ul style="list-style-type: none"> • Collaboration, cooperation and coordination • Adherence to the rule of law
14.	Parliament	<ul style="list-style-type: none"> • Enactment of laws • Appropriation of budgetary allocation • Receipt and tabling of the ODPP Annual Report • Oversight role • Vetting of the DPP 	<ul style="list-style-type: none"> • Enhanced budgetary allocation • Review and revise relevant statutes that impact prosecutions 	<ul style="list-style-type: none"> • Timely submission of requisite reports and attendance of relevant committee meetings • Timely submission of the relevant ODPP statutory reports • Prudent utilisation of public resources 	<ul style="list-style-type: none"> • Cooperation and collaboration • Adherence to the law
15.	National Council on Administration of Justice (NCAJ)	<ul style="list-style-type: none"> • Coordination of justice sector actors 	<ul style="list-style-type: none"> • Spearhead criminal justice sector's legal, policy and operational reforms • Initiate the enactment of enabling legislation 	<ul style="list-style-type: none"> • Active participation in NCAJ programs and committees • Membership in the council • Implementation of sector-wide activities and reforms • Preparation of the requisite progress reports 	<ul style="list-style-type: none"> • Coordination, collaboration and cooperation • Adherence to laws, policies and guidelines

No.	Stakeholder	Mandate	ODPP's Expectations	Stakeholders Expectations	Ways to Manage Expectations
16.	National Crime Research Centre (NCRC)	<ul style="list-style-type: none"> Research into crime and crime trends 	<p>Conduct research and share findings and recommendations to inform policy and programs</p> <ul style="list-style-type: none"> Timely, accurate, up-to-date and reliable legal information Development of case digests 	<ul style="list-style-type: none"> Share information on crime patterns and prevalence Actively participate in the NCRC governing council activities 	<p>Coordination, collaboration and cooperation</p>
17.	National Council for Law Reporting (NCLR)	<ul style="list-style-type: none"> Publication of Kenya Law Reports Revision and publication of the Laws of Kenya Digitization and dissemination of Public Legal Information 	<ul style="list-style-type: none"> Partnerships on activities of mutual benefit Consumption of Kenya Law's products and services Provision of feedback on Kenya Law's products and services 	<ul style="list-style-type: none"> Collaboration and partnership Maintenance of a clear framework of engagement to facilitate timely access to public legal information 	<ul style="list-style-type: none"> Collaboration and cooperation Adherence to the rule of law, policies and guidelines
18.	Office of the Secretary of Children Services	<ul style="list-style-type: none"> Safeguard the welfare of children Rehabilitation of children Provision of therapy 	<ul style="list-style-type: none"> Safeguard the welfare of children and provide protection Collaborate in the prosecution of children in conflict with the law Promptly prepare child assessment reports 	<p>Expeditious prosecution and handling of children matters</p>	<ul style="list-style-type: none"> Collaboration and cooperation Adherence to the rule of law, policies and guidelines

No.	Stakeholder	Mandate	ODPP's Expectations	Stakeholders Expectations	Ways to Manage Expectations
2. Professional and Regulatory Bodies					
19.	Law Society of Kenya	<ul style="list-style-type: none"> Maintaining and improving the standards of conduct and learning of the legal profession Assist the Government and the courts in matters affecting legislation, administration and the practice of the law Licencing and certification of members 	<ul style="list-style-type: none"> An accurate membership database Clearance of advocates Advocating for the rights of advocates Offering legal representation Actively participate in the ODPP advisory board 	<ul style="list-style-type: none"> Adherence to best practices Participate in activities of the society 	<ul style="list-style-type: none"> Collaboration and cooperation Adherence to the rule of law, policies and guidelines
20.	Other professional associations	Accreditation, certification, and licencing of members	<ul style="list-style-type: none"> Capacity building and continuous professional development Regulation of their professionals within ODPP Provision of timely and accurate feedback 	<ul style="list-style-type: none"> Facilitate members to participate in activities of the professional bodies Facilitate members' annual subscriptions and compliance 	Collaboration and continuous professional development

No.	Stakeholder	Mandate	ODPP's Expectations	Stakeholders Expectations	Ways to Manage Expectations
3. Development Partners					
21.	Development partners	Technical and financial assistance	<ul style="list-style-type: none"> Support in capacity building. Provide funding and resources to supplement ODPP funding 	<ul style="list-style-type: none"> Accountability in the utilization of the resources Effective implementation of programmes and projects 	<ul style="list-style-type: none"> Collaboration and partnerships Signing of MOUs Transparency and accountability Adherence to laws, policies and guidelines Monitoring and evaluation
4. Non-state Actors					
22.	Civil Society Organizations	Advocacy	<ul style="list-style-type: none"> Community mobilization Technical and financial assistance Participate in stakeholder engagements Disseminate information on ODPP's mandate to the community Share information 	<ul style="list-style-type: none"> Sensitization on ODPP mandate programmes and policies Participation in relevant fora Share information 	<ul style="list-style-type: none"> Collaboration and partnerships Adherence to laws, policies and guidelines
23.	Media	Gathering and dissemination of information	<ul style="list-style-type: none"> Fair, timely, objective and accurate reporting Sharing of information Adherence to the Media Council of Kenya Code of Conduct and Guidelines 	<ul style="list-style-type: none"> Sharing of information Capacity building and sensitisation on ODPP mandate 	<ul style="list-style-type: none"> Collaboration, coordination and partnership Adherence to the laws, policies and guidelines

No.	Stakeholder	Mandate	ODPP's Expectations	Stakeholders Expectations	Ways to Manage Expectations
5. Public					
24.	Citizens	Abiding by the law	<ul style="list-style-type: none"> · Sharing of information · Feedback on services rendered 	Fair and expeditious delivery of prosecution services	<ul style="list-style-type: none"> · Community engagement and dialogue · Adherence to laws, policies and guidelines
6. Academic and Research Institutions					
25.	Academic and research institutions	Training, certification and research	<ul style="list-style-type: none"> · Leverage on capacity of institutions for training and research · Disseminate research findings · Upholding academic and research standards · Partnership · Carry out ethical research 	<ul style="list-style-type: none"> · Sharing of information · Partnership 	<ul style="list-style-type: none"> · Partnerships and collaborations · Signing of MOUs · Adherence to policies and guidelines



CHAPTER FIVE: STRATEGIC FOCUS

5.1 Overview

The chapter outlines the strategic issues, strategic goals and key results areas (KRAs) that the ODPP will focus on during the plan period in order to achieve the desired objectives. The issues, goals and KRAs were arrived at by undertaking an internal and external evaluation using the SWOT, PESTEL and stakeholder analysis tools. In addition, a detailed review of the implementation of the 2020-2023 Excellence Charter and evaluation of the lessons learnt provided ideas to identify the strategic issues and develop the strategic goals and KRAs.

5.2 Strategic Issues

The ODPP has identified the following strategic issues:

- (i) Prosecution performance and quality assurance mechanisms
- (ii) Funding and resources
- (iii) Terms and conditions of service
- (iv) Human resource capacity development
- (v) Inter-agency collaboration and cooperation
- (vi) Organizational effectiveness, infrastructure and work environment
- (vii) Implementation of policies and guidelines

5.3 Strategic Goals

The ODPP has identified the following strategic goals which will be pursued to deliver its vision and mission during the plan period:

- (i) A transformed and accountable prosecution service
- (ii) Enhanced resources and funding
- (iii) Competitive terms and conditions of service
- (iv) Enhanced skills, competencies and knowledge
- (v) Enhanced inter-agency collaboration, coordination and cooperation
- (vi) Strengthened institutional capacity
- (vii) Prioritized implementation of policies and guidelines

5.4 Key Result Areas

This Strategic Plan will focus on seven critical areas for ODPP to realize its aspirations as presented.

The Strategic Issues, Strategic Goals and the Key Result Areas are presented in the table below.

Table 5. 1 Strategic Issues, Strategic Goals and the Key Result Areas

S/No.	Strategic Issues	Strategic Goals	Key Result Areas (KRAs)
1.	Prosecution performance and quality assurance mechanisms	A transformed and accountable prosecution service	KRA 1.1: An effective and innovative prosecution service
			KRA 1.2: An efficient and effective performance management mechanism
2.	Funding and resources	Enhanced funding and resources	KRA 2.1: Adequately resourced ODPP
			KRA 2.2: Infrastructural development, land and equipment acquisition
3.	Terms and conditions of service	Competitive terms and conditions of service	KRA 3.1: Attractive terms and conditions of service
4.	Human resource capacity development	Enhanced skills, competencies and knowledge	KRA 4.1: Skilled and professionalized human resource
5.	Inter-agency collaboration and cooperation	Enhanced inter-agency collaboration, coordination and cooperation	KRA 5.1: Structured stakeholder collaboration, coordination and cooperation
6.	Organizational effectiveness, infrastructure and work environment	Strengthened institutional capacity	KRA 6.1: Responsive and effective organization
7.	Implementation of policies and guidelines	Prioritized implementation of policies and guidelines over development	KRA 7.1: Improved implementation of policies and guidelines
			KRA 7.2: Development and review of policies and guidelines

5.5 Strategic Objectives and Strategies

Strategic objectives are specific goals which the ODPP will pursue in various key result areas in order to realise the successful implementation of the strategic plan. They are important since they help to define the strategies to be put in place as well as the key activities that will be carried out during the strategic planning period.

CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK

6.1 Overview

The chapter presents the implementation plan, the coordination framework and the risk management framework. The implementation plan comprises the action plan, annual work plan and performance management system. The coordination framework comprises the institutional framework and staff establishment. The risk management framework analyses the potential risks in the implementation of the plan and possible mitigation measures.

6.2 Implementation Plan

The implementation plan provides a detailed description of how the Strategic Plan will be operationalised. The key components of the implementation plan include the Action Plan, Budgeting and Performance Management System.

6.2.1 Action Plan

In order to facilitate the implementation of the Strategic Plan, an implementation plan has been developed which contains strategic issues, strategic goals, key result areas, strategic objectives, strategies, key activities, expected outputs, indicators, annual targets, annual budgets and persons responsible for the execution of the activities. The implementation matrix is attached as Appendix I.

6.2.2 Annual Work Plan and Budget

The implementation of the Strategic Plan will be carried out through a series of work plans. The work plans will be derived from the Strategic Plan and prepared annually.

The annual work plan will indicate the planned activities, expected outputs, output indicators, annual targets, timelines and budgets required. It will also indicate persons responsible for the implementation and reporting of the activities within the year. An activity-based costing of the annual work plan will be prepared to inform the budgeting process and will link the budget with the annual work plan and Strategic Plan.

6.3 Coordination Framework

The Coordination Framework describes how the Programs, Projects and Activities contained in the implementation matrix of the Strategic Plan will be coordinated in order to operationalise the strategic plan.

The coordination framework will be based on the required institutional framework in terms of the ODPP's Leadership, organisational structure, staff establishment and levels, skills set and competencies and systems and procedures.

6.3.1 Institutional Framework

The Office of the Director of Public Prosecutions organizational structure consists of the Director of Public Prosecutions, Advisory Board, Secretary Prosecution Services, Departments, Divisions, Regions, County and Sub-county offices to assist in achieving the strategic goals.

Delivery of the strategic initiatives will be guided by the Constitution, ODPP Act, CAP 6B, policies, guidelines and SOPs. The organisational structure defines the thematic functions, their levels as well as the reporting lines.

6.3.1.1 Departments and their Functions

- i. Department of Economic Crimes** - The department is in charge of the prosecution of economic crimes.
- ii. Department of International, Transnational and Organized Crimes** - The department oversees the prosecution of international, transnational and organized crimes.
- iii. Department of Conventional and Related Crimes** - The department oversees the prosecution of offences against persons such as murder, armed robbery, assault, rape, defilement, criminal defamation and public order offences.
- iv. Department of Regional, County Affairs & Regulatory Prosecutions** - The department coordinates and supervises regional, county offices and delegated prosecutions.
- v. Prosecution Training Institute** - The department is responsible for undertaking research, developing, implementing and overseeing training programs for staff, law enforcement agencies and other criminal justice stakeholders.
- vi. Department of Inspectorate, Quality and Assurance** - The department is responsible for ensuring compliance with professional ethics and standards as per the ODPP Code of Conduct as well as other policies, strategies and guidelines. It is also responsible for addressing public complaints.
- vii. Department of Public Affairs and Corporate Communications** - The department is responsible for the dissemination of information, promoting and managing the ODPP brand and image.
- viii. Department of Corporate Services** - The department is responsible for the administration and management of the support and facilitative services.

6.3.1.2 Regional, County and Sub County Offices

The distribution of ODPP regional, County and Sub County offices and their headquarters is as illustrated:

Table 6.1 Regional, County and Sub County Offices

S/No.	REGION	COUNTIES	SUB-COUNTIES	HEADQUARTERS
1.	Coast	i) Mombasa	- Mombasa - Tononoka - Mariakani - Shanzu	Mombasa
		ii) Taita Taveta	- Wundanyi - Taveta - Voi	
		iii) Kwale	- Kwale - Msambweni	
		iv) Lamu	- Lamu - Mpeketoni	
		v) Tana River	- Garsen - Hola	
		vi) Kilifi	- Kaloleni - Kilifi - Malindi	
2.	Eastern	i) Kitui	- Kitui - Mutomo - Mwingi - Kyuso	Embu
		ii) Embu	- Embu - Runyenjes - Siakago	
		iii) Meru	- Meru - Nkubu - Maua - Githongo - Tigania	
		iv) Tharaka Nithi	- Marimanti - Chuka	
3.	North Eastern	i) Isiolo	- Isiolo	Garissa
		ii) Marsabit	- Marsabit - Moyale	
		iii) Wajir	- Wajir	
		iv) Mandera	- Mandera	
		v) Garissa	- Garissa - Daadab	

S/No.	REGION	COUNTIES	SUB-COUNTIES	HEADQUARTERS
4.	Central	i) Nyeri	- Nyeri - Othaya - Karatina - Mukurweini	Nyeri
		ii) Kirinyaga	- Baricho - Gichugu - Wanguru - Kerugoya	
		iii) Murang'a	- Murang'a - Kangema - Kigumo - Kandara - Kenol	
5.	Nairobi	i) Kiambu	- Kiambu - Thika - Gatundu - Githunguri - Kikuyu - Limuru - Ruiru	Nairobi
		ii) Nairobi	- Milimani - Makadara - Kibera - City Court - JKIA Court - Kahawa	
		iii) Machakos	- Machakos - Kithimani - Kangundo - Mavoko - Wamunyu	
		iv) Kajiado	- Kajiado - Loitokitok - Ngong	
		v) Makueni	- Makueni - Tawa - Kilungu - Makindu	

S/No.	REGION	COUNTIES	SUB-COUNTIES	HEADQUARTERS
6.	Rift Valley	i) Narok	- Narok - Kilgoris	Nakuru
		ii) Kericho	- Kericho - Kipkelion	
		iii) Bomet	- Bomet - Sotik	
		iv) Nakuru	- Nakuru - Molo - Naivasha	
		v) Baringo	- Eldama Ravine - Kabarnet	
		vi) Laikipia	- Nyahururu - Nanyuki	
		vii) Nyandarua	- Olkalou - Engineer	
7.		i) Turkana	- Lodwar - Kakuma	Eldoret
		ii) West Pokot	- Kapenguria	
		iii) Uasin-Gishu	- Eldoret - Turbo	
		iv) Trans-Nzoia	- Kitale	
		v) Nandi	- Nandi - Tinderet - Kibiyet	
		vi) Elgeyo Marakwet	- Iten	
		vii) Samburu	- Samburu - Maralal	
8.	Western	i) Kakamega	- Kakamega - Mumias - Butere - Butali	Kakamega
		ii) Bungoma	- Bungoma - Webuye - Kimilili - Sirisia	
		iii) Busia	- Busia - Port Victoria - Malaba	
		iv) Vihiga	- Vihiga - Hamisi	

S/No.	REGION	COUNTIES	SUB-COUNTIES	HEADQUARTERS
9.	Nyanza	i) Migori	- Migori - Rongo - Kehancha	Kisumu
		ii) Kisii	- Kisii - Ogembo - Etago	
		iii) Nyamira	- Nyamira - Keroka	
		iv) Kisumu	- Kisumu - Winam - Maseno - Nyando - Tamu	
		v) Siaya	- Siaya - Bondo - Ukwala - Madiany	
		vi) Homa Bay	- Homa Bay - Oyugis - Ndhiwa - Mbita - Kendu Bay	

6.3.2 Staff Establishment

Human resource is an important aspect in ODPP's delivery of services. During the implementation of this plan and beyond, ODPP will implement a robust recruitment, selection and placement process to acquire qualified and highly motivated staff.

The revised Organizational Structure and staffing levels, 2023 for the ODPP provides for the staff establishment as indicated below:

Table 6. 2 Staff Establishment

S/NO.	CADRE	IN POST	APPROVED ESTABLISHMENT
1.	Prosecution Counsel	707	1867
2.	Research Officer	38	72
3.	Analysts	0	2
4.	Prosecution Clerks	75	194

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S/NO.	CADRE	IN POST	APPROVED ESTABLISHMENT
5.	Human Resource Management Officers	14	33
6.	Human Resource Development Officers	5	11
7.	Administrative Officers	24	41
8.	Finance Officers	4	15
9.	Accounts Officers	14	26
10.	Supply Chain Management Officers	5	18
11.	Strategy & Planning Officers (Economist/Statistician)	7	27
12.	Information Technology Officers	16	27
13.	Public Affairs and Corporate Communication Officers	7	32
14.	Customer Relations Officers	9	22
15.	Records Management Officers	12	80
16.	Library Officers	9	22
17.	Audit Officers	2	11
18.	Office Administrators	71	472
19.	Clerical Officers	95	239
20.	Drivers	67	246
21.	Office Assistants	85	244
22.	Hospitality	0	13
23.	Housekeeping	0	12
24.	Waiter	0	15
25.	Chef	0	6
26.	Cook	0	14
27.	Security	0	15
28.	Gardener	0	16
29.	Janitor	0	20
30.	Medical Doctor	0	5
31.	Registered Clinical Officer	0	6

S/NO.	CADRE	IN POST	APPROVED ESTABLISHMENT
32.	Registered Nurse	0	6
33.	Counselling Officers	0	5
34.	Laboratory Technologist	0	5
35.	Pharmaceutical Technologist	0	5
36.	Public Health Officer	0	4
37.	Nutrition and Dietetics Officer	0	6
38.	Physiotherapist	0	5
39.	Health Records Officer	0	5
40.	Corporate Officers (CFS) Head	1	1
		1267	3865

6.4 Performance Management

A robust performance management framework ensures effective implementation of the Strategic Plan. Performance monitoring and evaluation will be an integral part of ODPP’s staff performance measurement and will be linked to staff appraisal, annual performance as well as recognition and rewards. The ODPP leadership will regularly monitor and evaluate staff performance and progress.

6.4.1 Performance Contracting

Within the ODPP, Performance Contracting will be undertaken to ensure that the implementation of the Strategic Plan is well structured by allocating responsibilities to specific departments and providing them with the necessary resources. Staff will sign performance contracts annually, based on targets set in the annual work plans in line with the Strategic Plan.

6.5 Risk Analysis and Mitigation Measures

This Strategic Plan takes cognizance of certain factors that may hamper the achievement of the intended strategic goals and objectives. The ODPP has therefore identified these risk factors as well as possible strategies to mitigate their effect as enumerated below:

Table 6. 3 Risk Analysis and Mitigation Measures

S/No.	Risk Factor	Risk level	Mitigation Measure
1.	Technological advancements	High	<ul style="list-style-type: none"> - Continuously upgrade ODPP ICT systems and enhance ODPP staff ICT capacity - Secure ODPP ICT systems.
2.	Unpredictable political climate	Low	<ul style="list-style-type: none"> - Uphold objectivity and independence in executing the prosecutorial mandate
3.	Constitutional and Government policy changes	Low	<ul style="list-style-type: none"> - Review and revise ODPP policies and guidelines to align them to Constitutional and Government policy changes
4.	Security of staff and ODPP property	Medium	<ul style="list-style-type: none"> - Collaborate and coordinate with security agencies to enhance ODPP safety and security - Sensitize staff on personal safety and security
5.	Budget cuts	Medium	<ul style="list-style-type: none"> - Continuously engage the National Treasury for enhanced budgetary allocation - Engage development partners for support - Deploy cost-cutting measures in undertaking activities

5.	Budget cuts	Medium	<ul style="list-style-type: none"> - Review and prioritize activities to align with the budget cuts - Prudent financial stewardship - Share resources for funding activities where appropriate
6.	Politicization of criminal prosecutions	Medium	<ul style="list-style-type: none"> - Continuous monitoring and evaluation of the implementation of ODPP policies and guidelines - Continuous sensitization of staff on ODPP policies and guidelines - Encourage professionalism and adherence to the rule of law
7.	Staff turnover	Medium	<ul style="list-style-type: none"> - Pursue enhancement and improvement of terms and conditions of service - Enhancement of job satisfaction
8.	Cyber threats	High	<ul style="list-style-type: none"> - Continuous risk assessment and implementation of cyber security measures and strategies - Sensitization of staff on cyber security, cyber threats and attacks - Secure ODPP Systems - Develop and implement policies aimed at mitigating cyber security risks
9.	Negative public perception	Medium	<ul style="list-style-type: none"> - Proactive communication strategies to maintain public trust - Sensitization of the public on ODPP mandate and policies
10.	Unpredictable crime trends and complexities	High	<ul style="list-style-type: none"> - Enhanced funding and resources - Inter-agency coordination - Continuous training and capacity building - Undertake research and develop strategies to address unpredictable trends

CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

7.1 Overview

The ODPP is facilitated by the Government through the National Treasury within its Medium-Term Expenditure Framework (MTEF) budget. However, the funds from the National Treasury are not sufficient to implement ODPP's projects and programmes. The Office shall develop and implement resource mobilization strategies to cover the budget deficit. In the utilization of funds and resources, the Office shall abide by the relevant laws, policies and guidelines.

7.2 Financial Requirements

The financial resource requirements are estimated from the tentative cost of projects and programmes to be undertaken. Since project implementation may take several years over the Plan period, the resource requirements are distributed across the implementation period. This means that the funds required will be distributed in line with the implementation targets set over the planned period.

The total resources required to implement the Strategic Plan are elaborated in the implementation matrix. All the planned activities will be funded through a budget allocated under the respective departments. The estimated financial requirements consisting of the development and the recurrent budgets are presented in the table below.

Table 7. 1 Financial Requirements for Implementing the Strategic Plan

Cost Item	Projected Resource Requirements (KSh. Million)						
	2023/24	2024/25	2025/26	2026/27	2027/28	Cumulative Total	Proportion of Total
KRA 1	592	694	673	671	671	3301	12.30
KRA 2	128	1506	1994	2094	2144	7866	29.32
KRA 3	528	1316	1302	1240	1244	5630	20.98
KRA 4	386	932	1054	648	699	3719	13.86
KRA 5	-	162	152	152	152	618	2.30
KRA 6	82	1319	1249	1243	1292	5185	19.32
KRA 7	-	128	128	128	128	512	1.91
Grand Total	1716	6057	6552	6176	6330	26831	

Source: Estimates from the Implementation Matrix

* Includes board expenses, interest on loans and depreciation expenses.

7.3 Projected Revenue

The ODPP is projecting to collect revenue in the form of appropriation in aid (AIA) from offering training at the Prosecution Training Institute. The projected AIA is as indicated below.

Table 7. 2 Projected Revenue

Projected Revenue (KSh. Million)					
2023/24	2024/25	2025/26	2026/27	2027/28	Cumulative Total
2.0	3.0	3.5	4.0	4.0	16.5

7.4 Budget Deficit

The total resource requirements for implementing the projects and programmes in the Strategic Plan are enumerated in the implementation matrix. The total projected revenues from the exchequer are not sufficient to support the implementation of the Strategic Plan. This presents a funding gap which requires the office to adopt other mechanisms to mobilize resources.

The table below shows the status of financial requirements versus the allocation and the budget deficit (variance).

Table 7. 3 Budget Deficit (Variance

Financial Year	Estimated Financial Requirements (KSh. Bn)	Projected GoK Budgetary Allocations (KSh. Bn)	Variance
2023/24	1.716	3.642	-1.926
2024/25	6.057	3.685	2.372
2025/26	6.552	3.897	2.655
2026/27	6.176	4.082	2.094
2027/28	6.330	4.285	2.045
Total	26.831	19.591	7.24

Source: Projections

7.5 Resource Mobilization Strategies

In order to implement the Strategic Plan, the ODPP will mobilize adequate resources. The primary source of funding for ODPP projects and programmes is the Government. However, Government allocation is not adequate to finance the projects and programmes. Consequently, the Office will explore other avenues to mobilize resources and increase funding. To bridge the budget deficit, the Office will deploy strategies which include:

- (i) Collaborations and partnerships with development partners and non-state actors;
- (ii) Donations;
- (iii) Grants; and
- (iv) Technical assistance and support

7.6 Resource Management

Resource management is a key component of the Strategic Plan. It involves the allocation and utilization of human, financial and physical resources to achieve the ODPP's goals and objectives. It also entails the monitoring and evaluation of the performance and impact of the ODPP's projects and programmes.

The ODPP will put in place measures to ensure prudent resource management in order to deliver the Strategic Plan. Consequently, all departments will collaborate and coordinate their projects and programmes in order to equitably share resources, eliminate duplicity and overlaps. The observance of applicable governance frameworks, relevant laws, regulations and integrity in the implementation of projects and programmes will strictly be adhered to.

CHAPTER EIGHT: MONITORING, EVALUATION, LEARNING AND REPORTING

8.1 Overview

Monitoring, Evaluation, Learning and Reporting (MELR) is an integral part of the Strategic Plan implementation process. The purpose is to assess whether what was planned has been achieved or is on course and identify challenges arising and lessons learnt to inform decision-making. It is expected that the Office will put in place a monitoring, evaluation, learning and reporting system to ensure that planned activities are implemented, tracked and any challenges and variations are addressed as they arise.

8.2 Monitoring

Monitoring the progress and implementation of the Strategic Plan is critical. It will inform policy and administrative decisions and actions that will be taken during the Plan period. It will also help promote capacity development, implementation and reporting on the status of planned activities.

Based on the various key result areas, strategic objectives, strategies and activities, a monitoring and tracking system will be established and cascaded to the lowest level.

To establish a robust monitoring system, the following activities will be undertaken:

- (i) Capacity build and sensitise staff on M&E
- (ii) Develop and cascade key performance indicators and preparation of guidelines for target setting at all levels
- (iii) Development of data collection, collation and analysis tools
- (iv) Develop and implement monitoring tools
- (v) Review of monitoring processes and tools

8.2.1 Reporting Responsibilities for Monitoring

The Office will monitor projects and programmes to assess implementation progress and data will be collected, analysed and regularly reported as required for follow-up and action.

To facilitate monitoring, each department shall:

- (i) Develop and implement annual work plans
- (ii) Periodically measure progress for each activity against specific targets and schedules included in the plan.
- (iii) Develop and adapt a standardised reporting format

- (iv) Collect, collate and analyse data
- (v) Prepare reports
- (vi) Disseminate monitoring reports

The reporting shall be done in accordance with the ODPP M&E Policy. The monitoring reports will help to identify best practices and inform policy and administrative action.

8.2.2 Monitoring and Evaluation Responsibilities

The M&E function has a cascading effect. Responsibilities are borne at different levels as discussed below.

1. The Director of Public Prosecutions

- (i) Chair of the M&E Committee
- (ii) Oversee the implementation of the Strategic Plan
- (iii) Constitute and appoint M&E Committee
- (iv) Sanction M&E exercise to be undertaken
- (v) Give direction on the implementation of M&E report recommendations
- (vi) Facilitate M&E activities

2. The Secretary Prosecution Services

- (i) Member of the M&E Committee
- (ii) Ensure the strategic objectives, performance indicators, targets and activities are adhered to.
- (iii) Oversee the monitoring and evaluation of the Plan's implementation.
- (iv) Coordinate M&E activities
- (v) Prepare and submit relevant M&E data and reports
- (vi) Implement M&E recommendations

3. The Heads of Departments, Divisions, Sections, Units, Regions, Counties and Sub Counties

- (i) Coordination of teams
- (ii) Provide periodic reports
- (iii) Ensure compliance with the M&E requirements
- (iv) Prepare and submit relevant data and reports
- (v) Implement M&E recommendations

4. Planning Division

- (i) Provide technical assistance in the preparation of work plans
- (ii) Develop, revise and review M&E tools
- (iii) Collect, collate and analyze data
- (iv) Undertake M&E activities
- (v) Sensitization/capacity building on M&E
- (vi) Undertake evaluation and submit periodic reports to DPP on progress in achieving high-level benchmarks

- (vii) Prepare and submit relevant data and reports
- (viii) Monitor the implementation of the Strategic Plan
- (ix) Evaluate the impact and effectiveness of the Strategic Plan
- (x) Report on the achievements, challenges and lessons learnt
- (xi) Prepare the action plan for conducting M&E
- (xii) Advise the DPP on M&E

5. Members of staff

- (i) Implement M&E tools
- (ii) Provide feedback and recommendations on M&E
- (iii) Prepare and submit relevant data and reports
- (iv) Implement M&E recommendations

8.2.3 Monitoring and Evaluation Committee

There shall be an established M&E Committee which will oversee and manage the implementation of the Strategic Plan. The functions of the committee will include: -

- (i) Formulating, implementing and reviewing ODPP's Monitoring and Evaluation policies, processes and procedures;
- (ii) Monitoring and reporting progress on implementation of the ODPP Strategic Plan and operational plans;
- (iii) Briefing and advising the DPP on M&E matters;
- (iv) Oversight of the development and implementation of guidelines, procedures, tools, instruments and manuals for the M&E;
- (v) Promoting M&E capacity development, acceptability and ownership of the M&E framework across the ODPP;
- (vi) Tracking the progress of implementation of the ODPP annual work plans
- (vii) Receiving, analysing and submitting M&E reports

8.2.4 Membership of the Committee

- (i) Secretary Prosecution Services - Chair
- (ii) Heads of Department – Members
- (iii) Head of Executive Secretariat
- (iv) Two (2) representatives from regions on a rotational basis
- (v) Head of Human Resource Management
- (vii) Planning Division - Secretary

The Committee shall co-opt other members of staff on a need basis.

8.2.5 Schedule of Reporting and Review Meetings

Table 8. 1 Schedule of Reporting and Review Meetings

S/No.	Type of Report	Reported By	Reported To	Frequency
1.	Reports on KRAs	Heads of Departments	Planning Division	Quarterly
2.	Reports on the implementation of the Strategic Plan	Planning Division	DPP	Annually
3.	Reports on the Implementation of the Annual Work Plan	Planning Division	DPP	Bi-annually
4.	Mid-Term Review Report on the Strategic Plan	M&E Committee	DPP	Mid-term (2.5 years)
5.	End-Term Review Report on the Strategic Plan	M&E committee	DPP	Five Years

8.2.6 Scheduled Meetings and Workshops

The scheduled meetings and workshops include:

- (i) Monthly review meetings at the departmental levels to ensure implementation is on track
- (ii) Quarterly review meetings for the departments to receive and provide feedback on the pertinent performance indicators
- (iii) Quarterly review meetings for the M&E Committee to receive and provide feedback on the pertinent performance indicators
- (iv) Annual review meetings with the DPP to receive progress reports and provide feedback on key performance indicators
- (v) A Strategy Review Workshop for Management will be held annually to evaluate the progress of achievement of operational and Strategic Plans

8.2.7 Annual Work Plans

The DPP will ensure that detailed work plans with clear performance indicators and responsibilities for their achievement are developed taking into consideration the approved activities are anchored to the Strategic Plan.

The ODPP’s strategic objectives will be translated into annual work plans with activities and targets. Ultimately, the responsibility for achieving results will be assigned to individuals. Annual work plans are a key tool for monitoring and evaluation. Actual performance will be continually monitored and evaluated against the set targets. Work plans will also be used for staff performance appraisal.

8.2.8 Data and Information Collection Procedures

Data collection, processing, analysis and reporting will be conducted in monitoring the implementation of this Strategic Plan and evaluation of its performance. Data and information collection templates and procedures shall be developed and used by departments and individuals to measure performance as per the indicators and reporting requirements. The reports shall describe actions taken, progress realised towards the specific strategies of the Plan and will include achievements, challenges, lessons learnt and emerging issues, risks, costs, benefits and recommendations.

8.3 Evaluation Framework

Evaluation of the Plan will be undertaken at Mid-term and End-term stages. The particular methodology to be used for data collection, collation and analysis will be determined by the subject and purpose of the evaluation. Depending on the type of information required, evaluators shall use appropriate tools such as case studies, interviews, surveys, focus group discussions, SWOT, among others. This section provides details on the evaluation framework of the Strategic Plan.

8.3.1 Annual Performance Review

At the end of each financial year, the M&E Committee shall prepare a report and present it to the DPP detailing the status of implementation of planned activities.

8.3.2 Mid-Term Evaluation

There will be a mid-term evaluation and review of the plan to assess the extent to which the Plan is meeting its intended objectives and timelines and ensuring that it remains relevant and feasible. The mid-term evaluation will be carried out by the end of the second year of the plan's implementation and will provide an opportunity to give recommendations for the remaining phase of the Plan.

8.3.3 End-Term Evaluation

A final evaluation of the Strategic Plan will be carried out at the end of the implementation period and will address the following areas:

- (i) **Relevance:** The extent to which activities implemented were aligned to the achievement of the ODPP mandate
- (ii) **Effectiveness** The extent to which the implementation of activities met the stated strategies and objectives
- (iii) **Efficiency** To measure the principle of good stewardship, and value for money in all programmes and projects
- (iv) **Sustainability:** Assesses the viability of the achievements made

- (v) **Impact:** Document the extent to which the Plan contributed to economic growth
- (vi) **Challenges:** Document the hindrances faced during the implementation period
- (vii) **Lessons Learnt:** Document lessons learnt, identify and document milestones emanating from the implementation of the plan
- (viii) **Mitigation measures:** Document measures to overcome challenges faced
- (ix) **Recommendations** and the way forward for the next Strategic Plan period

8.4 Dissemination of Reports and Findings

To ensure that reports are effectively disseminated, the Office will conduct periodic meetings and workshops to present findings and discuss implications with the relevant parties. Other reporting mechanisms to be employed include circulars, newsletters, press conferences and electronic transmission (email and the website). The Office will also establish channels to share information with stakeholders.

APPENDICES

Appendix 1: Implementation Matrix

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks	
					Y1	Y2	Y3	Y4	Y5	Lead	Support			
Strategic Issue: Prosecution performance and quality assurance mechanisms														
Strategic Goal: A transformed and accountable prosecution service														
KRA 1.1: An effective and innovative prosecution service														
Strategic Objective 1: To adopt innovative prosecution														
1.1.1.1 Mainstream pre-trial engagement/ sessions	Develop and implement the witness facilitation guidelines	Guidelines developed and implemented	Number of guidelines developed Number of implementation reports	5 4	5	15	10	10	10	10	SPS	HODs	50	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5	Lead	Support		
1.1.1.2 Establish mechanisms to track the implementation of witness and victims guidelines	Operationalise, monitor and evaluate the implementation of the guidelines	Monitoring and evaluation report	Number of reports	5	10	10	10	10	10	Head IQA	Head Planning Division	50	
					10	10	10	10	10	HODs	Heads of Division	50	
					10	10	10	10	10	HODs	Heads of Division Regional Heads County Heads	50	
	Conduct pre-trial sessions	Pre-trial sessions held	Percentage of pre-trial sessions	100	10	10	10	10	10		Heads of Division Regional Heads County Heads	50	
	Facilitate pre-trial sessions	Pre-trial sessions facilitated	Number of Pre-trial sessions facilitated	-	10	10	10	10	10		Heads of Division Regional Heads County Heads	50	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5	Lead	Support		
1.1.1.3 Review and propose amendments to enabling laws and relevant policies	Initiate the review of enabling laws and relevant policies	Laws and relevant policies reviewed	Number of reports	5	8	8	8	8	8	Chair Law Reform Committee	HODs Regional Heads County Heads	40	
	Engage relevant stakeholders	Stakeholder engagement meetings/workshops held	Number of meetings/workshops	20	14	14	14	14	14	Chair Law Reform Committee	HODs Heads of Division Regional Heads	70	
	Capacity building on the new laws and policies	Capacity building sessions and workshops held	Number of sessions/workshops	10	18	18	18	18	18	Chair Law Reform Committee	HODs Regional Heads	90	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5	Lead	Support		
	Capacity building on the new laws and policies	Capacity building sessions and workshops held	Number of sessions/workshops	10	18	18	18	18	18	Chair Law Reform Committee	HODs Regional Heads	90	
1.1.1.4 Compliance with policies and guidelines	Conduct sensitization on all policies developed	Staff sensitized	Percentage of staff sensitized Number of reports	100 5	18	18	18	18	18	Head IQA	HODs Regional Heads County Heads	90	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5	Lead	Support		
	Monitor the implementation of policies and guidelines	Implementation reports	Number of reports	5	10	10	10	10	10	Head IQA	Head Planning Division Regional Heads County Heads	50	
	Evaluate and undertake audits to monitor compliance with policies and guidelines	Audit and compliance reports	Number of reports	5	8	8	8	8	8	Head IQA	Head Planning Division County Heads Regional Heads	40	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5	Lead	Support		
1.1.1.5 Establish mechanisms for knowledge sharing on best practices	Develop and implement a knowledge management strategy	Approved knowledge management strategy	Number of strategies developed	1	8	8	6	6	6	Head PTI	HODs Head HRD	34	
1.1.1.6 Establish a repository for legal materials	Establish resource centres	Resource centres established	Number of resource centres established	20	12	12	12	12	12	Head PTI	HODs Regional Heads County Heads	48	
	Develop and implement a strategy for legal materials repository	Approved legal materials repository strategy Implementation reports	Number of strategies developed Number of reports	1 4	8	8	8	8	8	Head PTI	HODs Regional Heads County Heads	32	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks	
					Y1	Y2	Y3	Y4	Y5	Lead	Support			
1.1.1.7 Streamline and capacity-build the Research Division	Operationalise the Research Division	ODPP Research Division operationalised	Number of research divisions operationalised	1	-	10	10	10	10	10	Head PTI	Head, Research Division	40	
1.1.1.8 Establish an Innovation Council	Operationalise the Innovation Council	Innovation Council operationalised Operationalization reports	Number of councils operationalised Number of reports	1 1	-	10	-	-	-	-	COS	HODs	10	
	Develop programmes to promote innovation and creativity	Implementation reports	Number of reports	3	-	-	6	6	6	6	COS	HODs Head PTI	18	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks	
					Y1	Y2	Y3	Y4	Y5	Lead	Support			
Strategic Objectives 2: To ensure expeditious conclusion of cases														
1.1.2.1 Embracing strategic prosecutions	Initiate review of statutory provisions to enable implementation of alternatives to trial	Reviewed statutory laws	Number of memoranda done	-	10	10	10	10	10	10	Chair Law Reform Committee	HODs Regional Heads	50	
	Compliance to Decision to Charge Guidelines	Cases compliant with Decision to charge	Percentage of cases compliant with Decision to charge	100	10	10	10	10	10	10	DPP	HODs Regional Heads County Heads	50	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks	
					Y1	Y2	Y3	Y4	Y5	Lead	Support			
	Continuously review the Decision to Charge Guidelines	Decision to charge reviewed	Number of guidelines reviewed	1	10	10	10	10	10	10	Chair Law Reform Committee	HODs	50	
	Adherence to standard operating procedures	Report on adherence to SOPs	Number of reports on compliance of SOPs	5	10	10	10	10	10	10	HODs	Regional Heads County Heads	50	
Strategic Objective 3: To adopt and mainstream alternatives to prosecution														
1.1.3.1	Application of alternatives to prosecution where appropriate	Utilize alternatives to prosecution where appropriate	Implementat ion reports	Number of implementati on reports	5	10	10	10	10	10	HODs	Regional Heads County Heads	50	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5	Lead	Support		
	Monitor the implementation of alternatives to prosecution	Monitoring reports	Number of monitoring reports	5	14	14	14	14	14	Head IQA	HODs Head Planning Division Regional Heads	70	
	Audit and prepare reports on the implementation of alternatives to prosecution	Audit reports	Number of audit reports	5	10	10	10	10	10	Head IQA	HODs Head Planning Division Regional Heads	50	
Strategic Objective 4: To enhance adherence to ODPP policies and guidelines													
1.1.4.1 Dissemination of policies and guidelines	Sensitization and dissemination of policies and guidelines	Sensitization reports	Number of reports	5	14	14	14	14	14	Head PTI	HODs Head HRD Division	70	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5	Lead	Support		
	Put in place structures to ensure consistent and continuous application	Implementation reports	Number of reports	5	10	10	10	10	10	Head IQA	HODs	50	
1.1.4.2 Establish an internal enforcement mechanism	Monitor, evaluate and prepare regular implementation reports	Monitoring and evaluation reports	Number of reports	5	14	14	14	14	14	DPP	HODs Head Planning Division Regional Heads	70	
Strategic Issue: Prosecution performance and quality assurance mechanisms													
Strategic Goal: A transformed and accountable prosecution service													
KRA 1.2: An efficient and effective performance management mechanism													
Strategic Objective 1: To strengthen institutional framework for performance management													

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5	Lead	Support		
1.2.1.1	Establish a Performance Management Committee	Appointment letters and TORs PM Committee	Number of reports Appointment letters	1	-	10	-	-	-	SPS	COS	10	
1.2.1.2	Institutionalize performance management	Performance Management Policy developed Implementation report	Number of policies developed Number of reports	1	-	12	10	10	10	SPS	HODs Head HRM Division Head Planning Division	42	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5	Lead	Support		
	Capacity building on performance management	Capacity building report	Number of reports	4	-	14	14	14	14	SPS	HODs Regional Heads County Heads Head Planning Division Head HRD Division	56	
	Monitor, evaluate and report on performance	Monitoring and evaluation reports	Number of reports	4	-	14	14	14	14	Head CFS	HODs Head Planning Division Head HRM PM Committee	56	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5	Lead	Support		
	Performance reviews and feedback sessions with employees	Performance review reports	Number of reports	5	-	-	-	-	-	Head CFS	HODs Regional Heads County Heads Head HRM Division PM Committee	-	
1.2.1.3 Institutionalize Performance Contracting/Agreements	Negotiate and sign Performance Contracts/Agreements	Performance Contracts signed	Number of contracts/agreements	-	-	-	-	-	-	DPP	HODs Regional Heads County Heads Head Planning Division Head HRM Division	-	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5	Lead	Support		
	Monitor, evaluate and report on performance contracts	Monitoring and evaluation reports on performance contracts	Number of reports	5	14	14	14	14	14	SPS	HODs Head Planning Division Head HRM Division	70	
	Review and implement the Rewards and Recognition Policy	Reviewed Rewards and Recognition Policy Implementation reports	Number of policies reviewed Number of reports	1 5	10	10	10	10	10	SPS HODs COS		50	
Strategic Objective 2 : To inculcate a culture of staff involvement and engagement													
1.2.2.1 Creating avenues for staff engagement and feedback mechanisms	Conduct staff involvement and engagement sessions	Staff engagement sessions conducted	Number of staff engagement sessions	5	25	25	25	25	25	SPS	HODs COS Regional Heads County Heads	125	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5	Lead	Support		
	Monitor and evaluate staff feedback	Feedback reports	Number of reports	5	14	14	14	14	14	SPS	HODs COS Head Planning Division	70	
	Organise the ODPP Annual Convention	ODPP Annual Convention Report	Number of reports	5	150	150	150	150	150	COS	Head HRM Division	750	
Total					592	694	673	671	671			3301	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5	Lead	Support		
Strategic Issue: Funding and resources													
Strategic Goal: Enhanced funding and resources													
KRA 2.1: Adequately resourced ODPP													
Strategic Objective 1: To mobilize resources and enhance funding													
2.1.1.1 Establish mechanisms for effective and efficient financial resource mobilization	Develop and implement a Resource Mobilization Strategy	Resource Mobilization Strategy	Number of strategies developed	1	14	14	4	4	4	4	Head CFS	40	
					5								
	Establish a Resource Mobilization Committee	Resource Mobilization Committee in place	Appointment letters	1	-	-	-	-	-	-	COS	-	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5	Lead	Support		
	Engage with development partners to supplement GoK budget allocation	Mobilized resources	Number of partners and engaged Number of signed MOU's and agreements	5	18	18	18	18	18	COS	Head Finance Division Head CFS	90	
2.1.1.2	Develop guidelines	Guidelines in place	Approved guidelines	1	20	-	-	-	-	DPP	COS	40	
	Establish governance structures	Prosecution Fund management structure in place	Fund managers in place	1	12	-	-	-	-	DPP	COS	24	
2.1.1.3	Put in place mechanisms for Collection of Appropriation in Aid (AIA)	Amount collected	Number of revenue streams Authority to operate AIA account	5	10	10	10	10	10	DPP	Head CFS Head PTI Head Accounts	50	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5	Lead	Support		
2.1.1.4 Prudent utilization of resources	Implement accounting and financial controls	Audit reports	Number of reports	5	14	14	14	14	14	Head CFS	HODs Head Internal Audit Division Head Accounts Division	70	
	Prepare and submit annual financial statements	Annual reports	Number of reports	5	14	14	14	14	14	Head CFS	Head Accounts Division	70	
2.1.1.5 Establish and implement an effective and efficient Enterprise Risk Management Framework	Develop and implement the Risk Management Framework	Risk management framework Implementation report	Number of frameworks Number of reports	1 4	8	4	4	4	4	COS	Head Internal Audit Division	28	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks	
					Y1	Y2	Y3	Y4	Y5	Lead	Support			
	Sensitize staff on the Risk Management Framework	Staff sensitized on the Risk Management Framework	Number of staff sensitized Number of sensitization reports	- 4	-	12	12	12	12	12	Head PTI	HODs Head Internal Audit Division	48	
	Strengthen the internal audit mechanisms	Report on compliance with the internal audit mechanisms	Number of reports	5	8	8	8	8	8	DPP	Head Internal Audit Division	40		
Strategic Issue: Funding and resources														
Strategic Goal: Enhanced funding and resources														
KRA 2.2: Infrastructural development, land and equipment acquisition														
Strategic Objective 1: To ensure a conducive working environment for all staff														

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5	Lead	Support		
2.2.1.1 Acquisition of ODPP-owned office premises	Identify and prepare a schedule for ODPP offices to be constructed	Approved schedule for the construction of ODPP offices identified	Number of reports	2	10	-	-	-	-	Head CFS	Head County Affairs Head Admin Division Head SCM Division	20	
	Initiate the acquisition of land and construction of ODPP offices	Land title deed or lease certificate	ODPP-owned land	3	-	10	10	10	-	Head CFS	Head County Affairs Head Admin Division Regional Heads Head SCM-Division	30	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5	Lead	Support		
	Mobilize resources for the construction of ODPP offices through the budget and development partners	Report on resources mobilized	Amount of resources	-	-	-	-	-	-	SPS	HODs COS	-	
	Construction of ODPP offices	ODPP offices constructed	Number of ODPP offices constructed Certificate(s) of completion	20	-	1,000	1,500	1,500	1,500	Head CFS	Head County Affairs Head Admin Division Head SCM Division	5,500	
2.2.1.2 Procurement of vehicles, and office equipment	Conduct a needs assessment	Needs assessment reports	Inventory and asset Register	1	-	8	-	-	-	Head CFS	HODs Regional Heads	8	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5	Lead	Support		
	Initiate and acquire vehicles and office equipment	Implementation reports	Number of vehicles and office equipment acquired	20	-	250	250	300	350	Head CFS	HODs Head SCM Division	1,150	
2.2.1.3 Maintenance of office and equipment	Prepare a schedule of offices and equipment that require maintenance, refurbishment and renovation	Schedule of office space and equipment to be maintained, refurbished and renovated	Number of schedules	1	-	8	-	-	-	Head CFS	HODs Regional Heads	8	
	Mobilize and allocate resources for office maintenance, refurbishment and renovation	Resources mobilized	Amount of resources	-	-	-	-	-	-	DPP	SPS HODs COS	-	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility	Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5			
	Maintain, refurbish and renovate	Maintained equipment and refurbished offices	Number of maintained equipment and refurbished offices	15	-	100	150	200	200	Head CFS	HODs Head SCM Division	650
			Certificate(s) of completion		128	1,506	1,994	2,094	2,144			7,866
Total												
<p>Strategic Issue: Terms and conditions of service</p> <p>Strategic Goal: Competitive terms and conditions of service</p> <p>KRA 3.1: Attractive terms and conditions of service</p> <p>Strategic Objective 1: To improve terms and conditions of service</p>												
3.1.1.1	Engage relevant agencies for review of terms and conditions of service	Develop a proposal on terms and conditions of service	Proposed terms and conditions of service developed	1	10	10	-	-	-	DPP	SPS HODs Head HRM	20

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5	Lead	Support		
	Organise meetings with the relevant agencies to negotiate the ODPP terms and conditions of service	Reports/ minutes of meetings Improved terms and conditions of service	Resolutions Implementation reports	2 4	500	500	500	500	500	DPP	SPS HODs COS Head HRM	2,500	
	Provision of staff benefit facilities (mortgage and car loan)	Reports	Number of reports	4	-	600	600	600	600	DPP	SPS COS	2,400	
3.1.1.2 Establish an Employee Retention Strategy	Develop and implement an Employee Retention Strategy	Employee Retention Strategy	Number of reports	2	-	26	-	-	-	DPP	SPS HODs	52	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5	Lead	Support		
	Undertake Employee Satisfaction Survey	Employee Satisfaction Survey Report	Interview tools Number interviewed	4	-	18	18	18	18	SPS	HODs Head Planning Division Head HRM Division	72	
	Revise and implement Career Progression Guidelines	Revised Career Progression Guidelines	Implementation reports	5	18	22	22	22	22	SPS	HODs Head HRM Division	106	
	Implement the Succession Management Policy	Implementation report	Number of reports Staff promoted and appointed	4	-	14	18	18	18	SPS	HODs Head HRM Division	68	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5	Lead	Support		
	Develop and implement a Coaching and Mentorship Policy	Coaching and Mentorship Policy developed Coaching and Mentorship Programme developed	Number of reports Programme developed	32	-	18	22	26	30	Head PTI	HODs Head HRD Division	96	
3.1.1.3 Establish employee assistance programs	Develop Staff Wellness and Welfare Policy	Staff Wellness and Welfare Policy developed	Number of policies developed Implementation reports	1 2	-	18	18	-	-	SPS	HODs COS Head HRM Division	36	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5	Lead	Support		
	Implement employee assistance programs such as Health and Wellness, Alcohol, Drugs and Substance Abuse, HIV/AIDS, Stress Management, among others	Staff assistance programs in place	Number of staff in the program	-	18	18	18	18	18	SPS	HODs COS Head HRM Division Head Health & Wellness	72	
	Establish recreational facilities and programs	Recreational facilities and programmes established	Number of facilities and programs	2	58	42	20	20	20	Head PTI	HODs COS Head HRM Division	140	
Total					528	1,316	1,302	1,240	1,244			5,630	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility	Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5			
<p>Strategic Issue: Human resource capacity development</p> <p>Strategic Goal: Enhanced skills, competencies and knowledge</p> <p>KRA 4.1: Skilled and professionalized human resource</p> <p>Strategic Objective 1: To establish robust governance and management structures for the Prosecution Training Institute</p>												
4.1.1.1	Establish relevant governance and management structures	Management Council and boards constituted and inducted	Council and boards appointed	1	14	18	22	26	30	Head PTI	110	HODs Head HRD Division
	Pursue accreditation of PTI	PTI Accredited	Certificate of accreditation	1	-	12	-	-	-	Head PTI	12	HODs Chair Law Reform Committee
<p>Strategic Objective 2: To establish mechanisms to operationalise course development and delivery</p>												

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5	Lead	Support		
4.1.2.1	Develop and implement training mechanisms	Training programs developed and implemented	Number of programs developed and implemented	25	10	25	22	22	22	Head PTI	HODs Head HRD Division	101	
	Develop and implement a training calendar	Implementation reports	Number trained Number of programs implemented	- 1	- 4	4	4	4	4	Head PTI	HODs Head HRD Division	16	
	Undertake a Training Needs Assessment	Training Needs Assessment Report	Assessment tools Number of reports	1 4	- 12	12	12	12	12	Head PTI	HODs Head HRD Division	48	
	Create awareness on PTI courses	Enrolment to the programs	Number trained	-	-	10	4	4	4	Head PTI	COS Head Communication	22	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5	Lead	Support		
	Develop and implement a Monitoring and Evaluation Framework for training	Monitoring and Evaluation Framework developed Implementation reports	Number of frameworks Number of reports	1 4	-	8	8	8	8	Head PTI	HODs Head HRD Division	32	
4.1.2.2	Develop and implement PTI relevant policies and guidelines	Academic Policy developed	Number of policies developed Implementation report	1 4	10	10	14	18	10	Head PTI	Head HRD Division HODs	62	
	Develop and implement training manuals	Training manuals developed	Number of manuals	4	-	14	14	14	14	Head PTI	Head HRD Division HODs	56	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5	Lead	Support		
	Develop and implement Examination Guidelines	Examination Guidelines developed and implemented	Number of guidelines developed Number of examiners Number examined Number of examinations administered	1 - - -	10	15	20	22	25	Head PTI	Head HRD Division	92	
	Develop and implement a Dispute Resolution Policy	Dispute and Resolution policy developed	Number of policies developed Number of disputes resolved	1 -	10	10	14	18	22	SPS	HODs Head HRD Division	74	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5	Lead	Support		
4.1.2.3 Develop and implement relevant modes of curricula delivery	Develop and implement the Industrial Attachment Policy	Industrial Attachment Policy developed Implementation reports	Number of policies developed Number of attachment reports Number of industrial attachees	1 - -	10	10	14	18	22	SPS	HODs Head HRD Division	74	
					12	12	12	12	12	Head PTI	Head ICT Division	60	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks	
					Y1	Y2	Y3	Y4	Y5	Lead	Support			
	Develop e-Learning content	e-Learning content developed	Number of e-Learning materials developed	5	26	40	48	56	64	Head PTI	HODs SPS Head ICT Division COS	234		
Strategic Objective 3: To leverage on knowledge management for enhanced service delivery														
4.1.3.1	Establish mechanisms for knowledge management	Develop and implement the ODPP Knowledge Management Policy and Strategy	Knowledge management policy and strategy	Number of policies and strategies developed Status reports	1	-	12	20	20	20	Head PTI	HODs Head HRD Division	72	
4.1.3.2	Establish mechanisms for research and knowledge translation	Conduct research on thematic areas	Research publications	Number of reports and research publications	4	-	14	10	10	10	Head PTI	HODs Head Research Division	44	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5	Lead	Support		
	Enhance linkages and partnership research	Linkages and partnerships on research enhanced	Number of MOUs and partnership agreements	5	-	4	4	4	4	Head PTI	Head Research Division	16	
Strategic Objective 4: To establish a pool of highly skilled and competent instructors													
4.1.4.1	Develop and implement a Trainer of Trainers' Framework	Trainer of Trainers Framework developed and implemented	Number of frameworks developed	1	-	8	8	8	8	Head HRD	HODs COS SPS	32	
Strategic Objective 5: To create a conducive learning environment													

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5	Lead	Support		
4.1.5.1 Enhance development of physical and digital infrastructure	Implement and equip physical infrastructure	Enhanced physical and digital infrastructure	Number of learning programs Number trained	-	-	150	150	-	-	Head PTI	SPS HODs COS Head ICT Division	300	
4.1.5.2 To enhance employee skills and competencies	Implement the PTI Master Plan	PTI Master Plan developed	Status Report	2	-	230	250	-	-	Head PTI	Head CFS Head SCM Division	480	
					27	29	31	33	35	Head HRD	HODs COS SPS	155	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5	Lead	Support		
	Develop and implement Talent and Skills Management Framework	Talent and Skills Management Framework	Talent and skills register	1							HODs		
	Implement Talent and Skills Management Framework	Implementation Report	Number of reports	3	-	14	8	6		SPS	Head HRD Division	28	
	Develop and implement a Training and Development Policy	Training and Development Policy	Number of policies developed Status reports	1 5	12	12	12	12	12	SPS	HODs Head HRD Division	60	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5	Lead	Support		
	Develop and implement a Training Management System	Training Management System developed	Number of systems Status reports	1 4	- 12	12	12	12	12	Head PTI	HODs Head ICT Division	48	
	Develop and implement an Induction Manual	Induction Manual developed	Number of manuals Status Reports	1 4	- 14	10	10	10	10	Head PTI	HODs Head HRD Division	44	
	Implement timely and robust induction programs	Induction programs implemented Implementation reports	Number of staff inducted Number of reports	- 3	28 -	28	-	26	26	Head PTI	HODs Head HRD Division	82	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5	Lead	Support		
	Implement Internship and Pupillage Programmes	Internship and Pupillage Programs implemented	Number of pupils and interns	150	17	17	17	17	17	SPS	HODs Head HRD Division	85	
4.1.5.3	Facilitate staff for professional development courses	Training reports	Number of reports Number trained	5	200	230	280	280	290	SPS	HODs Head HRD Division	1280	
Total					386	932	1,054	648	699			3,719	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility	Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5			
<p>Strategic Issue: Inter-agency collaboration and cooperation</p> <p>Strategic Goal: Enhanced inter-agency collaboration, coordination and cooperation</p> <p>KRA 5.1: Structured stakeholder collaboration, coordination and cooperation</p> <p>Strategic Objective: 1: To enhance the capacity of ODPP in stakeholder engagement and management</p>												
5.1.1.1 Implement the Stakeholder Engagement Strategy	Review the Stakeholder Engagement Strategy	Reviewed Stakeholder Engagement Strategy	Number of strategies reviewed	1	-	12	-	12	-	COS	24	HODs County Heads
5.1.1.2 Sensitization and dissemination of the Stakeholder Engagement Strategy	Undertake sensitization and implementation of the Stakeholder Engagement Strategy	Sensitization and implementation reports	Number of reports	2	-	-	12	-	12	COS	24	HODs

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks	
					Y1	Y2	Y3	Y4	Y5	Lead	Support			
5.1.1.3 Enhance community engagement mechanisms	Organise and participate in community engagement fora	Reports on community engagement fora	Number of reports	4	-	50	50	50	50	50	COS	HODs Regional Heads County Heads	200	
5.1.1.4 Review, monitor and evaluate existing stakeholder collaborations	Monitor and evaluate existing stakeholder collaborations	Monitoring and evaluation reports	Number of reports	4	-	12	12	12	12	12	COS	Head Planning Division	48	
5.1.1.5 Enhance cooperation with County Governments	Develop collaborative mechanisms	MOUs signed	Number of MOUs	47	-	26	26	26	26	26	SPS	COS HODs	104	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks	
					Y1	Y2	Y3	Y4	Y5	Lead	Support			
Strategic Objective 2: To enhance collaboration with criminal justice sector agencies and non-state actors														
5.1.2.1	Inculcate a multi-agency approach in handling cases	Reports on prosecution-guided investigations	Number of reports	4	-	10	10	10	10	10	DPP	HODs	40	
5.1.2.2	Organise and participate in joint fora	Reports on fora	Number of reports	4	-	14	14	14	14	14	COS	HODs	56	
Strategic Objective 3: To strengthen partnerships and collaborations														
5.1.3.1	Develop and implement partnership and collaborative frameworks	Partnership and collaborative frameworks developed	Number of frameworks developed	1	-	14	10	10	10	10	COS	HODs	44	
	Enhance local, regional and international collaboration	Implementation reports	Number of reports	4	-									

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5		
	Enhance the capacity for mutual legal assistance and extradition	Trainings / workshops conducted	Number of trainings/ workshops	4	-	10	10	10	10	40	
Total					-	162	152	152	152	618	
Strategic Issue: Organizational effectiveness, infrastructure and work environment											
Strategic Goal: Strengthened institutional capacity											
KRA 6.1: Responsive and effective organization											
Strategic Objective 1: To establish an effective and efficient legal, policy and regulatory framework for prosecution service											
6.1.1.1 To establish mechanisms for enhancing the legal, policy and regulatory framework	Review and propose amendments to the ODPP Act, CAP 6B	ODPP Act amended	Amended Act	1	-	40	30	-	-	70	SPS HODs COS
	Develop and implement SOPs	SOPs developed	Number of SOPs	-	-	40	30	30	30	130	HODs COS

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5	Lead	Support		
6.1.1.2 Enhance efficiency and effectiveness of procurement processes	Ensure compliance with the Public Procurement and Asset Disposal Act	Public Procurement and Asset Disposal Act complied with	Number of compliance reports Number of procurement records	5 -	5	32	34	35	36	DPP	HODs	142	
					-	-	-	-	-	Head SCM Di-vision	Head Planning Division	28	
	Establish an effective and efficient Project Management Framework	Project Management Framework established	Number of frameworks	1	14	14	-	-	Head CFS			55	
	Prepare and implement the procurement plans	Annual procurement plans	Number of procurement plans % completion of annual procurement plans	5 100	10	14	14	17	Head CFS	HODs Head SCM Di-vision			

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5	Lead	Support		
	Prepare and implement the asset disposal plans	Annual asset disposal plans	Number of asset disposal plans % of items disposed	4	-	10	11	12	14	DPP	HODs Head SCM Di- vision	47	
Strategic Objective 2: To leverage on ICT for improved service delivery													
6.1.2.1	Integrate and adopt technology in service delivery	Implementati on reports	Strategic Plan in place, ICT policies and SOPs in place	-	-	26	-	-	-	DPP	Head CFS COS Head ICT Division	26	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5	Lead	Support		
	Install and operationalise the Information Management System to ODPP offices	Implementation on report	Number of offices	130	-	230	240	250	255	DPP	SPS HODs COS Head ICT Division	975	
	Enhance ICT infrastructure (hardware and software)	Implementation report	Number of offices	130	-	180	185	190	195	DPP	SPS HODs COS Head ICT Division	750	
6.1.2.2	Develop and implement relevant automation mechanisms	Processes and procedures automated	Processes automated	15	-	150	170	180	190	DPP	SPS HODs COS Head ICT Division	690	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5	Lead	Support		
	Continuous training on new technology	Training reports	Number of reports	4	-	60	60	70	75	Head PTI	HODs Head HRD Division Head ICT Division	265	
6.1.2.3 Secure ODPP systems	Implement measures to protect systems, networks and data from security threats (Cyber security)	Secured systems	Number of offices	130	-	120	130	130	150	SPS	HODs COS Head ICT Division	530	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5	Lead	Support		
	Compliance with the Data Protection Act	Compliance reports	Number of compliance reports	4	-	10	10	10	10	SPS	HODs COS Head ICT Division	40	
	Sensitization on the Data Protection Act, 2019	Sensitization report	Number of reports	1	-	30	-	-	-	Head PTI	HODs	30	
Strategic Objective 3: To enhance the quality of corporate services													
6.1.3.1	Establish mechanisms for effective and provision of corporate services	Develop and implement a records management mechanism	Implementation reports	5	10	8	8	8	8	Head CFS	SPS HODs COS Head Records Management Division	42	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5	Lead	Support		
	Develop and implement a Records Retention and Disposal Schedule	Records Retention and Disposal Implementation Reports	Number of reports	5	21	15	9	6	6	Head CFS	SPS HODs COS Head Records Management Division	57	
Strategic Objective 4: Streamline communication mechanisms in ODPP													
6.1.4.1	Media engagement	Advertise ment published	Number of advertisements published	25	-	15	15	15	15	DPP	HODs	60	
	Sensitization of the media	Sensitization reports	Number of reports	10	-	15	15	15	15	Head Communication	SPS HODs COS	60	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5	Lead	Support		
	Conduct outreach surveys	Outreach survey reports	Number of survey reports	8	-	15	15	15	15	Head Communication	SPS HODs COS	60	
6.1.4.2 Community sensitisation and outreach programmes	Conduct CSR	CSR activities conducted	Number of CSR activities	8	-	26	23	19	17	COS	SPS HODs	85	
	Organise and participate in community dialogues	Reports on community dialogues organised	Number of reports	48	-	26	26	26	26	COS	SPS HODs	104	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5	Lead	Support		
6.1.4.3 Adopt mechanisms for internal communication	Establish communication channels	Communication channels established	Number of communication channels	4	16	16	16	16	16	DPP	SPS HODs COS	80	
6.1.4.4 Promote open dialogue and feedback	Engaging in dialogue and feedback meetings	Reports on dialogue and feedback meetings	Number of reports	16	-	6	6	6	6	DPP	SPS HODs COS	24	
	Implement the Strategic Communication Framework	Implementation report	Number of reports	40	-	48	32	36	36	Head Communication	SPS HODs COS	152	
	Develop and implement the organization's Service Delivery Charter	Implementation report	Number of reports	8	-	22	6	10	10	Head IQA	HODs COS Head Communications	48	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks
					Y1	Y2	Y3	Y4	Y5	Lead	Support		
6.1.4.5	Adopt mechanisms for external communication	Offices branded	Number of offices branded	25	-	26	26	26	26	Head Communication	SPS HODs COS	104	
	Organise and participate in media events, trade fairs and exhibitions	Reports on events attended and organised	Number of reports	20	-	34	34	34	34	Head Communication	SPS HODs COS	136	
	Develop and disseminate IEC materials	IEC materials disseminated	Number of IEC materials disseminated	5	-	38	38	38	38	Head Communication	SPS HODs COS	152	
Total					82	1,319	1,249	1,243	1,292			5,185	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks	
					Y1	Y2	Y3	Y4	Y5	Lead	Support			
Strategic Issue: Implementation of policies and guidelines														
Strategic Goal: Prioritized implementation of policies and guidelines over development														
KRA 7.1: Improved implementation of policies and guidelines														
Strategic Objective 1: To sensitize staff on policies and guidelines														
7.1.1.1	Utilise the available mechanisms in conducting timely dissemination of policies and guidelines	Conduct dissemination of developed policies and guidelines	Policies and guidelines disseminated	Number of policies	-	12	12	12	12	12	SPS	HODs COS	48	
		Sensitization of staff on developed policies and guidelines	Staff sensitized	Number of staff sensitized	-	12	12	12	12	12	SPS	HODs COS	48	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks	
					Y1	Y2	Y3	Y4	Y5	Lead	Support			
Strategic Objective 2: To ensure effective implementation of policies and guidelines														
7.1.2.1	Track the status of the implementation of policies and guidelines	Conduct regular monitoring and evaluation of the implementation of developed policies	Monitoring and Evaluation Report	Number of reports	4	-	9	9	9	9	SPS	HODs COS Head Planning Division	36	
		Implement the recommendations of the Monitoring and Evaluation Report	Implementation report	Number of reports	4	-	9	9	9	9	SPS	HODs COS Head Planning Division	36	
		Sensitization of staff on developed policies and guidelines	Staff sensitized	Number of staff sensitized	-	-	12	12	12	12	SPS	HODs COS	48	
Strategic Objective 2: To ensure effective implementation of policies and guidelines														

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks	
					Y1	Y2	Y3	Y4	Y5	Lead	Support			
7.1.2.1 Track the status of the implementation of policies and guidelines	Conduct regular monitoring and evaluation of the implementation of developed policies	Monitoring and Evaluation Report	Number of reports	4	-	9	9	9	9	9	SPS	HODs COS Head Planning Division	36	
	Implement the recommendations of the Monitoring and Evaluation Report	Implementation report	Number of reports	4	-	9	9	9	9	9	SPS	HODs COS Head Planning Division	36	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks	
					Y1	Y2	Y3	Y4	Y5	Lead	Support			
	Conduct compliance and adherence audits on policies and guidelines	Compliance reports	Number of reports	4	-	8	8	8	8	8	Head IQA	COS Head Planning Division	32	
Strategic Objective 3: To ensure the successful implementation of the Strategic Plan														
7.1.3.1	Track the implementation of the Strategic Plan	Conduct monitoring and evaluation on the status of implementation of the Strategic Plan	Strategic Plan Monitoring and Evaluation Report	Number of reports	4	-	8	8	8	8	Head Planning Division	SPS HODs COS	32	
Strategic Objective 4: To mainstream environmental and sustainable development														

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks	
					Y1	Y2	Y3	Y4	Y5	Lead	Support			
7.1.4.1 Adopt sustainability and green plan initiatives	Design, develop and implement a Sustainability and Green Plan Framework	Implementati-on report	Number of reports	4	-	12	12	12	12	12	COS	SPS HODs Head Admin Division	48	
	Engage in social action and advocacy on environmental stewardship	Reports on social action and advocacy	Number of reports	4	-	6	6	6	6	6	COS	SPS HODs	24	
<p>Strategic Issue: Implementation of policies and guidelines</p> <p>Strategic Goal: Prioritized implementation of policies and guidelines over development KRA 7.2: Development and review of policies</p> <p>Strategic Objective 1: To develop relevant policies and guidelines</p>														
7.2.1.1 To identify areas for prioritised policy formulation	Develop concept papers on relevant policies	Concept paper	Number of concept papers	4	-	6	6	6	6	6	Head Planning Division	SPS HODs COS	24	

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks	
					Y1	Y2	Y3	Y4	Y5	Lead	Support			
	Develop relevant policies	Report of policies developed	Number of reports	4	-	10	10	10	10	10	SPS	HODs COS Head Planning Division	40	
	Implement the relevant policies	Implementation report	Number of reports	4	-	10	10	10	10	10	SPS	HODs COS Head Planning Division	40	
	Audit and re-evaluate the implementation of the policies	Audit report	Number of reports	4	-	10	10	10	10	10	Head IQ/A	SPS HODs COS Head Planning Division	40	
Strategic Objective 2: To review existing policies and guidelines														

Strategy	Activities	Expected Outputs	Outputs Indicators	Target for 5 years	Budget (KSh Millions)					Responsibility		Total Budget (KSh Millions)	Remarks	
					Y1	Y2	Y3	Y4	Y5	Lead	Support			
7.2.2.1	Identify in policies guidelines	Review existing policies and guideline to any gaps	Number reports	4	-	8	8	8	8	8	DPP	SPS HODs COS Head Planning Division	32	
	Implement recommendations of the reports	Implementation report	Number reports	4	-	8	8	8	8	8	DPP	SPS HODs COS Head Planning Division	32	
Total					-	128	128	128	128	128			512	



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