MINISTRY OF INTERIOR AND NATIONAL ADMINISTRATION

MINISTERIAL STRATEGIC PLAN

2023-2027

STRATEGIC PLAN 2023-2027

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Ministry of Interior & National Administration
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Vision

"A safe, cohesive, inclusive and secure society"

Mission

"To create a conducive environment for achievement of the Bottom-up Economic Transformation Agenda through provision of security, protection of life and property, immigration and population management, promote peaceful co-existence, facilitate administration of justice and provision of correctional services".

Core Values

1. Patriotism
2. Integrity
3. Customer Focus
4. Good Governance
5. Transparency and Accountability
6. National Unity and Nationhood
7. Adherence to the Rule of Law
8. Human Rights and Dignity

FOREWORD

The Government considers security as a central pillar in realization of its development aspirations. Security fosters an enabling environment for businesses to thrive and facilitates both domestic and foreign investments. A secure society enjoys shared prosperity and well-being that are critical facets for development. This strategic plan therefore, articulates the Government's strategies towards creating a safe and secure environment for people to work, travel and invest in line with the Bottom-up Economic Transformation Agenda (BETA) and builds on achievements and lessons learned and is aligned to the Fourth Medium Term Plan of Vision 2030.

During the implementation of the previous plan (2018-2022), the Ministry of Interior and National Administration (MINA) achieved incredible milestones such as: enhanced crime surveillance by institutionalizing and operationalizing the National Police Service (NPS) Integrated Command and Control Centres (IC3) in Nairobi and Mombasa, acquired and distributed assorted security equipment for specialized units, equipped and operationalized the National Forensic laboratory and operationalized Magereza referral and National Police hospitals.

Going forward, as encapsulated under this plan, the Ministry shall implement the government's transformative agenda by investing in democratic policing and respect for the rule of law. Additionally, the government shall implement recommendations made by the taskforce on police reforms that include: underfunding, endemic corruption, structural challenges and poor handling of human capital management.

Key deliverables earmarked to be achieved within the plan period include: enhanced public safety and security, efficient management of correctional services, enhanced immigration and population registration services, revamped government administrative services, enhanced/digitized access to government services, mechanized prison industries and farms and massive reduction in drug, alcohol and substance abuse.

To achieve desired results, the Ministry will implement innovative programmes including the acquisition of modern security equipment, equip the National Police Forensic Laboratory, provide additional kits to police and prison officers, strengthen capacity of the Government administrative officers, construct the Kenya Coast Guard Service headquarters, install Integrated Border Control Management System, implement the Shirika Marshal Plan for refugee management, digitize civil registration and operationalize Miritini model treatment and rehabilitation center for drug abusers. Moreover, the Ministry shall coordinate the climate change interventions through mitigation and adaptation efforts.

The full implementation of this plan will be catapulted by a multisectoral approach comprising development partners, citizenry, private sector entities and a host of state and non-state actors. This approach will not only ensure inclusivity but also embolden transparency and accountability.

Prof. Kithure Kindiki, EGH
Cabinet Secretary
Interior & National Administration

PREFACE I

This strategic plan provides a solid foundation upon which the Ministry seeks to fulfill its mandate of ensuring the safety and security of persons and the protection of property. The plan sets out strategies and activities that will be implemented to contribute to the realization of Kenya's aspirations as envisaged in Vision 2030. It is worth noting that several milestones were realized in the implementation of the previous plan which included; police modernization, improved staff welfare following the roll-out of the group life insurance and comprehensive medical insurance, housing programme for police officers, creation of 49 additional sub-counties, reduction in crime levels occasioned by increased mobility of police officers due to the expansion of the Government Motor Vehicle leasing programme.

Statistically, notable achievements realized during the implementation of the 2018-2022 strategic plan include the recruitment of 16,051 police offers, implementation of comprehensive medical insurance for police officers, operationalization of 123 administrative units across the country, recruitment and deployment of 600 Assistant County Commissioners (ACC), the enhancement of citizen registration services and modernization of the Government Chemist. Moreover, within the same period, the Country recorded massive reduction in crime, with an index of 196 per population of 100,000. Again, time taken for police to respond to distress calls reduced by 50% between 2018 and 2022.

Building on the past successes and to cascade these incredible achievements a notch higher, this plan seeks to dovetail and institutionalize key security sector and national administrative reform proposals, deal with endemic challenges bedeviling the security sector particularly underfunding, corruption, leadership and other structural challenges, enhance value for money in operations through innovations such as acquisition of Electric Vehicles (EVs) for non-operational functions, revamp crime research monitoring and coordination efforts, improve the welfare of officers and re-engineer the coordination of national government administrative services.

Given the dynamic nature of security, emerging issues and challenges bedeviling the sector will be instrumental in informing the new programmes to be implemented. To cascade interventions already achieved, this plan entails an indicative budget and scoping for priority areas alongside a summarized implementation matrix. Regular monitoring and evaluation of planned activities will be carried out at all levels to ensure full implementation and an efficient feedback mechanism. Mid-term review of all the anticipated milestones and a final evaluation are embedded in this plan and shall be undertaken by an external consultant. The participatory approach adopted during the development of this plan together with contributions by the private sector players have added value in the entire plan development process.

Dr. Raymond Omolo, PhD
Principal Secretary
Internal Security & National Administration

PREFACE II

This strategic plan builds on the gains by the previous plan (2018–2022) and comes against the backdrop of the Kenya Government's development blueprint, themed the 'Bottom-up Economic Transformation Agenda (BETA)' that seeks to strengthen security systems, enhance security capabilities, staff welfare and service delivery. Moreover, this plan comes at an opportune time when the State Department for Correctional Services is undertaking various reform interventions as well as unpacking the Presidential Taskforce Report on service reforms that was chaired by the retired Chief Justice, Hon. David Maraga whose recommendations are part of the strategies prioritized for implementation under this plan.

To fulfil our mandate, the State Department for Correctional Services will ensure safe and humane custody of inmates, upscale the supervision, rehabilitation, reintegration and reformation of all offenders by enhancing security in penal institutions through automation of inmates and offender record management systems, installation of security surveillance systems in strategic areas and mechanization of prison farms and industries as well as adopting the use of the evidence-based offender rehabilitation and treatment programmes. In addition, going forward, offenders will be offered psychosocial support for behavioral and attitude change in order to reduce recidivism.

To ease congestion in the Country's penal facilities, the State Department will implement prisons infrastructure modernization programme that entails the expansion and refurbishment of penal facilities, strengthening of non-custodial offender interventions through recruitment of additional officers, and provision of resources to support advocacy programmes that create awareness about application of non-custodial sentencing options. Moreover, efforts shall be placed on the probation and after-care services so as to improve the offender management ecosystem and improve the image of Borstal institutions in Kenya.

Further, to facilitate expeditious administration of justice, the mobility of officers and inmates will be enhanced through the acquisition of top-notch assorted motor vehicles and buses to ensure timely production of inmates to courts and the preparation of quality evidence-based social inquiry reports for use by the justice system. The department shall seek to improve work environment, operational capabilities and capacity, the welfare and living conditions of correctional staff through equipping, capacity enhancement, kitting, provision of comprehensive medical insurance cover and construction of decent staff accommodation houses.

In implementing this plan, concerted efforts, collaboration and fruitful stakeholder engagement are desired to ensure the goals, aspirations and deliverables for the correctional services sector are realized. Cognizant that the service has had an annual average funding deficit of about 40% since 2008, this plan shall remedy this state of affairs and seek to initiate a modernization plan for the prison service.

Dr. Salome M. Beacco, CBS
Principal Secretary
Correctional Services

PREFACE III

This strategic plan is anchored on the successes of the previous plan that include: cascading the e-passport issuance, installation of the e-visa system, training of officers in Fraud Detection Units (FDU) on document examination and forgery detection, automation of the process of registering Asylum seekers and Refugees, acquisition and installation of live capture units in Huduma centers and at County registration offices, construction of national registration/civil registration offices, recruitment and deployment of immigration, registration and fingerprint officers, acquisition of vehicles to enhance logistics and the digitization of immigration and civil registration records. During this period, the Government initiated the Kenya Institute of Migration Studies (KIMS), constructed a Forensic Laboratory for training and document examination and automated the birth and death certificate issuance process.

This strategic plan will therefore play a lead role in enhancing the immigration, registration and refugee management services through interventions such as the installation an integrated border management system, expansion of passport processing centers across the country, installation of high-end capacity passport personalization printers, digitization of immigration and registration records, recruitment of suitable officers to support immigration services, rolling out the issuance of Maisha Namba, Maisha card and Maisha digital, modernizing the Maisha integrated database, establishing data back-up systems and disaster recovery centers, implementing refugee Shirika plan, onboarding more government services onto the e-citizen platform, establishing the National Immigration Academy (NIA) and strengthening various policy and legal frameworks.

Success of the State Department of Immigration and Citizen Services will depend entirely on the unwavering commitment, support and the innovative culture of staff. Since the Government is determined to digitize essential services through the e-citizen platform that is domiciled within the department, more effort is required to actualize this effort. The strategies proposed in this plan will bring the desired benefits and meaningful change if the entire workforce is reoriented to focus on the Government's transformative blue-print as outlined in the Bottom-Up Economic Transformation Agenda. The department shall continue to engage a multiplicity of stakeholders for innovative ideas and resources so as to realize the aspirations articulated in this strategic plan.

By this plan, the State Department of Immigration and Citizen Services shall maximize on the meagre and limited resources available to improve service delivery through innovation, digitization and remaining focused on its desire to be "a world-class immigration and citizen service, civil registration and refugee management service".

Amb. (Prof) Julius K. Bitok, MBS, CBS.
Principal Secretary
Immigration & Citizen Services

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DEFINITION OF CONCEPTS AND TERMINOLOGIES

Concept/Terminology	Definition
Baseline	An analysis describing the initial state of an indicator before the start of a programme, against which progress can be assessed or comparisons made.
Indicator	A sign of progress or change that result from a project. It measures a change in a situation or condition and confirms progress towards achievement of specific results. Indicators are used to measure a project impact, outcomes, outputs and inputs that are monitored during implementation to assess progress.
Key Result Area	This is an outline of the organization's area of focus and which is accorded much prominence. It also refers to the general areas of outputs or outcomes for which an organization's role is responsible.
Outcome Indicator	This is a specific, observable, and measurable change that will represent the achievement of a key result. Outcome indicators include quantitative and qualitative measures such as the enrolment rates, transition rates, mortality rates etc.
Outcome	The intermediate results generated relative to the objective of the intervention. It describes the actual change in conditions/situation as a result of an intervention. Outcomes are associated with a change in practices or behavior as a result of a programme, project or intervention. Outcomes can be quantified at three levels: immediate, intermediate or ultimate.
Output	Products, services or the immediate results, tangible or intangible resulting directly from the implementation of activities or applying inputs.
Performance Indicator	A measurement that evaluates the success of an organization or a particular activity (such as projects, programmes or products) in which it engages.
Programme	A grouping of similar projects and/or services performed by a Ministry or National/County Department to achieve a specific objective. All the programmes must be mapped to strategic objectives.
Project	A set of coordinated activities implemented to meet specific objectives within defined time, cost and performance parameters. A project always generates a new product.
Strategic Objectives	These are what the organization commits itself to accomplish in long term, they establish performance levels to be achieved on priority issues 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.

Strategic Issues	These are fundamental policy choices, critical challenges/gaps or opportunities that must be addressed or tapped in order for the organization to achieve its vision. They are the foundation upon which strategies are developed.
Sovereignty	Supreme authority within a territory, a country or a region.
Decongestion of Correctional facilities	The process of reducing numbers in prisons and jails.
Borstal Institutions	Corrective training facilities for young criminals who aren't old enough to be detained in ordinary prisons.
Incarcerated Minors	Imprisoned persons below the age of 18 years.
Asylum Seekers	Individuals who have left their country and are seeking protection from human rights violations and persecution in another country but are not yet legally recognized as refugees.
Humane Rehabilitation	Re-educating and handling ex-offenders with great compassion before they re-enter society.
Inflation	General increase in prices of goods and services in an economy.
Fiscal Constraints	Insufficient funding to implement planned programs.
Blue Economy Initiative	Programs meant to enhance the sustainable use of marine resources to enhance economic growth, and improve livelihoods and transportation while preserving marine life and coastal ecosystems.
Psychotropic Substances	Drugs that affect mental processes i.e., behavior, mood, thoughts, or perception when administered into a person's system.
Litigation	The formal process of resolving disputes through the court system.
Court Bureaucracy	A judicial system with a hierarchical structure with excessively complicated rules and regulations.
Penal Institutions	Facilities like prisons and juvenile detention centers where offenders are taken as a form of punishment for criminal acts.
Inmates	Individuals confined in a prison system.
Police Reservists	Individuals who volunteer to work with law enforcement agencies on an intermittent basis.
Penal Organs	Prisons, correctional facilities, and other institutions where individuals serve their sentences.
Radicalization	The process by which individuals or groups adopt extreme political, social, or religious ideologies and beliefs, often leading to the willingness to use or support violence as a means of achieving their goals.

ABBREVIATIONS & ACRONYMS

ADA	Alcohol and Drug Abuse
ADR	Alternative Dispute Resolution
AFIS	Automated Fingerprint Identification System
AIA	Appropriation in Aid
API	Advanced Passenger Information
APS	Administration Police Service
BETA	Bottom-Up Economic Transformation Agenda
CBRN	Chemical Biological Radiological and Nuclear
CCTV	Closed Circuit Television
CDIC	County Development Implementation Committee
CPPMU	Central Planning and Projects Monitoring Unit
CRD	Civil Registration Department
CSO	Community Service Orders
CVE	Counter Violent Extremism
CWC	Chemical Weapons Convention
DCI	Directorate of Criminal Investigation
DCS	Department for Correctional Services
DIS	Directorate of Immigration Services
DRA	Department of Refugee Services
DRM	Disaster Risk Management
EAC	East Africa Community
EWER	Early Warning and Early Response
FLB	Firearms Licensing Board
FDU	Fraud Detection Unit
FNS	Foreign National Systems
FRS	Facial Recognition Systems
GCD	Government Chemist Department
GOK	Government of Kenya
GPRS	Government Performance Reporting System
HIV	Human Immunodeficiency Virus
IC3	Integrated Command and Control Centre
ICT	Information Communication Technology
ID	Identity Document
IG	Inspector General
IPRS	Integrated Population Registration System
ISO	International Organization of Standardization
JKIA	Jomo Kenyatta International Airport
KCFNMSA	Kenya Citizens and Foreign National Management Service Act
KCGS	Kenya Coast Guard Service
KESAL	Kenya School of Adventure and Leadership
KNFP	Kenya National Focal Point
KPS	Kenya Police Service

KRA	Key Result Area
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation & Learning
MDAs	Ministries, Departments and Agencies
MMU	Ministerial Management Unit
MINA	Ministry of Interior & National Administration
MTP	Medium Term Plan
NAIL	National Airline Liaison
NCIC	National Cohesion and Integration Commission
NDITC	National Development Implementation Technical Committee
NDOC	National Disaster Operation Centre
NGAO	National Government Administration Officers
NGOs	Non-Governmental Organizations
NIA	National Immigration Academy
NIMES	National Integrated Monitoring and Evaluation Systems
NPS	National Police Service
NPSC	National Police Service Commission
NRB	National Registration Bureau
PESTELE	Political Economic, Social, Technological, Environmental Legal and Ecological
PEV	Post Election Violence
PIMS	Public Investment Management System
PISCES	Personal Identification Secure Comparison and Evaluation System
RDICC	Regional Development Implementation Coordination Committee
SAGAs	Semi-Autonomous Government Agencies
SALW	Small Arms and Light Weapons
SDGs	Sustainable Development Goals
SID	Seafarers Identity Document
SWOT	Strength Weakness Opportunities Threat
TNT	The National Treasury
UNDP	United Nations Development Programme

The Ministry of Interior and National Administration is established vide Executive Order No. 2 of 2023 that mandates it to ensure the country is secure, cohesive and crime-free for socio-economic development. The Ministry has three (3) state departments, namely: Internal Security and National Administration, Immigration and Citizen Services and Correctional Services. The National Police Service (NPS) is a semi-autonomous strategic agency under the internal security docket that comprises the Kenya Police Service (KPS), Administration Police Service (APS) and the Directorate of Criminal Investigations (DCI).

The 2023–2027 strategic plan was developed in line with the 4th Medium Term Plan (MTPIV) of the Vision 2030 and is anchored on the milestones realized under the previous strategic plan (2018–2022). The plan focuses on the aspirations under the Bottom-up Economic Transformation Agenda, that define strategic priorities of the security sector. It acknowledges the critical role played by security, peace and stability, immigration and citizen service, cohesion, inclusivity and integration in socio-economic transformation and development.

This plan sets out the path the Ministry intends to pursue to achieve its core mandate of ensuring peace and security for the people and property. The plan was prepared through a rigorous participatory process that benefited from contributions by experts, internal and external stakeholders, technocrats and civil servants. While preparing the plan, situational and contextual analysis was carried out to identify the sectoral strengths and weaknesses, as well as opportunities and threats within the context of ecological and legal ecosystem. This helped refine its strategic outlook and identify priority areas that require ministerial intervention.

During the plan period, the Ministry will amplify its focus on the following priority areas: safety and security of persons and protection of property, maritime security and safety, peaceful co-existence between communities through efforts in cohesion and integration, disaster risk mitigation through investment in early warning systems and management, elevated crime research, enhanced welfare of security officers and offenders, the effective administration of justice, humane custody/handling of offenders and better supervision and rehabilitation of offenders.

Moreover, during this period, the Ministry shall enhance efficiency in the aftercare and probation architecture, enhance the capacity for National Government Administration Officers (NGAO) to respond to new administrative challenges, revamp immigration, citizen service and registration of persons, re-engineer registration of births and deaths and the population database, enhance efficiency in the management of refugees, onboard all the essential services on the e-citizen platform, expand the forensic and advisory capacity for

the government chemist and modernize prison industries and mechanize farms within all the prisons. The Ministry shall also upscale its efforts in ensuring a society that's free from alcohol and drug abuse.

In terms of structure, this plan is organized in Eight chapters. Chapter One provides an overview of the Ministry's mandate as an enabler of economic transformation. In addition, the Chapter highlights the linkages to international and regional development frameworks that underpins planning as an imperative for organizational success. Chapter Two outlines the Ministry's strategic direction, mandate, strategic goals and core values. Chapter Three entails the situational and stakeholder analysis with a focus on achievements and lessons learned during the execution of the previous plan. Chapter Four covers strategic issues, goals and key result areas while Chapter Five has strategies to be adopted to realize key results. Chapter Six contains the implementation plan and the coordination framework. Chapter Seven has the resource requirements and mobilization strategies while Chapter Eight embodies the Monitoring, Evaluation and Learning (MEL) framework.

Implementation of this plan will be the responsibility of the three State Departments and the National Police Service jointly with their stakeholders. In terms of budget, the Ministry requires a total of **Kshs 787. 833** billion to implement all the planned activities policies and interventions under the plan period. To ensure proper implementation, the roles and responsibilities for each stakeholder have been defined and a Monitoring, Evaluation and Learning (MEL) framework has been put in place to monitor progress and control essential factors required to achieve strategic objectives. Mid-term review for this plan is scheduled for Oct-Dec, 2025 and will seek to provide an assessment of the design, implementation arrangements and preliminary results accomplished. It shall generate evidence against outcomes, document lessons and identify gaps. Final evaluation will be undertaken at the end of the plan period in 2027 and shall be crucial in documenting impact. Both mid-term and final evaluations of this plan shall be undertaken by an external consultant who shall be recruited competitively. A risk matrix is inbuild within this plan and shall be useful in mitigating unforeseen factors that may impede implementation arrangements.

CHAPTER ONE
INTRODUCTION

1.0 Overview

This chapter outlines the rationale and context deployed in the development of the 2023-2027 strategic plan and provides the linkage of the plan to the international, regional and national development blueprints and frameworks including the Kenya Vision 2030, East African Agenda 2050, African Union Agenda 2063, and Sustainable Development Goals (SDGs).

1.1 Strategy as an Imperative for Organizational Success

Strategic planning is an approach the Government of Kenya uses to realize the economic transformation of its people. The approach seeks to align development aspirations with the national budget with a focus on efficiency and effectiveness in public service delivery. The plan provides a mechanism through which the Government communicates with its stakeholders on the use of public resources for the common good. This Strategic Plan therefore provides basis for a seamless implementation of the Ministry's programmes and projects for enhanced safety and security of persons and property. This plan shall play a lead role in enhancing immigration and citizen registration services, improve the offender management architecture and guarantee safety and security of the people by making it possible for the government to acquire modern assorted security equipment and initiate meaningful security sector reforms.

Within this plan, the Ministry shall seek to enhance coordination of national government services through the recruitment and building capacity of 2,700 and 8,650 administrative officers respectively, operationalize of 2,906 newly gazetted administrative units, acquire 1,500 new vehicles, acquire 15,600 motor cycles for Chiefs and their assistants, enhance efficiency in the coordination of the national government programmes at county level and effectively disseminate government policies and programmes. To improve immigration services, the Ministry will install integrated border control and automated systems with Facial Recognition Systems (FRS), increase passport control centers and install high-end capacity passport printers. The Ministry will also seek to improve the welfare of offenders in the country by constructing additional prison facilities to decongest the existing ones, implement one-inmate, one-mattress, one-bed programme and construct health facilities for inmates across the country.

1.2 The Context of Strategic Planning

This strategic plan is aligned to the Sustainable Development Goals (SDGs), Africa Union Agenda, 2063 and the East Africa Agenda, 2050 and anchored on the 4th Medium Term

Plan-Vision of 2030 themed "Bottom-up Economic Transformation Agenda for inclusive growth".

1.2.1 United Nations 2030 Agenda for Sustainable Development

Kenya is committed towards the attainment of the United Nations (UN) Agenda 2030 on Sustainable Development Goals, specifically SDG 16-peace, justice and strong institutions. This goal aims to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. The Ministry will endeavor to fast-track the achievement of SDG 16 indicators by implementing strategies that would reduce crime, strengthen the rule of law, protect human rights and access to justice and ensure increased birth registration as a proof of legal identity, reduce illicit financial and arms inflows and combat all forms of organized crime. In addition, the Ministry will facilitate orderly, safe and responsible migration and mobility of people by implementing planned and well-managed migration policies in line with SDG 10.7.

1.2.2 African Union Agenda 2063

Agenda 2063 is a 50 years development blueprint adopted by Africa Heads of State and Governments in 2013 with a view to promoting inclusive and sustainable development in Africa. The Ministry plays a key role in implementing the African Union (AU) Agenda 2063 Aspiration 4 that envisions a *"peaceful and secure Africa"* as a prerequisite for sustainable development. The strengthening of the peace building and conflict management systems and early warning mechanisms plays a big role in pursuing dialogue as a way of solving inter-communal and tribal conflicts. In particular, the Ministry shall continue to embrace and promote dialogue-centered conflict prevention and resolution. This will be achieved through strengthening mechanisms for securing peace and reconciliation at all levels, as well as addressing emerging threats to peace and security.

1.2.3 East Africa Community Vision 2050

The East African Community (EAC) Vision 2050 articulates the community's desired future state and it serves as a framework around which member states commit to achieve the desired economic and social development. EAC Agenda 2050 recognizes the importance of security in the achievement of the region's economic transformation. The Ministry will strive to create a conducive environment and enhance cohesion among member states that will in-turn facilitate free movement of persons, goods, services and capital.

1.2.4 The Constitution of Kenya

The Constitution of Kenya is the principal legal framework in ensuring a peaceful society. The preamble to the Constitution underscores the aspiration for Kenyans to live peacefully

and in harmony as one undividable, independent nation irrespective of existing religious, ethnic and cultural diversity. Improvement of peace and security is embodied in Chapter 14 of the Constitution. Article 238 specifically refers to national security as "the protection against internal and external threats to Kenya's territorial integrity and sovereignty, its people, their rights, freedoms, property, peace, stability and prosperity and other national interests". The full implementation of this plan will ensure safety and security of persons and protection of their property for socio-economic development. In addition, Article 12 of the Constitution emphasizes right to accessible and adequate documentation, including citizenship and registration of Kenyan citizens.

1.2.5 Vision 2030, Bottom-Up Economic Transformation Agenda (BETA) and the Fourth Medium Term Plan

Vision 2030 is a long-term development blueprint that aims to transform Kenya into a newly-industrialized middle-income country with a high-quality life to all citizens in a clean and secure environment by 2030. The political pillar of the Vision identifies the role of the security sector to long-term sustainable development and poverty alleviation. In order to implement the vision's aspirations, the Ministry has instituted strategies for enhancing peace and security nationally and regionally so as to guarantee an enabling environment for individuals and businesses. In consonance with government's transformative agenda, the Ministry shall seek to decongest prison facilities through infrastructural development and endeavor to fast-track numerous security sector reforms in line with government's blueprint.

1.2.6 Sector Policies and Laws

The implementation of this strategic plan will be guided by a number of sector-specific policies, laws and international treaties and conventions listed as follows:

Laws

1. The Constitution of Kenya, 2010
2. National Government Coordination Act, 2013
3. National Police Service Act 2011
4. Public Financial Management Act, 2015
5. National Police Service Commission Act No. 30 of 2011
6. National Police Service Standing Orders
7. National Police Service Commission Act, 2011
8. Independent Policing Oversight Authority Act 2011
9. National Authority for the Campaign Against Alcohol and Drug Abuse Act, 2012
10. Alcoholic Drinks Control Act, 2010
11. Birth and Deaths Registration Act, CAP 149
12. Registration of Persons Act, CAP 107

13. Prisons Act, CAP 90
14. Borstal Institutions Act, CAP 92
15. Probation of offenders Act, CAP 64
16. Community service order Act, CAP 93
17. Kenya Prisons Service standing orders
18. National Crime Research Centre Act No.4 of 1997
19. Private Security Regulation Act, 2016
20. Public Finance Management Act, 2012
21. Public Service Commission (Performance Management) Regulations, 2021
22. Public Benefits Organization Act, No 2013
23. National Cohesion Integration Commission Act, 2008
24. Chiefs Act, CAP 128
25. Firearms Act, CAP 114
26. Kenya Citizens and Foreign Nationals Management Service Act No. 31 of 2011
27. Kenya Citizenship and Immigration Act No. 12 of 2011
28. Narcotic Drugs and Psychotropic Substances Act No. 4 of 1994
29. Prevention of Terrorism Act No. 30 of 2012
30. Protected Areas Act, CAP 204
31. National Honours Act No. 11 of 2013
32. National Security Council Act No. 23 of 2012
33. National Intelligence Service Act No. 28 of 2012
34. Public Holidays Act, CAP 110
35. Power of Mercy Committee (Procedure) Regulations 2010
36. The Refugees Act, 2021
37. The Computer Misuse and Cyber Crime Act, 2018
38. Data Protection Act, 2019
39. The Transfer of Prisoners Act, 2015
40. Persons Deprived of Liberty Act, 2022

Policies

1. Policy on Care of Children of Incarcerated Mothers, 2022
2. Policare Policy, 2021
3. National Policy on Drug Control, 2018
4. The National Disaster Risk Management Policy, 2017
5. The Migration Policy for Africa, 2016

International Treaties and Conventions

1. East African Community Protocol on Peace and Security, 2017
2. East African Community Protocol on Cooperation in Defence Affairs, 2015
3. Agreement on the Establishment of East African Standby Force, 2015
4. Mutual Defence Pact, 2015
5. International Convention on the Suppression of the Financing of Terrorism, 2003
6. UN Convention against Corruption, 2003
7. Chemical Weapons Convention, 1997

8. Sendai Framework for Disaster Risk Reduction (2015-2030)
9. Africa Regional Strategy for the Implementation of Sendai Framework
10. United Nation programme for Action of Small Arms
11. Nairobi Protocol on Small Arms and Light Weapons
12. ICAO Convention of 1974
13. United Nations Standard Minimum Rules (UNSMR)
14. OAU Convention Governing Specific Aspects of Refugee Problems in Africa, 1969
15. The 1951 Convention Relating to the Status of Refugees
16. The 1967 protocol Relating to the Status of Refugees
17. The African Union Convention on Cyber Security and Personal Data Protection
18. Viena Convention on Consular Relations, 1963
19. UN Universal Declaration on Human Rights

1.3 Brief History and Mandate of the Ministry

The Ministry of Interior and National Administration was created vide the Executive Order No.2 of 2023. It is responsible for ensuring a secure, cohesive and crime-free country for socio-economic development. The Ministry comprises three State Departments namely: internal security and national administration, immigration and citizen services and the correctional services department. National Police Service (NPS) is a fully-fledged entity under the internal security docket that comprises Kenya Police Service (KPS), Directorate of Criminal Investigations (DCI), the Administration Police Service (APS) and the Internal Affairs Unit (IAU). The service is established under Article 243-the National Police Service Act, 2011 and the National Police Service Commission Act, 2011.

State department of internal security and national administration comprises the following directorates, Semi-Autonomous Government Agencies (SAGAs) & commissions: national government administration and field services, directorate of internal security, directorate of peace building and conflict management, directorate of liaison services, government chemist; Kenya Coast Guard Services (KCGS), the Kenya National Focal Point (KNFP) on Small Arms and Light Weapons (SALW), Kenya School of Adventure and Leadership (KESAL), National Disaster Operation Centre (NDOC), NGO Coordination Board, National Authority for Campaign against Drug Abuse (NACADA), National Crime Research Centre (NCRC), Firearms Licensing Board (FLB), Private Security Regulatory Authority (PSRA), National Cohesion and Integration Commission (NCIC), Independent Policing Oversight Authority (IPOA) and National Police Service Commission (NPSC).

State department for immigration and citizen services is responsible for the development and implementation of citizenship and migration policies, development and execution of 'refugees' and asylum seekers policies and national registration service. It comprises the following directorates: National Registration Bureau (NRB), the civil registration service,

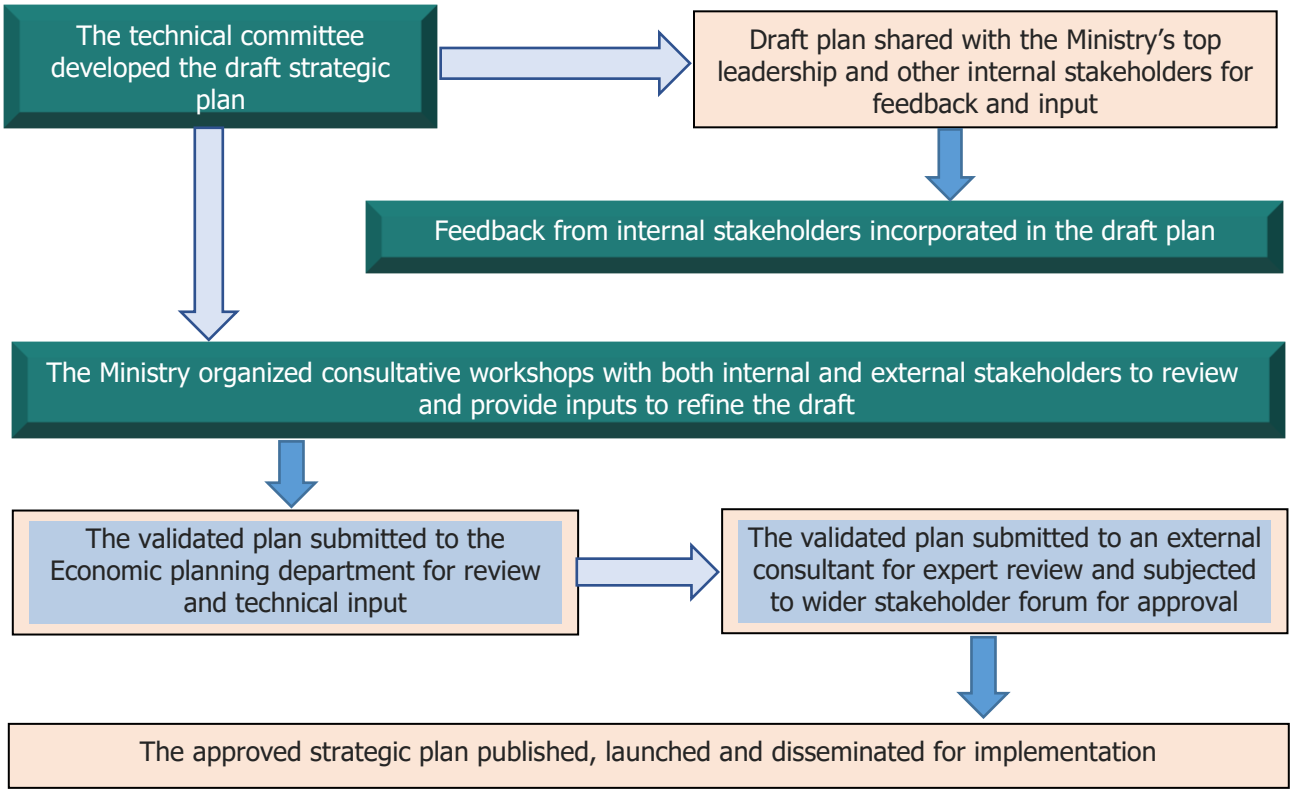
immigration, department of refugee services, integrated population data management, and the directorate of e-citizen. The correctional service has two technical departments namely; Kenya Prisons Service (KPS) and probation and aftercare services.

1.4 The Planning Process

This strategic plan was developed through a rigorous participatory process that brought together internal and external stakeholders, technocrats and experts. The top leadership of the Ministry led by the Cabinet Secretary initiated the planning process by developing the Terms of Reference (ToR) to guide the technical committee in designing the plan. The ministry management then constituted a technical committee comprising of officers drawn from the state departments and the National Police Service. Based on the terms of reference, the technical committee developed a costed roadmap for the development of the plan. Situational analysis and the review of the previous plan was undertaken to identify emerging issues, implementation gaps, lessons learned and challenges.

The plan development process took the format and structure contextualized in Figure 1:

Figure 1: Strategic Planning Process



CHAPTER TWO
STRATEGIC DIRECTION

This chapter presents the Ministry's strategic direction towards the attainment of strategic goals to deliver on its mandate. The chapter also provides the vision, mission, core values and the quality policy statement.

2.1 Mandate

Ministry of Interior and National Administration derives its mandate from the Executive Order No. 2 of 2023. Functions of the Ministry are: coordination of national government services in counties, policy on internal security, oversight over all internal security affairs, national cohesion and integration, training of security personnel, peace building and conflict management, border management (both marine and terrestrial), disaster and emergency response co-ordination, food relief management and humanitarian emergency response, proclamation of public holidays, crime research management, the coordination of public benefit institutions, registration of NGOs and management of small arms and light weapons.

The Ministry is also mandated to control drugs and narcotic substances in the country, manage correctional services and facilities, manage penal justice system, undertake the registration of births and deaths and registrations of persons, oversight the coordination of primary data registers for citizens and foreigners, oversight the integrated population registration on citizenship and immigration and coordinate management of refugees and asylum seekers.

2.2 Vision Statement

"A safe, cohesive, inclusive and secure society"

2.3 Mission Statement

The mission statement is "To create a conducive environment for the achievement of the Bottom-up Economic Transformation Agenda through provision of security, protection of life/property, immigration and population management, promote peaceful co-existence and facilitate the administration of justice including the provision of correctional services".

2.4 Strategic Goals

The Ministry's strategic goals are:

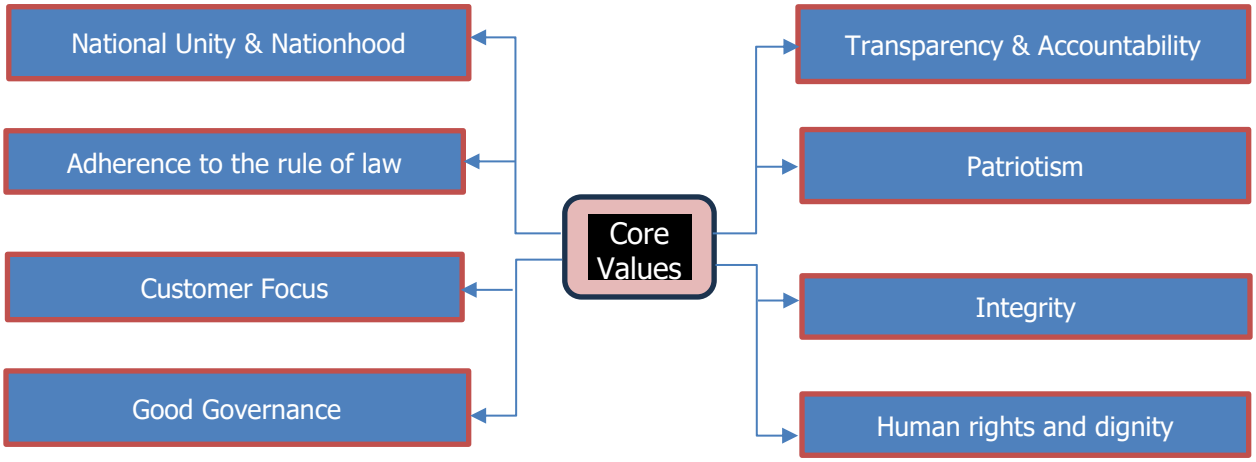
1. Enhance safety and security persons and protection of property
2. Enhance correctional services
3. Improve efficiency of National Government Administration
4. Improve efficiency of immigration and registration services

5. Increase access to government services
6. Enhance the delivery of government Chemist services
7. Transform prison industries and farms into a more efficient enterprise
8. Reduce alcohol, drug and substances abuse
9. Strengthen policy, legal and institutional regulation

2.5 Core Values

The core values of the ministry are contextualized in Figure 2:

Figure 2: Core Values



2.6 Quality Policy Statement

The ministry is committed to facilitating the socio-economic transformation of the Country by ensuring safety and security to persons and protection of property, timely issuance of immigration and registration documents and the humane rehabilitation and reintegration of offenders.

CHAPTER THREE
SITUATIONAL AND STAKEHOLDER ANALYSIS

This chapter entails a review of the external and internal environment that may affect the implementation of this strategic plan. The chapter also contains stakeholder analysis and ministry's key achievements to date, challenges faced and the lessons learned during the implementation of the previous plans.

3.1 The External Environment

The World in the 21st century is more complex than ever before. The international system is defined by a multiplicity of ideological differences and dynamics. War between Russia and Ukraine has led to an increase in threats of nuclear weapons use thereby posing a threat to global peace and security. The fragility in a number of African countries also threaten stability of the continent. The threats to peace emanate from the proliferation of weapons of mass destruction, proliferation of small arms and light weapons, armed conflict and climate change that often occasions resource scarcity and, in some instances, has forced migration of persons.

The security situation in the country remains stable due to concerted efforts by the national government in collaboration with the counties, the private sector, development partners, local communities and other stakeholders. However, the Country continues to experience security threats such as terrorism, pandemics, religious extremism, cyber-crime, banditry, commercialization of cattle rustling, poaching, drug trafficking, vandalism of critical infrastructure, boundary disputes and natural disasters. Climate change and weather-related hazards also pose a challenge on security and have impacted negatively on the socio-political and economic well-being of the people. This therefore means that approaches for tackling national and international peace and security threats require not only a coherent approach, but also mutually reinforcing responses involving effective systems that are in tandem with strong regional organizations.

3.1.1 The Macro-environment

Continued political stability in the country and in the region will significantly foster the implementation of this plan. Inflation due to price variations and market distortions impacts the procurement of goods and services that ultimately negatively impacts the implementation of planned activities. Human trafficking across international borders poses significant threats to national security, law enforcement, public health and safety. Issues related to the management and use of natural resources, such as land and water may have in the recent past led to increases in cross-border human conflicts while climate change may increase insecurity risks, emergency responses and natural disasters, hence

slowing down the implementation process. Corruption and pilferage of public resources also pose challenges to the effective implementation of this plan, corruption may hinder the efficient resource allocation, hence compromise service delivery.

3.1.2 The Micro-environment

The overall economic growth shall play a crucial role in the implementation of this plan. Economic growth will determine the availability of resources to implement the planned activities and priority programmes. The priorities of the government in national security, law enforcement, and public safety, directly affect resource allocation on the planned activities. Changes in government, policies, laws and administrative guidelines may also influence the implementation of this plan. Again, the availability of resources to fund the plan may be limited by fiscal constraints, budgetary limitations and competing demands from other sectors.

Embracing technological advancements such as digital platform and surveillance systems, can enhance efficiency, effectiveness, and coordination of the planned interventions and projects as outlined in this strategic plan. However, fast changing technology may render the current government's ICT equipment obsolete thus reduce operational efficiency and service delivery. Furthermore, it might be challenging to implement the plan due to high unemployment and poverty rates prevailing in the country. Unemployment contributes to social unrest and high crime rates. This will mean that the Ministry will be proactive in the review and formulation of innovative measures to contain lawlessness and apathy attributed to joblessness.

3.1.3 Opportunities and Threats

The implementation of this strategic plan will be faced with a number of threats. However, in the midst of these threats there exists a compendium of opportunities that the Ministry can leverage upon to deliver its mandate. A summary of threats and opportunities are illustrated in Table 1:

Table 1: Summary of Opportunities and Threats

Factor	Opportunities	Threats
Political	▪ Political stability ▪ Improved scope for collaboration with stakeholders/partners ▪ Public sector reforms such as public service performance management ▪ Multi-agency approach in peace, security and information sharing.	▪ Unpredictable socio-economic and political environment ▪ Regional instability
Economic	Favorable economic prospects Leveraging on PPP Good will from development partners Macroeconomic stability Leveraging on EAC economic integration and other regional frameworks	High rates of inflation High unemployment rate High rate of poverty Corruption
Social	▪ Enhanced public awareness ▪ Enhanced social programs for the vulnerable ▪ Stakeholders' collaboration ▪ Young and growing youth population ▪ Rapid urbanization and proliferation of informal settlement	▪ Human mobility across international borders ▪ Alcohol, narcotic drugs and psychotropic substances trafficking ▪ Youth unemployment ▪ Proliferation of emerging drugs ▪ Influx of immigrants and asylum seekers ▪ Congestion in correctional facilities ▪ Outbreak of pandemics and epidemics diseases
Technological	▪ An advanced ICT infrastructure network in the country ▪ Use of in social media to interact with the public ▪ e-citizen platform ▪ Strong ICT regulatory framework	▪ Cyber attacks ▪ Inadequate/obsolete ICT infrastructure ▪ Rising cost of technology
Legal	▪ Robust Constitution ▪ Enabling policy and legal frameworks.	▪ Litigation ▪ Court bureaucracy ▪ Implementation of policies and legal frameworks ▪ Changes in policies and administrative guidelines
Ecological	▪ Climate change plan ▪ Established institutions for environmental conservation and protection ▪ Africa climate change initiatives and strategies ▪ National greening campaign	▪ Trans-boundary resource-based conflicts ▪ Natural disasters ▪ Illegal exploitation of natural resources

3.2 Internal Environment

Well trained and experienced personnel will be key to effective implementation of this strategic plan. The Ministry's capacity to produce secure personal identification and travel documents as well as the existing curriculum for training officers is paramount to effective execution of this plan. The Ministry will use institution-owned staff training facilities such as the Kenya Institute for Migration and KESAL to minimize high costs of training staff. Regional integration frameworks and cross border information sharing will play a key role in enhancing peace and security in the country.

3.2.1 Governance and Administrative Structures

The Ministry has an organized organizational structure that is critical in the coordination and implementation of government policies and programs across the country. Moreover, the establishment of peace and conflict management structures at grassroots level and the use of multi-agency approach in peace, security and information sharing is crucial in promoting peaceful co-existence. Established structures for community participation in peacebuilding and conflict management at national and county level will mitigate against threats to peace and security.

The execution structures; National Development Implementation Technical Committee (NDITC), Regional Development Implementation Co-ordination Committee (RDICC) and County Development Implementation Co-ordination Committee (CDICC) envisaged under this plan will play a pivotal role in coordinating execution of planned activities. NDITC will develop timely and appropriate solutions to constraints for successful implementation and delivery of development priorities.

3. 2.2 Internal Business Processes

Red tape associated with procurement processes often lead to delayed implementation. In addition, inadequate or obsolete technological facilities and equipment as well as ICT infrastructure might negatively impact the implementation of the plan. Poor linkages in planning, budgeting and implementation including weak value systems and monitoring and evaluation framework could lead to unintended outcomes. Congestion in penal institutions and inadequate accommodation facilities for the inmates has often led to poor welfare for inmates.

3.2.3 Resources and Capabilities

Inadequate personnel, lack of a succession management plan, job rigidity in public service and inadequate establishments in civil service cadre have the potential to negatively impact the implementation of this plan. A summary of strengths and weakness presented by this strategic plan were reviewed and itemized as described in Table 2:

Table 2: Summary of Strengths and Weaknesses

Factor	Strengths	Weaknesses
Governance and Administrative Structures	▪ National Government Administration Structures ▪ Regional integration frameworks. ▪ Established structures for community participation in peace building and conflict management at national and county levels. ▪ Multi agency approach in peace, security and information sharing. ▪ Strong NDITC, RDICC and CDICC	▪ Regional political instability. ▪ Political uncertainties ▪ Uncertainties and fluctuations in budgetary allocations. ▪ Negative community attitude towards public officers. ▪ Gaps in policy and legal framework
Internal Business Processes	▪ Strong linkage with Key stakeholders hence ownership and participation. ▪ Stable government ▪ Economic stability ▪ Digital innovation	Red tape (bureaucracy) in procurement processes hence delayed project implementation ▪ Weak evaluation framework. ▪ Weak linkage in Planning, budgeting and implementation. ▪ Weak value systems ▪ Inadequate ICT infrastructure
Resources and Capabilities	▪ Institution-owned staff training facilities ▪ Well trained and experienced personnel ▪ Availability of physical resources. ▪ Existing PPP frameworks and donors.	▪ Inadequate personnel for efficient service delivery ▪ Lack of succession management Plan ▪ Job rigidity and inadequate establishments. ▪ Limited training opportunities for career progression

3.3 Analysis of Past Performance

The performance of past interventions by the Ministry is elucidated as follows:

3.3.1 Key Achievements

Key achievements realized under the previous strategic plan are described as follows:

a) Enhanced Security

The Ministry operationalized the National Police Service (NPS) Integrated Command and Control Centres (IC3) in Nairobi and Mombasa which strengthened crime surveillance, deterrence and response. Moreover, the Ministry acquired assorted security equipment for specialized units, gazetted/operationalized 850 additional police stations, equipped and operationalized national forensic laboratory, recruited, trained and deployed 16,051 police officers and 298 police cadets, recruited 11,918 police reservists, trained and deployed 300 criminal investigation officers in specialized units to deal with investigations of complex and emerging crimes.

The Ministry also upgraded NPS communication system for operational areas by installing High Frequency (HF) radios in North Eastern, Rift Valley and Coast region, reorganized and integrated police officers with communities and neighborhoods, digitized Occurrence Books (OBs) in Nairobi, seized 1,217 illegal firearms and 15,170 bullets, coordinated the voluntary surrender of 4,356 assorted firearms and ammunition, established the Kenya Coast Guard Services with 11 terrestrial stations, 3 at the coast (Kilifi, Kipini and Kiunga) and 4 inland stations, operationalized National Computer and Cyber Crime Coordination Committee (NC4), set up a government chemist branch in Marsabit, acquired the modern analytical equipment-genetic analyzer (3500 XL) for human DNA analysis and inductively coupled plasma with mass spectrometer for elemental analysis and trained 72 officers (police, fire-fighters and hospital staff) in first response for preparedness to threats of terrorism by use of chemical agents.

b) Enhanced National Government Coordination

To enhance coordination of national government services and improve service delivery, the Ministry gazetted and operationalized 624 new administrative units (49 Sub-counties, 67 divisions, 197 locations and 311 sub-locations) to decentralize and bring government services closer to the people. The Ministry also constructed 5 office blocks for County Commissioners, 75 for Deputy County Commissioners and 26 for the Assistant County Commissioners and acquired 350 motor vehicles under the government motor vehicle leasing programme. The Ministry also acquired 550 assorted vehicles for administrative officers and 4,970 motorcycles for chiefs and their assistants.

Moreover, the Ministry recruited, trained and deployed 3,173 field officers comprising of Assistant County Commissioners, Chiefs and Assistant Chiefs to bridge existing constraints in human capital that perennially hinders service delivery. The Ministry established and operationalized a counseling unit at the headquarters to address the mental health issues where a total of 18,462 administrative officers were sensitized on mental health issues in 38 sub-counties. To address the vagaries associated with climate change, the government field administrative officers mobilized the planting of 13,681,083 tree seedlings under the greening government initiative.

c) Improved Welfare of Security Officers

The Ministry provided comprehensive insurance and medical cover for the Kenya Prisons Service and National Police Service officers, established the Maraga Commission to look into the welfare of officers at National Police Service, Prisons and National Youth Service (NYS), constructed Magereza Referral Hospital at Prisons Staff Training College (PSTC) and the Police service hospital at Mbagathi, created a directorate of police wellness and welfare, implemented house, commuter & risk allowance for security officers, constructed 84 housing units for prison officers, set up a counseling and wellness center in Mombasa and provided new kits for police officers.

d) Enhanced Offender Management

To enhance humane containment, rehabilitation and reintegration of offenders, the Ministry constructed and completed prisoners' wards at Kaloleni, Machakos and Kitengela prisons, constructed perimeter walls at Kamae girls borstal institution and installed CCTV and mobile jammer at Manyani maximum security prison, constructed 2 health facilities

at Kehancha and Kitengela prisons, mechanized prisons farms through acquisition of 18 tractors and their accessories, enhanced institutional capacity through the recruitment, training and deployment of 11,527 uniformed officers and 233 chaplains, eased rampant congestion in prisons, gazetted and operationalized 11 female prisons, rehabilitated offenders by offering formal education to 23,393 inmates, undertook vocational training to 30,568 inmates and improved the welfare of inmates by procuring and distributing 29,373 uniforms.

e) Enhanced Immigration and Registration Services

The Ministry cascaded e-passport issuance to 4 local stations in Embu, Nakuru, Eldoret and Kisii as well as in 6 foreign stations in Washington DC, London, Paris, Berlin, United Arab Emirates (UAE) and Pretoria. The Ministry installed e-visa system, established a forensic laboratory for training and document examination at Jomo Kenyatta International Airport (JKIA), operationalized the 6 one-stop border posts in Busia, Lungalunga, Malaba, Moyale, Namanga and Taveta, established border control and operations coordination committees for integrated border management, trained and equipped 12 fraud detection unit officers on document examination and forgery detection by the National Airline Liaison (NAIL) team.

The Ministry automated registration of asylum seekers and refugees, acquired and installed live capture units in all Huduma centers and national registration county offices, constructed 27 national registries, recruited 240 immigration officers as well as 174 registration officers and 99 fingerprint officers, acquired 10 vehicles to enhance mobile registration services and digitized immigration records, launched National Immigration Academy (NIA), digitized civil records, constructed 22 sub-county civil registration offices and automated issuance of birth and death certificates in Nairobi County.

f) Social Inquiries and Generation of Reports

The Ministry facilitated expeditious administration of justice by generating, preparing and submitting 291, 917 reports to courts, handled a total of 13, 217 cases referred by courts for bail reports and trained 917 officers on social inquiry and presentation skills.

g) Supervision/Rehabilitation of Offenders Serving Non-Custodial Sentences

The Ministry developed a framework for bail supervision to guide supervision of offenders serving non-custodial sentences, established 56 supervision contact centers, supervised a total of 198,701 offenders, engaged 3,313 voluntary probation officers to aid in offender supervision, enhanced community service orders by training 1,100 stakeholders, supervised implementation of 1,325 Community Service Order (CSO) projects across the country, introduced 4 individual offender evidence-based rehabilitation and treatment programmes namely; Change Management Intervention Program for Probation officers

(CHIPP); Risk Needs Responsivity (RNR); Motivational Interviewing (MI) and Probation Kenya-Risk Assessment of Violent Extremist Tool (PK-RAVET). The Ministry empowered 1,711 non-custodial offenders by providing workshop tools and vocational trainings and rehabilitated 4,747 cases of offender with special needs.

h) Reintegration and Resettlement of Ex-offenders

In an effort to fully integrate and resettle ex-offenders, the Ministry introduced 5 market-oriented courses to develop skills for offender empowerment in basic computer, mobile repairs, embroidery, saloon and beauty therapy, catering and hospitality. The Ministry also expanded 4 probation facilities at Nakuru, Siaya, Shanzu and Nairobi probation hostels that addressed the need to house the youthful offenders and successfully reintegrated back to the society a total of 4,895 cases from various government penal organs.

3.3.2 Challenges

The challenges that impeded the full implementation of the previous plan include:

1. Terrorism threats and attacks due to instability in the region,
2. Frequent conflicts over resources affecting safety and security in various parts of the country,
3. Adverse impacts of climate change,
4. Non-adherence to local dispute resolution mechanisms,
5. Enforcement of social/communal peace agreement,
6. Increase in number of illegal and irregular migrants seeking social and economic opportunities in Kenya,
7. Human trafficking and smuggling of migrants which has taken new trends that are more sophisticated,
8. Document fraud and identity theft,
9. Porous borders,
10. Congestion in penal facilities,
11. Maritime threats,
12. Proliferation of illicit arms and light weapons,
13. Banditry and commercialization of cattle rustling,
14. Inadequate ICT infrastructure,
15. Cyber-crime,
16. Youth unemployment,
17. Alcohol, drug and substance abuse,
18. Radicalization and re-emergence of criminal gangs.

3.3.3 Lessons Learnt

1. Leveraging technology is effective in combating crime and there is a need to leverage ICT in the achievement of the objectives of the Strategic Plan. i.e., the Fichua Mobile App, Police Hotline numbers and social media,
2. To combat emerging crimes, security agencies must be enabled through training on specialized skills,
3. The government motor vehicle leasing program enhances efficiency and improves service delivery. The programme provides an opportunity to further deepen savings in government expenditure on transport through the acquisition of Electric Vehicles (EVs) for non-operational functions,
4. Embracing Public Private Partnership (PPP) is crucial in the implementation of the plan's activities,
5. Need to enhance collaboration between security agents and the public through community policing and citizen participation in security initiatives to reduce crime,
6. Youth engagement in productive activities is critical in reducing crime,
7. Participation of women in conflict prevention, management and resolution is vital in advancing peace agenda,
8. Harmonization of policy and legislative frameworks relating to peace and security,
9. Use of Alternative Dispute Resolution (ADR) for conflict management such as Nyumba Kumi and community policing promotes peaceful co-existence,
10. Political stability enhances the country's development.

3.4 Stakeholder Analysis

The successful implementation of this strategic plan will require concerted efforts from all partners and stakeholders through mutually beneficial collaborations. Table 3 presents the analysis of stakeholders who are critical in the security ecosystem.

Table 3: Stakeholder Analysis

Name of the Stakeholder	Ministry's Expectation from the Stakeholder	Stakeholder's Expectation from the Ministry
Citizenry	▪ Compliance with laws and regulations	▪ Safety and security ▪ Response to Search and Rescue Incidences ▪ Provide feedback on service delivery
Ministry of Defence	▪ Cooperation and Collaboration in security operations ▪ Intelligence sharing	▪ Intelligence sharing ▪ Community support mobilization
The National Treasury and Economic Planning	▪ Allocation of Funds through the budget processes ▪ Timely release of exchequer	▪ Prudent use of appropriated funds ▪ Timely project implementation
Ministry of Foreign and Diaspora Affairs	▪ Foreign and diaspora policy guidelines ▪ Consular services ▪ Guidelines on Treaties and Conventions	▪ Information sharing ▪ Cooperation and collaboration ▪ Timely processing of migrant workers passport and certificate of good conduct
Ministry of Labour and Social Protection	▪ Provide guidelines on labour laws ▪ Guidelines on employment services ▪ Capacity building	▪ Information sharing ▪ Cooperation and collaboration
The State Law Office	▪ Legal representation ▪ Legal advisory	▪ Adherence to the rule of law
Judiciary	▪ Expeditious disposal of cases. ▪ Consultation on criminal justice issues	▪ Adherence to the rule of law
Office of the Director of Public Prosecution	▪ Prosecution of cases ▪ Civic education	▪ Investigation of cases ▪ Sharing information and evidence
Ministry of East African Community Affairs	▪ Guidelines on East Africa community protocols	▪ Cooperation and collaboration ▪ Information sharing
Ministry of Health	▪ Cooperation and collaboration. ▪ Information sharing on health policies	▪ Security at health facilities ▪ Dissemination of health policies
National Intelligence Service	▪ Intelligence sharing ▪ Capacity building ▪ Collaboration	▪ Share timely and accurate information related to security threats and opportunities ▪ Share actionable intelligence ▪ Act on intelligence provided ▪ Support
Kenya Wildlife Service	▪ Protection of wildlife and archeological sites ▪ Information sharing	▪ Joint operations ▪ Information sharing
Kenya Private Sector Alliance	▪ To be the voice of the private sector ▪ Partnership and collaboration	▪ Partnership and collaboration ▪ Provide feedback on services offered

Name of the Stakeholder	Ministry's Expectation from the Stakeholder	Stakeholder's Expectation from the Ministry
Kenya Forest Service	▪ Protection of forests and wetlands ▪ Sharing of information ▪ Development of an afforestation policy	▪ Joint operations ▪ Information sharing
Kenya Revenue Authority	▪ Information sharing ▪ Cooperation and collaboration in joint operation and training	▪ Support operation against counterfeit and cross border illicit trade ▪ Cooperation and collaboration in operation and training
National Environment Management Authority	▪ Provide regulatory guidelines on pollution control ▪ Collaboration in enforcement of environmental protection	▪ Information sharing ▪ Cooperation and Collaboration ▪ Compliance to environmental laws
Kenya Maritime Authority	▪ Information sharing ▪ Cooperation and collaboration	▪ Port security ▪ Cooperation and collaboration
Civil Society	▪ Advocacy in security and safety ▪ Capacity building of communities	▪ Partnership in implementation of safety and security programs ▪ Partnership in community policing issues
Department of Children Services	▪ Promote and protect children rights and safe custody	▪ Enforce the children's act 2001 ▪ Advocacy against harmful cultural practices
Suppliers	▪ Provide quality goods and services. ▪ Compliance with public procurement laws and ethical practices	▪ Timely payments for the goods and services supplied ▪ Compliance with public procurement laws and ethical practices
Institutions of Higher Learning	▪ Capacity building ▪ Certification of qualifications ▪ Information sharing	▪ Support and collaboration in research and training
Development Partners	▪ Capacity building ▪ Financial and technical support ▪ Partnership in programmes implementation	▪ Prudent resource utilization. ▪ Implementation of policies, programmes and projects
The Media	▪ Provide media coverage on the Ministry's activities to enhance visibility ▪ Advocacy for policies, programmes and projects	▪ Cooperation and collaboration ▪ Adherence to the rule of law

CHAPTER FOUR
STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

This chapter presents the strategic issues, goals and Key Result Areas (KRA) prioritized for the plan period. KRAs are linked to their specific strategic goal.

4.1 Strategic Issues

Strategic issues are extracted from the Ministry's core mandate. They include:

1. Public safety and security
2. Correctional management
3. National government administration services
4. Immigration and population registration services
5. Access to government services
6. Government chemist services
7. Transformation of prison industries and farms
8. Alcohol, drug and substance abuse
9. Policy, legal and institutional frameworks

4.2 Strategic Goals

The strategic goals under this plan include:

1. Enhanced safety and security of persons and property
2. Efficiency in national government administration
3. Efficient correctional and after-care services
4. Efficient immigration and registration services
5. Digitized and accessible government services
6. Accessible government chemist services
7. Transformed prison industries and mechanized prison farms
8. Reduced alcohol, drug and substance abuse
9. Strengthened policy, legal and institutional reforms and regulation

4.3 Key Result Areas

The Ministry identified 25 key result areas that will be realized at the end of the planning period. These KRAs are linked to the specific strategic goal and are contextualized as shown in Table 4.

Table 4: Strategic Issues, Goals and Key Result Areas

Strategic Issue	Goal	KRAs
Public safety and security	Enhance safety and security of persons and protection of property	Safety and security of persons and protection of property
		Welfare for security officers
		Maritime safety and security
		Peaceful co-existence and national cohesion
		Private security regulation
		Disaster risk management
		Crime research
		Small arms and light weapons
National Government Administration services	Increase efficiency of National Government coordination services	National government administration services
Government Chemist services	Enhance Government Chemist service delivery	Government chemist services
Alcohol and drug abuse	Reduce alcohol and drug abuse	A society free from alcohol and drug abuse
Correctional management	Enhance correctional services	Welfare of offenders
		Administration of justice
		Humane custody of offenders
		Supervision and rehabilitation of offenders
		Aftercare services
Efficiency of prison industries and farms	Improve efficiency of prison industries and farms	Prison industries and farms modernization
Immigration and population registration services	Improve efficiency of immigration and registration services	Immigration services
		Refugee management
		e-citizen services
		Registration of persons
		Registration of births and deaths
		Population database management
Policy, legal & institutional coordination	Strengthen policy, legal and institutional regulation	Institutional coordination
		NGOs compliance

CHAPTER FIVE
STRATEGIC OBJECTIVES AND STRATEGIES

This chapter has the key result areas, performance projections, strategic objectives and strategic choices.

5.1 Strategic Objectives

The strategic objectives for the ministry are:

- To enhance safety and security of persons and property
- To enhance correctional and after-care services
- To improve efficiency in national government administration
- To improve immigration and registration services
- To increase access to government services
- To enhance delivery of services at the government chemist
- To transform prison industries and farms into a more efficient enterprise
- To reduce alcohol, drug and substance abuse
- To strengthened policy, legal and institutional regulation

Projections for strategic objectives planned for the period are contextualized in Table 5

Table 5: Outcome Annual Projections

Strategic Objective	Outcome	Outcome Indicator	Projections				
			2023/24	2024/25	2025/26	2026/27	2027/28
KRA 1. Safety and Security of Persons and Protection of Property							
Enhance safety and security of persons and protection of property	Crime Reduction	Crime rate per 100,000 population	128	125	120	115	110
	Improved police population ratio	Police to population ratio	468	456	444	432	420
Enhance crime monitoring and coordination	Improved crime surveillance	% surveillance coverage					
Enhance the capacity of firearms licensing board	Improved management of civilian firearms	% of firearms holders licensed	100	100	100	100	100
KRA 2: Welfare of Security Officers							
To improve the welfare of police officers and capacity development	Improved staff motivation and productivity	No of officers recruited	3,000	3,300	3,314	3,300	3,350
		No of staff houses constructed	20	20	20	20	15
		No of probation offices constructed	8	12	25	16	10
		No. of officers trained	404	578	1264	1294	450
		No of staff covered by health insurance	32,119	35119	38,119	44,119	47,119
		No of officers provided with adequate uniforms	31,508	31,508	31,508	31,508	31,508
		No of barracks constructed	1	4	4	4	5
KRA 3: Maritime Safety and Security							
Enhance safety and security of Kenya's territorial waters	KCGS headquarters and stations established	% level of completion	0	20	50	80	100
KRA 4: Peaceful Co-existence and National Cohesion							
Strengthen early warning and early response information sharing	Enhanced Peaceful co-existence	No. of community engagements conducted	50	50	50	50	50
KRA 5: Private Security Regulation							

Strategic Objective	Outcome	Outcome Indicator	Projections				
			2023/24	2024/25	2025/26	2026/27	2027/28
Enhance compliance in the regulation of private security firms	Increased registration of private security firms	No. of Private Security Service providers registered and licensed	60	60	60	60	60
KRA 6: Disaster Risk Management							
Enhance disaster preparedness, mitigation, response and reconstruction	Reduced disaster risks	% of early warning alerts disseminated	100	100	100	100	100
KRA 7: Crime Research							
Enhance crime management	Improved crime response	No. of crime research conducted	2	2	2	2	2
KRA: 8: Small Arms and Light Weapons							
Reduce proliferation of small arms and light weapons	Decreased proliferation of small arms and light weapons	Percentage of civilian and state-owned arms marked	20	20	20	20	20
KRA 9: National Government Administration Services							
Enhance coordination of national government programmes and policies	Improved service delivery	No NGA officers recruited	700	500	500	500	500
		No. of NGA offices constructed	50	713	713	715	715
		No. of NGA offices refurbished	1400	1400	1400	1400	1400
		No. of NGA officers kitted	30804	34000	34000	34000	34000
		No. of NGA officers trained	1730	1730	1730	1730	1730
		No. of Nyumba Kumi clusters operationalized	240,000	240,000	240000	240,000	240,000
Enhance the mobility of NGA officers	Enhanced mobility of NGA officers	No. of motor vehicles acquired	300	300	300	300	300
		No. of motorcycles acquired for Chiefs and Ass. Chiefs	3120	3120	3120	3120	3120
Increase the capacity for KESAL	Improved training	% completion		30.0	20.0		

Strategic Objective	Outcome	Outcome Indicator	Projections				
			2023/24	2024/25	2025/26	2026/27	2027/28
	infrastructure						
KRA 10: Government Chemist Services							
Modernize the government chemist	Improved service delivery	% level of equipping	20	50	70	80	100
KRA 11: Society Free from Alcohol and Drug Abuse							
Rehabilitate and enhance recovery of ADA persons	Increased access to quality treatment, rehabilitation and re-integration	% level of completion of Miritini Treatment and rehabilitation Centre	20	40	60	80	100
		No. of ADA persons rehabilitated	600	600	600	600	600
KRA 12: Welfare of Offenders							
Improve the welfare of inmates	Improved inmates' welfare	No of inmates provided with bed and mattress	60,000	60,000	60,000	60,000	60,000
		No of inmates provided with uniform	60,000	60,000	60,000	60,000	60,000
KRA 13: Administration of Justice							
Facilitate expeditious administration of justice	Improved mobility and access to justice	No of assorted motor vehicles, motorcycles and boats acquired	150	150	150	150	150
		No of courts set-up in selected prison institutions	2	2	2	2	2
		Level of implementation of integrated record management	10	10	40	40	
	Timely and quality reports submitted to courts	No. of reports generated and submitted to courts and penal institutions	41,250	63,602	58,000	60,000	65,500
		% reports presented to high courts and courts of appeal	100	100	100	100	100
		No. of reports prepared and submitted to the power of mercy advisory committee	225	197	120	200	300
KRA 14: Humane Custody of Offenders							
Provide secure and humane containment of inmates	Enhanced security and humane containment of inmates	No of perimeter walls constructed	20	20	15	15	18
		No of dispensaries	8	8	8	8	8

Strategic Objective	Outcome	Outcome Indicator	Projections				
			2023/24	2024/25	2025/26	2026/27	2027/28
		constructed					
		Prison facilities constructed	2	2			
KRA 15: Supervision and Rehabilitation of Offenders							
Rehabilitate and reform inmates	Enhanced rehabilitation of Inmates	No of inmates offered formal education	6,000	6,000	6,000	6,000	6,000
		No of laboratories constructed	3				
		No of libraries constructed	5	4			
		No of classrooms constructed	9	9	9	9	9
	Improved supervision of non-custodial offenders	No of offenders under probation orders supervised	37,500	24,958	40,000	42,000	45,000
	Enhanced rehabilitation of non-custodial offender services	No of offenders serving community services order supervised	30,000	28,428	40,000	43,000	46,000
		No of non-custodial offenders rehabilitated	22,000	33,739	20,000	25,000	30,000
KRA 16: Aftercare Services							
Improve ex-offender reintegration and resettlement	Enhanced aftercare services	No of hostels constructed	4	5	6	8	9
		No of halfway houses established	0	0	1	0	1
		% level of development of case management system	15	45	100	0	0
KRA 17: Prison Industries and Farms Modernization							
Transform prison industries and farms into a more efficient enterprise	Enhanced industrial and farm production	No of tractors acquired	4	4	4	4	4
		No of workshops constructed	22	20	20		
		No of showrooms constructed	1	1	1		
		No of leather industries revitalized	1				
Increase access to government services	All services digitized	No. of computers and accessories acquired	400	400	300	250	200
KRA 18: Immigration Services							
Enhance access to immigration services	Improved access to immigration services	% level of access to immigration services	100	100	100	100	100

Strategic Objective	Outcome	Outcome Indicator	Projections				
			2023/24	2024/25	2025/26	2026/27	2027/28
KRA 19: Refugee Management							
Enhance management of refugee' and asylum seeker affairs	Improved registration of refugee & asylum seekers	% of refugees and asylum seekers registered	100	100	100	100	100
KRA 20: e-Citizen Services							
Establish "one stop shop" platform for access to Government services	Enhanced access to Government services on e-Citizen platform	% of Government services on-boarded on e-citizen	30	60	80	90	100
21: Registration of Persons							
Identify and register all eligible Kenyans	Access to Citizen rights and services	No. of Maisha cards produced and issued (million)	16	28	30	32	34
KRA 22: Registration of Persons							
Identify and register all eligible Kenyans	Improved registration of births and deaths	% of births registered	100	100	100	100	100
		% of deaths registered	100	100	100	100	100
KRA 23: Population Database Management							
Maintain a comprehensive database	A credible population register	% of data comprehensiveness in the register	100	100	100	100	100
KRA 25: Institutional Coordination							
Strengthen the legal and policy frameworks	Strengthened legal and policy frameworks	Number policies implemented	5	5	5	5	5
KRA 25: NGOs Compliance							
Enhance risk based targeted monitoring and supervision	Enhanced NGOs compliance	% level compliance	50	50	50	60	60

5.2 Strategic Choices

The ministry will pursue the strategic choices tabulated in Table 6 so as to achieve the strategic objectives.

Table 6:Strategic Objectives and Strategies

Key Result Area	Strategic objective	Strategies
Safety and security of persons and protection of property	To enhance safety and security of persons and protection of property	Acquisition of assorted modern security equipment
		Complete equipping of National Police Forensic Laboratory
		Expansion of police training facilities
		Operationalization of newly gazetted police stations
		Implementation of Police Reforms
		Construction of National Police Service University
		Construction of 750 police stations, offices and residential houses
		Refurbishment of existing police stations
		Implementation of Community Policing Programmes
	To enhance crime monitoring and coordination	Upgrading and expansion of the IC3 System
		Recruitment of 25,000 Police officers
		Recruitment of 15,000 Prisons officers
		Training of officers on specialized courses
		Training of serving officers
		Digitization of policing services
		Deployment of communication infrastructure across the country
		Development of coordinated boarder management policy
		Integration of ICT in BMS operations
	To enhance capacity of firearms Licensing Board	Construction of FLB headquarters
		Acquisition of motor vehicles
		Establish database of firearms holders, dealers and shooting ranges
Welfare for security officers	To improve the welfare of police officers	Acquisition of police uniforms
		Review remunerations and terms of service for all security officers
		Construction and equipping of National Police Hospital
		Provision of medical insurance cover
		Establishment of contributory benevolent fund for families of fallen and terminally ill officers
	To improve the welfare of Prison officers	Acquisition of prison officers' uniforms.
		Construction of Magereza Level 4 referral Hospital.

Key Result Area	Strategic objective	Strategies
Maritime safety and security	To enhance safety and security in Kenya's territorial waters	Construction of KCGS headquarters and stations
		Equipping of Kenya Coast Guard Service.
		Recruitment, training and deployment of 720 Coast Guard Service members.
		Implementation of human resource instruments
		Enforcement of maritime laws and regulations.
National Government Administration services	To enhance coordination of National Government Programmes and Policies	Enhance the capacity of NGA officers in service delivery
		Enhance citizen participation in security management
		Enhance coordination of national government policies, programmes and projects
	To enhance mobility of NGA officers	Acquisition of 1500 motor vehicles for NGA officers.
		Acquisition of 15,600 motorcycle for Chiefs and Assistant Chiefs.
	To increase the capacity for KESAL	Develop training curriculum
		Expansion of KESAL infrastructure
Immigration services	To enhance access to immigration services	Installation of an integrated border management system
		Acquisition of high-end capacity passport personalization printers
		Acquisition of assorted vehicles
		Construction and equipping of Immigration headquarters
		Construction and equipping of passport processing centers
		Open gazetted border Points of Entry and Exit (PoEs)
		Adopt a risk-based passport issuance system
		Recruit 1,250 Immigration Officers
		Construction of National Immigration Academy
Refugee and asylum seekers management	To enhance management of Refugee and asylum seekers	Develop short professional development courses for career progression and service delivery.
		Installation of refugee management system.
		Digitization of refugee status appeals committee services.
		Recruit 94 refugee management officers
E-Citizen services		Development and implementation of refugee master plan.

Key Result Area	Strategic objective	Strategies
	To establish "one stop shop" platform for access to Government services	On-boarding of 25,000 government services into the e-citizen portal.
Registration of persons	To Identify and register all eligible Kenyans	Recruitment of 1,006 e-citizen officers
		Upgrading national identity system to accommodate printing of Maisha card and Maisha digital card
		Installation of 1000 live-capture units in all sub county registries
		Digitization of 50.5 million records.
		Establishment of one fingerprint laboratory bureau.
		Construction of 340 national registration registries.
		Acquisition 400 motor vehicles and boats
Registration of births and deaths	To attain universal registration of births and deaths	Recruitment of 960 registration and fingerprint officers.
		Development and implementation of the UPI system (Maisha namba)
		Digitization of civil registration records.
		Operationalize civil registries in all sub-counties
Population database management	To maintain a comprehensive database	Recruitment of 1,575 civil registration officers
		Construction and refurbishment of 231 civil registration offices
		Acquisition of motor vehicles
Government chemist services	To modernize Government Chemist	Expansion of 4 government chemist laboratories.
		Equipping of 4 government chemist laboratories.
		Accreditation of 4 government laboratories.
		Attainment of designated status by the Organization of Prohibition of Chemical Weapons (OPCW).
		Expansion of 4 government chemist laboratories.
Welfare of offenders	To improve the living condition of inmates	Roll out one inmate's, one mattress and one bed programme.
		Construction of 40 Health centers.
Expeditious administration of justice	To facilitate expeditious administration of justice	Generation of quality and timely social inquiry reports for courts.
		Acquisition of 500 assorted motor vehicles.
		Facilitate set-up of a court premises in selected Prison institutions.
Humane custody of offenders		Containment of Inmates humane condition.

Key Result Area	Strategic objective	Strategies
	To provide Secure and Humane Containment of inmates	Modernization of Kenya Prisons Service (KPS) infrastructure.
		Secure Kenya Prisons Service (KPS) facilities.
		Establish borstal penal facilities.
Prison industries and farms	To transform Prison farms and industries into a more efficient enterprise	Modernization of prison industries
		Mechanize prison farms including irrigation.
		Review and implement prisoners' earning scheme.
Supervision and rehabilitation of non-custodial orders	To enhance offender supervision under probation orders	Expansion of use of probation reporting contact centers.
		Strengthen community probation volunteer programmes.
		Development of offender case management system
		Electronic offender surveillance system for high-risk offenders
		Introduction of programmes for bail, parole and counter-violent extreme offender supervision
		Building capacity of CSO officers and other stakeholders
		Implementation of the identified activities within the strategy
		Strengthen formal and vocational training programmes
		Development of offender case management system
Aftercare services	To improve ex-offender reintegration and resettlement	Provision of non-custodial offender psycho-social support, educational and technical training opportunities
		Review and implement aftercare programmes for effective offender reintegration and resettlement.
		Review and implement victim service charter.
		Broaden crime prevention and victim support services.
A society free from alcohol and drug abuse	To rehabilitate and enhance recovery of ADA persons	Complete the Miritini model treatment and rehabilitation centre
		Accreditation of treatment and rehabilitation centres
		Conduct public awareness campaigns

Key Result Area	Strategic objective	Strategies
		To provide accurate and timely data on the status of alcohol and drug abuse in Kenya to inform policy and programs
		Strengthen the national drug observatory
		Coordinate the formulation, review and implementation of ADA laws & regulations at National and County levels
		Enhance quality assurance for programmes and services
NGOs compliance	To enhance NGOs compliance	Acquisition of Enterprise Resource Planning (ERP) system
		Mapping of NGOs.
Peaceful co-existence and national cohesion	To strengthen early warning and Early response information sharing	To enhance cohesiveness among communities
		Enhance EWER Mechanisms on conflict and violence prevention
		Mitigate and resolve conflicts
		Improve inclusivity in public employment opportunities
		Reduce incidences of hate speech and ethnic discrimination
Disaster risk management	To enhance disaster preparedness, mitigation, response and reconstruction	Strengthen human resource capacity of the National Disaster Operations Centre (NDOC)
		Improve Disaster preparedness, mitigation, response and reconstruction
Crime Research	To enhance crime research	Undertake research on crime trends, roots, consequences & prevention
		Digitalization and automation of crime research process
		Establishment of crime data repository system
		Recruitment of 50 crime researchers and other cadre staff.
		Acquisition of ERP system
Private security regulation	To enhance the institutional capacity of PSRA	Acquisition of ERP system
		Recruit 124 officers
Small Arms and Light Weapons	To reduce proliferation of illegal small arms and light weapons	Conduct disarmament and destruction of illicit arm
Policy, legal and institutional coordination	To strengthen coordination framework	Operationalize Public Benefits Organizations Act.
		Review of National Government Coordination Act 2013.
		Finalize and implement the National Correctional Policy.
		Review National policy on alcohol and drug abuse
		Finalize review of the alcoholic drinks control Act
		Implement child care policy.

Key Result Area	Strategic objective	Strategies
		Develop comprehensive policy on payment of prisoners
		Develop rehabilitation and counseling policy.
		Review prisons rules (Cap 90 and Borstal Institutions Act cap 92).
		Finalize Policy on Small Arms and Light Weapons Management, 2024.
		Develop inmate healthcare policy.
		Review Kenya Prisons Service standing orders
		Review prison industries and farms revolving fund regulations.
		Finalize Kenya national migration policy.
		Finalize national labor migration policy.
		Develop refugee regulations.
		Develop a comprehensive refugee management policy
		Develop e-citizen policy, regulation and Act
		Develop a National Registration and Identity Management Policy.
		Review of Cap 107 of National registration.
		Review of Cap 149 of Civil registration.
		Review and update the rules of procedure for the Refugee Status Appeals committee
		Establish the Kenya citizenship and immigration service appeals tribunal under section 23 of Kenya citizen and foreign national Management Service Act.
		Implement data management policy in compliance with data protection Act of 2019.
		Finalize and implement Government Chemist Authority Act.
		Domesticate and implement the Chemical Weapon Convention.
		Finalize Review of NCRC Bill 2023

CHAPTER SIX
IMPLEMENTATION AND COORDINATION FRAMEWORK

This chapter has the action plan, annual workplan and budget, performance contracting, organizational structure and staff establishment for the Ministry. It also documents the risks and proposed mitigation measures.

6.1 Implementation Plan

The Ministry has developed an elaborate implementation plan to operationalize this strategic plan. The implementation plan will be used to prepare annual work plan and performance contract to fast track the achievement of the strategic goals and objectives.

6.1.1 Action Plan

The Ministry has developed action plan that constitutes strategic issues, goals, objectives, KRAs and activities to be undertaken during the plan implementation. The expected outputs and outcome as well as the respective indicators to measure the different result levels are also provided. The activities have been costed for each financial year against the agency responsible for execution. The action plan for implementing the anticipated interventions are provided in a matrix in Table 7.

Table 7: Implementation Matrix

Strategy	Key activities	Expected output	Output indicators	Target for 5 Years	Target										
					23/24	24/25	25/26	26/27	27/28	23/24	24/25	25/26	26/27	27/28	Responsibility
Strategic Issue: Public Safety and Security															
Strategic Goal: Enhance Safety and Security of Persons and Protection of Property															
KRA 1: Safety and Security of Persons and Protection of Property															
Outcome: Crime Reduction															
Strategic Objective 1.1: To Enhance Safety and Security of Persons and Protection of Property															
Acquisition of assorted modern security equipment	Develop a modernization plan	Modernization plan	No. of plans developed	1	0.0	1.0	0.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	NPS
	Acquire security equipment	Security equipment acquired	% of acquisition	100	0.0	30	30	20	20	5500	5500	5500	5500	5500	NPS
Complete equipping of National Police Forensic Laboratory	Acquire specialized equipment, systems and reagents.	An operational forensic laboratory	% level of operationalization	100	47	60	73	86	100	750	738	738	738	739	NPS
Expansion of police training facilities	Acquire 1,000 acres of land	Training facilities established	No. of training facilities established	2	0.0	1	1	0	0	0	1000	1000	0		NPS
Operationalization of newly gazetted police stations	Equip police stations	Police Stations Equipped	No. of police stations operationalized.	750		300	150	150	150	_	1120	560	560	560	NPS
Acquisition of assorted motor vehicles	Acquire assorted motor vehicle, motorcycles	Motor vehicles, motorcycles and boats acquired	No. of assorted vehicles acquired	4200	840	840	840	840	840	5880	5880	5880	5880	5880	Internal Security
Police Reforms	Implement Maraga taskforce report recommendations	Taskforce recommendations implemented	% level of implementation	100	20	40	60	80	100	6500	6500	6500	6500	6500	Internal Security
Construction of National Police Service University	Operationalize NPS University	University operationalized	% Completion	100	10	30	20	20	20	150	450	300	300	300	NPS

Construction of police stations, offices and residential houses	Liaison with public works, procurement and construction modern buildings.	Police stations, offices and residential houses constructed.	No. of police stations, offices and residential houses constructed	12000	1000	3100	3100	2400	2400	708	2195	2195	1700	1700	NPS
Refurbishment of existing police stations	Re-paint, re-roof, and replace dilapidated structures.	Police stations refurbished	No. of police stations refurbished.	1000	100	300	300.0	150	150	1500	4500	4500	2250	2250	NPS
Implementation of Community Policing Programmes	Operationalize county policing authority	Operational county policing authority	County policing authority operationalized	47	-	20	20	7	0	0	106	106	38	0	Internal Security
Upgrading and expansion the IC3 System	Install CCTV cameras in major towns, County HQ and major highways	Command and control centers in all cities and all other county headquarters	No. of fully equipped command and control centers	47	10	10	10	10	7	3511	3511	3511	3511	2456	NPS
Recruitment of 25,000 Police officers	Recruit 25,000 Police officers	Police officers recruited and trained	No. of police officers recruited and trained	25000	5000	5000	5000	5000	5000	3500	3500	3500	3500	3500	NPS
Recruitment of 15,000 Prisons officers	Recruit 15,000 Prisons officers	Officers Recruited.	No. of prisons officers' recruits	15000	3000	3000	3000	3000	3000.0	1200	1200	1200	1200	1200	DCS
Training of officers on specialized courses	Enroll officers in training colleges	Officers trained	No. of officers trained in specialized courses.	12400	100	300	4000	4000	4000	16	100	400	400	400	NPS
Training of serving officers	Continuous capacity building for the officers.	Serving officers trained.	No. of serving officers trained.	32000	40000	52000	58000	60000	60000	150	200	220	245	250	NPS
Digitization of key policing processes, systems and services	Automate processes, systems and services (sim culture)	Services, processes and systems automated	No. of processes, systems and services automated	3	2.0	1.0	0	0	0	300	100	1000	0	0	NPS
Installation of communication infrastructure across the country	Install communication systems	Communication system installed	No. of communication systems installed	47	12	15	8	8	4	300	400	200	200	100	NPS

Development of coordinated boarder management policy	Develop coordinated boarder management policy	Coordinated boarder management policy	No. of policy developed	1	0	1	0	0	0	0	10	0	0	0	BMS
Integration of ICT in BMS operations	Acquire ICT equipment	ICT equipment acquired	% level of acquisition	100	0	50	50	0	0	0	100	100	0	0	BMS
Construction of FLB headquarters	Acquire Land	Land acquired	Title deed	1	0	1	0	0	0	0	200	0	0	0	FLB
	Construct and equip FLB HQs	FLB HQs constructed and equipped	% completion	100		25	25	25	25	0	12.5	12.5	12.5	12.5	FLB
Acquisition of motor vehicles	Acquire motor vehicles	Motor vehicles acquired	No of vehicles acquired	3	0	2	1			0	10	5	0	0	FLB
Establish database of firearms holders, dealers and shooting ranges	Vetting and registration of private firearms applicants	Qualified applicants registered	% of firearms holders registered	100	100	100	100	100	100	60	70	80	90	100	FLB
	Vetting and license firearms dealers and shooting ranges	Qualified dealers and shooting ranges licensed	% of dealers and shooting ranges licensed	100	100	100	100	100	100	60	70	80	90	100	FLB
TOTAL										**30085**	**74584**	**74997**	**65236.5**	**62882.5**	
KRA2: Welfare for Security Officers															
Strategic Objective 2.1: To Improve the Welfare and Develop Capacity of Police Officers															
Outcome: Improved staff motivation and productivity															
Acquire of the police uniforms	Procurement police uniforms	Uniforms procured	% of acquisition	100	20	20	20	20	20	1,200	1,200	1,200	1,200	1,200	NPS
Review of remunerations and terms of service for all security officers	Implement the recommendations	Improved terms of service	% of implementation	100	10	20	30	20	20	400	400	400	400	400	NPS
Construction and operationalization of National Police Hospital	Construct and operationalize National Police Hospital	An operational hospital	% of operationalized	100	30	47.5	65	82.5	100	948	410	410	410	410	NPS
Provision of medical insurance cover	Procure for a service provider.	All officers covered	No. of officers covered	167550	135550	143550	151550	159550	167550	15,000	16,000	16,000	17,000	17,000	NPS
Establishment and operationalization of	Develop benevolent		No. of policies	1	0	1	0	1	0	0	20	0	20	0	NPS

contributory Benevolent Fund for families of fallen and terminal ill officers	policy and guidelines	Policy and guidelines developed	No. of guidelines	1	0	1	0	1	0	0	20	0	20	0	NPS
	Establish and operationalize the Benevolent fund	An operational Benevolent Fund	A benevolent fund established	1	1	1	1	1	1	2,000	2,000	2,000	2,000	2,000	
Kitting prison officer's uniforms	Acquire prison officers' uniforms.	Improved officers' welfare	No. of officers kitted	157550	31510	31510	31510	31510	31510	1008	1008	1008	1008	1008	KPS
Construction and operationalization of Magereza Level 4 referral Hospital	Construct and operationalize Magereza level four hospital	An operational level IV hospital	% operationalized	100	44	58	72	86	100	534	168	168	168	168	KPS
Recruitment of officers and training	Recruit, train and deploy additional prison officers	Prion officers recruited, trained and deployed	Additional officers recruited	16264	3000	3300	3314	3300	3350	1200	1215.8	1216.5	1215.8	1217.4	KPS
	Recruit and deploy additional probation officers	Probation officers recruited and deployed	Additional officers recruited	800		200	200	200	200	0	481	495	510	526	PACS
Expansion of infrastructure at Prison Staff Training College	Construct PSTC expansion facilities	PSTC facilities expanded	% completed	100	10	20	20	20	30	8.1	219	219	219	232	KPS
Completion of ongoing staff houses construction	Construct staff houses	Staff houses	No. of staff houses constructed	88	10	30	20	10	18	105	315	210	105	189	KPS
TOTAL										**22403.1**	**23456.8**	**23326.5**	**24275.8**	**24182.4**	
KRA3: Maritime Safety and Security															
Construction of KCGS HQ and stations	Construct KCGS headquarters	KCGS headquarters	% level of completion	100	30	70	100	0	0	2000	2000	1000	0	0	KCGS
	Construct KCGS field stations	Field stations constructed	No. of field stations constructed	18	3	3	5	3	4	500	500	500	500	500	KCGS
Equipping Kenya Coast Guard Service	Acquire boats and ships	Ships and boats	No of boats acquired	10	2	2	2	2	2	500	500	500	500	500	KCGS

Strengthening institutional capacity	Develop and implement HR instruments	Approved HR instruments	Approved HR instruments in place	7	4	1	1	1	0	0	36	0	24	0	KCGS
		Service members recruited, trained and deployed	No. of service members recruited, trained and deployed	720	0	720	0	0	0	0	4550	0	0	0	KCGS
TOTAL										**3000.0**	**7586.0**	**2000.0**	**1024.0**	**1000.0**	
Enhance Early Warning and Early Response systems on conflict & violence prevention	Establish and strengthen EWER Systems	Functional national and county EWER Systems	No. of EWER systems established and strengthened	48	2	12	12	11	10	3	18	18	17	15	NSC
	Recruit train and deploy cohesion monitors at the county level	Cohesion monitors recruited trained and deployed	No of cohesion monitors recruited trained and deployed	94	0	0	0	94	0	0	0	0	30	0	NCIC
Mitigate and resolve conflicts among communities	Conduct conflict assessments and analysis	Conflict assessment reports	No. of conflict assessments conducted	20	2	3	5	5	5	6	8	15	15	15	NSC and NCIC
	Facilitate inter- and intra-community dialogues and mediation	Community dialogues and mediation processes conducted	No of community dialogues and mediation processes conducted	100	15	25	20	20	20	23	30	30	30	30	NSC and NCIC
	Build capacity of peace structures and actors	Capacity of peace structures and actors strengthened	No of capacity building forums conducted	100	5	20	25	25	25	7.5	30	38	38	38	NSC and NCIC
	Conduct research on social cohesion index in Kenya	Research on social cohesion index conducted	Social cohesion study report	1	0	1	0	0	0	0	15	0	0	0	NCIC
Improve inclusivity and diversity in public employment	Conduct ethnic and diversity audit of employment in the public sector	Ethnic and diversity audits conducted	No of sectors audited	4	0	1	1	1	1	15	15	15	15	15	NCIC

Reduce incidences of hate speech and ethnic discrimination	Receive, investigate and process	Complaints received and processed	% of complaints received and processed	1	100	100	100	100	100	5	5	5	7	3	NCIC
	Monitor and process incidences of hate speech and ethnic contempt	Incidences monitored, processed and forwarded for prosecution	% of incidences monitored and processed for prosecution	1	100	100	100	100	100	5	5	10	15	5	NCIC
TOTAL										**64.5**	**126.0**	**131.0**	**167.0**	**121.0**	
Outcome: Enhanced Compliance of the Private Security Firms															
Strategic Objective: To Strengthen Compliance with the Private Security Regulation Act No. 13 of 2016															
Enhancing regulatory capacity of private security	Acquire Enterprise Resource Planning (ERP) system	ERP System acquired	ERP System	1	0	1									
	Create a database of security firms	Database of licensed security firms created	No. of private security firms licensed	300	60	60	60	60	60	50	50	50	50	50	PSRA
Enhance institutional capacity															
TOTAL										**50**	**50**	**50**	**50**	**50**	
KRA6: Disaster Risk Management															
Outcome: Reduced Disaster Risks															
Strategic Objective: To Enhance Disaster Preparedness, Mitigation, Response and Reconstruction															
Strengthen human resource capacity of the National Disaster Operations Centre (NDOC)	Develop and implement an organizational structure and staff establishment for NDOC	Approved organizational structure and staff establishment	Approved organizational structure and staff establishment	1		1	0	0	0	0	0	10	0	**0**	**NDOC**
Disaster prevention	Capacity building and technical assistance to county governments on disaster prevention	County government trained on disaster prevention	No. of county governments trained on disaster prevention	160	0	40	40	40	0.0	5.5	5.5	5.5	5.5	**5.5**	**NDOC**

	Acquire disaster response vehicles	Disaster response vehicles procured	No. of vehicles procured	10	0.0	5.0	5.0	0.0	0.0	0.0	35.0	35.0	0.0	**0.0**	**NDOC**
Disaster preparedness	Development and implementation of policies, norms and standards for disaster preparedness	Policies, norms and standards for disaster preparedness developed	No. of policies, norms and standards for disaster preparedness	4	0	1	3	0	0	0	8	2	0	0	NDOC
	Conduct national drills and simulation exercises to enhance disaster preparedness	National drills and simulation exercises conducted	No. of national drills and simulation exercises	10	0	2	2	2	2	0	80	80	80	80	NDOC
Disaster response	Conduct county disaster needs assessments	County disaster needs assessments conducted	No. of county disaster needs assessments	8	0	2	2	2	2	0	3	3	3	3	NDOC
	Coordination of management of food and non-food relief	Food and non-food relief coordinated	No. of food and non-food relief quantities issued	100	-	20	20	15	15	10	5	5	5	5	NDOC
Disaster Recovery	National resource mobilization for disaster risk recovery	National resources for disaster risk recovery	No. of resources mobilized	225	45	45	45	45	45	5	5	5	5	5	NDOC
TOTAL										**20.5**	**141.5**	**145.5**	**98.5**	**98.5**	
KRA7: Crime Research															
Outcome: Improved Crime Response															
Strategic Objective: To Enhance Crime Management															
Undertaking Research on Crime Trends, Roots, Consequences and Prevention	Conduct research on crime trends, roots, consequence and prevention	Research reports finalized	No of research reports	20	4	4	4	4	4	100	100	100	100	100	NCRC
	Disseminate			25	5	5	5	5	5	5	5	5	5	5	NCRC

	research findings and recommendations	Publication on research findings	No. of Publications											
Establishment of crime data repository system	Acquire crime data repository system	Crime data repository system configured	No. of repository systems	1	0	0	1	1	1	0	0	100	0	0	NCRC
Recruitment of crime researchers and other cadre staff.	Recruit 50 crime researchers and other cadre staff.	Officers recruited	No. of officers recruited	0	50	0	0	0	0	0	100	0	0	0	NCRC
TOTAL										**105**	**205**	**205**	**105**	**105**	
Conduct disarmament and destruction of illicit arms	Undertake National illicit arms survey	National survey on illicit arms conducted	Survey report	100	1					65					KNF
	Training of Law enforcement Agencies (LEA) in weapons and arms management	LEA officers trained in WAM	No. of LEA officers trained in WAM	2000	400	400	400	400	400	35	35	45	45	**45**	KNF
	Collection, Transportation and destruction of collected illicit arms	Illicit arms destroyed	No. of destruction exercises carried out	3	1	0	1		1	35		37		**37**	KNF
	Marking of State and Civilian firearms	State and Civilian firearms marked	Percentage of fire arms marked	100	20	40	60	80	100	20	20	25	25	**25**	KNF
	Conduct awareness forums in 8 Counties	Awareness forums conducted	Awareness forums held	100	20	20	20	20	20	80	80	80	80	80	KNF
TOTAL										**235**	**135**	**187**	**150**	**187**	
Strategic Issue: National Government Administration Services															
Strategic Goal: Increase Efficiency of National Government Coordination Services															
KRA9: National Government Administration Services															
Outcome: Improved Service Delivery															
Strategic Objective 9.1: To Enhance Coordination of National Government Programmes and Policies															

Enhance the capacity of NGA officers in service delivery	Recruit NGA officers	NGA officers recruited	No. of NGA officers recruited	2700	700	500	500	500	500	1200	1200	1200	1200	**1200**	NGA
	Train NGA officers	NGA officers trained	No. of NGA officers trained	8650	1730	1730	1730	1730	1730	300	300	300	300	**300**	NGA
	Construction of NGAO training Institute	Training Institute constructed	% completion	1	0	1	0	0	0	200	200	200	200	**200**	NGA
	Acquire ICT equipment	Offices Equipped	No. of offices Equipped	15000	3000	3000	3000	3000	3000	1500	1500	1500	1500	**1500**	NGA
	Acquire NGA officer's uniforms	Kitted NGA officers	No of uniforms acquired	166804	30804	34000	34000	34000	34000	616	680	680	680	**680**	NGA
Enhance citizen participation in security management	Operationalize Nyumba Kumi clusters	Operational Nyumba Kumi clusters	% of operational Nyumba kumi clusters	100	0	100	100	100	100	1440	1440	1440	1440	**1440**	NGA
	Operationalize Village service delivery units	Operational village service delivery units	% of operational village service delivery units	100	0	100	100	100	100	0	8904	8904	8904	**8904**	NGA
	Construct NGA offices	NGA offices constructed	No of NGA offices constructed	2905	50	712	713	715	715	1740	1740	1740	1740	**1740**	NGA
	Refurbish NGA offices	NGA Offices refurbished	No. of NGA offices refurbished	7000	1400	1400	1400	1400	1400	4200	4200	4200	4200	**4200**	NGA
Enhance coordination of National Government policies, programs and projects	Orchestrate national celebrations and functions in all the 47 Counties	National celebrations presided over	No. of national celebrations presided over	20	4	4	4	4	4	43	45	50	50	**50**	NGA
	Conduct M&E of National government policies, projects and programmes	Quarterly M&E reports	No. of quarterly M&E conducted	20	4	4	4	4	4	50	50	50	50	**50**	NGA
	Develop a communication strategy	Communication strategy developed	% level of development	100	50	100	0	0	0	10	10	0	0	**0**	NGA

	Communicate National government policies	Monthly barazas conducted	No. of monthly barazas conducted in administrative units	60	12	12	12	12	12	70	70	70	70	**70**	NGA
	Sensitize Regional and County Implementation monitoring Committees	Sensitization forums conducted	No. of Sensitization forums conducted	8	-	2	2	2	2	5	5	5	5	**5**	NGA
	Coordinate public participation on National Government policies	Public participation session carried out	No. of public participation forums carried out in Counties	235	47	47	47	47	47	20	20	20	20	**20**	NGA
Strategic Objective 9.2: To Enhance Mobility NGA Officers															
Acquisition of Assorted Motor vehicles	Acquire motor vehicles for NGA officers	Assorted motor vehicles acquired	No. of vehicles acquired	1500	300	300	300	300	300	2100	2100	2100	2100	**2100**	NGA
Acquisition of motorcycle for Chiefs and Assistant Chiefs	Acquire motorcycle for Chiefs and Assistant Chiefs	Motor cycles acquired	No of motor cycles acquired	15600	3120	3120	3120	3120	3120	936	936	936	936	**936**	NGA
Strategic objective 9.3: To increase the capacity of KESAL															
Enhance training capacity for KESAL	Initiate the recruitment of lecturers	Lectures recruited	No of lecturers	25	15	0	10	0	0	15	0	10	0	**0**	KESAL
	Acquire training kits	Kits acquired	No of kits acquired	30	0.0	10	10	5	5	0	20	20	10	**10**	KESAL
Expansion of KESAL infrastructure	Complete construction of 100pax hostel (ongoing at 50% completion)	100pax hostel constructed	% completion	50	20	10	10	10	0	5	40	40	40	**0**	KESAL
	Complete 12 units staff housing	Staff units constructed	% completion	75	25	40	55	70	75	0	30	30	30	**30**	KESAL

	quarters (at 25% completion)														
TOTAL										**14450**	**23490**	**23495**	**23475**	**23435**	
Strategic Issue: Government Chemist Services															
Strategic Goal: Enhance Government Chemist Service Delivery															
KRA10: Government Chemist Services															
Outcome: Improved Government Chemist Services															
Strategic Objective: To Modernize Government Chemist															
Expansion of Government Chemist laboratories.	Expand Government chemist laboratories	Government Chemist laboratories expanded	% level of completion	100	20	20	20	20	20	0	67	61	20	200	GCS
Equipping of Government Chemist laboratories.	Acquire modern specialized equipment	Modern equipment acquired	No. of equipment acquired	5	1	1	1	1	1	300	300	300	300	300	GCS
Accreditation o Government laboratories.	Initiation of the accreditation process	Accreditation certificate	Level of accreditation	100	20	20	20	20	20	40	0	42	0	45	GCS
Attainment of designated status by the Organization of Prohibition of Chemical Weapons (OPCW).	Apply to the accreditation body for assessment	OPCW certificate	Level of accreditation	100	20	20	20	20	20	4	2	2	2	2	GCS
TOTAL										**344**	**369**	**405**	**322**	**547**	
Strategic Issue: Alcohol and Drug Abuse															
Strategic Goal: Reduce Alcohol and Drug Abuse															
KRA11: A society free from Alcohol and Drug Abuse															
Outcome: Society free from Alcohol and Drug Addiction															
Strategic Objective: To Rehabilitate and Enhance Recovery of Persons with Drug and Alcohol Addiction															
Complete the Miritini model treatment and rehabilitation centre	Establishment of Miritini model treatment and rehabilitation centre	Operational model counselling and rehabilitation centre established	% level of completion	100	20	40	60	80	100	240	240	240	240	240	NACADA
			No. of addicts rehabilitated	3000	600	600	600	600	600	87	87	87	87	87	NACADA
Accreditation of treatment and rehabilitation centres	Periodic inspection and accreditation of rehabilitation centres	Rehabilitation canters inspected	No of rehabilitation centres inspection reports	750	150	150	150	150	150	4	4	4	4	4	NACADA

Conduct public awareness campaigns	Advocacy campaigns targeting wider community through road shows, ASK shows, local radio stations, community dialogues, youth Bunge	Advocacy campaigns conducted	No. of campaigns held	50	10	10	10	10	10	15	15	15	15	15	NACADA
	Support community sports tournaments	Awareness on ADA through sports conducted	No. of Sports activities	235	47	47	47	47	47	3	3	3	3	3	NACADA
	Support ADA theme in Drama and Music Festivals	Awareness on ADA through Drama and Music festivals undertaken	No. of drama and music festival forums	10	2	2	2	2	2	5	5	5	5	5.0	NACADA
	Participate in commemorative days relevant to ADA	Awareness on ADA during Commemorative days undertaken	No. of Commemorations	15	3	3	3	3	3	10	10	10	10	50	NACADA
	Production of awareness creation materials (promotional materials and films, billboards)	Awareness on ADA through mass media campaigns and promotional materials undertaken	No. of mass media campaigns	1	1	1	1	1	5	5	5	5	5	5	NACADA
To provide accurate and timely data on the status of alcohol and drug abuse in Kenya to inform policy and programs	Conduct a national survey on the status of drugs and substance use in Kenya with County based data.	National survey on the status of drugs and substance uses in Kenya conducted	No of surveys conducted	2	0	1	0	1	0	0	34	0	100	0	NACADA

Strengthen the National Drug Observatory	Compile and submit bi-annual report on alcohol and drug control in Kenya to Parliament	Bi-annual report on alcohol and drug control in Kenya submitted to Parliament	No. of bi-annual reports submitted to Parliament	10	2	2	2	2	2	1	1	1	1	1	NACADA
Coordinate the formulation, review and implementation of ADA laws & regulations at National and County levels	Formulate amendments to the Alcoholic Drinks Control Act, 2010	Consultative meetings held	No. of consultative meetings on ADCA 2010 amendments held	10	5	3	2	0	0	10	3	2	0	0	NACADA
		Parliamentary Committee sessions on ADCA convened	No of parliamentary Committee sessions convened	10	5	3	2	0	0	10	3	2	0	0	NACADA
Enhance Quality Assurance for the Authority's programmes and services	Initiate ISO 9001: 2015 Quality Management System (QMS) certification	ISO 9001: 2015 Quality Management System (QMS) certification realized	Level of ISO 9001: 2015 certification realized.	100	40	40	10	10	0	5	5	5	1	21	NACADA
TOTAL										**395.2**	**415.2**	**379.2**	**471.2**	**431.2**	
Roll out one inmate's one mattress one bed programme	Acquire and distribute beds, mattresses and blankets to inmates	Beds, mattresses and blankets acquired and distributed	No. of beds, mattresses, blankets distributed	300000	60000	60000	60000	60000	60000	210	210	210	210	210	KPS
Construction and operationalization of Health canters	Liaison with public works, procure and construct health facilities	Health facilities constructed and operationalized	No. health facilities constructed and operationalized	40	8	8	8	8	8	872.5	43	85.2	47.3	51	KPS
Provision of uniforms to inmates	Acquire 300,000 uniforms	Inmates provided with Uniforms	No. of inmates' uniforms	300000	60000	60000	60000	60000	60000	516.	516	516	516	516	KPS
TOTAL										**1598.5**	**769.0**	**811.2**	**773.3**	**777.0**	
KRA13: Administration of Justice															
Outcome: Improved Mobility and Access to Justice															
Strategic Objective 1: To Facilitate Expeditious Administration of Justice															

Review/Development of Legal, Policy and institutional frameworks	Review existing legal acts	Acts reviewed	No. of acts reviewed	4		2	2				60	60			DCS
	Develop new legal frameworks	Legal frameworks developed	No. of legal frameworks developed	1		1.0					75				DCS
	Finalize development of Correctional Policies	Policies developed	No. of Policies developed	16	-	4	4	4	4	-	30	30	30	30	DCS
Quality and timely social inquiry reports generated and submitted to courts	conduct social inquiries, prepare and submit reports to courts	Quality reports submitted to courts	No. of reports prepared and submitted	288352	41250	63602	58000	60000	65500	2191.3	2342.4	2406.4	2647.0	2911.7	PACS
Acquisition of assorted motor vehicles	Acquire assorted motor vehicle, motorcycles and boats	Assorted motor vehicle, motorcycles and boats acquired	No. of motor vehicles, motorcycles and boats acquired	2000	400	400	400	400	400	3015	3015	3015	3015	3015	Ministry of Interior
facilitates Set-up of a court premises in selected prison institutions	Facilitate Set-up of Courts in selected prison institutions	Courts set-up in selected prison institutions	No. of courts set-up in selected prison institutions	10	2	2	2	2	2	70	70	70	70	70	KPS
TOTAL										**5276.3**	**5592.4**	**5581.4**	**5762.0**	**6026.7**	
KRA14: Humane Custody of Offenders															
Outcome: Enhanced Security and Humane Containment of Inmates															
Strategic Objective: To Provide Secure and Humane Containment of Inmates															
Automation of inmates' records management system	Automate inmates' records management systems	Inmates' records management systems automated	Records management systems automated	1	-	1	-	-	-	-	400	-	-	-	KPS
Modernization of prison/penal infrastructure	Develop a modernization plan	Modernization plan	No. of plans developed	1	0	1	0	0	0	0	100	0	0	0	DCS
	Acquire modern security equipment	Security equipment acquired	% level of acquisition	100	0	30	30	20	20	7184	13380	13380	13380	13380	DCS
Improvement of security in prison facilities.	Install/acquire penal security equipment	Prison penal facilities secured	No. of penal facilities secured	510	119	111	94	93	93	3103	2682.2	2089.2	2218.6	2497.7	KPS

Establishment of Borstal penal facilities	Establish borstal institution	borstal institution	No. of borstal institution	1		1					250				KPS
Establishment of Day care centres in penal institutions	Establish day care centres	Day care centres	No. of day care centres	46		12	12	11	11		122.4	122.4	112.2	112.2	KPS
Establishment of super maximum facilities	Establish super maximum facility	Maximum prison facility established	No. of super maximum established	1			1			0	0	2,500			KPS
Establishment of new prisons	Construct new prisons	New prisons	No. of new prisons	17	0	0	6	6	5	0	0	2434	4965	5360	KPS
TOTAL										**10287**	**16934.6**	**18025.6**	**20675.8**	**21349.9**	
KRA15: Supervision and Rehabilitation of Offenders															
Outcome: Enhanced Supervision and Rehabilitation of Inmates															
Strategic Objective: To Rehabilitate and Reform Inmates															
Strengthen non-custodial offender supervision	Set-up probation supervision centres	probation supervision canters set up.	No. of probation supervision canters added	30	6	6	6	6	6	5	5	5	5	5	PACS
	Increase the number of probation volunteer programme (PPVs)	Voluntary probation officers engaged	No. of volunteer probation officers engaged	3500	700	700	700	700	700	10	15	25	30	35	PACS
Development of offender Case Management System	Develop an offender Case Management System	Offender Case Management System	No. systems	1	0	1	0	0	0		350	0	0	0	PACS
Development of Electronic offender surveillance system for high-risk offenders	Introduce Develop electronic offender surveillance system	Electronic offender surveillance system	No. systems	1		**0**	1	**0**	**0**	0	0	250	0	0	PACS
Implementation of programmes for bail, parole and Counter Violent Extreme offender supervision	Implement programmes for bail, parole and CVE supervision	Programmes for bail, parole and CVE supervision implemented	No. of programmes for bail, parole and CVE supervision	10	2	2	2	2	2	10	10	10	10	10	PACS

Building capacity of officers and CSO stakeholders	Train officers and CSO stakeholders	Trained CSO officers Stakeholders	No. of officers and stakeholders trained	5000	1000	1000	1000	1000	1000	25	25	25	25	25	PACS
Implementation of the Child and Juvenile Justice strategy	Implement the Child and Juvenile Justice strategy	Strategy implemented	% Level of implementation	100	100	100	100	100	100	5	5	12	15		PACS
Strengthen formal and vocational training programmes	Review and implement formal and vocational programmes	Formal and vocational programmes reviewed and implemented	% Level of review and implementation of programmes	100	100	100	100	100	100	15	20	25	30	35	DCS
										70					PACS
TOTAL										**140**	**430**	**352**	**115**	**110**	
KRA16: Aftercare Services															
Outcome: Improved Aftercare Services															
Strategic Objective: To Provide Effective and Efficient Aftercare Services to Ex-offenders															
Provision of offender psycho-social support, and technical training opportunities	Guidance and Counselling and family conferencing's and remote parenting	Ex-offenders re-integrated within the community	No of ex-offenders reintegrated	12000	2500	2500	2500	2500	2500	313	335	344	378	416	DCS
Establishment and operationalization of parole System	Establish and operationalize parole System	Parole systems established and operationalized	Operational Parole system	1	1	1	1	1	1	150	100	100	100	100	DCS
Establishment and operationalization of half-way houses	Establish and operationalize half way houses	Half way houses established and operationalized	No of half way houses established and operationalized	5	1	1	1	1	1	500	500	500	500	500	PACS
Review and implementation of victim service charter	Hold review meetings, identify programmes for review, print disseminate and implement the reviewed programmes	Reviewed and implemented victims charter	Victim charters reviewed	1		1	0	0	0	963	8	0	0	0	PACS
TOTAL										**1926**	**942**	**944**	**978.2**	**1016**	

Strategic Issue: Efficiency of Prison Industries and Farms															
Strategic Goal: Improve the Welfare of Security Officers															
KRA1: Prison Industries and Farms Modernization															
Outcome: Improved Efficiency of Prison Farms and Industries															
Strategic Objective: Enhanced Industrial and Farm Production															
Modernization of prison farm and industries	Construct and equip prison industries	Prison industries constructed and equipped	No. of industries constructed and equipped	90	-	21	24	24	21		675.5	699.2	650	850	KPS
	Revitalize leather industry.	Leather industries revitalized	No. of Leather industries revitalized	5	1	1	1	1	1	359.2	359.2	359.2	359.2	359.2	KPS
	Mechanize prison farms	Prison farms mechanized.	No. of prisons farms mechanized	100	20	20	20	20	20	57	43	342.5	362.5	462.5	KPS
	Improve Livestock breeds	Livestock breeds acquired	No. of livestock breeds acquired	50	10	10	10	10	10	2	2	2	2	2	KPS
	Establish Prison farm value chains addition	Increased Value chains addition	No. of value chain additions established	13	2	4	6	9	13	154	154	154	230	308	DCS
TOTAL										**572.7**	**1233.2**	**1556.9**	**1603.7**	**1981.7**	
Strategic Issue: Immigration and Population Registration Services															
Strategic Goal: Improve Efficiency of Immigration and Registration Services															
KRA18: Immigration Services															
Outcome: Recognized Passport and other Travel Documents															
Strategic Objective: To Enhance Access to Immigration Service															
Installation of an Integrated Border Management system (FRS, e-gates, API-PNR, PISCES, e-FNS, ETA, Seafarers Identity Document).	Procure and Install Hardware & software for the IBMs. Procure a versatile Foreign national management system	Integrated Border Management system	% completion	100	20	20	20	20	20	1200	1200	1200	1200	3600	DIS

Acquisition of high-end capacity passport personalization printers	Install, test and commission passport personalization printers	Passport personalization printers acquired	No of passport personalization printers acquired	2	2	0	0	0	0	400	0	0	0	0	DIS
Acquisition of assorted vehicles and boats	Acquire of motor vehicles and boats	Vehicles and boats acquired	No. of vehicles and boats acquired	100	20	20	20	20	20	150	150	150	150	150	DIS
Construction and equipping of Immigration headquarters	Construct Immigration headquarters	Immigration headquarters constructed	Immigration headquarters	1	0	0	0	0	1	0	500	1000	500	500	DIS
Construction and equipping of passport processing canters	Construct passport processing centres (Kericho, Bungoma, Nyeri, Garissa, Thika, Makadara, Kiserian, Athi River, Westlands, Upper Hill etc), Commission passport processing centres in Kenya Missions Abroad	Passport processing canters established	No of passport processing canters established	15	1	9	2	2	1	500	4500	1000	1000	500	DIS
Open gazetted points of entry and exit (PoEs)	Open gazetted points of entry and exit (Mandera,Harare & Dar es salam)	Border control point stations established	No. of border control points stations established	5	0	0	3	1	1	0	0	900	300	300	DIS
Adopt a risk-based passport issuance system	Family tree and FRS matching, Watch listing matching.	Adopted risk-based passport issuance system	% level of adoption	100	0	25	25	25	25	0	200	200	200	200	DIS
Recruitment of Immigration Officers	Seek approval from National Treasury,	officers recruited and deployed	No. of officers recruited	1250	250	250	250	250	250	69.7	43.9	43.9	43.9	43.9	DIS

	advertise and recruit														
Construction of National Immigration Academy	Acquire land for construction of National Immigration Academy	National Immigration Academy constructed	National Immigration Academy	1	0	0	0	0	1	0	250	250	250	250	DIS
Develop short Professional Development courses for career progression and service delivery.	Evaluate and Review the Postgraduate Diploma in Migration studies	Short courses developed	No. of short courses developed.	3	1	1	1	0	0	15	15	15	15	15	DIS
TOTAL										**2364.7**	**6858.9**	**4758.9**	**3658.9**	**5558.9**	
KRA19: Refugee Management															
Outcome: Safety and Dignity for Refugee and Asylum seekers															
Strategic Objective: To enhance management of Refugee and asylum seekers															
Installation of Refugee Management System.	Acquire and install Refugee Management system	Functional system refugee management in place	% completion	100	20	20	20	20	20	500	100	100	100	100	DRS
	Register refugees and asylum seekers	Refugees and asylum seekers registered	% of refugees and asylum seekers registered	100	100	100	100	100	100	0	0	0	0	0	DRS
Digitization of Refugee status appeals committee services	Digitize Refugee status appeals committee services.	Digitized services	% completion	100	20	20	20	20	20	80	5	5	5	5	DRS
Recruitment of Refugee Management officers	Seek approval from National Treasury and recruit	officers recruited and deployed	No. of officers recruited	94	0	61	11	11	11	0	59.3	17.8	18.8	19.5	DRS
Development and implementation of Refugee master plan	Stakeholders consultative workshop, engage a consultant	Refugee Shirika plan implemented	Shirika plan operationalized	1	1	0	0	0	0	50	50	50	50	50	DRS
	Conduct census for refugees	Census	Refugee census report	1	0	1	0	0	0	0	100	0	0	0	DRS

TOTAL										**630.0**	**314.3**	**172.8**	**173.8**	**174.5**	
Strategic Issue: Access to Government Services															
Strategic Goal: Increase Access to e-government Services															
KRA20: e-Citizen Services															
Outcome: Access to Government Services on e-Citizen Platform															
Strategic Objective: To Establish "one stop shop" Platform for Access to Government Services															
Recruitment of e-Citizen officers	Seek approval from National Treasury, advertise and recruit	officers recruited and deployed	No of officers recruited	1006	0	694	104	104	104	0	761.9	108.9	112.2	115.6	DRS
On-boarding of Government Services into the e-citizen portal	Identify and catalogue citizen facing services, Digitize the services, Upgrade of e-citizen platform	Government services on-boarded into e-citizen platform	No. of Government services on-boarded into e-citizen platform	30000	10000	5000	5000	5000	5000	2000	1000	1000	1000	1000	DRS
Development of Case Management System	Acquire case management system	Case management system implemented	% level of development of case management system	100	15	45	40	0	0	25	25	25	0	0	DRS
Installation of prison ICT infrastructure	Install ICT infrastructure in prisons	ICT/telecommunications infrastructure installed	Installation of prison ICT/telecommunications infrastructure	100	10.0	10.0	30.0	30.0	20.0	70.1	348.3	593.5	882.5	882.5	DRS
Modernization of Crime research	Digitalization and automation of crime research process	Process digitalized	No. of process digitalized	4	0.0	3.0	1.0	0.0	0.0	0.0	75.0	25.0	0.0	0.0	NCRC
TOTAL										**2095.1**	**2210.2**	**1752.4**	**1994.7**	**1998.1**	
KRA21: Registration of Persons															
Outcome: Access to Citizen Rights and Services															
Strategic Objective: To Identify and Register all Eligible Kenyans															

Upgrading National identity system to accommodate printing of Maisha card and Maisha digital card	Upgrade system	Maisha card rolled out	No. of Maisha card produced and issued	16000000	2800000	3000000	3200000	3400000	3600000	1025	1960	1960	2000	2000	NRB
		Maisha digital card rolled out	No. of Maisha digital card produced and issued	16000000	2800000	3000000	3200000	3400000	3600000						
Installation of live-capture units in all sub county registries	Acquire live-capture units	live capture-capture units acquired and installed	No. of live capture units installed	1000	200	200	200	200	200	356	100	100	100	100	NRB
Digitization of fingerprint and Registration records	Procure heavy duty scanners for digitization of records	Records digitized	No. of records digitized	51	8	12.5	10	10	10	500	50	50	50	50	NRB
	Procure smart electronic bulk filing storage system	secure storage and retrieval and management	No. of bulk filers procured and operationalized	8	2	2	2	2		58	58	58	58		NRB
	Introduce Application Programming Interface (API)	Integration and linkages of silo databases for interface and verification of information	No. of silo databases linked	1	1	1	1	1	1	20	20	20	20	20	NRB
	Install electronic document record management system	Electronic document record management system installed	% Level of completion	100	20	20	20	20	20	300	25	25	25	25	NRB
Establishment of fingerprint laboratory bureau	Establish fingerprint laboratory	Fingerprint laboratory established	% Level of completion	100	0	50	50	0	0	300	0	200	25	0	NRB
Acquisition of motor vehicles and boats for NRB	Acquire motor vehicles and boats for NRB	Motor vehicles and boats acquired	No. of motor vehicles and boats acquired	400	40	60	100	100	100	200	300	500	500	500	NRB
Construction and refurbishment of national registration registries	Construct registries	Registries constructed	No. of registries constructed	340	20	80	80	80	80	100	400	400	400	400	NRB

	Refurbish national registration registries	Registries renovated	No. of registries renovated	800	120	170	170	170	170	100	200	200	200	200	NRB
Recruitment of National registration and finger print officers	Seek approval from National Treasury, advertise and recruit	officers recruited and deployed	No. of officers recruited	960	0	240	240	240	240	0	135.5	139.6	143.8	148.2	NRB
TOTAL										**2959.0**	**3248.5**	**3652.6**	**3521.8**	**3443.2**	
KRA22: Registration of Births and Deaths															
Outcome: Legal Identity															
Strategic Objective: To Attain Universal Registration of Births and Deaths															
Development and implementation of the Unique Personal Identifier (UPI) system (Maisha number)	Develop and install the UPI system	UPI system developed and maintained	Operational UPI system	1	1	0	0	0	0	17	900	800	700	600	CRS
	Train on UPI system	Staff trained.	No. of staff trained	100	20	20	20	20	20	5	5	5	5	5	CRS
	Roll out of Maisha number	Maisha number rolled out	No. of Maisha number issued	8279740	0	1919935	2019935	2119935	2219935	0	300	350	400	450	CRS
Digitization of civil registration records	Continuously digitize of records	Civil registration records digitized	% level of manual records digitization	40	20	10	10	10	10	122	40	20	20	20	CRS
	Equip all CRS offices with high-speed scanners	High-speed scanners acquired	No. of high-speed scanners acquired	100	20	20	20	20	20	20	20	20	20	20	CRS
Operationalize Civil registration office in all sub-counties	Open Civil registration offices in all the Sub Counties with serving staff.	Operationalized Civil registration office in all the sub counties	No. of operational CRS offices	227	100	100	27	0	0	1112	1112	300	0	0	CRS
Recruitment of Civil registration officers	Recruit Civil registration officers	officers recruited and deployed	No. of officers recruited	1575	315	315	315	315	315	91.6	183.1	188.6	194.1	199.6	CRS
Construction and refurbishment of civil registration offices	Construct and Refurbish Civil Registration Offices	Civil registries constructed	No of civil registries constructed	231	50	50	50	50	31	1250	1250	1250	1250	775	CRS

Acquisition of motor vehicles	Acquire motor vehicles	Motor vehicles acquired	No. of motor vehicles acquired	400	40	60	100	100	100	200	300	500	500	500	CRS
TOTAL										**2817.6**	**4110.1**	**3433.6**	**3089.1**	**2569.6**	
KRA23: Population Database Management															
Outcome: A credible Population Register															
Strategic Objective: To Maintain a comprehensive Database															
Maisha Integrated Database	Upgrade of the hardware and software	Modernized Maisha Integrated Database	% level of modernization	100	20	20	20	20	20	140	295	380	380	380	NPDM
Recruitment of National Population Data Management officers	Seek approval from National Treasury, and recruit	officers recruited and deployed	No. of officers recruited	477	0.0	402	25	25	25	0	386.1	14.7	16.7	18.7	NPDM
Establishment of offsite data backup	Establish offsite data backup.	Offsite data backup established	level of completion	100	0	100	0	0	0	0	600	0	0	0	NPDM
TOTAL										**140.0**	**1281.1**	**394.7**	**396.7**	**398.7**	
Strategic Issue: Institutional Coordination															
Strategic Goal: Strengthen Policy, Legal and Institutional Regulation															
KRA24: Institutional Coordination															
Outcome: Strengthened Legal and Policy Frameworks															
Strategic Objective 1: To Strengthen Legal and Policy Frameworks															
Policy development, review and implementations	Develop, review and implement policies	Policies developed, reviewed and implemented	No of policies developed, reviewed and implemented	25	5	5	5	5	5	225	128.4	74	72	72	CS-Interior
TOTAL				**25**	**5.0**	**5.0**	**5.0**	**5.0**	**5.0**	**225.0**	**128.4**	**74.0**	**72.0**	**72.0**	
KRA25: NGO Compliance															
Outcome: Enhanced NGO Compliance															
Strategic Objective 1: To Enhance Risk-Based Targeted Monitoring and Supervision															
Acquisition of ERP)system	Acquire ERP System	ERP system acquired	% level of acquisition	100	50	50	0	0	0	0	150	150	0	0	NGO Board
Mapping of NGOs	National census-NGOs	Census report	No. of reports	1	0	0	1	0	0	0	0.0	500	0.0	0.0	NGO Board
TOTAL										**0.0**	**0.0**	**500.0**	**0.0**	**0.0**	
Operational Cost										4000.0	5000.0	6000.0	5000.0	7000.0	
GRAND TOTAL										**106184.3**	**179611.9**	**173331.7**	**163190.1**	**165516.0**	

6.1.2 Annual Work Plan and Budget

To ensure a systematic and flawless execution of this plan, the Ministry will develop and implement a costed annual work plan, extracted from the action plan implementation matrix of the strategic plan which will inform the annual budget. The work plan will be cascaded to departments, divisions and units.

6.1.3 Performance Contracting

Implementation of this strategic plan will be achieved through Performance Contracts (PC). The PC will implement targets derived from the plan's goals and objectives and then cascaded to departments, directorates, divisions and sections. Performance contracts will be integrated with the Performance Appraisal System (PAS) to enhance accountability, efficiency and effectiveness in service delivery.

6.2 Coordination Framework

The successful implementation of this plan, will be achieved through established structures in form of State Departments, directorates, divisions & sections. The Ministry will strengthen these functional units by providing leadership, coordination and policy direction that supports innovations and technological advancement. To ensure effective co-ordination and harmonization in the implementation of the planned programmes, the Ministry will use the established national government development programmes and project coordination committees. These committees are:

1. The National Development Implementation Technical Committee (NDITC)
2. Regional Development Implementation Co-ordination Committees (RDICC)
3. County Development Implementation Co-ordination Committees (CDICC)

NDITC will play a lead role in realizing effective oversight, coordination, implementation, administration and supervision of the planned development programmes and projects. In addition, the committee will provide timely guidance on appropriate measures to address challenges constraining effective implementation and delivery of the planned policies, programmes and projects.

RDICC will co-ordinate the activities within regions, using a multi-sectoral approach, the implementation of national government programmes and projects. The committees will also receive and deliberate on the reports received from the county coordination committees, monitor, verify and evaluate progress of national government programmes and projects within the region and identify and suggest solutions for bottlenecks that hinder the implementation of the Ministry interventions within the region.

CDICC will co-ordinate Ministry programmes and interventions within the county, using a

multi-sectoral approach, implement national government programmes and projects and monitor, verify and evaluate the progress of programmes and projects with the County.

6.2.1 Institutional Framework

The Ministry is organized in state departments, directorates, commissions and SAGAs that are described as follows:

State Department for Internal Security and National Administration

The State Department consists of the following:

i) Directorates

a) National Government Administration and Field Services

The department is mandated to coordinate national government administration services at the county, sub-county, division, location and sub-location levels. It is responsible for coordinating security at the counties, development coordination, peace building, conflict management and resolution, enforcement of policies and laws and promotion of national cohesion and values.

b) Directorate of Internal Security

The mandate of the directorate is to coordinate security and intelligence committees at the counties and oversight on security matters.

c) Peace Building and Conflict Management

This serves as the secretariat for the National Steering Committee on Peace Building and Conflict Management (NSCPBCM). Its coordinates peace building/conflict management initiatives in the country and at the cross-border levels.

d) Kenya National Focal Point on Small Arms and Light Weapons

The Kenya National Focal Point (KNFP) on Small Arms and Light Weapons (SALW) was established to ensure stringent control and management of the SALW in the country. Its mandate is to develop policies on small arms and light weapons, establish a database on all state-owned firearms, provide civic education on SALW and coordinate implementation of National and international conventions on SALW.

e) Kenya School of Adventure and Leadership

Kenya School of Adventure and Leadership (KESAL) is a public outdoor training center which offers unique and high impact experiential-based training solutions aimed at enhancing leadership skills and team spirit in both government and private sector personnel.

f) National Disaster Operation Centre

National Disaster Operation Centre (NDOC) is mandated to monitor hazards, emergencies, and disasters, co-ordinate and mobilize resources for response, and carry out Disaster Risk Reduction (DRR) initiatives.

g) Government Chemist

Government Chemist Department (GCD) mandate includes: provision of quantitative and qualitative forensic science and analytical laboratory services, scientific crime scene support services, provision of technical reports and certificates based on scientific analytical findings, expert evidence in the administration of justice, research, surveys and field tests in forensic science and chemical matters of national importance, participate in technical committees on standards, scientific boards, curriculum development, formulation and reviews of scientific policies, coordinate the implementation of the Chemical Weapons Convention (CWC) as national focal point, coordination of Chemical, Biological, Radiological and Nuclear (CBRN) initiative and provision of capacity building to stakeholders in scientific matters.

h) **Kenya Coast Guard Service**

The service was established by an Act of Parliament No. 11 of 2018. It's mandated to enforce maritime security and safety in line with the laws and regulations applicable in Kenya's territorial waters.

i) **Border Management Secretariat**

The secretariat operates under the delegated authority of Border Control and Operation Coordination Committee (BCOCC) established by the Security (Amendment) Act, 2014. Its mandate is to improve operation and coordination of border agencies to enhance information sharing and best practices among the different agencies stationed at the border points.

The National Police Service

The National Police Service (NPS) comprises of Kenya Police Service (KPS), Administration Police Service (APS) and Semi-Autonomous Directorate of Criminal Investigations (DCI). It's mandate include; protection of life and property, provision of assistance to the public when in need, maintenance of law and order, preservation of peace, prevention & detection of crime, apprehension of offenders, investigation of crimes, the collection of criminal intelligence, forensic analysis, maintenance of criminal records, receiving and investigating complaints, provision of border patrol and border security, specialized stock theft prevention services, protection of government property/buildings, vital installations in strategic points, coordinating with complementing government agencies in conflict management and peace building, support to government agencies in enforcement of

administrative functions and exercise of lawful duties, fostering relationships with international police agencies and enforcement of laws and regulations in the country.

State Department for Correctional Services
The State Department comprises of the following:

a) Kenya Prison Service
Kenya prison service is established under the Prisons Act Cap-90 and Borstal Institutions Act Cap-92 of the laws of Kenya. The service is mandated to contain and keep offenders in safe custody, facilitate administration of justice through the production of offenders to courts, rehabilitation of offenders through training, counseling, educational and professional programmes, treatment of youthful offenders in Borstal institutions, youth corrective training center and care of children aged 4 years and below accompanying their mothers in prison.

b) Probation and Aftercare Service
Probation and aftercare service is a correctional service established under the Probation of Offenders Act CAP-64 and Community Service Orders Act CAP-93 of the laws of Kenya to promote and enhance the administration of justice, community safety and public protection through provision of social inquiry reports to courts, supervision, rehabilitation and reintegration of non-custodial offenders, victim support and social crime prevention.

State Department for Immigration and Citizen Services
The State Department consists of the following:

a) Directorate of Immigration Services
The directorate is mandated to; control and regulate entry and exit of all persons at airports, seaports and land border posts, control and regulate residency through issuance & renewal of work permits, residence permits and other passes, consider and grant Kenyan citizenship to qualified foreign nationals, issuance of entry visas, register all non-citizens residents in Kenya, declare and remove prohibited immigrants, provide consular services to citizens and foreign nationals at all missions abroad, offer quasi-consular functions to a number of commonwealth countries who are not represented in Kenya and who have requested the government to do so and investigate and cause to prosecute persons who have contravened the immigration laws.

b) Department of Refugee Services
The department is mandated to coordinate all measures necessary to promote the welfare and protection of asylum seekers and refugees, formulate policies on refugee matters in accordance with the United Nations Treaties, ensure in liaison with UN agencies and other institutions, provision of adequate facilities and services for admission, protection and

registration of asylum seekers and refugees, issue identification cards and convention travel documents, manage refugee camps and other related facilities, promote welfare of refugees and the host communities. The Refugees Act of 2021 established other two administrative bodies namely; the Refugee Advisory Committee (RAC), and the Refugee Status Appeals Committee (RSAC).

c) **Civil Registration Services**

The department is mandated under CAP-149, the Births and Deaths Registration of 1928 (Revised 2022) to offer registration of births and deaths that occur in Kenya and Kenyans abroad.

d) **National Registration Bureau**

The bureau is mandated under Cap-107 of the laws of Kenya to identify, register and issue identity cards to all Kenyans who have attained the age of 18 years and above and maintain a comprehensive, reliable register for all the registered citizens.

e) **Integrated Population Data Management Service**

The service is mandated to implement and manage the Integrated Population Registration System (IPRS). The service seeks to create a national population register as a single source of truth of population information of all Kenyan citizens and registered foreign nationals in Kenya.

f) **Directorate of e-Citizen Services.**

The directorate is mandated to facilitate the support and adoption of an end-to-end e-citizen system, coordinate and schedule business process re-engineering for the various services within MDACs and provide guidance in the automation of the services and onboarding of identified new services onto the e-Citizen platform.

Semi-Autonomous Government Agencies

The Ministry executes part of its mandate through five (5) Semi-Autonomous Government Agencies (SAGAs) namely;

a. National Authority for Campaign Against Drug Abuse (NACADA);
b. Non-Governmental Organizations Co-ordination Board (NGOB);
c. National Crime Research Centre (NCRC);
d. Private Security Regulatory Authority Board (PSRA); and
e. Firearms Licensing Board (FLB)

a) National Authority for the Campaign Against Alcohol and Drug Abuse

National Authority for the Campaign Against Alcohol and Drug Abuse (NACADA) derives its mandate from the National Authority for the Campaign Against Alcohol and Drug Abuse Act, 2012 and the Alcoholic Drinks Control Act of 2010. Its mandate include; coordinating a multi-sectoral response Against Alcohol and Drug Abuse (ADA) in the Country, providing and facilitating the development and operation of rehabilitation facilities, facilitate, conduct, promote and coordinate research and dissemination of findings on data on alcohol and drug abuse and serve as the repository of such data programs and standards for persons suffering from substance use disorders. The authority is managed by a 15-member advisory board established under Section 6 of the NACADA Act.

b) **Non-Governmental Organizations Co-Ordination Board**

The board is established by the Non-Governmental Organizations Co-ordination Act (Cap 19) of 1990 and is responsible for regulating and enabling the NGO sector, registering, facilitating and coordinating all national and international NGOs operating in Kenya, advising the government on their contribution to national development, providing policy guidelines for NGOs to align their activities with national priorities and receiving and analyzing NGOs annual reports.

c) National Crime Research Centre

National Crime Research Centre (NCRC) is established by the National Crime Research Act No. 4 of 1997, Cap 62 of the laws of Kenya and is responsible for carrying out research into the causes of crime and its prevention and disseminate the research findings and made recommendations to government agencies concerned for purposes of policy Planning and formulation.

d) Private Security Regulatory Authority

The authority is established by the Private Security Regulation Act, 2016. Its mandate is to create and enforce a regulatory framework to ensure the effective administration, supervision, regulation and control of the private security industry in Kenya.

e) Firearms Licensing Board

The board is established by Section 3 of Cap 114 of the laws of Kenya. Its core mandate is to regulate and control the management of civilian firearms, shooting ranges and clubs.

6.3 Staff Establishment Skills Set and Competence Development

The staff establishment for every cadre and the staff deficiency is summarized in Table 8:

Table 8: Staff Establishment

State Department/Agency	Cadre	Approved Establishment(A)	Optimal Staffing Levels(B)	In-Post(C)	Variance D=(B-C)
State Department for Internal Security and National Administration	National Government Administration Officers	18165	18165	13909	-4256
	Administration and Support services	11342	11342	10536	-806
Sub-Total		**29507**	**29507**	**24445**	**-5062**
State Department for Immigration and Citizen Services	Immigration Officers	1321	1321	1010	-311
	Registration Officers (P)	1788	1788	696	-1092
	Fingerprint Officers				
	Civil Registration Officers	1370	1370	279	-1091
	Population Registration Officers	45	45	12	-33
	Refugee Management Officers	61	61	1	-60
	Administration and Support services	495	495	436	-59
Sub-Total		**5080**	**5080**	**2434**	**-2646**
State Department for Correctional Services	Prison Services	38,851	38,851	32,202	-6,649
	Probation & Aftercare Services	1,960	1960	1,305	-655
	Administration & Support services	504	504	353	-151
Sub-Total		**41,315**	**41,315**	**33,860**	**-7,455**
(National Police Service	NPS Uniformed Officers	308,593	308,593	102,612	-205,981
	NPS Civilian Officers	8451	8,451	738	-7713
Total		317,044	317,044	103,350	-213,694

6.3.1 Leadership

The Cabinet Secretary is responsible for monitoring the implementation of the strategic plan assisted by Principal Secretaries (PS) for each state department and the Inspector General (IG) of Police. The heads of directorates and SAGAs will also play a key role in fast-tracking the implementation of their key strategic issues and report progress to the Cabinet Secretary.

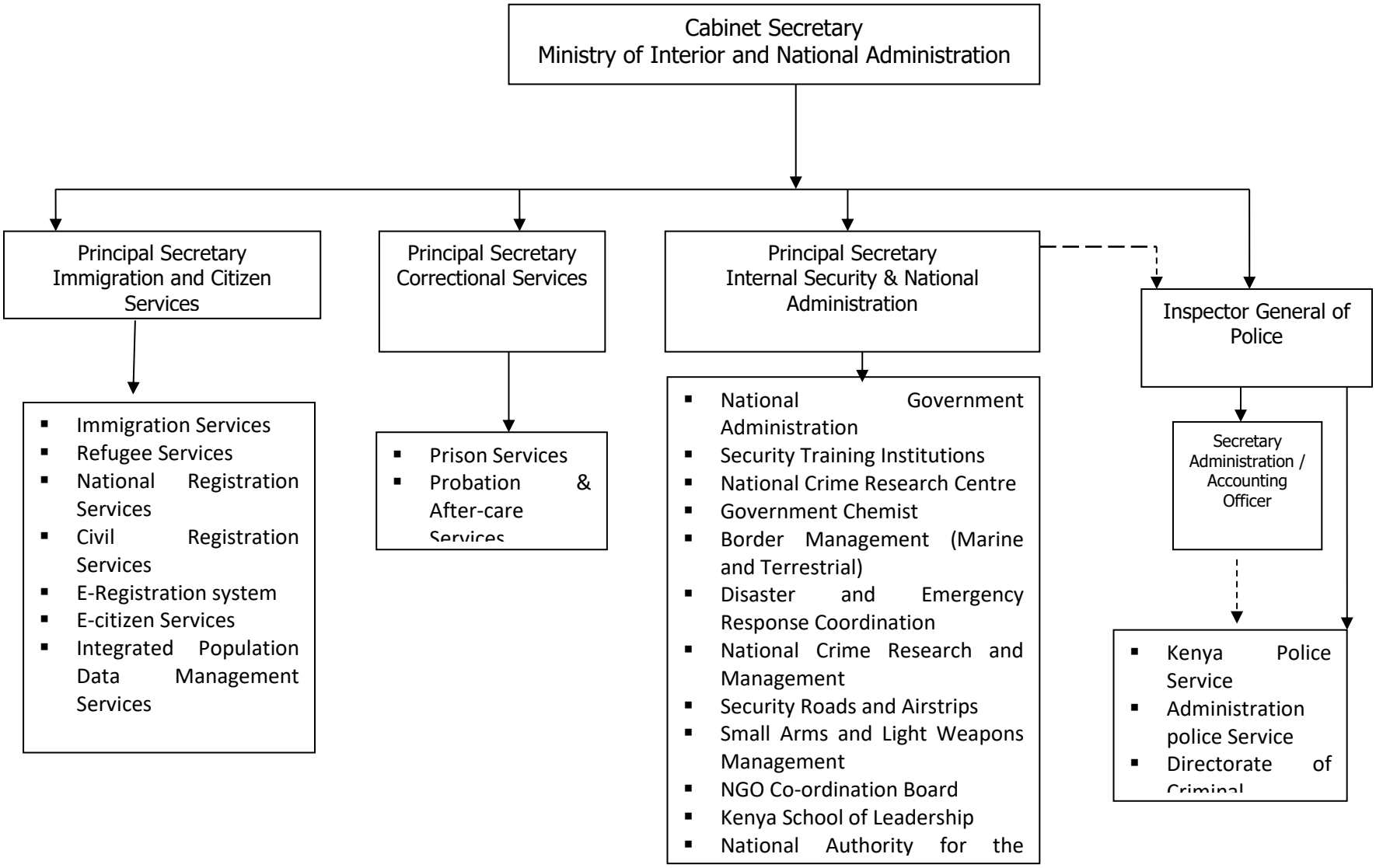
6.3.2 Systems and Procedures

The Ministry shall make use of the applicable technologies and infrastructural development such as automation and digitization of immigration services, civil registration and national registration services to enhance service delivery and reduce operational cost.

6.3.3 The Organizational Structure

The organizational structure (organogram) of the Ministry is contextualized as illustrated in Figure 3:

Figure 3: The Organizational Structure



6.4 Risk Scenario

The following risks that may impact the implementation of this plan:

Table 9: Risk Matrix

↗	Risk Increasing	→	Risk staying the Same	↘	Risk Decreasing

Risk	Mitigation measures	Probability (Residual)	Impact (Residual)	Direction of Travel	Explanation/ Action Points	Risk Owner
Legal and administrative challenges	-Continuous engagement with stakeholders	Low	Low	→	Changes in laws and regulations & administrative challenges may impede the implementation	CS
Non-compliance with the law	-Sensitization -Enhanced capacity for enforcement	Low	Medium	→	Discomfort with certain aspects of the law due to vested interests	IG
Stakeholder perception	-Advocacy -Continuous engagement	Low	Low	↘	Negative attitude and perception against law enforcers due to breakdown of relations and suspicion	PSs
Financial constraints and budget deficit	-Prudent use of available resources -Multiagency cooperation	Medium	High	↗	Inadequate resources for implementation of proposed interventions	PSs
High staff turnover	-Strategic recruitment -Capacity building -Succession management	Medium	Medium	→	Inadequate personnel and specialized skills due to attrition	PSs
Corruption	Automation of procurement spending plans	High	High	→	The Ministry may lose billions of shillings through fictitious procurement	CS
Political Economy	Proper planning in procurement	Medium	Medium	↘	High interest rates and dollar volatility may affect prices of goods & services	

CHAPTER SEVEN
RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

This chapter outlines the financial requirements, strategies for resource mobilization and the management of the resources for the implementation of the plan.

7.1 Financial Requirements

The total finances required to implement this strategic plan is Kshs **787. 834 billion.** A summary of the total funds required per KRA is illustrated in Table 10.

Table 10: Financial Requirements

Cost Area	**Projected Resource Requirements (Kshs. Mn)**					
	2023/24	**2024/25**	**2025/26**	**2026/27**	**2027/28**	Total
KRA 1: Safety and security of persons and protection of property	30,085.0	74,584.5	74,997.5	65,236.5	62,882.5	307,786
KRA2: Welfare for security officers	22,403.1	23,456.8	23,326.5	24,275.8	24,182.4	117,645
KRA3: Maritime safety and security	3,000.0	7,586.0	2,000.0	1,024.0	1,000.0	14,610.0
KRA4: Peaceful co-existence and national cohesion	64.5	126.0	131.0	167.0	121.0	609.5
KRA5: Private Security Regulation	50.0	50.0	50.0	50.0	50.0	250.0
KRA6: Disaster risk management	20.5	141.5	145.5	98.5	98.5	504.5
KRA7: Crime research	105.0	205.0	205.0	105.0	105.0	725.0
KRA8: Small Arms and Light Weapons	235.0	135.0	187.0	150.0	187.0	894.0
KRA8: National Government Administration services	14,450.1	23,490.0	23,495.0	23,475.0	23,435.0	108,345
KRA9: Government chemist services	344.0	369.0	405.0	322.0	547.0	1,987.0
KRA10: A society free from alcohol and drug abuse	395.2	415.2	379.2	471.2	431.2	2,092.0
KRA11: Welfare of offenders	1,598.5	769.0	811.2	773.3	777.0	4,729.0
KRA12: Administration of Justice	5,276.3	5,592.4	5,581.4	5,762.0	6,026.7	28,238.8
KRA13: Humane custody of offenders	10,287.0	16,934.6	18,025.6	20,675.8	21,349.9	87,272.9
KRA14: Prison industries and farms Modernization	572.7	1,233.2	1,556.9	1,603.7	1,981.7	6,948.4
KRA15: Supervision and rehabilitation of offenders	140.0	430.0	352.0	115.0	110.0	1,147.0
KRA16: Aftercare services	1,926.0	942.1	943.8	978.2	1,016.0	5,806.1
KRA17: immigration services	2,364.7	6,858.9	4,758.9	3,658.9	5,558.9	23,200.3
KRA18: Refugee management	630.0	314.3	172.8	173.8	174.5	1,465.4
KRA19: e-Citizen services	2,095.1	2,210.2	1,752.4	1,994.7	1,998.1	10,050.5

Cost Area	Projected Resource Requirements (Kshs. Mn)					
	2023/24	2024/25	2025/26	2026/27	2027/28	Total
KRA20: Registration of Persons	2,959.0	3,248.5	3,652.6	3,521.8	3,443.2	**16,825.1**
KRA21: Registration of Births and Deaths	2,817.6	4,110.1	3,433.6	3,089.1	2,569.6	**16,020.1**
KRA22: Population Database Management	140.0	1,281.1	394.7	396.7	398.7	**2,611.2**
KRA24: Institutional Coordination	225.0	128.4	74.0	72.0	72.0	**571.4**
KRA25: NGOs Compliance	-	-	500.0	-	-	**500.0**
Operational Cost	4,000.0	5,000.0	6,000.0	5,000.0	7,000.0	**27,000.0**
TOTAL	**106,184.3**	**179,611.9**	**173,331.7**	**163,190.1**	**165,516.0**	**787,833.9**

Table 11: Resource Gaps

The gaps in financial resource requirements are as follows:

FY	Requirement (Kshs. Mn)	Estimated Resource Allocations (Kshs. Mn)	Variance (Kshs. Mn)
2023/24	106,184.3	90,153.0	(16,031.3)
2024/25	179,611.9	93,542.0	(86,069.9)
2025/26	173,331.7	97,153.0	(76,178.7)
2026/27	163,190.1	100,032.0	(63,158.1)
2027/28	165,516.0	110,253.0	(55,263.0)
Total	**787,833.9**	**491,133.0**	**(296,700.9)**

7.2 Resource Mobilization Strategies

The Ministry will mobilize resources through normal government budget processes, grants from international development agencies and the private sector. Effective resource mobilization framework, prompt exchequer release, efficient monitoring and evaluation, and leadership commitment to system development are all necessary for the Plan's successful implementation. The following strategies will be adopted to enhance effective resource mobilization:

1. Government funding - The Ministry will source funding from the exchequer to implement some of the planned programmes and activities,
2. Grants from international development agencies and local development partners,
3. Public private partnership- The Ministry will embrace the PPP model of financing development projects which will help in reducing over reliance to exchequer.
4. Private sector support- the Ministry will pursue the private sector partnership to implement policies, programmes and projects in the plan.

Implementation of this plan will be guided by the laws of Kenya, BETA, Public Financial Management Act 2020, PPDA 2015 and other relevant policies and guidelines.

CHAPTER EIGHT
MONITORING, EVALUATION AND REPORTING FRAMEWORK

This chapter entails the monitoring, evaluation and reporting mechanism that comprises the approach for mid and end-term review and assessment and learning.

8.1 The Monitoring Framework

The Ministry has put in place quality control systems to ensure all planned programmes and projects are fully implemented in line with the established legal frameworks. Project monitoring committees have been established to coordinate/monitor the implementation of this strategic plan. They include:

1. The NDITC will monitor and evaluate the follow-up mechanisms for resources allocated for the programmes and projects to ensure proper resource utilization and realization of the targeted outcomes. The Ministry will provide coordinated strategic communication to the public and other stakeholders on the progress of the implementation,
2. The RDICC will coordinate and monitor the implementation of the projects in the regions and prepare accurate and timely progress reports for presentation to the NDITC,
3. The CDICC will coordinate and monitor the implementation of the projects in the Counties
4. The Audit Committee will critically examine the audit and management reports provided by the external auditor. The committee would then determine if matters raised in the reports require action to be taken by the Ministry and ensure that appropriate action is implemented,
5. Ministerial standing committee will (a) ensure there is prioritization on resources allocated to the Ministry for the seamless implementation of the policies, programmes and projects, (b) regularly review, monitor budget implementation and advice on the major capital expenditures and review performance and strategies on a quarterly basis; (c) identify risks and implementation of appropriate measures to manage such risks or anticipated changes impacting on the Ministry,
6. The Ministry will use the monitoring frameworks among them National Integrated Monitoring & Evaluation System (NIMES), Public Investment Management System (PIMS), Public Management Information System (PMIS) and the Government Performance Reporting System (GPRS).

8.2 The Evaluation Framework

The evaluation of the programmes under the strategic plan will be done at the mid and at end of the plan period. Mid-term evaluation will be undertaken in October-December 2025 and will seek to address any potential problems in design and implementation. Mid-term review will provide an assessment of design, implementation of plan and results accomplished towards intended targets. The review shall put an emphasis on generating evidence against outcomes accomplished, document lessons and identify potential future intervention opportunities. Review findings are expected to provide clear and comprehensive direction to the Ministry leadership, stakeholders and donors in taking mid-course correction and reconfirm that interventions are on track according to set targets.

End-term evaluation will be conducted at the close of the implementation of the strategic plan preferably in October-December 2027. This evaluation will help to determine the extent to which the Ministry has achieved intended KRAs and document any challenges encountered in the implementation of the strategies. The end-term evaluation will also be useful in documenting impact, determining interventions that need to be cascaded in the future and painting a success storyline. The criteria for evaluation will be based on the metrics illustrated in Table 12:

Table 12: Metrics to be Examined during Evaluation

Metric	Focus Area
Relevance (Is the intervention doing the right thing?)	Assess the extent to which an intervention has addressed the priorities and needs of the citizens and continue to do so even when there are changes in circumstances or in development issues the intervention seeks to address
Coherence (How well does the intervention fit?)	The extent to which interventions (particularly policies) support or undermine the interventions and vice versa
Effectiveness (Is the intervention achieving its objectives?)	The extent to which objectives of an intervention were achieved or are expected to be achieved including any differential results according to groups
Efficiency (How well are resources being used?)	Measures how economically resources/inputs (funds, time, expertise) are being used to achieve the desired results (outputs, outcomes and impacts).
Impact (What differences does it make?	Assess the positive and negative changes produced by an intervention, directly or indirectly, intended or unintended
Sustainability (Will the benefits last?)	Establishes whether the benefits of the intervention are likely to be sustained after the external support ends. This includes an examination of the financial economic social environmental and institutional capacities of the system needed to sustain the net benefits over time

Table 13: Outcome Performance Matrix

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-term Period (25/26)	End of Plan period (2027-2028)
Safety and security persons and protection of property	Crime reduction	Crime rate reduction per 100,000 population	124	2023	120	100
	Fully operational forensic lab	Level of equipping the forensic lab	47	2023	80	100
	Increased police population ratio	Police population ratio	1:470	2023	1:430	1:400
Welfare for security officers	Improved welfare of security officers	No. of security officers kitted	5000	2023	15000	25000
	Full operational National Police Hospital	% level of completion	98	2023	100	100
	Full operational Magereza hospital	% level of completion	98	2023	100	100
Maritime safety and security	KCGS headquarters and stations established	% level of completion	0	2023	50	100
National Government Administration services	Improved service delivery	No NGA officers recruited	700	2023	1000	2000
		No. of NGA offices constructed	0	2023	1500	2905
	Enhanced mobility of NGA officer	No. of motor vehicles acquired	870	2023	500	1500
		No. of motorcycles acquired for Chiefs and Ass. Chiefs	2000	2023	7000	15600
Immigration services	Enhanced immigration services	% level of automation	40	2023	60	100
Population data base management	Improved database management	% of Government agencies connected o IPRS	10	2023	45	100
E-citizen services	Government Online services	% of Government Services on-boarded into the e-citizen portal	20	2023	50	100
Registration of births and deaths	increased registration coverage	% of birth registration coverage	87	2023	100	100
		% of death registration coverage	45	2023	60	100
Registration of persons	enhanced registration services	No. of electronic ID cards issued (MN)	3	2023	5	10

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-term Period (25/26)	End of Plan period (2027-2028)
Refugee management	improved Refugee services	% of online refugee services	20	2023	50	100
Government chemist services	Improved service delivery	% level of equipping	20	2023	70	100
Welfare of offenders	Improved welfare of offenders	No. of prison facilities constructed	3	2023	5	10
Prison farms and industries modernization		No. of Health centres constructed	3	2023	5	10
	Courts set-up in selected prison institutions	No. of Courts set-up in selected prison institutions	1	2023	5	10
	Penal facilities	No. of penal facilities	11	2023	255	510
	Bostal institution	No. of Borstal institution	1	2023	1	1
	Prison industries	No. of industries	0	2023	33	66
	farm tools and machines	No. of farm tools and machines	18	2023	50	100
	Irrigation systems	No. of irrigation systems	0	2023	3.5	7
	Livestock breeds acquired	Number of livestock breeds acquired	0	2023	25	50
Supervision and rehabilitation of offenders	Establish probation reporting centers	No. of Probation reporting centers established	67	2023	15	30
	Increased No of probation volunteer program (CPVs)	No. Voluntary Probation Officers engaged	0	2023	18	35
	Electronic offender surveillance system	% level of implementation	0	2023	50	100
Aftercare services	Reintegrated ex - offenders	No. of ex-offenders reintegrated	100	2023	6000	12000
	Established Half way houses	No. of half way houses	0	2023	2	5
Administration of justice	conduct social inquiries, prepare and submit reports to courts	% of reports and submitted	100	2023	100	100
Humane custodial of offenders	Construct new prisons	No. of Prisons constructed	20	2023	3	3

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-term Period (25/26)	End of Plan period (2027-2028)
A society free from alcohol and drug abuse	society free from ADA	No. of ADA persons treated	150	2023	300	1000
Peaceful co-existence	Peaceful co-existence	No. of peace agreements signed	2	2023	5	8
Disaster management	Improved response to disasters	upgraded disaster early warning system	0		1	1
Crime Research	Improved crime response	No crime research conducted	2	2023	4	6
NGOs compliance	Enhanced NGOs compliance	No. of NGOs registered	0	2023	150	300
Private security regulation	Enhanced compliance with the Private Security Regulation Act No. 13 of 2016	No. of Private Security Service providers registered and licensed	0	0	65	130
Institutional coordination	Enhanced policy and legal coordination	No. of policies and legal frameworks developed and implemented	5	2023	15	24

8.3 Reporting Framework

The reporting framework established for this plan is a structured and systematic in nature so as to track and communicate the progress and outcomes of the strategic initiatives. This framework outlines key performance indicators, reporting timelines, and responsible parties. Quarterly and annual reports will be generated to provide the stakeholders with comprehensive and transparent insights into the implementation status, challenges, achievements, and impact of the KRA's.

8.4 Feedback Mechanism

The Ministry has put in place a feedback mechanism which serves as a vital channel for continuous engagement and improvement in service delivery. This mechanism is designed to gather feedback from stakeholders and the public, throughout the strategic plan period. In order to evaluate the level adequacy of service delivery, the Ministry will conduct field surveys to get feedback from the public. The feedback generated from the surveys will be analyzed and documented for the purposes of improving service delivery to the public.

Tables 14: Quarterly Progress Reporting Template

(Specify name of MDAC, Constitutional Commission and Independent Office)
QUARTERLY PROGRESS REPORT
QUARTER ENDING……

Expected output	Output Indicator	Annual target (A)	Quarter for year …….			Cumulative to date			Remarks	Corrective Intervention
			Target (8)	Actual (C)	Variance (C-B)	Target (E)	Actual (F)	Variance (F-E)		

Tables 15: Annual Progress Reporting Template

(Specify name of MDAC, Constitutional Commission and Independent Office)
ANNUAL PROGRESS REPORT
YEAR ENDING……

Expected output	Output Indicator	Achievement for the year ……..			Communicative to date (year)			Remarks	Corrective intervention
		Target (A)	Actual (B)	Variance (B-C)	Target (D)	Actual (E)	Variance (E-D)		

Table 16: Evaluation Reporting Template

Key Result Area	Outcome	Outcome Indicator	Baseline		Mid-term Evaluation		End of plan Period Evaluation		Remarks	Corrective Intervention
KRA 1			Value	Year	Target	Achievement	Target	Achievement		
KRA 2										
KRA 3										