



REPUBLIC OF KENYA

SECTOR PLAN FOR SECURITY, PEACE BUILDING AND CONFLICT RESOLUTION

The Principal Secretary

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STATEMENT BY THE CABINET SECRETARY THE NATIONAL TREASURY AND PLANNING

Kenya's long term development blue-print, Kenya Vision 2030, is in its third implementation phase under the Third Medium Term Plan (MTP III) 2018-2022. A total of 28 MTP III Sector Plans have concurrently been prepared through 25 MTP Working Groups and three (3) Thematic Working Groups. The Plans provide in detail policies, programmes and projects to be implemented in each sector for the period 2018-2022. The Plans also incorporate policies, programmes and projects necessary for the effective implementation of the "Big Four" initiatives namely: manufacturing and agro-processing; food and nutrition security; universal health coverage and affordable housing. Ongoing flagship projects and other priority programmes and projects carried forward from the previous Medium Term Plans will also be implemented. The Sector Plans have also mainstreamed key priorities outlined in the Manifesto of the Jubilee Government.

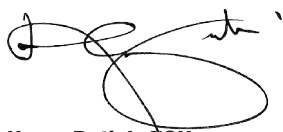
The MTP III and the Sector Plans have been prepared through a participatory and inclusive process involving representatives from the government, development partners, private sector, Civil Society, NGOs, organizations representing vulnerable groups, faith-based organizations and professional associations, among others and in line with the constitutional requirements.

The Sector Plans detail specific programmes and projects for implementation during the plan period, 2018-2022. The programmes and projects outlined in these plans will be implemented in close consultation and collaboration with county governments and in line with the Fourth Schedule of the Constitution. The Public Private Partnerships (PPPs) framework will be the vehicle through which the private sector will contribute to the implementation of programmes and projects highlighted in the plans.

The County Integrated Development Plans, County Spatial Plans and Ministries, Departments and Agencies (MDAs) Strategic Plans (2018-2022) will be aligned to the MTP III and the National Spatial Plan. Implementation of these plans will also be linked to the Results-Based Management Framework through Performance Contracts and Staff Performance Appraisal System.

A robust monitoring and evaluation framework will be put in place. In this regard, National Integrated Monitoring and Evaluation System (NIMES), County Integrated Monitoring and Evaluation System (CIMES) and the electronic Project Monitoring Information System (e-ProMIS) will be fully integrated with other governmental financial systems. This will ensure effective tracking of implementation of programmes and projects and also boost Public Investment Management.

In conclusion, I would like to appreciate the respective Cabinet Secretaries, Chief Administrative Secretaries, Principal Secretaries, staff in the MDAs and all those involved in the preparation of the Sector Plans for their valuable inputs. In addition, I commend staff from State Department for Planning led by Principal Secretary, Planning for the effective coordination of the MTP III preparation process.



Henry Rotich, EGH
Cabinet Secretary
The National Treasury and Planning

FOREWARD

Maintenance of sustainable peace and security is enshrined in both the Constitution and the Vision 2030 as a basis for supporting achievement of the targeted double digit economic growth. The plan strives to put in place measures that will ensure national security, compliance, utmost respect for the rule of law, democracy, human rights and fundamental freedoms are upheld. This is based on the understanding that security is key to national development through provision of a conducive environment for businesses to thrive as well as encouraging both domestic and foreign investments, tourism and a 24-hour economy. This will in return create more employment for the youth and consequently reduce insecurity in the country.

The third Security Peace Building and Conflict Resolution Sector Plan for the period 2018-2022 constitutes an important performance management instrument in the implementation of the Vision 2030. The implementation of the two previous MTPs has seen Kenya improve in terms of security provision. This Sector Plan was developed through stakeholder participation as enshrined in the Constitution and aims at enhancing security of persons and property in Kenya. It builds on the lessons learnt in the implementation of the previous MTPs to eradicate inter-community conflicts, ensure safe custody of offenders and their effective rehabilitation and re-integration to the society; reduce incidences of piracy; reduce human-wildlife conflicts and reduce influx of refugees and proliferation of illicit small arms and light weapons .

The sector will support strategic government interventions as outlined in the “Big Four” initiative through a secure 24 hour economy which promotes manufacturing, offering a comprehensive medical cover and Group Life Insurance to the security officers and partnering with private sector for decent staff housing. It will also play a key role in promoting alternative measures to environmental conservation, water harvesting and storage through barazas and other forums to enhance food security. Specifically the following projects and programmes will be implemented during the MTP III period: Security Modernization Programme; Equipping of the National Forensic Laboratory; Capacity Building; Staff Welfare Programme with emphasis on housing; Case Management System; Coastal Integrated Surveillance System; Installation of Integrated Surveillance Systems in major towns, along the ports, prison facilities and at national parks; Upgrading security roads and airstrips; Enhancing *Nyumba Kumi* community policing initiative; Modernization of prison industries; Construction of additional prisons; Operationalize food processing factory in Gilgil; Connect secondary data users and other Government Agencies to Integrated Population Registration System (IPRS) among others.

In order to fully achieve the aspirations of the Security MTP III, I call upon all citizens to participate in improving security through the 'Citizens Participating in Security Agenda' as outlined in the *Nyumba Kumi* initiative. I also call upon the Private Sector as well as Development Partners to collaborate with the Government in implementing the targeted programmes and projects so as to achieve the objectives of the Plan and make Kenya a safe hub in the region.



Dr. Fred Okengo Matiang'i, E.G.H.

Cabinet Secretary

Ministry of Interior and Coordination of National Government

PREFACE

This third Security, Peace Building and Conflict Resolution Sector Plan build on the success achieved during the implementation of the Second Medium Term Plan (MTP II) 2013-2017. The sector realized several milestones during the MTP II period and these include: security modernization programme, recruitment and capacity building of security officers, and rollout of the group life insurance and medical insurance cover and housing programme for police/prison officers among others.

The preparation of this Sector Plan entailed a comprehensive analysis of the security situation in Kenya. The implementation of the MTP II came during the period when Kenya was experiencing security challenges particularly terrorism. However, concerted efforts by the Government, various stakeholders including development partners helped reverse the situation. The country now enjoys tranquility and key sectors of the economy are now on an upward trajectory.

A situational analysis focusing on the review of the MTP II was carried out with an aim of addressing emerging issues, lessons learnt and challenges. Given the dynamic nature of security, emerging issues and challenges highlighted informed the new programmes for implementation under the MTP III. For successful implementation, the programmes are anchored on legal, policy and institutional reforms as well as the Constitution. A summary of all the programmes along with their budgets are given in the implementation matrix. Proper monitoring and evaluation (M&E) of the planned activities will be regularly done to ensure their full implementation. Reports drawn from the M&E exercises will aid in tracking expenditures as well as inform allocation of resources.

Going forward and ushering in the operationalization of the MTP III, the MDAs within the sector are required to revise and anchor their Strategic Plans to this Plan in order to actualize the planned activities. The overall goal of this plan rides on the overarching objective of the Vision 2030 whose theme is to transform Kenya into “an upper middle-income rapidly industrializing country offering all its citizens a high quality of life in a clean and safe environment” by the year 2030.

I would like to acknowledge the team of officers drawn from various MDAs, the Private Sector and Development Partners who took part in the development of this Security Sector Plan. I also urge all stakeholders to take keen interest to familiarize themselves with this Plan and ensure efficient and effective implementation of the same.



Eng. (Dr.), Karanja Kibicho, CBS
Principal Secretary
State Department for Interior
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LIST OF ACRONYMS / ABBREVIATIONS

ACCs	Assistant County Commissioners
ADR	Alternative Dispute Resolution
AMISOM	African Union Mission in Somalia
APC	Armored Personnel Carrier
API	Application Programming Interface
APS	Administration Police Service
ARCSS	Agreement on the Resolution of the Conflict in South Sudan
ASAL	Arid and Semi-Arid Land
AU	African Union
AUPSC	Africa Union Peace and Security Council
CAR	Central Africa Republic
CBD	Central Business District
CCTV	Closed Circuit Television
CGPCS	Contact Group on Piracy off the Coast of Somalia
CGs	County Governments
CPC	County Peace Committees
CRD	Civil Registration Department
CRVSS	Civil Registration and Vital Statistics System
CSOs	Community Service Orders
CTF	County Task Force
CUCs	Court Users Committees
DCI	Directorate of Criminal Investigations
DCRT	Daily Court Returns Template
DIRP	Directorate of Immigration and Registration of Persons
DNA	Deoxyribonucleic Acid
DPBCM	Directorate of Peace Building and Conflict Management
DRC	Democratic Republic of Congo
DYD	Directorate of Youth Development
EAC	East Africa Community
EACC	Ethics and Anti-Corruption Commission
EASF	East Africa Standby Force
EDMS	Electronic Document Management System
e-FNMS	e-Foreign national management system
ERU	Emergency Response Unit
GDC	Government Data Centre
GDMSS	Global Maritime Distress Safety System
GSU	General Service Unit
HCA	Humanitarian Civil Action
HELB	Higher Education Loans Board
IC3	Integrated Command and Control Center
ICGLR	International Conferences on the Great Lakes Region
ICT	Information Communication Technology

ID	Identity Card
IDPs	Internally Displaced Persons
IEBC	Independent Electoral & Boundaries Commission
IGAD	Intergovernmental Authority on Development
IPOA	Independent Police Oversight Authority
IPRS	Integrated Population Registration System
ISA	Industrial Security Association
JKIA	Jomo Kenyatta International Airport
KCGS	Kenya Coast Guard Service
KDF	Kenya Defence Forces
KEPSA	Kenya Private Sector Alliance
KESAL	Kenya School of Adventure & Leadership
KFS	Kenya Forest Service
KIPPRA	Kenya Institute of Public Policy Research and Analysis
KKV	Kazi Kwa Vijana
KMA	Kenya Maritime Authority
KNFP	Kenya National Focal Point
KPAS	Kenya Probation & Aftercare Services
KPS	Kenya Police Service/Kenya Prison Services
KPS	Kenya Prison Service
KRA	Kenya Revenue Authority
KWS	Kenya Wildlife Service
LAPSSET	Lamu Port -South Sudan -Ethiopia Transport Corridor
MDAs	Ministries, Departments and Agencies
MFA	Ministry of Foreign Affairs
MoD	Ministry of Defence
MOICNG	Ministry of Interior and Coordination of National Government
MTP	Medium Term Plan
NACADA	National Authority for the Campaign Against Alcohol and Drug Abuse
NCAJ	National Commission on Administration of Justice
NCBDA	Nairobi Central Business District Association
NDOC	National Disaster Operation Centre
NESC	National Economic and Social Council
NGAOs	National Government Administration Officers
NHIF	National Health Insurance Fund
NIS	National Intelligence Service
NMR	Nairobi Metropolitan Region
NPS	National Police Service
NPSC	National Police Service Commission
NRB	National Registration Bureau
NSC	National Security Council
NYC	National Youth Council
NYS	National Youth Service
ODPP	Office of the Director of Public Prosecutions

PBCM	Peace Building and Conflict Management
PPP	Public Private Partnership
PSC	Peace and Security Cooperation
PSTC	Prison Staff Training College
PWDs	People Living With Disabilities
SACCO	Savings and Credit Cooperatives
SAGA	Semi Autonomous Government Authority
SAGA	Semi-Autonomous Government Agency
SALW	Small Arms and Light Weapons
SDGs	Sustainable Development Goals
SDHUD	State Department for Housing and Urban Development
SOPs)	Standards Operating Procedures
SPPS	Swedish Prison and Probation Service
SRH	Sexual Reproductive Health
UN	United Nations
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United National International Children Education Fund
VDS	Vision Delivery Secretariat
YECs	Youth Empowerment Centres
YEDF	Youth Enterprise Development Fund
YP	Youth Polytechnics

EXECUTIVE SUMMARY

The Kenya Vision 2030 defines security as a society free from danger and fear with emphasis on security of persons and property. Security is crucial for the achievement and sustainability of the Kenya's projected double digit annual economic growth rate by the year 2030.

The role of the sector in the country's transformation and economic development aims at enhancing the capacity of the state to protect its citizens and property from both internal and external threats while maintaining its territorial integrity and sovereignty. The government has continued to invest in security through a modernization programme for security agencies which has resulted in drastic reduction of security threats. As a result, Kenya has continued to enjoy moderate economic growth compared to many developing countries in the region.

The security sector comprises of the following Ministries, Departments and Agencies (MDAs): Ministry of Interior and Coordination of National Government; Ministry of Defense; National Intelligence Service (NIS); National Authority for the Campaign against Alcohol and Drug Abuse (NACADA); Kenya International Boundaries Office (KIBO); Kenya Wildlife. Other key stakeholders include: the Office of the Attorney General, Office of the Director of Public Prosecution, the Judiciary among others.

During the MTP II period (2013-2017), the Sector addressed issues of national security with special emphasis on reforms and modernization of security equipment both hardware and software. Some of the notable achievements include: provision of comprehensive insurance cover and medical insurance to security officers; Enactment and operationalization of the National Government Coordination Act, 2013; Installation of National Security Communication Network and the Surveillance System in Nairobi, Mombasa and their environs; construction of the National Forensic Laboratory among others.

The key emerging issues within the sector that require attention include; emerging forms of crime including cyber-attacks and internet bullying. Insecurity remains a major challenge and continues to pose a significant burden on doing business in the country. The Security Sector has identified programmes and projects aimed at improving security situation in the country and in the region.

During the MTP III, the Sector will implement the following programmes and projects: Installation of Surveillance Cameras in Nairobi & Mombasa Metropolis, Nakuru, Eldoret and Kisumu; Equipping of the National Forensic Laboratory; Enhancement of police communication system; Acquisition of an Integrated Case Management System; Construction and equipping of National Police Service (NPS) Hospital; Construction of 20,000 police and 6,000 prison staff houses and 100 new prison wards; Completion and equipping the 6 model prisons facilities; Installation of phase II of the Integrated Population Registration System (IPRS); Modernization of the Police Air wing; and Promotion of national, regional and international peace.

The sector will support the “Big Four” initiatives through issuance of visas, passports and work permits to improve expertise in Manufacturing, Health, Food Processing and Building and Construction. Food processing factory in Gilgil will also be operationalized.

The total estimated cost of the sector programmes over the Plan period is Kshs. 456.865 Billion. The government is expected to meet the larger share in the implementation budget of these projects, while Development Partners, the Private Sector, Civil Societies and Faith Based Organizations are expected to contribute under the Public Private Partnership Act No. 15 of 2013. The sector will also establish flexible and efficient Governance structures to enable smooth flow of feedback as well as allowing the non-state actors to participate in the monitoring and evaluation of the programmes and projects.

1.0 INTRODUCTION

1.1 Overview

National security is paramount in the achievement of a country's sustainable economic growth. The Government is therefore committed to creating a secure environment which is a key incentive for attracting both domestic and foreign investments.

The Security Sector envisions a “*society free from danger and fear.*” Freedom from danger (protection from physical or direct violence) and freedom from fear (a sense of safety and overall well-being) provide an enabling environment for individuals and businesses to prosper. Secure environment brings forth peace and stability which are also pre-requisites to social and economic development. The preservation of national security and sovereignty underscores the desire to advance national interests by guaranteeing a secure socio-economic and political environment for sustainable economic growth. During the MTP III, the sector will implement projects/ programmes that will enhance realization of Government strategic interventions on increased manufacturing, enhanced agro-processing, affordable housing and universal health coverage.

On the regional front, the Great Lakes Region countries have for the past two and a half decades experienced conflicts and instability which have impacted negatively on regional development efforts due to influx of refugees and proliferation of illicit small arms and light weapons. Kenya remains a strong champion of peace and political stability in the region and collaborates with regional institutions such as Inter Governmental Authority on Development (IGAD), East Africa Community (EAC), International Conferences on the Great Lakes Region (ICGLR) and African Union (AU).

The key players in the Security Sector include:

- Ministry of Interior and Coordination of National Government;
- Ministry of Defence;
- Office of the Attorney General and Department of Justice;
- Office of the Director of Public Prosecutions;
- The National Treasury and Ministry of Planning;
- Ministry of Transport, Infrastructure , Housing and Urban Development;
- Ministry of Foreign Affairs;
- Ministry of East African Affairs, Commerce and Tourism;
- National Intelligence Service (NIS);
- Kenya Private Sector Alliance (KEPSA);
- Vision Delivery Secretariat (VDS);
- Kenya Institute for Public Policy Research and Analysis (KIPPRA);
- Kenya Wildlife Service (KWS);
- National Authority for the Campaign Against Alcohol and Drug Abuse (NACADA);
- The Judiciary;
- Kenya International Boundaries Office (KIBO);
- Kenya Maritime Authority(KMA); and
- Development Partners.

2.0 SITUATIONAL ANALYSIS

This section provides an overview of the security situation in the country over the MTP II period. It also highlights the sector targets, achievements and gaps of the Security Sector over the same period.

2.1 Overview of Security Situation in Kenya

The MTP II period experienced lower than the targeted economic growth in many sectors, in particular the tourism industry due to security threats, especially terrorist attacks. However, following concerted efforts by the government, the private sector and development partners, the situation significantly improved. The government has continued to invest in security through modernization programme for security agencies as well as capacity building and intelligence sharing. This is aimed at enhancing capacity to protect the country from both internal and external threats while maintaining its territorial integrity, peace, stability and prosperity. The key sector priorities outlined in the MTP II included: Promotion of sustainable peace and security, Maintenance of law and order, Deterring and defending the country against external aggression; Deepening policy, legal and institutional reforms; Eradication of alcohol, drug and substance abuse; Curbing proliferation of small arms and light weapons; Tightening border surveillance; Scaling of fight against wildlife crimes; enhancing collection, analysis and dissemination of up to date intelligence information.

The insecurity experienced in some parts of the Horn of Africa and the Great Lakes Region remained a challenge to the country's security. This makes Kenya's role in the search for peace, security and sustainable development a priority in foreign policy. Kenya played a leading role in conflict resolution in Burundi, Central African Republic, Democratic Republic of Congo, Somalia and South Sudan.

The region was confronted with challenges of evolving threats such as terrorism, organized crime, piracy, cybercrime, influx of refugees and the proliferation of Small Arms and Light Weapons (SALWs) as well as human and drug trafficking. The expansion of internet access, ease of travel, and the growing sophistication of extremist and criminal groups made threats increasingly transnational and requiring a collaborative response. Kenya attaches great importance to maritime safety and security and remains at the forefront in forging regional and global partnerships to ensure its security and thereby facilitate sustainable exploitation of marine resources. With the entry of Kenya Defence Force (KDF) in Kismayu in 2011 cases of piracy in Kenyan waters have drastically reduced. Kenya is also a key member of the Contact Group on Piracy off the Coast of Somalia (CGPCS) and a co-chair of Working Group 1 that focuses on capacity building. The Contact Group comprising international and regional actors established a large focused framework for cooperation to rid the area of piracy.

Kenya is yet to complete ratification of its boundaries agreements with neighboring countries. The completion of the process of delimitation and demarcation of international boundaries will lead to ratification and depositing of the relevant documents and maps with the African Union (AU) and the United Nations (UN).

2.1.1 Key Achievements of the MTP II (2013-2017)

The sector realized a number of achievements in the MTP II period. Key among them:

- a) Enhanced security: Security was improved through the installation of National Security Communication Network and the Surveillance System in Nairobi, Mombasa and their environs; installation of 1850 CCTV cameras in Nairobi, Mombasa and its environs; construction of 49 sub

county headquarters; recruitment of 700 Assistant County Commissioner's; completion of the construction of the National Forensic Laboratory; connection of 171 agencies to IPRS including KRA, HELB, NHIF, major banks and other financial institutions, all telephony and mobile money transfer companies and all Credit Reference Bureaus; hosting of the ICGLR Youth Summit on Youth unemployment ; installation of 3,000 CCTV cameras in major towns and 530 street lights within NMR and in all 47 county headquarters and satellite towns; installation of six (6) high masts in Garissa town and thirteen (13) in Nakuru town; and initiating feasibility studies for street lights and high mast for Kakamega, Garissa and Kericho; National Police Service Amendment Act, 2014; National Police Service Commission Amendment Act, 2014; National Security Amendment Act, 2014 and establishment of the Private Security Regulatory Authority.

- b) Improved police and prison officers' welfare: This was done through acquisition of 3,071 housing units for National Police Service and 590 for the Kenya Prisons Service and provision of comprehensive insurance cover and medical insurance.
- c) Improved the management of offenders: This was achieved through: Construction of 18 new prisons across the country to decongest the existing facilities; establishment a girls' borstal institution at Kamae, Kiambu County; and the establishment of the Integrated National Offender Records Management System for the non-custodial offenders; Enactment Transfer of Prisoners Act, 2015; Persons Deprived of Liberty Act, 2014; and Development National Correctional Policy; Prisons Act amendment 2015.
- d) Enhanced registration and immigration services: Constructed immigration and registration offices in Kisii, Nyeri, Lwakhakha, Bungoma, Masaba North and Kilifi. Installed e-Passport system and e-Visa system; Installed e-Foreign national management system (e-FNMS); Implemented a tripartite Memorandum of Understanding between Uganda, Rwanda and Kenya that has enabled Kenyans to travel to Rwanda and Uganda using their National Identity cards; Implemented a tripartite agreement between Kenya, Rwanda and Uganda for the use of East African Single tourist visa.
- e) Improved disaster preparedness and mitigation: Acquired and deployed 51 fire engines to 17 County Governments; trained staff in 28 counties on safety of buildings; acquired and deployed to counties two multipurpose ambulances with fire extinguishing capabilities, four land rovers equipped with modern fire-fighting equipment and one (1) 56 metre turn table aerial; Developed the National Disaster Management Policy.
- f) Enhanced National Regional and International peace: Enacted and operationalized the National Government Coordination Act, 2013; reviewed the Sessional Paper No. 8 of 2013 on National Values and Principles of Governance and Sessional Paper No. 9 of 2013 on National Cohesion and Integration; carried out GIS mapping of cross-border conflicts in Karamoja and Somali Clusters; established a Technical Cooperation Fund to advance Kenya's influence in the region; and established a Regional Cooperation programme to cooperate with East Africa Standby Force (EASF). Established five (5) new diplomatic missions in Algiers, Luanda, Mogadishu, Havana and the United Nations Office in Nairobi.

Kenya was elected a member of the Africa Union Peace and Security Council (AUPSC) for a three year period; Signed and implemented a Tripartite Agreement with the Government of the Federal Republic of Somalia and the United Nations High Commissioner for Refugees (UNHCR) governing the voluntary repatriation of Somali refugees living in Kenya; Established the Kenya National Committee on the Prevention of the Crime of Genocide, War Crimes and Crimes Against Humanity and All Forms of Discrimination.

3.0 EMERGING ISSUES, CHALLENGES AND LESSONS LEARNT

3.1 Emerging Issues

- (i). Sophisticated and changing forms of cybercrime, terrorism and poaching;
- (ii). Increased incidences of radicalization and extremism;
- (iii). Domestic and gender based violence

3.2 Challenges

- (i). Continued radicalization, recruitment and indoctrination of Kenyans especially youth into terror organizations and proscribed groups;
- (ii). Increased ecosystem interruption leading to human wildlife conflict ;
- (iii). Domestic and gender based violence;
- (iv). Persistent encroachment of public land.
- (v). Cross-border conflicts and regional instabilities especially in Somalia and South Sudan;
- (vi). Porous borders; proliferation of illicit arms and light weapons and influx of refugees and aliens;
- (vii). Persistent resource based conflicts due to climate change, leading to cattle rustling and banditry;
- (viii). Increasing levels of poverty, unemployment and widening inequality making Kenyans especially the youth vulnerable to commit crime;
- (ix). Inadequate funding for various projects and programmes including infrastructure, houses for security officers, human resource development and research among others in the sector;
- (x). Resettlement of IDPs;
- (xi). Congestion at the police and prison staff houses resulting to psychological related problems;
- (xii). Unresolved international land and maritime border issues;
- (xiii). Ageing security infrastructure and equipment;
- (xiv). Poaching and illegal logging in forests;
- (xv). Increased cases of alcohol, drug and substance abuse especially among the youth leading to increased crime incidences;
- (xvi). Lack of an integrated digitized data system in the entire criminal justice system;
- (xvii). Lack of adequate policy, legal and institutional framework to fully operate especially in relation to Coastline security and management of blue economy resources; and
- (xviii). Unintegrated population and registration systems.

3.0 Lessons Learnt

- (i). Sustainable funding and technical assistance to AMISOM operations in Somalia is key towards combating terrorism;
- (ii). Adequate financial and political support is key towards creating and sustaining requisite momentum for resolving endemic regional conflicts;
- (iii). Enhanced specialized training and use of technology by security agencies is key in addressing emerging forms and changing trends of crime;
- (iv). Community involvement in improving security and conflict management leads to sustainable peace and stability;
- (v). Youth engagement in productive economic activities is critical in fighting crime;
- (vi). Stakeholders' engagement is very critical in projects' preparation and implementation for ownership and sustainability.

4.0 PROGRAMMES AND PROJECTS FOR 2018-2022

This section highlights flagship and other priority programmes/projects to be implemented during the MTP III period (2018-2022).

4.1 Flagship Projects

- (i). Installation of Surveillance Cameras in Nairobi & Mombasa metropolis, Nakuru, Eldoret and Kisumu;
- (ii). Equipping the National Forensic Laboratory;
- (iii). Police Modernization;
- (iv). KDF Modernization;
- (v). Acquisition of an Integrated Case Management System;
- (vi). Construction and equipping of National Police Service (NPS) Hospital;
- (vii). Construction of 20,000 police and 6,000 prison staff houses and 37 new prison wards;
- (viii). Completion and equipping the six (6) model prisons facilities;
- (ix). Installation of phase II of the Integrated Population Registration System (IPRS); and
- (x). Research and Development

4.2 Other Priority Projects and Programmes

- (i). Security agencies modernization: This will entail modernization of Government Press (GP), Prisons, Kenya Wildlife Services, Kenya Forest Services, and population registration and immigration systems.
- (ii). Mobility enhancement by acquiring 11,000 additional vehicles, 12,000 motor cycles and 13 boats;
- (iii). Recruitment of over 51,000 security personnel and in service training;
- (iv). Security capacity enhancement programmes;
- (v). Establishment and expansion of 13 security training facilities;
- (vi). Infrastructure development; in order to improve work environment and delivery of services, the following will be implemented: Refurbishment and equipping of police stations, offices & residential buildings, Acquisition of offices for NGA officers, establishment of border control points, construction of offices for National and Civil Registration, construction and refurbishment of Prisons facilities, construction of halfway houses, Kenya Space Agency, National Disaster Training centres, Kenya Corps of Engineers Agency, erection of perimeter fence and construction of airstrip at Mt Kenya forest
- (vii). Offender rehabilitation; through Inmates Rehabilitation Programme and Offender Surveillance System
- (viii). Prison farm and industry modernization: through equipping prison industries and farms
- (ix). National, regional and international peace initiative;
- (x). Efficient administration of justice;

Mainstream Cross Cutting Issues

Sustainable Development Goals (SDGs)

- a) Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies;

- b) Adopt and implement local disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015-2030;
- c) Implement national and local disaster risk reduction strategies;
- d) Reduce all forms of violence and related death rates everywhere;
- e) End abuse, exploitation, trafficking and all forms of violence against and torture of children;
- f) Promote the rule of law at the national and international levels and ensure equal access to justice for all;
- g) Significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime; and
- h) Provide legal identity for all, including birth registration by 2030.

Agenda 2063-Aspiration 4

- a) Implement relevant aspects of Africa Peace and Security Architecture (APSA);
- b) Develop/ implement mechanisms for prevention and resolution of conflicts at the local and international levels;
- c) Mainstream peace education in curricula of schools;
- d) Promote reconciliation including the use of alternative dispute resolution mechanisms;
- e) Mainstream Gender in peace and security programmes;
- f) Develop/implement national strategies that will contribute to the eradication of terrorism;
- g) Promote closer cooperation with the Africa and other international institutions;
- h) Update APSA to cover piracy, drug and human trafficking and trans-national crimes including terrorism;
- i) Develop/Promote programmes for closer cooperation among AU member states and other international institutions;
- j) Develop/promote the use of an African Human Security Index; and
- k) Develop/implement frameworks for a functioning continental arrest warrant system.

Climate Change

- a) Increase forest cover through planting of trees;
- b) Protect water catchment areas;
- c) Promote use of alternative fuel through DEFKITCH; and
- d) Public sensitization to promote forest restoration programmes.

HIV/AIDs

- a) Promote a work environment free from HIV and AIDS, stigma and discrimination among staff.
- b) Create comprehensive HIV and AIDs knowledge;
- c) Distribute condoms;
- d) Conduct counseling and testing to staff and their families;
- e) Offer treatment and care literacy/psychosocial support; and
- f) Sensitive staff on stigma and discrimination.

Disaster Risk Reduction

- a) Mainstream disaster management in other sectoral development strategies

5.0 POLICY, LEGAL AND INSTITUTIONAL REFORMS

During the MTP III period, Security Sector will be anchored on the lessons learnt from the implementation of MTP II, policy, legal and institutional reforms as well as the Constitution. The sector will specifically implement the following policy, legal and institutional reforms:

5.1 Policy Reforms

- Finalize and operationalize the National Government Coordination Policy;
- Develop National Disaster Management Policy;
- Develop the National Correctional policy;
- Develop Inmate Rehabilitation Policy and review the manuals;
- Review National Police Reserve Policy;
- Review the Anti-Terrorism Strategy/ Policy;
- Review and implement the National Crime Prevention Strategy;
- Develop and rollout the National Intelligence Policing Model;
- Review and Gazette Wildlife Conservation Management Regulations;
- Review and implement National Strategy for the Prevention, Mitigation and Control of Alcohol and Drug Abuse Policy;
- Develop the Bail Information and Supervision Policy;
- Finalize Aftercare policy; Develop and implement a policy framework on security and safety of Kenyans abroad including a Comprehensive Plan for Evacuation of Kenyan Nationals in conflict situations;
- Review the National Policy on Registration of Births and Deaths;
- Review the Integrated Population and Registration System Policy;
- Review and enforce guidelines on Identification and Registration of citizens in collaboration with National Administration at the county;
- Review issuance of citizenship and residence procedures;
- Finalize and implement National Urban Development Policy; and
- Finalize and implement Metropolitan Areas Policy.
- Finalize the Complaints Management Policy

5.2 Legal Reforms

- Review the National Police Service Amendment Act, 2014;
- Develop and enact the National Disaster Management Law;
- Review of Firearms Act;
- Review the Kenya Citizens and Foreign Nationals Management Service Act, 2011;
- Review the Kenya Citizenship and Immigration Act 2011;
- Finalize Identification and Registration of Persons Bill 2012;
- Review the Integrated Population and Registration System Policy Bill;
- Review Wildlife Conservation and Management Act, 2013;
- Review prisons rules (CAP 90) and Borstal Institutions Act (CAP 92);
- Integrate the parole system Act in the draft Aftercare of Offenders Bill and in the Prisons Act amendment;
- Review and implement Urban Areas and Cities Act, 2011;
- Develop juvenile/Youth Justice strategy incorporating diversion and crime prevention;
- Review Kenya Prisons Service Standing Orders;
- Finalize Aftercare of Offenders Bill; and
- Finalize Probation of Offenders Act Amendment Bill (2015).

5.3 Institutional Reforms

- Strengthen the National Disaster Management and Coordination framework;
- Fast track the conclusion of the Host Country Agreement of the ICGLR multi-functional youth secretariat;
- Facilitate the process of domiciling the Kenya National Committee on the prevention of genocide under the department of justice with proper reporting channels and a budget line under the office of the Attorney General;
- Create the Metropolitan Police Unit;
- Strengthen Border Security Units;
- Establish Kenya Coast Guard Service (KCGS);
- Establish of Kenya Immigration and Registration Academy for the Directorate of Immigration and Registration Services;
- Develop fingerprints training curriculum and collaborate with universities and colleges on training of fingerprint science;
- Transform prison farms and Industries into a SAGA;
- Automate offender management system and build the capacity of probation officers to manage the developed aftercare policy;
- Establish and implement a parole system;
- Establish the Kenya Corps of Engineers Agency;
- Install appropriate ICT infrastructure covering all security agencies and ensure integration among the systems;
- Develop a secure inter-agency web-based communication system that can be used on a real-time basis in responding to crime incidence;
- Establish Drug Rehabilitation Centers with a medical Centre in all the counties;
- Enhance the capacity of the Kenya Forest Service;
- Strengthen Capacity of Kenya school of Adventure and Leadership to offer functional leadership and endurance training to security agencies and MDA's.

IMPLEMENTATION MATRIX

Programme/ Project	Objective	Expected output/Outcome	Indicator	Implementing Agency(s)	Timeframe	Source of Funds	Indicative Budget (Kshs Millions)					
							Totals	2018/19	2019/20	2020/21	2021/22	2022/23
Flagship Projects												
Installation of Surveillance Cameras in Nairobi & Mombasa metropolis, Nakuru, Eldoret and Kisumu	To enhance security surveillance	Surveillance cameras installed in priority areas	No. of cameras installed in Nairobi & Mombasa metropolis, Nakuru, Eldoret and Kisumu	NPS	5 Years	GoK, Donors	16,000	3,200	3,200	3,200	3,200	3,200
Equipping of the National Forensic Laboratory	To improve forensic investigations	Fully equipped forensic laboratory	% level of equipping the forensic laboratory	NPS	5 Years	GoK	4,000	500	750	500	500	1,750
Police Modernization	To improve the efficiency and effectiveness of NPS	Assorted security equipment acquired	Level of assorted security equipment acquired	NPS, Dev partners	5 Years	GoK	50,985	9,569	10,354	10,354	10,354	10,354
KDF Modernization	To improve the efficiency and effectiveness of KDF	Assorted security equipment acquired	Level of assorted security equipment acquired	Ministry of Defence	5 Years	GoK	87,400	15,600	17,100	17,100	17,100	20,500
Case Management System	To enhance coordination of Case Management	An automated and integrated Case Management System developed	Level of integration	NPS, O.D.P.P, EACC, Judiciary, Kenya Prison Service, Probation,KEPSA	5 Years	GoK	4,200	500	750	1,050	1,050	850
Construction and equipping of NPS Hospital	To enhance health and welfare among NPS personnel	An operational NPS Hospital	% level of completion of NPS hospital	NPS	5 Years	GoK	10,000	2,000	2,000	2,000	2,000	2,000
Construction of security staff houses	To improve the living conditions of security staff	20,000 Police staff housing units constructed	No. of housing units constructed	NPS/State Department of Housing	5 Years	GoK	25,000	5,000	5,000	5,000	5,000	5,000

Programme/ Project	Objective	Expected output/Outcome	Indicator	Implementing Agency(s)	Timeframe	Source of Funds	Indicative Budget (Kshs Millions)					
							Totals	2018/19	2019/20	2020/21	2021/22	2022/23
		116 KWS houses constructed	No. of houses constructed	KWS	5 years	GoK	404	190	100	37	67	10
Prisons Infrastructure modernization programme	To ease congestion in prisons and bring services closer to people	37 Prisoners wards constructed	No. of prison wards constructed	Kenya Prison Service	5 Years	GoK	1,110	222	222	222	222	222
		18 new prisons completed	No. of new prisons constructed	Kenya Prison Service	5 Years	GoK	14,225	2,845	2,845	2,845	2,845	2,845
IPRS Upgrade	To improve coordination of registration data management	IPRS connected to marriage registration system and other secondary registration agencies	No. of new agencies connected to IPRS	CRD, NRB, Immigration, IPRS and Administration	5 years	GoK	1,190	90	200	300	400	200
Research and Development	To promote innovation and use of new technologies	Mobile field kitchens and food	No. of field kitchen produced	Ministry of Defence	5 Years	GoK	541	56	100	110	125	150
		Food processed	No. of Kgs/tonnes processed annually	Ministry of Defence	5 Years	GoK	1,232	77	470	385	150	150
Other Programmes and Projects												
Modernization of Government Press(GP)	To increase Production capacity of GP	Modern Print Production Equipment Purchased	No. of modern print equipment acquired	GP	5 Years	GoK	1,800	150	150	500	500	500
Prison Modernization	To improve the capacity of prisons	Assorted security equipment acquired	No. of prison facilities covered	Kenya Prison Service	5 Years	GoK	720	240	120	120	120	120
		Modern ICT security equipment acquired	No. of prison facilities installed with modern security ICT equipment	Kenya Prison Service	5 Years	GoK	1,192	152	220	240	280	300

Programme/ Project	Objective	Expected output/Outcome	Indicator	Implementing Agency(s)	Time frame	Source of Funds	Indicative Budget (Kshs Millions)					
							Totals	2018/19	2019/20	2020/21	2021/22	2022/23
Kenya Wildlife Services Modernization		Security surveillance equipment(CCTVs and Mobile jammers) installed in 8 prisons	No. of prison facilities installed with CCTVs and Mobile jammers	Kenya Prison Service	5 Years	GoK	2,400	800	400	400	400	400
	To improve inmates Records management	Automated Inmates Records management System	Level of inmate records automated	Kenya Prison Service	5 Years	GoK	300	60	60	60	60	60
	To enhance capacity of KWS	Assorted security equipment acquired	% of assorted security equipment acquired	KWS	5 years	GoK	1,056	173	190	209	230	253
		Assorted security surveillance equipment acquired	% of assorted security surveillance equipment acquired	KWS	5 years	GoK	288	47	52	57	63	70
Kenya Forest Services Modernization	To enhance capacity of KFS	Assorted security equipment acquired	% of assorted security equipment acquired	KFS	5 years	GoK	1,056	173	190	209	230	253
Automation of Police Stations Back Office (Occurrence Books etc.)	To improve efficiency of Police Stations Back Office	Police Stations Back Office automated	No. of police stations/ posts automated	NPS	5 Years	GoK	5,000	1,000	1,000	1,000	1,000	1,000
Wildlife Protection & Law Enforcement	To improve wildlife protection and management	Reduced poaching and human wildlife conflict	% reduction in poaching	KWS	5 years	GoK	932	159	174	182	197	220
Modernization of population registration and immigration systems	To automate registration processes and issuance of electronic ID cards	Automated Electronic ID Issuance System developed	level of automation of Electronic ID Cards System	NRB	2 years	GoK	9,090	1,300	2,890	2,400	1,000	1,500

Programme/ Project	Objective	Expected output/Outcome	Indicator	Implementing Agency(s)	Time frame	Source of Funds	Indicative Budget (Kshs Millions)					
							Totals	2018/19	2019/20	2020/21	2021/22	2022/23
	To enhance border security	Border points installed with integrated border control system	No. of border points installed with integrated border control system	Immigration	4 years	GoK	700	-	100	200	200	200
	To enhance issuance of e-passport across the country	Increased capacity of issuance of e-passport	No. of e-passports issued	Immigration	4 years	GoK	5,000	1,000	1,000	1,000	1,000	
	To automate storage, retrieval and sharing of data	Immigration and registration records digitized	No. of records digitized	Immigration, CRD and NRB	4 years	GoK & Donors	790	60	130	200	400	
	To improve efficiency of birth registration	Efficient birth registration	No. of new births certificates issued	CRD	4 years	GoK	3,500	500	500	1,000	500	
	To enhance data security	Database backup and recovery system installed	Proportion of systems connected to the backup and recovery system	CRD, NRB and Immigration	5 years	GoK	445	100	120	125	50	
	To automate immigration services in line with ICAO standards.	Advanced Passenger Information System and Automatic Immigration Clearance System installed in all major entry/exit points	Level of automation	Immigration	3 years	GoK	230		200	10	10	
Acquisition of assorted vehicles, motorcycles and boats	To enhance mobility of security agencies	Assorted vehicles, motorcycles and boats acquired	No. of assorted vehicles, motorcycles and boats acquired	NPS, NGA, CRD, Immigration, IPRS, Prisons ,KMA and Judiciary	5 Years	GoK	75,200	16,700	14,950	14,750	14,400	
Recruitment and training of security officers	To enhance human resource capacity	Officers recruited, trained and deployed	No. of officers recruited, trained and deployed	NPS,Immigration, NRB, CRD, KWS, Kenya	5 Years	GoK	16,690	4,698	2,898	2,898	3,298	
												2,898

Programme/ Project	Objective	Expected output/Outcome	Indicator	Implementing Agency(s)	Time frame	Source of Funds	Indicative Budget (Kshs Millions)					
							Totals	2018/19	2019/20	2020/21	2021/22	2022/23
				a Prisons Service								
In-service training for security officers	To improve service delivery in NPS	In-service trainings conducted	No. of officers trained	NPS, Ministry of Defence, Prisons, Probation	5 Years	GoK, Donors	2,500	500	500	500	500	500
Police Communication System	To upgrade police communication in operational areas	A secure police communication system	Level of coverage with a secure police communication system	NPS	5 Years	GoK Donors	2,500	1,000	1,000	200	200	100
Early warning system	To strengthen monitoring, forecasting, early warning system	Reliable communication channels and hotlines established	Time taken to respond to distress calls	NDOC/ Stakeholders	5 Years	GoK Donors	1,000	200	200	200	200	200
Inmates and staff welfare programme	To improve the welfare of both inmates and prisons staff	Staff and inmates provided with kits and stores	Proportion of staff and inmates with kits and stores	Kenya Prison Service	5 Years	GoK	3,020	600	720	500	600	600
Probation Reform Programme	To improve the management of correctional services	National Correctional Policy developed	Level of policy development	KPAS & KPS	1	GoK	75	15	15	15	15	15
Coastal integrated surveillance system	To improve coastal monitoring for safety and security purposes	Locations for coast vessel monitoring established.	No. of locations established	KMA	1 Year	GoK	50	50				
GMDSS Communication System	To improve communication capacity in for both inland and coastal waters	GMDSS for Lake Victoria and the RMRCC established	GMDSS Communication system in place	KMA	1 Year	GoK	75	15	15	15	15	15
Citizen participation on security	To increase public participation on	Operational Nyumba Kumi clusters	Proportion of operational clusters	Interior	5years	GoK	3,000	600	600	600	600	600

Programme/ Project	Objective	Expected output/Outcome	Indicator	Implementing Agency(s)	Time frame	Source of Funds	Indicative Budget (Kshs Millions)					
							Totals	2018/19	2019/20	2020/21	2021/22	2022/23
	security issues											
Campaign against the proliferation of SALW	Reduced proliferation of small arms and light weapons	Registered/disarmed illegal firearms	No. of illicit SALW collected	Interior	5years	GoK	1,000	200	200	200	200	200
NPSC capacity enhancement	To improve human resource management in the NPS	Improved NPSC capacity	No. of officers trained	NPSC	5 Years	GoK	1,110	182	237	282	207	202
Training facilities expansion	To enhance capacity of security training facilities	capacity and skills among personnel enhanced	No. of training facilities acquired and expanded	NPS, Kenya Prison Service, KPAS and Immigration	5 Years	GoK	14,750	1,200	3,650	4,100	3,200	2,600
Refurbishment and equipping of police stations, offices & residential buildings	To improve working environment within the centres of policing	Refurbished police stations, offices & residential buildings	No. of police stations, offices & residential buildings refurbished and equipped	NPS	5 Years	GoK Donors	5,000	1,000	1,000	1,000	1,000	1,000
Acquisition of offices for NGA officers	To improve working environment of NGA officers	Constructed NGA offices	No. of offices constructed	Interior	5years	GoK	10,000	2,000	2,000	2,000	2,000	2,000
Establishment of border control points	To improve security, control management of exit and entry border points	Border control points established	No. of border control points	Immigration	5 years	GoK	1,700	100	400	500	300	400
Construction of offices for National and Civil Registration	To enhance office accommodation for registration officers	Directorates' headquarter and field offices constructed	No. of offices constructed	NRB, CRD & Immigration	5 years	GoK	6,040	40	2,000	1,000	1,500	1,500

Programme/ Project	Objective	Expected output/Outcome	Indicator	Implementing Agency(s)	Time frame	Source of Funds	Indicative Budget (Kshs Millions)				
							Totals	2018/19	2019/20	2020/21	2021/22
Construction and refurbishment of Prisons facilities	To improve security within Prison facilities	Security/Perimeter wall constructed	No. of prisons with security wall	Kenya Prison Service	5 Years	GoK	430	110	80	80	80
Construction of halfway houses	To improve integration of offenders into the community	Halfway houses in four different regions Constructed	No. of halfway houses	KPAS	5 Years	GoK	800	250	200	150	100
Kenya Space Agency	To improve security surveillance	Satellite Ground Station Capacity developed	Level of National Space Programme completed	Ministry of Defence	5 Years	GoK	1,400	200	300	300	300
National Disaster Training centres	To enhance urban disaster preparedness	National urban disaster centres established	No. of centres	SDHUD/CGs	5 Years	GoK	5,000	1,000	1,000	1,000	1,000
Kenya Corps of Engineers Agency	To improve engineers support	Securitized projects undertaken	% of projects implementation	Ministry of Defence	5 Years	GoK	7,800	1,500	1,300	600	400
Erection of perimeter fence and construction of airstrip at Mt Kenya forest	To enhance security of airstrip	Perimeter fence constructed	No. of Kms	KWS/KFS	5 years	GoK/Donor	1,500	300	300	300	300
Humanitarian Civil Action (HCA)	To coordinate selected infrastructure development projects in Northern and Coastal Region	Infrastructure development projects coordinated.	% of projects implementation	Ministry of Defence	5 Years	GoK	1,710	450	270	270	450
Special Needs Offenders Facilities	To complete renovation of rehabilitation centres for Special Needs Offenders (SNOs)	Completed Siaya Girls, Makadara and Nakuru hostels and Shanzu training workshop	No. of renovated facilities	KPAS	5 Years	GoK	155	50	45	20	20

Programme/ Project	Objective	Expected output/Outcome	Indicator	Implementing Agency(s)	Time frame	Source of Funds	Indicative Budget (Kshs Millions)					
							Totals	2018/19	2019/20	2020/21	2021/22	2022/23
Rehabilitation of Security Roads	security coordination	Rehabilitated security roads	Length of security roads rehabilitated	Interior	5years	Gok	1,677	77	400	400	400	400
Rehabilitation of Security Airstrips	To improve mobility and security coordination	Rehabilitated airstrips	No. of airstrips rehabilitated	Interior	5years	Gok	823	23	200	200	200	200
Expansion of KESAL	To enhance experiential training	Hostels, conference hall and staff units constructed and equipped	Level of expansion	Interior	5years	Gok	500	100	100	100	100	100
Inmate health facilities establishment	To provide effective healthcare services to inmates	Health care facilities established	No. of health facilities , No. of VCT sites, No. of comprehensive Care Centers	Kenya Prison Service	5 Years	Gok	3,289	658	658	658	658	658
24 hour Economy initiative infrastructure	To promote 24 hour economy	3,050 security lights installed	No. of street lights	SDHUD/CGs	5 Years	GoK	3,530	706	706	706	706	706
Women penal facilities	To establish women penal facilities	Women penal facilities established	No. of penal facilities	Kenya Prison Service	5 Years	Gok	595	95	111	117	138	136
Prison Land Securitization	To secure Kenya Prison land	Land secured and titles acquired	No. of acres of land secured	Kenya Prison Service	5 Years	Gok	70	20	15	10	10	15
Inmates Rehabilitation Programme	To improve rehabilitation of inmates	Formal education programmes conducted	No. of education programmes introduced	Kenya Prison Service	5 Years	Gok	115	23	23	23	23	23
		Vocational training programmes conducted	No. of new vocational training programmes introduced	Kenya Prison Service	5 Years	Gok	365	73	73	73	73	73

Programme/ Project	Objective	Expected output/Outcome	Indicator	Implementing Agency(s)	Time frame	Source of Funds	Indicative Budget (Kshs Millions)					
							Totals	2018/19	2019/20	2020/21	2021/22	2022/23
Offender Surveillance System	To improve level of supervision of high risk offenders within the community	Electronic monitoring and surveillance system for prolific and High Risk offenders established	Electronic surveillance system	KPAS & Stakeholders	5 Years	Gok	150	70	30	20	15	15
Parole System	To establish the parole system	Parole system established	Parole system	KPAS & KPS	5 Years	Gok	100	40	20	15	15	10
Prison Farms and Industries	To improve capacity of the prison industry	Modern tamper free machines for number plates making acquired	No. of modern tamper free machines for number plates making	Kenya Prison Service	5 year	Gok	250	150	25	25	25	25
		Prisons industries re-equipped/re-tooled	No. of prisons industries re-equipped/re-tooled	Kenya Prison Service	5 Years	Gok	1,148	615	168	168	168	29
		Workshops, stores & showrooms constructed	No. of workshops, stores & showrooms	Kenya Prison Service	5 Years	Gok	530	238	73	73	73	73
	To increase agricultural productivity	Prisons farms mechanized	No of Prisons farms	Kenya Prison Service	5 Years	Gok	1,032	472	140	140	140	140
		Irrigation projects established	No. of irrigation projects	Kenya Prison Service	5 Years	Gok	1,500	400	300	300	250	250
		Livestock restocked	No. of livestock	Kenya Prison Service	5 Years	Gok	310	110	50	50	50	50
		Farm stores constructed	No. of farm stores	Kenya Prison Service	5 Years	Gok	310	110	50	50	50	50

Programme/ Project	Objective	Expected output/Outcome	Indicator	Implementing Agency(s)	Time frame	Source of Funds	Indicative Budget (Kshs Millions)					
							Totals	2018/19	2019/20	2020/21	2021/22	2022/23
Regional and international peace initiative	To strengthen engagement on continental security issues	Regional and continental engagement enhanced.	No. of regional forums	MFA and relevant MDAs.	5 Years	GoK	5,180	830	1,061	972	1,203	1,114
Regional Cooperation on security	To enhance the capacity of EASF and ICGLR	Improved regional security capacity	No. of officers in standby force	Ministry of Defence	5 Years	GoK	1,143	127	127	127	127	635
Early warning and conflict prevention	To reduce conflicts.	Enhanced peace and stability in the region	No. of conflicts resolved	MFA, MDAs and other relevant stakeholders	5 years	GoK	100	20	20	20	20	20
Monitor regional elections and implementation of Kenya's obligations under the PSC framework	To reduce election related conflicts	Election related conflicts resolved	No. of election related conflicts	MFA, IEBC, PAR LIAMENT	5 Years	GoK	35	5	6	7	8	9
Maritime security Multi-agency forum	To promote maritime security.	Secured maritime boundary and resources	Multi-agency forum	MFA, Relevant MDAs	5 Years	GoK	27	10	4	4	5	5
Voluntary repatriation of refugees.	To reduce threat of terrorism and transnational crimes	Voluntary refugees repatriated	No. of refugees	MFA, UNHCR, Interior, Relevant (MDAs)	5 Years	GoK	650	250	200	100	50	50
Regional Youth Secretariat	To promote engagement of youth in conflict resolution	Regional Youth Secretariat operationalized	Regional Youth Secretariat	MFA, MDAs and relevant stakeholders	5 Years	GoK	130	50	30	20	15	15
Capacity development on conflict resolution, negotiation and mediation	To strengthen capacity in mediation and negotiation	Effective resolution of conflicts	No. of capacity development programmes	MFA, MDAs and relevant stakeholders	5 Years	GoK	35	5	6	7	8	9

Programme/ Project	Objective	Expected output/Outcome	Indicator	Implementing Agency(s)	Time frame	Source of Funds	Indicative Budget (Kshs Millions)					
							Totals	2018/19	2019/20	2020/21	2021/22	2022/23
Develop and implement a conflict mediation strategy.	To enhance effective conflict mediation	Successful negotiation and mediation of conflicts	Conflict mediation strategy in place	MDAs and other relevant stakeholders	5 Years	GoK	45	17	7	7	7	7
Post conflict reconstruction and recovery	To reduce humanitarian crisis in the region	Reconstruction and recovery conducted	No. of post conflict programmes	MFA ,relevant MDAs and stakeholders	5 years	GoK	50	10	10	10	10	10
Justice@last initiative	To reduce backlog criminal cases	Criminal cases of over 5 years finalized	No. of criminal cases	Judiciary	5 Years	Devt. Partners & GoK	625	125	125	125	125	125
Court Users Committees (CUCs) operationalization at the grassroots	To enhance interagency collaboration in the criminal justice system	Operationalized Court Users Committees (CUCs)	No. of CUCs	Judiciary, Police, ODPP	5 Years	Devt. Partners GoK	500	100	100	100	100	100
National Council for Administration of Justice (NCAJ) secretariat	To strengthen administration of justice	Operational NCAJ secretariat	NCAJ secretariat	Judiciary	5 Years	Devt. Partners & GoK	360	200	40	40	40	40
Institutionalized ADR Mechanisms In Courts	To reduce cases going to courts	Operational court annexed mediation in the judiciary	Court Annexed Mediation	Judiciary	5 Years	Devt. Partners & GoK	400	200	50	50	50	50
GRAND TOTALS							456,865	88,252	92,995	90,812	88,920	95,889

MONITORING AND EVALUATION MATRIX

Programme/ Project	Objective	Expected Output	Indicator	Implementing Agency(s)	Timeframe	Source of Funds	Yearly Targets					
							Totals	018/19	2019/20	2020/21	2021/22	2022/23
FLAGSHIP PROJECTS												
1. Installation of Surveillance Cameras in Nairobi & Mombasa metropolis, Nakuru, Eldoret and Kisumu	To enhance security surveillance	Surveillance cameras installed in priority areas	No. of cameras installed in Nairobi & Mombasa metropolis, Nakuru, Eldoret and Kisumu	NPS	5 Years	GoK, Donors	9,000	3,000	1,500	1,500	1,500	
2. Equipping of the National Forensic Laboratory	To improve forensic investigations	Fully equipped forensic laboratory	% level of equipping the forensic lab	NPS	5 Years	GoK	100%	10%	40%	40%	5%	
3. Police Modernization	Improve the efficiency and effectiveness of NPS	Assorted security equipment acquired	Level of assorted security equipment acquired	NPS	5 Years	GoK	90%	50%	10%	10%	10%	
4. KDF Modernization	Improve the efficiency and effectiveness of KDF	Assorted security equipment acquired	Level of assorted security equipment acquired	Ministry of Defence	5 Years	GoK	90%	50%	10%	10%	10%	
5. Case Management System	Enhance coordination Case Management	An automated and integrated Case Management System developed	% Level of integration	NPS, O.D.P.P, EACC, Judiciary, Prison, Probation, KEPSA	5 Years	GoK	100%	30%	25%	15%	15%	
6. Construction and equipping of NPS Hospital	To enhance health and welfare among NPS personnel	An operational NPS Hospital	% level of completion of hospital	NPS	5 Years	GoK	100%	-	-	40%	30%	
7. Construction of security staff houses	To improve the living condition of	Police staff housing units constructed	No. of housing units constructed	NPS/State Department of Housing	5 Years	GoK	20,000	4,000	4,000	4,000	4,000	

Programme/ Project	Objective	Expected Output	Indicator	Implementing Agency(s)	Timeframe	Source of Funds	Yearly Targets				
							Totals	018/19	2019/20	2020/21	2021/22
	security staff	Prison staff houses constructed	No. of housing units constructed	Kenya Prison Service	5 Years	GoK	7,500	1,500	1,500	1,500	1,500
		116 KWS houses constructed	No. of houses constructed	KWS	5 years	GoK	116	36	20	20	20
8.	To ease congestion in Prisons and bring services closer to people	37 Prisoners wards constructed	No. of prison wards constructed	Kenya Prison Service	5 Years	GoK	37	7	7	7	9
		18 New prisons completed	No. of new prisons constructed	Kenya Prison Service	5 Years	GoK	18	3	3	4	4
9.	To improve coordination of registration data management	IPRS connected to marriage registration system and other secondary registration agencies	No. of new agencies connected to IPRS	CRD, NRB, Immigration, IPRS and Administration	5 years	GoK	100	20	20	20	20
10.	To promote innovation and use of new technologies	Mobile Field Kitchens and Food	No. of Field Kitchen Produced Annually	Ministry of Defence	5 years	GoK	1,800	360	360	360	360
		Food processed	No. of Kgs/tonnes processed annually	Ministry of Defence	5 years	GoK	250	50	50	50	50
OTHER HIGH PRIORITY PROGRAMMES AND PROJECTS											
a	Security Agencies Modernization										
1.	Modernization of Government Press(GP)	Modern Print Production Equipment Purchased	No. of modern print equipment acquired	GP	5 Years	GoK	30	6	6	6	6
	To increase Production capacity of GP										
	To enhance Security of GP	CCTV and Biometric Access	% level of CCTV and Biometric Access Control	GP	3 Years	GoK	100%	20%	40%	40%	

Programme/ Project	Objective	Expected Output	Indicator	Implementing Agency(s)	Timeframe	Source of Funds	Yearly Targets					
							Totals	018/19	2019/20	2020/2 1	2021/22	2022/23
2.	To improve the capacity of prisons	Control System installed	System									
		Assorted security equipment acquired	No. of prison facilities covered	Kenya Prison Service	5 Years	GoK	118	24	24	24	23	23
		Modern ICT security equipment acquired	No. of prison facilities installed with modern security ICT equipment	Kenya Prison Service	5 Years	GoK	118	24	24	24	23	23
		Security surveillance equipment(C CTVs and Mobile jammers) installed in 8 prisons	No. of prison facilities installed with CCTVs and Mobile jammers	Kenya Prison Service	5 Years	GoK	8	1	2	2	2	1
3.	To automate inmates record management system	Automated Inmates Records management System	Level of inmate records automated	Kenya Prison Service	5 Years	GoK	100%	20%	20%	20%	20%	20%
		Assorted security equipment acquired	% of assorted security equipment acquired	KWS	5 years	GoK	100%	20%	20%	20%	20%	20%
		Assorted security surveillance equipment acquired	% of assorted security surveillance equipment acquired	KWS	5 years	GoK	100%	20%	20%	20%	20%	20%
		Radio communicati on installed in the 5 conservation	No. of conservation areas covered	KWS	5 years	GoK	5	1	1	1	1	1

Programme/ Project	Objective	Expected Output	Indicator	Implementing Agency(s)	Timeframe	Source of Funds	Yearly Targets				
							Totals	018/19	2019/20	2020/21	2021/22
		areas									
		Helicopter acquired	Helicopter with night flying capacity	KWS	5 years	GoK	1		1		
		Response to reported human wildlife conflict cases	% human wildlife conflict cases attended to annually	KWS	5 years	GoK / Donor	80%	80%	80%	80%	80%
		Outreach programmes conducted	No. of outreach programmes conducted	KWS	5 years	GoK /Donor	20	4	4	4	4
		Fire fighting all-terrain vehicles acquired.	No. of fire fighting all-terrain vehicles acquired.	KWS	2 years	GoK	36	-	18	-	18
		Fire-fighters protective gear provided	No. of fire-fighters gear provided	KWS	5 years	GoK	200	40	30	32	10
		Fire-fighters training conducted	No. of fire-fighters trained	KWS	5 years	GoK	200	40	30	32	10
		Skills upgrading courses conducted	No. of officers trained	KWS	5 years	GoK	126	24	24	24	30
4.	Kenya Forest Services Modernization	Assorted security equipment acquired	% of assorted security equipment acquired	KFS	5 years	GoK	100%	20%	20%	20%	20%
5.	Modernization of population registration and	Automated Electronic ID issuance	% level of automation of Electronic ID cards	NRB	2 years	GoK	100%	-	-	60%	40%

Programme/ Project	Objective	Expected Output	Indicator	Implementing Agency(s)	Timeframe	Source of Funds	Yearly Targets					
							Totals	018/19	2019/20	2020/2 1	2021/22	2022/23
Immigration systems	issuance of electronic ID cards	system developed	system									
	To enhance border security	Border points installed with integrated border control system	No. of border points installed with integrated border control system	Immigration	4 years	GoK	11	-	3	3	2	3
	To enhance issuance of e- passport across the country	Increased capacity of issuance of e-passport	No. of e-passports issued (000)	Immigration	4 years	GoK	1,200	200	250	250	250	250
	To automate storage, retrieval and sharing of data	Immigration and registration records digitized	No. of records digitized (000)	Immigration, CHD and NRB	4 years	GoK & Donors	10,000	1,500	1,800	2,000	2,200	2,500
	To improve efficiency of birth registration	Efficient birth registration	No. of new births certificates issued (000)	CHD	4 years	GoK	11,500	1,500	2,500	2,500	2,500	2,500
	To enhance data security	Database backup and recovery system installed	% of systems connected to the backup and recovery system	CHD, NRB and Immigration	5 years	GoK	100%	30%	20%	20%	10%	20%
	To automate immigration services in line with ICAO standards.	Advance Passenger Information System and Automatic Immigration Clearance System installed in all major entry/exit	Level of automation	Immigration	3 years	GoK	100%	60%	10%	10%	10%	10%

Programme/ Project	Objective	Expected Output	Indicator	Implementing Agency(s)	Timeframe	Source of Funds	Yearly Targets					
							Totals	018/19	2019/20	2020/21	2021/22	2022/23
		points										
	To enhance production of ID cards	Supplies of production for ID cards acquired	No. of ID cards produced (000)	NRB	5 years	GoK	8,400	2,600	1,500	1,800	2,000	
b	Mobility Enhancement											
1	Acquisition of assorted vehicles, motorcycles and boats	Assorted vehicles acquired	No. of assorted vehicles acquired	NPS	5 Years	GoK	6,000	1,200	1,200	1,200	1,200	
		Boats acquired	No. of boats acquired	NPS	5 Years	GoK	10	2	2	2	2	
		Motorcycles acquired	No. of motorcycles acquired	NPS	5 Years	GoK	2,000	400	400	400	400	
		Vehicles acquired	No. of vehicles acquired	Interior/ NGA	5years	GoK	2,500	500	500	500	500	
		Motorcycles acquired	No. of motorcycles acquired	Interior/ NGA	5years	GoK	10,000	5,000	2,000	1,500	1,000	
		Vehicles acquired	No. of vehicles acquired	CRD, NRB, Immigration, IPRS and Administration	5 years	GoK	350	-	100	80	80	
		Assorted vehicles acquired	No. of assorted vehicles acquired	Kenya Prison Service	5 Years	GoK	2,000	400	400	400	400	
		Patrol boats acquired	No. of patrol boats acquired	KMA	1 Year	GoK	3	1	1	1		
	Vehicles acquired	No. of vehicles acquired	Judiciary	5 Years	Devt. Partners & GoK	180	80	40	20	20		
c	Recruitment and Training of Security Personnel											
1.	Recruitment and training of security officers	Officers recruited, trained and deployed	No. of officers recruited, trained and deployed	NPS	5 Years	GoK	35,000	10,000	10,000	5,000	5,000	

Programme/ Project	Objective	Expected Output	Indicator	Implementing Agency(s)	Timeframe	Source of Funds	Yearly Targets				
							Totals	018/19	2019/20	2020/21	2021/22
	To enhance human resource capacity of CRD, Immigration and NRB officers	Officers recruited, trained and deployed	No. of officers recruited, trained and deployed	Immigration, NRB, CRD	5 Years	GoK	2,300	700	400	400	400
	To enhance human resource capacity of KWS	Rangers recruited.	No. of rangers recruited.	KWS	2 years	GoK	1,200	600	-	-	-
	To enhance human resource capacity of Prison	Prisons Staff recruited annually	No. of prison staff recruited	Kenya Prison Service	5 Years	GoK	12,500	2,500	2,500	2,500	2,500
2.	Security animals capacity enhancement	Increased animal stock and quality	No. of police animals acquired	NPS, Prison	5 Years	GoK	600	120	120	120	120
3.	Automation of Police Stations Back Office (Occurrence Books etc.)	Police Stations Back Office automated	No. of police stations/ posts automated	NPS	5 Years	GoK	600	120	120	120	120
4.	In-service training for security officers	In-service trainings conducted	No. of officers trained	NPS, Ministry of Defence, Prisons, Probation	5 Years	GoK Donors	2,500	500	500	500	500
5.	Wildlife Protection & Law Enforcement	Increased capacity for wildlife protection	% reduction in poaching	KWS	5 years	GoK	90%	50%	10%	10%	10%

Programme/ Project	Objective	Expected Output	Indicator	Implementing Agency(s)	Timeframe	Source of Funds	Yearly Targets					
							Totals	018/19	2019/20	2020/21	2021/22	2022/23
6. Police Communication System	To upgrade police communication in operational areas	A secure police communication system	Level of coverage with a secure police communication system	NPS	5 Years	GoK Donors	100%	60%	10%	10%	10%	10%
7. Early warning system	To strengthen monitoring, forecasting, early warning system and text messaging alert system in Disaster Management	Reliable communication channels and hotlines established	Time taken to respond to distress calls	NDOC/ Stakeholders	5 Years	GoK Donors	Minutes	30	30	30	30	30
8. Inmates and staff welfare programme	To improve the welfare of both inmates and prisons staff	Staff and inmates provided with kits and stores	Proportion of staff and inmates with kits and stores	Kenya Prison Service	5 Years	GoK	100%	20%	20%	20%	20%	20%
9. Probation Reform Programme	To improve the management of correctional services	National Correctional Policy Developed	Level of policy development	KPAS & KPS	1	GoK	100%	25%	25%	20%	15%	15%
10. Coastal integrated surveillance system	To improve coastal monitoring for safety and security purposes	Locations for coast vessel monitoring established.	No. of locations established	KIMA	1 Year	GoK	10	10				
11. GMDSS Communication System	To improve communication capacity in both inland and coastal waters	GMDSS for Lake Victoria and the RMRCC established	GMDSS Communication system in place	KIMA	1 Year	GoK	100%	100%				

Programme/ Project	Objective	Expected Output	Indicator	Implementing Agency(s)	Timeframe	Source of Funds	Yearly Targets					
							Totals	018/19	2019/20	2020/21	2021/22	2022/23
12.	Citizen participation on security issues	Nyumba Kumi clusters operationalized	% of operational clusters	Interior	5 Years	GoK	100%	100%	100%	100%	100%	100%
13.	Campaign against the proliferation of SALW	Reduced proliferation of small arms and light weapons	No. of illicit SALW collected	Interior	5years	GoK	36,200	5,600	6,000	7,200	8,400	9,000
14.	NPSC capacity enhancement	Improved NPSC capacity	No. of officers trained	NPSC	5 Years	GoK	10,000	2,000	2,000	2,000	2,000	2,000
d	Establishment and Expansion of security training facilities											
1	Training facilities expansion	Enhanced capacity and skills among personnel	Training facilities acquired /expanded	NPS	5 Years	GoK	10	8	8	10	10	10
		To improve capacity the of senior staff	Senior Staff training college established in Naivasha	Kenya Prison Service	5 Years	GoK	100%	20%	20%	20%	20%	20%
		To improve capacity of the Probation officers	Probation Training Institute established	KPAS	3 Years	GoK	100%			50%	25%	25%
		To enhance the capacity for immigration and registration officers	Kenya Immigration and Registration Academy established	Immigration	3 years	GoK	100%	-	-	40%	30%	30%

	Programme/ Project	Objective	Expected Output	Indicator	Implementing Agency(s)	Timeframe	Source of Funds	Yearly Targets					
								Totals	018/19	2019/20	2020/21	2021/22	2022/23
e	Infrastructure Development												
1	Refurbishment and equipping of police stations, offices & residential buildings	To improve working environment within the centres of policing	Refurbished police stations, offices & buildings	No. of police stations, offices & residential buildings refurbished and equipped	NPS	5 Years	GoK Donors	600	120	120	120	120	120
2	Rehabilitation of Security Roads	To improve mobility and security coordination	Rehabilitated Security Roads	Length of Security Roads rehabilitated	Interior	5years	GoK	1,250	250	250	250	250	250
3	Rehabilitation of Security Airstrips	To improve mobility and security coordination	Rehabilitated airstrips	No. of airstrips rehabilitated	Interior	5years	GoK	50	10	10	10	10	10
4	Acquisition of offices for NGA officers	To improve the working environment for NGA field officers	Constructed NGA offices	No. of offices constructed	Interior	5years	GoK	150	30	30	30	30	30
5	Expansion of KESAL	To enhance experiential training	Hostels, conference hall and staff units constructed and equipped	Level of expansion	Interior	5years	GoK	80%	30%	5%	5%	20%	20%
6	Establishment of border control points	To improve security, control management of exit and entry border points	Border control points established	No. of border control points	Immigration	5 years	GoK	11	-	3	3	2	3
7	Construction of offices for National and Civil Registration	To enhance office accommodation for registration officers	Directorates' headquarter and field offices constructed	No. of offices constructed	NPB, CRD & Immigration	5 years	GoK	207	8	66	33	50	50

	Programme/ Project	Objective	Expected Output	Indicator	Implementing Agency(s)	Timeframe	Source of Funds	Yearly Targets					
								Totals	018/19	2019/20	2020/21	2021/22	2022/23
8	Construction and refurbishment of Prisons facilities	To secure Prison facilities	Security/Perimeter wall constructed	No. of prisons with security wall	Kenya Prison Service	5 Years	GoK	15	4	3	3	3	2
		To improve prisoners welfare	Dining halls constructed	No. of dining halls	Kenya Prison Service	5 Years	GoK	30	6	6	6	6	6
			Drilled boreholes	No. of drilled boreholes	Kenya Prison Service	5 Years	GoK	24	6	6	4	4	4
			Classrooms constructed	No. of classrooms	Kenya Prison Service	5 Years	GoK	100	25	25	25	25	25
			Libraries constructed	No. of libraries	Kenya Prison Service	5 Years	GoK	60	12	12	12	12	12
			Counselling rooms constructed	No. of counselling rooms	Kenya Prison Service	5 Years	GoK	50	10	10	10	10	10
9	Inmate health facilities establishment	Workshops constructed	No. of workshops	Kenya Prison Service	5 Years	GoK	60	12	12	12	12	12	
		Health care facilities established	No. of health facilities	Kenya Prison Service	5 Years	GoK	10	2	2	2	2	2	
		VCT sites constructed and refurbished	No. of VCT sites constructed and refurbished	Kenya Prison Service	5 Years	GoK	16	6	4	2	2	2	
		Comprehensive Care Centers established	No. of comprehensive Care Centers	Kenya Prison Service	5 year	GoK	10	2	2	2	2	2	
10	24 hour Economy initiative infrastructure	To promote 24 hour economy	3,050 security lights installed	No. of street lights	SDHUD/CGs	5 Years	GoK	3,050	610	610	610	610	610
	Construction of halfway houses	To improve integration of offenders into the community	Halfway houses in four different regions	No. of halfway houses	KPAS	5 Years	GoK	4	1	1	1	1	

Programme/ Project	Objective	Expected Output	Indicator	Implementing Agency(s)	Timeframe	Source of Funds	Yearly Targets					
							Totals	018/19	2019/20	2020/21	2021/22	2022/23
		Constructed										
Special Needs Offenders Facilities	To improve welfare of offenders with Special Needs Offenders (SNOs)	Completed Siaya Girls, Makadara and Nakuru hostels and Shanzu training workshop	No. of renovated facilities	KPAS	2 Years	GoK	4	1	2	1		
11 Kenya Space Agency	To improve security surveillance	Satellite Ground Station Capacity developed	Level of National Space Programme completed	Ministry of Defence	5 Years	GoK	100%	10%	10%	10%	10%	60%
12 National Disaster Training centres	To enhance urban disaster preparedness	National urban disaster centres established	No. of centres	SDHUD/GGs	5 Years	GoK	3	1		1		1
13 Humanitarian Civil Action (HCA)	To enhance coordination of selected infrastructure development projects in Northern and Coastal Region	Infrastructure development projects coordinated.	% of projects implementation	Ministry of Defence	5 Years	GoK	100%	100%	100%	100%	100%	100%
14 Kenya Corps of Engineers Agency	To improve engineers support	Securitized projects undertaken	% of projects implementation	Ministry of Defence	5 Years	GoK	100%	100%	100%	100%	100%	100%
15 Erection of perimeter fence and construction of airstrip at Mt Kenya forest	To enhance security of airstrip	Perimeter fence constructed	No. of Kms	KWS/KFS	5 years	GoK/Donor	600	120	120	120	120	120
		Airstrips constructed maintained	No. of Airstrips	KWS/KFS	5 years	GoK	5	1	1	2	1	1

	Programme/ Project	Objective	Expected Output	Indicator	Implementing Agency(s)	Timeframe	Source of Funds	Yearly Targets					
								Totals	018/19	2019/20	2020/21	2021/22	2022/23
15	Women penal facilities	To improve women disciplinary facilities	Women penal facilities established	No. of penal facilities	Kenya Prison Service	5 Years	GoK	3	1		1		1
16	Prison Land Securitization	To secure Kenya Prison land	Land secured and titles acquired	No. of acres of land secured	Kenya Prison Service	5 Years	GoK	4500	-	1000	1000	1000	1500
				No. of titles processed	Kenya Prison Service	5 Years	GoK	50	10	10	10	10	10
f	Offender Rehabilitation Programmes												
1	Inmates Rehabilitation Programme	To improve rehabilitation of inmates	Formal education programmes conducted	No. of education programmes introduced	Kenya Prison Service	5 Years	GoK	60	10	10	10	10	10
			Vocational training programmes conducted	No. of new vocational training programmes introduced	Kenya Prison Service	5 Years	GoK	25	5	5	5	5	5
			Probation officers recruited	No. of probation officers	KPAS	5Years	GoK	1500	0	300	300	450	450
			Increased awareness on application of Non-custodial sentencing	% of awareness	KPAS	5Years	GoK	100%	100%	100%	100%	100%	100%
			Increased usage of non custodial sentencing options	% of usage of non custodial sentencing options	KPAS, Judiciary	5Years	GoK	100%	100%	100%	100%	100%	100%
			Electronic monitoring and	Electronic surveillance system	KPAS & Stakeholders	5Years	GoK	100%	25%	25%	50%	-	-
2	Offender Surveillance System	To improve level of supervision of											

	Programme/ Project	Objective	Expected Output	Indicator	Implementing Agency(s)	Timeframe	Source of Funds	Yearly Targets					
								Totals	018/19	2019/20	2020/21	2021/22	2022/23
		high risk offenders within the community	surveillance system for prolific and high risk offenders established										
3	Parole System	To improve parole system	Parole system established	Parole system	KPAS & KPS	3Years	GoK	100%	50%	50%	-	-	-
g	Prison Farms and Industry Modernization Programme												
1	Prison Farms and Industries	To improve capacity of the prison industry	Modern tamper free machines for number plates making acquired	No. of modern tamper free machines for number plates making	Kenya Prison Service	5 years	GoK	5	3	2			
			Prisons industries re-equipped/re-tooled	No. of prisons industries re-equipped/re-tooled	Kenya Prison Service	5 Years	GoK	125	25	25	25	25	25
			Workshops, stores & showrooms constructed	No. of workshops, stores & showrooms	Kenya Prison Service	5 Years	GoK	18	6	3	3	3	3
		To increase agricultural productivity	Prisons farms mechanized	No of Prisons farms	Kenya Prison Service	5 Years	GoK	25	5	5	5	5	5
			Irrigation projects established	No. of irrigation projects	Kenya Prison Service	5 Years	GoK	19	3	3	5	5	3
			Livestock restocked	No. of livestock	Kenya Prison Service	5 Years	GoK	310	110	50	50	50	50
			Farm stores constructed	No. of farm stores	Kenya Prison Service	5 Years	GoK	7	2	2	1	1	1
h	National, Regional and International Peace Initiatives												

	Programme/ Project	Objective	Expected Output	Indicator	Implementing Agency(s)	Timeframe	Source of Funds	Yearly Targets					
								Totals	018/19	2019/20	2020/21	2021/22	2022/23
h	National, Regional and International Peace Initiatives												
1	Regional and international peace initiative	To enhance engagement on continental security issues	Regional and continental engagement enhanced.	No. of regional forums	MFA and relevant MDAs.	5 Years	GoK	50	10	10	10	10	10
2	Early warning and conflict prevention	Enhanced peace and stability in the region	Reduced conflicts	No. of conflicts resolved	MFA, MDAs and other relevant stakeholders	5 years	GoK	10	2	2	2	2	2
3	Monitor regional elections and implementation of Kenya's obligations under the PSC framework	To reduce election related conflicts	Election related conflicts resolved	No. of election related conflicts	MFA,IEBC,PARLIAMENT	5 Years	GoK	5	1	1	1	1	1
4	Voluntary repatriation of refugees.	To reduce threat of terrorism and transnational crimes	Voluntary refugees repatriated	No. of refugees	MFA, UNHCR, Interior, Relevant (MDAs)	5 Years	GoK	20	4	4	4	4	4
5	Regional Youth Secretariat	To promote engagement of youth in conflict resolution	Regional Youth Secretariat operationalized	Regional Youth Secretariat	MFA, MDAs and relevant stakeholders	5 Years	GoK	10	2	2	2	2	2
7	Capacity development on conflict resolution, negotiation and mediation	To strengthen capacity in mediation and negotiation	Effective resolution of conflicts	No. of capacity development programmes	MFA, MDAs and relevant stakeholders	5 Years	GoK	250	50	50	50	50	50
8	Develop and implement a conflict mediation strategy.	To enhance effective conflict mediation	Successful negotiation and mediation of conflicts	Conflict mediation strategy in place	MDAs and other relevant stakeholders	5 Years	GoK	20	4	4	4	4	4

	Programme/ Project	Objective	Expected Output	Indicator	Implementing Agency(s)	Timeframe	Source of Funds	Yearly Targets					
								Totals	018/19	2019/20	2020/21	2021/22	2022/23
9	Post conflict reconstruction and recovery	To reduce humanitarian crisis in the region	Reconstruction and recovery conducted	No. of post conflict programmes	MFA ,relevant MDAs and stakeholders	5 years	GoK	20	4	4	4	4	4
10	Regional Cooperation on security	To enhance the capacity of the East Africa Standby Force (EASF) and International Conference on Great Lakes Region (ICGLR)	Improved regional security capacity	No. of officers in standby force	Ministry of Defence	5 years	GoK	1,143	127	127	127	127	635
i	Efficient Administration of Justice												
1	justice@last initiative	To reduce backlog of criminal cases	Criminal cases of over 5 years finalized	No. of criminal cases	Judiciary	5 years	Devt. Partners & GoK	625	125	125	125	125	125
2	Court Users Committees (CUCs) operationalization at the grassroots	To enhance interagency collaboration in the criminal justice system	Operationalized Court Users Committees (CUCs)	No. of CUCs	Judiciary, police, ODPP	5 years	Devt. Partners & GoK	55	20	15	10	5	5
3	National Council for Administration of Justice (NCAJ) secretariat	To strengthen administration of justice	Operational NCAJ secretariat	NCAJ Secretariat	Judiciary	5 years	Devt. Partners & GoK	360	200	40	40	40	40
4	Institutionalized ADR Mechanisms In Courts	To reduce cases going to courts	Operational court annexed mediation in the judiciary	Court Annexed Mediation	Judiciary	5 years	Devt. Partners & GoK	100%	10%	40%	40%	5%	5%