

THE EXCELLENCE CHARTER



OUR STRATEGIC COMMITMENTS

2020-2023





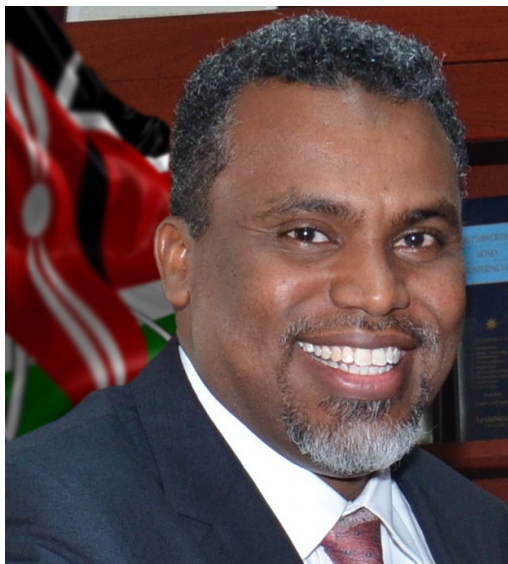
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**Funded by the
European Union**

This document was prepared with technical assistance from the United Nations Office on Drugs and Crime and the financial support of the European Union. Its contents are the sole responsibility of the Office of the Director of Public Prosecutions and do not necessarily reflect the views of the European Union.



MESSAGE FROM THE DIRECTOR OF PUBLIC PROSECUTIONS

Over the years, the ODPP has metamorphosed, from a small department in the Attorney-General's Chambers into an independent prosecutorial authority, with a large personnel corp. Its numerical expansion has mirrored the growth in its professional capacity, in the quality and rate of the prosecution services rendered. The ODPP is not only engaged in addressing current challenges but is also poised to meet the complex demands of the foreseeable future. While real gains have been registered, there still exists considerable head room for improvement, both in service delivery and in mainstreaming change as an abiding feature, responsive to rapidly evolving prosecutorial environment, both domestically and internationally.

Upon my appointment as the Director of Public Prosecutions, I pledged first and foremost to uphold the Constitution and to honour and serve the people of Kenya. In an effort to achieve this high objective, the ODPP team and I have sought to execute our constitutional mandate of advancing the dictates and interests of the administration of justice in the public interest, invigorated as we are by the need to prevent and avoid the abuse of the legal process.

To that end, we are pleased to present to the people of Kenya at large the Office of the Director of Public Prosecutions change initiative going forward, encapsulated in the publication: *The Excellence Charter: Our Strategic Commitments*. This is the roadmap which will guide the ODPP for the period 2020 to 2023.

The Excellence Charter outlines the ODPP's strategic commitments, priorities, and milestones. With a focus on entrenching independence and integrity, as the bedrock and foundational values, we will remain enduringly intentional in ensuring lifelong learning, reshaping prosecution, and cultivating effective leadership. By strengthening organizational efficacy and bolstering inter-agency networks, the ODPP will inject and insist on accountability, transparency and quality

control in all its operations. We will call upon all hands to seek and sustain public confidence at all times and in all that we say and do. Our overall aim is to transform the ODPP into a prosecution service that is more responsive to *Mwananchi's* needs.

More significantly, the ODPP will be more proactive in interventions on issues of public concern. Latterly, the fight against corruption, organized crime and counter-terrorism, has become an imperative, essential for our national security, the importance of which cannot be ignored. Concomitant with this is the facilitation for victims of crime and safety of witnesses, case management, centralized case intake systems, research and development, all aimed at enhancing the quality of prosecution. This must also be supported by the continuous training and constant audits. Hence, the establishment of the Prosecution Training Institute and the Inspectorate and Internal Compliance Unit.

This Excellence Charter harmonizes the implementation and realization of the ODPP strategic focus. In the years ahead, the ODPP will maintain its focus on these aspects. We will continue to work collaboratively with other agencies in tackling avoidable delay, contributing to the overall mechanics of delivering faster and fairer justice. However, any improvements in timeliness must not be at the expense of the quality of our decision-making, case preparation and presentation in court. Enhanced arrangements will be implemented for the formal monitoring of the quality of our casework, based on our new prosecution quality standards.

Through the implementation of this Excellence Charter, the ODPP will continue to produce detailed plans to enable it to operate within approved budgets, whilst minimizing any negative impact on our core mandate, victims of crime and/or witnesses.

Appreciating that staff are the most valuable resource, emphasis will be laid upon staff welfare. I am privileged to work with a team of talented and committed men and women who have already proved themselves strong over the years and are well primed for future challenges. Already, this remarkable corps of professionals have demonstrated a determined fidelity to our shared vision of being an institution of excellence and unquestioned probity. I am confident that the ODPP will scale up in the years ahead to become a prosecutorial authority of international status and fame: a byword of the law enforcement institutions.

For the great work invested in this salutary enterprise of developing this Excellence Charter, I most sincerely commend the entire team who put their hands to the ploughshare and in particular, the UNODC for the technical and financial support.



NOORDIN M. HAJI, CBS, OGW
DIRECTOR OF PUBLIC PROSECUTIONS



ACKNOWLEDGEMENT

The Office of the Director of Public Prosecutions Excellence Charter is the culmination of concerted and collaborative effort of the ODPP, and the technical support of UNODC with financial support of the European Union through the PLEAD partnership. The Charter was developed through extensive engagement with ODPP staff at all levels together with key stakeholders. Special appreciation goes to Andra Mobberley and Mayee Warren, the two UNODC consultants, for their resourcefulness and advice. Further, I salute the ODPP staff, and most notably J. Ondari, E. Kamau, N. Mutuku, K. Kimuyu, T. Ouya, L. Obuo, B. Omari, M. Mburugu, R. Ogoma, J. Warui, H. Otinga, M. Kimutai, M. Atandi, I. Maina, M. Wawira, K. Ndwiga, B. Marinda, L. Muhuni, C. Sigei, C. Njeru, G. Muoka and F. Mwangi, to name but a few, for their fresh and innovative ideas and energy which catapulted the Excellence Charter from an original banal sheet of principles to a publication of class.

To enhance quality, the Excellence Charter was supported by comprehensive literature review and an alignment to international best practices. All those who contributed in some way to the realization of this project are much too numerous to be mentioned here. To them, who gave of themselves and their talents to achieve this goal, I owe a great debt of gratitude. I would humbly ask that they may regard the publication of this compendium as my most sincere and resounding applause for their enduring work and sacrifice. They are the champions who will be amongst the many others, including our stakeholders, whose spirit will be the impetus for those whose privilege it will be to implement this Excellence Charter.

DORCAS ODUOR, EBS, OGW
SECRETARY PUBLIC PROSECUTIONS

ACRONYMS AND ABBREVIATIONS

CA & PS	County Affairs & Prosecution Services
CC	Corporate Communication
CCD	Complaints and Compliments Division
CMS	Case Management System
CoS	Chief of Staff
CS	Corporate Services
C & RC	Conventional and Related Crimes
CS & PD	Corporate Strategy and Planning Division
DPP	Director of Public Prosecutions
EO & IC	Economic, Organized and International Crimes
FYC	First Year Centre
HOD	Head of Department
HRD	Human Resource Development
ICT	Information Communication Technology
ICU	Internal Compliance Unit
KM	Knowledge Management
KPIs	Key Performance Indicators
LPC	Legal Practice Centre
MAT	Multi Agency Team
MLA	Mutual Legal Assistance
MLE	Monitoring, Learning and Evaluation
MOU	Memorandum of Understanding
NPS	National Police Service
OCM	Office of Change Management
ODPP	Office of the Director of Public Prosecutions
PGIP	Prosecution Guided Investigations Protocols
PTI	Prosecution Training Institute
SAGA	Semi-Autonomous Government Agency
SOPs	Standard Operating Procedures
SPP	Secretary, Public Prosecutions
TOTs	Trainer of Trainers
TRRM	Trial Readiness Review Model
UNODC	United Nations Office on Drugs and Crime

TABLE OF CONTENTS

MESSAGE FROM THE DIRECTOR OF PUBLIC PROSECUTIONS	4
ACKNOWLEDGEMENT FROM THE SECRETARY PUBLIC PROSECUTIONS	6
ACRONYMS AND ABBREVIATIONS	7
TABLE OF CONTENTS	8
EXECUTIVE SUMMARY	9
1. BACKGROUND	11
2. STRATEGIC MODEL	12
3. LINKAGE TO NATIONAL DEVELOPMENT AGENDA	13
4. THE 3R MODEL – RECASTING, RETOOLING AND RELEARNING	14
4.1 RECASTING	14
4.2 RETOOLING - <i>Strengthen, Enhance and Grow the Existing Infrastructure</i>	14
4.3 RELEARNING - <i>Education and Culture Change</i>	14
5. THE SIX STRATEGIC COMMITMENTS	18
5.1 INDEPENDENCE & INTEGRITY	18
5.2 LIFELONG LEARNING	19
5.3 RESHAPING PROSECUTION	19
5.4 LEADERSHIP	20
5.5 ORGANIZATIONAL EFFECTIVENESS	21
5.6 INTER-AGENCY NETWORKS	23
6. IMPLEMENTATION MATRIX/ROADMAP	24
7. MONITORING AND EVALUATION FRAMEWORK	56

EXECUTIVE SUMMARY

The Excellence Charter: *Our Strategic Commitments* has been developed to drive fundamental reforms in the Office of the Director of Public Prosecutions (ODPP) over the next three years (2020-2023). The aim of this Excellence Charter is to transform the ODPP into a prosecution service which is more responsive to the needs of *Mwananchi*. The Charter adopts a three-pronged approach that is; Recasting, Retooling and Relearning.

Under the Re-Casting strategy, the ODPP embraces a 3C approach of Collaboration, Cooperation and Coordination with both internal and external stakeholders in the criminal justice sector. The Re-Tooling strategy focuses on strengthening and growing the existing ODPP infrastructure. The Re-Learning strategy focuses on equipping staff with requisite skills and capabilities necessary to deliver the ODPP mandate.

This Charter presents six Strategic Commitments to guide the change towards the achievement of the desired goals. These commitments are:

1. Independence and Integrity underscores the ODPP core values to honour the constitutional independence with fidelity and courage and introduces amongst others, the Oath of Independence, the Ombudsman Office with its sub-units, policy directions and guidelines.

2. Lifelong Learning aims at equipping staff with requisite skills and capabilities necessary to deliver their mandate and to adopt international best practices within the country hence the establishment of the Prosecutions Training Institute (PTI) to provide continuous professional training and education to the members of staff in all aspects.

3. Reshaping Prosecutions aims at modernizing prosecution by focusing on the fight against corruption, inculcating professionalism, institutionalizing prosecution-guided investigations, achieving excellence in complex litigation and emerging crimes.

4. Leadership takes cognizance of the fact that leadership exists at all levels of the organization. The Office will adopt a Servant Leadership Philosophy, establish a Leadership Bureau, a Thought Leadership Program and Mentoring Initiatives.

5. Organizational Effectiveness focuses on strategic communication, a responsive organizational structure, robust processes, delivery of quality prosecutions and performance management.

6. Inter-Agency Networks focuses on reshaping our operations on collaboration with our external stakeholders. To this end, the Office shall focus on stakeholder management, donor coordination strategy, Mutual Legal Assistance, Leadership Networks and the Justice Sector Cooperation Network.

The Charter has a roadmap which prioritizes sequenced initiatives into immediate activities (3 months), short-term activities (1 year), medium-term activities (2 years) and long-term activities (3 years) and proposed budget.

The ODPP recognizes the importance of Monitoring, Evaluation and Reporting in the achievement of the Excellence Charter's objectives. Therefore, there shall be a Monitoring and Evaluation Framework and Performance Management System designed to ensure actual performance is measured against agreed targets at all levels.

1. BACKGROUND

The Office of the Director of Public Prosecutions (ODPP) is Kenya's national prosecuting authority established under Article 157 of the Constitution 2010. It acts independently in prosecuting criminal matters investigated by the National Police Service (NPS) and other investigative and regulatory agencies.

The mandate of the ODPP is to exercise state powers of prosecution and may institute, undertake, take over and terminate criminal proceedings against any person before any court apart from a court martial. In addition, the Director of Public Prosecutions (DPP) may also direct the Inspector-General of the National Police Service to investigate any information or allegation of criminal conduct.

The prosecution is guided by the Constitution, the ODPP Act 2013, Criminal Procedure Code and Prosecution Policy and Guidelines. The DPP must have due regard to public interest, the interests of the administration of justice and the need to prevent and avoid abuse of the legal process in exercising prosecutorial authority.

Upon establishment of the ODPP under the new Constitution 2010, on 1st July 2011, the Office prepared its first Strategic Plan 2011-2015 which provided a roadmap on key strategies in both the Prosecutorial and Central Facilitation services that supported the realization of the set targets.

After the elapse of the five years period (2011-2015), the Office prepared the second cycle Strategic Plan (2016-2021) to guide its operations over the next five years. The Plan was geared at facilitating ODPP position itself strategically in its operational environment. This enabled the office to effectively discharge its mandate, enhance performance, meet the expectations of its diverse stakeholder segments and align its programmes and activities to the overall national development agenda.

The ODPP Strategic Plan 2016-2021 which was due for review in 2019 coincided with the appointment of the current Director of Public Prosecutions who has a new vision for the Office. This necessitated the development of the Excellence Charter taking into account the DPP's six Strategic Commitments namely: Independence and Integrity, Lifelong Learning, Reshaping Prosecutions, Leadership, Organizational Effectiveness and Inter-agency networks. These commitments will guide dynamic change for reforms and will adopt a 3R approach: Recasting, Retooling and Relearning. The overall objective of the Excellence Charter is to create a trusted, vibrant 21st Century prosecution service.

This Excellence Charter, therefore, positions the ODPP on a firm path of ensuring that it delivers on its mandate. Accordingly, the Charter has identified a number of priority focus areas, which will drive efforts to achieve high performance and impactful prosecutions.

This Charter will be implemented for the period 2020-2023.

2. STRATEGIC MODEL

MANDATE



To exercise State Powers of Prosecution

VISION



A just, fair, independent and responsive prosecution service

MISSION



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

CLARION CALL



Mashtaka Yenye Haki na Usawa

CORE VALUES



- Integrity
- Independence
- Transparency
- Accountability
- Professionalism
- Innovativeness
- Team spirit

3. LINKAGE TO NATIONAL DEVELOPMENT AGENDA

The ODPP is critical in the realization of Kenya's Development Agenda, Vision 2030 and the Big Four Agenda. Under Vision 2030, the ODPP plays a key role across the three pillars; Economic, Social and Political.

The Big Four Agenda is the government prioritized plan to enable the realization of Medium Term Plan (MTP) III (2018-2022) of the Vision 2030 development blueprint. It prioritizes food security and nutrition, affordable universal healthcare, affordable housing and manufacturing. The ODPP in ensuring effective and efficient prosecutions, contributes to ensuring a safe and secure environment for achieving the aspiration in the economic blueprint.

The ODPP also serves the interest of justice by conducting timely and independent prosecution services by facilitating equitable application of the law that enhances access to criminal justice.

In the realization of the National Development Agenda, the ODPP in the implementation of this Excellence Charter aims at creating a crime-free society through reshaping prosecutions.

4. THE 3R APPROACH – RECASTING, RETOOLING AND RELEARNING

The DPP is committed to transforming prosecution service in Kenya through the Recasting, Retooling and Relearning approach (The 3Rs Analysis).

4.1 RECASTING - *Collaboration, Cooperation and Coordination*

Recasting envisages a 3C approach of Collaboration, Cooperation and Coordination to reshape how the ODPP operates. This entails working with local and international partners to create synergies that will work seamlessly to bring about an effective, efficient and accountable institution.

4.2 RETOOLING - *Strengthen, Enhance and Grow the Existing Infrastructure*

Retooling aims at creating an organizational plan for systems, processes, people and embracing technology to optimize performance. This will be done through creating new tools, modifying and combining existing ones to give them new features and creating a crime management system that is holistic and integrated.

4.3 RELEARNING - *Education and Culture Change*

Relearning encompasses learning and culture change required to prepare for the future. In this regard ODPP staff will be equipped with the requisite skills necessary to deliver its mandate within a global context. As a result, the Prosecution Training Institute has been established. The aim is to offer continuous professional development and adopt international best practices, principles and standards.

A gap analysis was undertaken based on the 3R approach as indicated in the table below:

ISSUE	CURRENT STATE
ODPP VISION STATEMENT	• Our vision is static, rigid and not involving; our office is a service industry serving the public. • It's not inclusive as it does not carry aspirations of the society.
ODPP MISSION STATEMENT	• The current mission is limited to Kenyans only.
CORE VALUES	• The current core values are not exhaustive. • ODPP Officers adhere to the current core values with exception of some few isolated cases.
STRUCTURE: ODPP HIERARCHY	• Lack of clarity between the technical and administrative reporting lines. • Conflicting and personal interests. • Non – adherence to the existing structure.
STRUCTURE: DEPARTMENTS AND UNITS	• Whereas the departments and divisions are clearly defined at the headquarters, they are not decentralized or replicated to the Regions and Counties.

ISSUE	CURRENT STATE
STRUCTURE: REPORTING AND COMMUNICATION CHANNELS	• There is improved communication through use of new channels e.g. social media. • Un-coordinated reporting system. • Long chain of command which delays turnaround time.
SYSTEMS: POLICIES AND PROCEDURES (TRANSFER AND DEPLOYMENT)	• Lack of consultation with supervisor and affected officers. • Lack of a proper database on individual transfers. • Lack of a clear Transfer and Deployment Policy. • Failure to adhere to implementation of existing procedures.
SYSTEMS: POLICIES AND PROCEDURES	• Systemic failure to effectively communicate policies to internal stakeholders. • Office does not have adequate policies and procedures in place. • Sometimes policies and procedures are not adhered to.
SYSTEMS: RISK MANAGEMENT	• No internal policy on risk management. • No risk management system. • Inadequate awareness of risks and the risk mitigation factors. • Lack of standardized movement registers of all files. • Staff not sensitized on classification of documents.
SYSTEMS: MONITORING AND EVALUATION	• No policy on monitoring, evaluation and reporting. • No clear monitoring and evaluation system in the office.
ORGANISATIONAL CAPACITY: WORKING ENVIRONMENT	• The physical infrastructure is insufficient. • Inadequate staff. • Unequal training opportunities. • Non-responsive staff when training opportunities arise. • No mentorship programmes currently in place. • No stress management system in place. • Lack of adequate and conducive working environment leading to low morale and low self- esteem. • All ODPP offices within the court premises are based on informal agreements. • Inadequate office space. • Some county and sub-county offices operate on informal office accommodation arrangements.
ORGANISATIONAL CAPACITY: WORKING CAPABILITIES	• Misapplication of skills. • Inadequate training. • Overworked, fatigued officers. • ODPP not operating at optimum level. • No database on skill set of the employees.

ISSUE	CURRENT STATE
ORGANISATIONAL CULTURE: STAFFING ISSUES AND STAFF WELFARE	• Inequitable distribution of opportunities. • Inadequate knowledge and skills. • Lack of transparency in promotion procedure. • Inadequate security at the place of work for people and property in some regions. • Negative organizational culture • Poor time management. • No follow up on action points/ resolutions in meetings. • Interference with other people's dockets leading to disillusionment. • Lack of adherence to organizational policies and procedures, e.g. human resource policies. • There is complacency and lack of desire to institute and maintain an organizational culture. • Disharmony between legal and non-legal staff
	• Staff stagnate at one job group for many years. • Official aloofness. • Lack of psycho-social support. • A rigid and non-consultative approach to the allocation of prosecutorial duties. • Decisions are overly centralized and overly discretionary. • Lack of a reward system and mechanism.
EXTERNAL INFLUENCES: POLITICAL	• Ethnicization of the war against corruption. • Influential persons demanding preferential treatment during arrest and prosecution. • Resistance by politicians- wanting to remain in office once charged, with the risk of interfering with the case. • Political incitement and intimidation. • Perception that some decisions to charge are politically motivated.
EXTERNAL INFLUENCES: ECONOMIC	• Inadequate budgetary allocation. • Poor remuneration-demotivating and increases the risk of compromise, high staff turnover. • Lack of autonomy in budgetary allocation.
EXTERNAL INFLUENCES: SOCIAL / COMMUNITY	• Pursuit of diversion and plea bargaining options. • Public doesn't clearly understand our mandate. • Traditional dispute resolution mechanisms that go against rule of law- repugnant to justice and morality- FGM, early marriages.
EXTERNAL INFLUENCES: TECHNOLOGY	• Inadequate capacity to handle crimes resulting from technological advancements. • Inadequate legislation. • Over-reliance on manual systems.

ISSUE	CURRENT STATE
EXTERNAL INFLUENCES: LEGAL	• The Office is entrenched in Law (Constitution & ODPP Act). • Inadequate access to justice for the poor. • Inadequate support by the criminal justice actors. • Poor quality investigations
EXTERNAL INFLUENCES: EXTERNAL STAKEHOLDERS	• Government support and improved public confidence. • Institutional and policy support by development partners and the civil society. • Negative publicity.
CASE MANAGEMENT	• Inadequate and archaic case management system in place. • Ad hoc and ill-defined data in the organization. • Failure by ODPP staff to achieve set targets. • Inadequate personnel. • Inadequate equipment. • Inadequate space and resources for pre-trial. • Lack of guidelines to govern movement of files. • Far flung police stations hindering effective file movement. • Unavailability of witnesses. • Manual court processes hinder recording of court proceedings. • Heavy documentation. • Disappearance of files or documents from the office, sometimes misplaced /lost/physical destruction. • Lack of a central case intake system.
THE PROSECUTIONS TRAINING INSTITUTE	• There is confusion on roles of PTI and Human Resource Development. • Disruption of activities due to unplanned trainings. • Inadequate budget for PTI. • PTI not yet fully established – registration, structures, faculty and accreditation etc. • Curriculum yet to be developed. • No physical structure for PTI. • Majority members of staff are not aware of the activities and operations of the PTI. • No Policy and guidelines to guide the implementation and operationalization of the PTI. • Unclear selection criteria for training. • Lack of a comprehensive training database. • Poor consultation with the supervisor. • Training Projections not fully considered.

5. THE SIX STRATEGIC COMMITMENTS

The Excellence Charter outlines six (6) strategic commitments as a vehicle towards transformation of the Office and service delivery. These commitments are:

1. **Independence and Integrity** - We honour our constitutional independence with fidelity and courage.
2. **Lifelong Learning** - Continuous learning and knowledge sharing.
3. **Reshaping Prosecutions** – Modernizing prosecutions.
4. **Leadership** – We recognize that leadership exists at all levels of our organization.
5. **Organizational Effectiveness** – Improved communication, structure, processes, service delivery, performance and measurement.
6. **Inter-Agency Networks** - Our collaboration with external stakeholder makes us stronger.

5.1 INDEPENDENCE & INTEGRITY

We honour our constitutional independence with fidelity and courage

Besides being a commitment, independence and integrity are among the seven core values and the foundation stone of the ODPP. They are inherent in the exercise of our constitutional and statutory powers, duties and responsibilities. They are embedded in the culture of the organization. Our fidelity to the Constitution and the ideals it espouses in public service will guide the Office.

The table below outlines the 3Rs Analysis of the commitment;

RECAST	RETOOL	RELEARN
● Re-Assert Independence of the Office. ● Enhance Integrity of the Office.	● Oath of Independence ● Inspectorate Unit (S. 52 ODPP Act) ● <i>Integrity Inspection Team</i> ● <i>Complaints and Compliments Division</i> ● <i>Internal Risk Management</i> ● <i>Internal Compliance and Ethics Unit</i> ● <i>Integrity Assurance Protocols</i> ● <i>Whistle-blower Policy</i> ● Memorandum of Understanding between ODPP and Investigative Agencies to clarify our operational relationship ● Guidelines on independent prosecutorial decision making and the exercise of discretion ● Ethical Behaviour Guidelines	● Centre for Independence, Ethics and Integrity in Practice within PTI ● Curriculum on Independence, Ethics and Integrity studies ● Stakeholder sensitization on the tools and all other Laws incidental thereto.

5.2 LIFELONG LEARNING

Lifelong learning and knowledge sharing

The 21st Century prosecution service depends on highly trained and adaptable workforce. It is therefore important to re-engineer ODPP operations by equipping staff with the requisite skills and capabilities for delivery of our mandate within a global context. Staff will be expected to learn how to build on internal strengths and to adopt international best practices. The Prosecutions Training Institute (PTI) has been established to realize this commitment by providing continuous professional development in Kenya and in the region.

The table below outlines the 3R analysis of the Lifelong Learning Commitment;

RECAST	RETOOL	RELEARN
● Determine appropriate Organizational model for the PTI.	● Enhance Regional initiatives in collaboration with established education and training partners ● Develop and implement policy on equitable access to learning and development opportunities for all ODPP staff. ● Talent management strategy: ● <i>Develop and implement a Talent and skills management policy</i> ● <i>Talent Identification Register</i> ● <i>Learning management plan for every staff member</i> ● <i>Succession planning</i> ● <i>Career progression framework</i> ● <i>Knowledge sharing</i> ● <i>Achievement Awards</i> ● <i>Professional coaching</i> ● <i>Mentor circles/programmes</i> ● <i>Skills inventory register</i> ● Operationalizing the Research Division	● The PTI will provide continuous professional development in: ● <i>Professional programmes</i> ● <i>Exchange programmes</i> ● <i>Visiting professionals programmes</i> ● Face to Face and Online Knowledge Centres in partnership with established educational and training partners ● Training of Trainers programme and center for Future Learning ● Induction Training of all newly recruited staff ● Experiments in new ways of teaching and learning ● Training of prosecutors exercising delegated prosecutorial authority ● Training other criminal justice agencies

5.3 RESHAPING PROSECUTIONS

Modernizing Prosecution

The traditional approach to prosecution must change. The Office must proactively take up the challenge to modernize the prosecution service so that it is responsive to the needs of the community and meets international best practices. Duties must be carried out without fear or favour and all decisions guided by professionalism and integrity.

The table below outlines the 3R analysis of the Reshaping Prosecutions Commitment;

RECAST	RETOOL	RELEARN
● Mobilizing resources for large scale and complex cases ● Institutionalizing prosecution guided investigations ● Institutionalizing case preparation ● Design appropriate case management system ● Instituting and embracing Community dialogues ● Entrenching the use of alternatives to prosecution ● Proposing Law Reform	● ‘Gold- Standard’ Prosecution Protocols ● Model Prosecutor Profile ● Trial Readiness Review Model ● Prosecution Support and Legal Project Management Section ● Prosecution Support Strategy ● Prosecution Guided Investigations Protocols ● Structure the case management project in phases for ease of implementation ● Tailor the Case Management System to the needs of specific department/division ● Digitize files at intake point. ● Set up case management desks at ODPP stations ● Diversion Policy ● Plea Bargaining Guidelines ● Implement Central Case Intake	● The ‘First Year’ Centre ● Comprehensive professional development and skills training curriculum for first year recruits ● Centre of Excellence for Complex Prosecutions and Emerging Crimes in the Prosecution Training Institute ● Curriculum on Complex prosecution Curriculum on Emerging Crimes ● Legal Practice Centre in the Prosecution Training Institute ● Prosecution skills training curriculum ● Subject matter curriculum on substantive areas of law ● Professional development curriculum ● Design thinking in legal Innovation curriculum ● Best practices and lessons learned programmes ● Train and sensitize staff on case management ● Exchange programmes and benchmarking ● Continuous professional legal development

5.4 LEADERSHIP

Leadership exists at all levels of our organization

The ODPP is a progressive organization and needs leadership skills at all levels. The Office attracts staff with diverse skills, levels of experience and talents which if identified and well managed will supplement and develop leadership at every level in the organization. The Office will identify

leaders, who will encourage innovation and inspire others to perform and acquire new levels of understanding and leadership skills.

The table below outlines the 3R analysis of Leadership Commitment;

RECAST	RETOOL	RELEARN
• Adopt Servant Leadership Philosophy that invests time, energy, resources and thinking into developing others as leaders • Leadership mentorship	• Develop new management model based on the Servant Leadership Philosophy • Encourage consultative interactions at all levels	• Establishment of a Leadership Centre at PTI • Leadership training and development curriculum: • <i>Comprehensive Management Training</i> • <i>Thought Leadership Programme</i> • Leadership certification programme • Leadership Mentoring Initiatives

5.5 ORGANIZATIONAL EFFECTIVENESS

A 21st century prosecution service requires adherence to critical components of understanding organizational effectiveness. Effective communication, a flexible and responsive organizational structure, robust processes and procedures, a focus on the delivery of quality prosecution service, effective performance management and monitoring and evaluation are critical to the success of the ODPP. The Office commits to strengthening and enhancing the existing infrastructure.

The table below outlines the 3Rs analysis of Organizational Effectiveness Commitment;

RECAST	RETOOL	RELEARN
• Strategic Communications • Organizational Structure: Structure that responds quickly to new and flexible ways of working	• Review the communication strategy to guide communications • Institutionalize the communications strategy • Review the organizational structure to be in line with operational improvements, clarify division of labour, chain of command among others	• Train and sensitize staff on the developed policies and frameworks. • Conduct monitoring and evaluations on the implementation of the policies and frameworks developed

RECAST	RETOOL	RELEARN
• Performance Management System • Develop Standardized processes and procedures	• Strengthen the regional Office with specific development strategies • Implement the ODPP Model Office • Work environment that drives organizational culture that changes people's values and behaviours • Develop an integrated ICT system and networks that connects all staff • Develop and implement a policy framework on delegation of powers • Sign performance agreements and implement performance appraisal mechanism • Implement 360 degree performance assessments for all managers • Establish a Performance Management Committee • Establish a monitoring and evaluation Committee headed by the DPP • Establish a Monitoring and Evaluation Unit within the Office • Enable and assure continuous improvement with quality systems and processes • Needs analysis and requirements and upgrade of business systems and processes • Review and monitor the effectiveness of business systems and processes to ensure effective operations • Develop Standard Operating Procedures (SOPs) • Develop, review and revise policies • Develop a Case Management System that is simple, reliable and uniform • Develop an automated and responsive procurement service • Develop a Comprehensive risk management system, including escalation procedures and an early warning system developed • Establish a centralized Staff Help Desk for any administrative issues • Develop ODPP Service Delivery Charter	• Establish a Corporate Services Centre of Excellence in the Prosecution Training Institute • Legal Operations Management Skills Training

5.6 INTER-AGENCY NETWORKS

Our Collaboration with our external counterparts makes us stronger

The ODPP will reshape its operations to create synergies through cooperation, coordination and collaboration; strengthen multi-disciplinary working relationship and develop relationships with our stakeholders. Further, work seamlessly to bring about an efficient, effective and accountable institution that is critical within the criminal justice system.

The table below outlines the 3R analysis of the Inter-Agency network commitment;

RECAST	RETOOL	RELEARN
• Establish and enhance cooperation, collaboration and coordination with external stakeholders	• Develop a Stakeholder Management Strategy • Develop a Donor Coordination Strategy • Strengthen International Cooperation, MLA and Extradition Division • Establish linkages with Professional Networks • Establish linkages with Leadership Networks • Establish a Mentor Circle • Undertake stakeholder mapping • Develop a data base of donor and their respective areas of support • Organize for round table donor meetings • Develop policies and guidelines to build confidence in the criminal justice system	• Disseminate and sensitize ODPP staff and stakeholders on the Stakeholder Management Strategy • Disseminate and sensitize ODPP staff and stakeholders on the donor management strategy • Build capacity of the International Cooperation, MLA and Extradition Division • Disseminate and sensitize criminal justice actors on Policies and Guidelines that build confidence in the criminal justice system • Participate in consultative inter agency conferences, workshops and training with Key Stakeholders to support the achievements of ODPP mandate

6. IMPLEMENTATION MATRIX/ROADMAP

COMMITMENT 1: INDEPENDENCE AND INTEGRITY

TEAM LEADER: SECRETARY, PUBLIC PROSECUTIONS

S/ No.	INITIATIVE	DESCRIPTION	Actor	ACTIVITIES				BUDGET (Millions)			
				Immediate (3 months)	Short-term (1yr)	Medium-Term (2yrs)	Long-Term (3yrs)	Immediate (3 months)	Short-term (1yr)	Medium-Term (2yrs)	Long-Term (3yrs)
1.	Oath of office	Staff members are currently subject to the Civil Service Oath of Secrecy. A specific oath is proposed for ODPP staff members. The oath would be created by the ODPP and would focus on the independence of the ODPP and the duties and responsibilities that go with it.	SPP	Develop an ODPP Oath of office	Implementation of the Oath of office	Continued implementation of the Oath of office	Continued implementation of the Oath of office	3.0	15.0	2.0	2.0
2.	Inspectorate Unit (S.52 ODPP Act)	The Inspectorate Unit shall be established under Section 52 of the ODPP Act as an independent unit. Its purpose would be to inspect the operations of the ODPP with a view of enhancing the quality of prosecutions.	COS	Develop an Inspectorate Operational Framework	Establishment of the Inspectorate Unit			3.0	15.0	-	-

3.	Internal Compliance Unit	This office will serve as a mechanism for ensuring compliance with ODPP policies, guidelines and ethical standards. It will have an expanded mandate of dealing with complaints and compliments and risk management.	Head, ICU		Review the Mandate of the Internal Compliance Unit (ICU)	Development of a Risk Management Framework work and Implementation of the Reviewed Mandate	Continuous Implementation of the reviewed mandate	-	3.0	10.0	7.0
4.	Integrity Assurance Protocols	Integrity Risk Assurance Protocols are proposed as guidelines, or SOPs on the steps that are available to staff members when an integrity issue arises.	Head, ICU		Develop Risk Assurance Protocols, Guidelines and SOPs	Implement Risk Assurance Protocols, Guidelines and SOPs	Undertake a Review and revision of the Protocols.	-	5.0	10.0	5.0
5.	Whistle-blower policy	Whistle-blower policies are a common mechanism for ensuring that issues of integrity and ethics can be raised without consequences for staff members.	Head ICU			Develop an internal whistle-blower policy	Operationalize the Whistle-blower policy	-	-	15.0	10.0

COMMITMENT 1: INDEPENDENCE AND INTEGRITY

TEAM LEADER: SECRETARY, PROSECUTIONS SERVICES

S/ No.	INITIATIVE DESCRIPTION	ACTOR	ACTIVITIES				BUDGET (Millions)			
			Immediate (3 months)	Short-term (1yr)	Medium-Term (2yrs)	Long-Term (3yrs)	Immediate (3 months)	Short- term (1yr)	Medium-Term (2yrs)	Long- Term (3yrs)
6.	Memo- randum of Understand- ing between ODPP and Investigative Agencies	A Memorandum of Understanding (MOU) is proposed between ODPP and the investigative agencies. The purpose of the MOUs is to define the operational relationship between the ODPP and investigative agencies.	COS		Develop the Mem- orandum of Under- standing	Imple- ment the MOU with the investi- gative agencies.	Track the progress of the MOU with the inves- tigative agencies	6.0	10.0	10.0
7.	Guidelines on inde- pendent prosecuto- rial decision making and the exercise of discretion	Sensitization on the Guidelines on independent prosecutorial decision making and the exercise of discretion are proposed so that prosecutors are properly guided in decision making.	HOD- C&RC	Finalize on sensitiza- tion of the guidelines	Imple- ment guidelines	Track the progress on sensi- tization on the guide- lines	Review and Revise the Guide- lines	5.0	5.0	4.0

8.	Ethical Behaviour Guidelines	The Ethical Behaviour Guidelines will be developed to give a practical guide to dealing with the complex processes and issues that can be raised by ethical dilemma.	Head, ICU	-	Development of the Ethical Behaviour Guidelines	Implementation of the Ethical Behaviour Guidelines	Review the progress of implementation of Ethical Behavior Guidelines	-	10.0	10.0	30.0
9.	Centre for Independence, Ethics and Integrity in Practice in the PTI	The Centre for Independence, Ethics and Integrity in Practice in the PTI would provide training and professional exchange opportunities to staff members and other Stakeholders.	Head PTI	-	Develop the framework and establish the Centre within the PTI	Implementation of the framework for the Centre within the PTI	-	6.0	10.0	-	
10.	Curriculum on Independence, Ethics and Integrity Studies	The Curriculum on Independence, Ethics and Integrity Studies will be developed and taught in the PTI.	Head, PTI		Develop the Curriculum on Independence, Ethics and Integrity	Implement the Curriculum on Independence, Ethics and Integrity	-	10.0	20.0	-	

COMMITMENT 2: LIFELONG LEARNING

S/ No.	INITIATIVE DESCRIPTION	Actor	ACTIVITIES				BUDGET (Millions)			
			Immediate (3 months)	Short-term (1yr)	Medium-Term (2yrs)	Long-Term (3yrs)	Immediate (3 months)	Short-term (1yr)	Medium-Term (2yrs)	Long-Term (3yrs)
1.	Determine appropriate organizational model for the PTI. PTI is to be a department of the ODPP. PTI is to become a global professional, prosecutorial and legal education provider.	Head, PTI	Finalize the development of the PTI curriculum.	Obtaining registration of PTI	Initiate accreditation of PTI Identify and establish partnerships and collaboration networks.	Appointment of Advisory Board to manage PTI	4.0	5.0	10.0	3.0
2.	Talent and Skills Management Strategy A comprehensive talent management strategy is proposed for the ODPP to develop and retain staff. An effective talent and skills management strategy if ODPP is to become the most attractive employer in the legal sector.	Head PTI	Develop Terms of Reference and constitute a team to develop a Talent and Skills Management strategy	Development of Talent and Skills Management Strategy	Implement Talent and Skills Management Strategy and prepare relevant implementation reports	Continue to implement Talent and Skills Management Strategy and prepare relevant implementation reports.	0.1	5.0	3.0	3.0

3.	Talent and Skills Management Register	One of the components of the talent management strategy is a talent identification register. Currently, the ODPP has no automated mechanism for knowing or identifying the skill sets and expertise of staff. This makes it difficult to identify staff members who are skilled and talented.	Head, PTI	Develop tools for identification of talents and skills in the ODPP.	Develop a Talent and Skills Management Register	Implement Talent and Skills Management Report.	Continued implementation of Talent and Skills Report.	3.0	3.0	3.0	3.0
4.	Learning management plan for every staff member	The ODPP does not have its own training policy but adopts the civil service training model. This model, however, is not responsive to the needs of the ODPP. A formal learning management plan should be in place for every staff member. This will be personalized to the needs of each staff member as a component of the Performance Management System.	Head, PTI	-	Develop a learning management plan for every staff	Ensure each staff prepares and implements learning management plans	-	2.0	0.5		
5.	Knowledge Management Strategy	The Knowledge Management Strategy recognizes that the ODPP has its own experts and draws on the experiences of prosecutors to create a knowledge platform for other staff members. Knowledge sharing underpins the best practices and lessons learned strategies set out above.	Head, PTI		Develop Knowledge Management Strategy	Implement ODPP Knowledge Management Strategy		2.0	3.0		

COMMITMENT 2: LIFELONG LEARNING

S/ No.	INITIATIVE	DESCRIPTION	Actor	ACTIVITIES				BUDGET (Millions)			
				Immediate (3 months)	Short-term (1yr)	Medium-Term (2yrs)	Long-Term (3yrs)	Immediate (3 months)	Short- term (1yr)	Medium-Term (2yrs)	Long- Term (3yrs)
6.	Succession Planning	Succession planning is a core component of sustainable growth for the ODPP. Systems should be put in place to ensure openness, fairness and transparency. Succession planning at all levels will ensure a pool of competent staff who can take up positions at higher levels to ensure smooth transitions.	Head, HRM	Constitute a committee to develop a Succession Planning Policy with clear Terms of Reference	Develop the Succession Planning Policy. Dissemination of the policy to staff.	Implementation of the Succession Planning Policy	Implementation of the Succession Planning Policy	0.1	5.0	5.0	5.0
7.	Career Planning	Career planning is a core component of sustainable growth and development for the ODPP. Career growth and equitable staff development opportunities will ensure staff motivation and retention	Head HRM	Conduct a situation analysis and prepare a report	Implement the recommendations of the Career Planning Evaluation Report	Implement the recommendations of the Career Planning Evaluation Report	Implement the recommendations of the Career Planning Evaluation Report	2.0	5.0	1.0	1.0

8.	Policy on equitable access to learning and development opportunities for all ODPP staff members	The ODPP applies the generic civil service training policy. The roadmap proposes an elaborate ODPP training policy that includes equitable access with selection based on need and merit.	Head PTI	Constitute a committee to develop training Policy and develop their Terms of Reference	Develop the ODPP training policy Disseminate and implement the policy to ODPP staff	Implementation of the policy (actual training)	0.1	100.0	300.0	300.0
9.	Award System	The ODPP will introduce an Awards System for exemplary performance.	SPP	Form a team to develop an award policy	Develop and implement award Policy	Implement the ODPP Award system	0.1	2.0	10.0	10.0
10.	Professional Coaching and Mentorship	Professional coaching is a form of direct mentoring. Mentors can be sought out by staff members, or a main streamed programme could be developed. This is a way of fast tracking and monitoring training in specific skills or subject matter areas.	Head PTI		Develop ODPP Mentorship and Coaching Policy	Implement the ODPP Mentorship and Coaching Policy and prepare Report		10.0	10.0	

COMMITMENT 2: LIFELONG LEARNING

S/ No.	INITIATIVE DESCRIPTION	Actor	ACTIVITIES				BUDGET (Millions)			
			Immediate (3 months)	Short-term (1yr)	Medium-Term (2yrs)	Long-Term (3yrs)	Immediate (3 months)	Short- term (1yr)	Medium-Term (2yrs)	Long- Term (3yrs)
11.	Visiting Professionals and Exchange Programme	Visiting professionals and exchange programmes can be reciprocal. They enable enrichment of research, the development of study units or best practices by drawing on the experiences of experienced practitioners.	Head PTI	Mapping of professionals and exchange programme	Development of visiting professionals and exchange programme	Implementation the visiting professionals and exchange programme	0.1	3.0	30.0	30.0
11.	The PTI will provide continuous Professional development programmes	The PTI will be a flagship component of the ODPP, recognized in Kenya and throughout the region for providing comprehensive and continuous professional development programme.	Head PTI		Development professional development programmes	Implementation professional development programmes	15.0	100.0	100.0	100.0

12.	Fellowship and Scholarship Awards	Fellowship and Scholarship Awards are a way of motivating staff.	Head PTI		Develop Fellowship and scholarship awards guidelines	Implement the Fellowship and Scholarship awards guidelines.	Implement the Fellowship and Scholarship awards guidelines.	3.0	50.0	50.0
13.	Training of Trainers (TOTs) Programme	The ODPP operates a 'Training of Trainers' programme. This can be replicated or extended or developed into a full pedagogical centre for legal professional teaching and for government wide corporate services teaching models.	Head PTI		Development of the ToTS programme and implementation	Continuous implementation of the ToTs programme	Continuous implementation of the ToTs programme	10.0	10.0	10.0
14.	Establish physical and virtual Knowledge Centres	Physical and virtual Knowledge centres are a platform for scaling up the PTI's ability to provide remote training opportunities. Knowledge centres can be provided in partnership with established education and training partners as a one off or bundles of training options.	Head PTI	Preparation of action plan for virtual knowledge	Establish Knowledge Centres	Operationalize Knowledge Centre's in the PTI	Operationalize Knowledge Centre's in the PTI	1.0	10.0	10.0

COMMITMENT 2: LIFELONG LEARNING

S/ No.	INITIATIVE	DESCRIPTION	Actor	ACTIVITIES				BUDGET (Millions)			
				Immediate (3 months)	Short-term (1yr)	Medium-Term (2yrs)	Long-Term (3yrs)	Immediate (3 months)	Short-term (1yr)	Medium-Term (2yrs)	Long-Term (3yrs)
15.	Development of the PTI	This will entail coming up with a design, physical infrastructure and resourcing for the PTI	DPP	Finalize the structural and architectural designs	Finalize the approvals for the design	Relocate to Loresho premises	Continued construction of the building	10.0	10.0	1000.00	1500
16.	Guidelines on independent prosecutorial decision making and the exercise of discretion	Sensitization on the Guidelines on independent prosecutorial decision making and the exercise of discretion. These are proposed so that prosecutors are properly guided in decision making.	Head PTI	Finalize on sensitization of the guidelines		Track the progress on sensitization on the guidelines		5.0	-	5.0	-

COMMITMENT 3: RESHAPING PROSECUTIONS

S/ No.	INITIATIVE	DESCRIPTION	ACTIVITIES	BUDGET (Millions)			
				Immediate (3 months)	Short-term (1yr)	Medium-Term (2yrs)	Long-Term (3yrs)
1	'Gold-Standard' Prosecution Protocols	The ODPP seeks to set the standard for litigation practice in Kenya, to be the leading professional organization and the most attractive employer in the legal sector. The proposed 'Gold- Standard' Prosecution Protocols will set the standard of professionalism that other legal organizations in the legal market place will aspire to.	Actor Head, C&RC Immediate (3 months) Short-term (1yr) Medium-Term (2yrs) Long-Term (3yrs)	4.0	20.0	25.0	
2.	Model Prosecutor Profile	The Model Prosecutor Profile will comprise a list of the key professional and personal attributes that exemplify the type of employee that represents the ODPP.	SPP Develop the concept Model Prosecutor Profile Develop the Model Prosecutor Profile Implementation of the Model Prosecutor Profile Vetting and Appraisal	1.0	1.0	10.0	2.0

COMMITMENT 3: RESHAPING PROSECUTIONS

S/ INITIATIVE No. DESCRIPTION		ACTIVITIES		BUDGET (Millions)					
		Actor	Immediate (3 months)	Short-term (1yr)	Medi- um-Term (2yrs)	Long-Term (3yrs)			
3.	Prosecution Guided Investigations Protocols (PGIP) are a core tool in rebalancing the relationship between the ODPP and other investigating agencies. The purpose of the PGIP is to ensure that investigations are complete.	Head, C&RC		Develop concept Standard operating Procedures for Prosecution Guided Investigation	Develop SOPs on Prosecution Guided Investigation	Dissemination and sensitization	2.0	3.0	10.0
4.	Guidelines on Independent Prosecutorial Decision Making and the exercise of discretion are proposed so that prosecutors are properly guided in decision making.	HOD-C&RC	Finalize on sensitization of the Guidelines	Implement Guidelines	Track the progress on sensitization on the Guidelines	Review and revise the Guide-lines	5.0	5.0	4.0

5.	Trial Readiness Review Model	The Trial Readiness Review Model (TRRM) is intended to provide a rigorous set of standards to determine whether cases are ready for trial. The TRRM can be used to guide an assessment of the preparation in all cases, but is particularly useful in large and complex cases, and prosecutions involving emerging crimes. The TRRM is interactive. It involves a moot-type court or panel that tests the readiness of the prosecution team to proceed with the case.	Head, EO&IC	To develop a checklist of key issues in prosecution cases	Develop the Trial Readiness Review Model. To constitute a team of experienced prosecutors and implement the model	Implement the TRRM	Implement the TRRM	0.1	15.0	15.0	15.0
6.	Litigation Support Strategy	Large and complex cases require a significant amount of litigation support. In some organizations that includes document management teams and information technology systems, discovery teams, analysts and other support services. A needs assessment is required for the ODPP.	Head, EO&IC	Develop a litigation support strategy	Under-take a need assessment on infrastructure and staff. Establish a Management Information System	Dissemination of the litigation support strategy and sensitization of staff	Continue the implementation of the litigation support strategy	5.0	30.0	3.0	3.0

COMMITMENT 3: RESHAPING PROSECUTIONS

S/ No.	INITIATIVE	DESCRIPTION	ACTOR	ACTIVITIES				BUDGET (Millions)			
				Immediate (3 months)	Short-term (1yr)	Medium-Term (2yrs)	Long-Term (3yrs)	Immediate (3 months)	Short-term (1yr)	Medium-Term (2yrs)	Long-Term (3yrs)
7.	Strategy on Complex Litigation	The purpose of the strategy on complex litigation is to ensure that a prosecutor, with sufficient experience, is well equipped to take on cases involving large volumes of evidence to prove sophisticated legal and evidential points. This will also ensure that the ODPP is able to call on a variety of prosecution counsel to be involved in these cases rather than a limited pool of prosecutors.	Develop a complex litigation strategy		Develop a complex litigation strategy	Dissemination and sensitization of the strategy	Implementation of the strategy		2.0	3.0	5.0
8.	Training Program on Emerging Crimes	This is to ensure that prosecutors are well equipped to handle cases in emerging crimes. This will also ensure that the ODPP is able to call on a variety of prosecution counsel to be involved in cases involving emerging crimes rather than a limited pool of skilled prosecutors.	Head PTI		PTI to develop a training program on emerging crimes	Implementation training programmes on emerging crimes	Implementation training programmes on emerging crimes	2.0	10.0	10.0	10.0

9.	Establish the 'First Year' Centre within the PTI	The purpose of the 'First Year' Centre (FYC) is to focus on the education of first year recruits so that they understand and represent the ODPP brand. The centre will provide a comprehensive professional development and skills training curriculum for first year recruits to the ODPP. The purpose of the FYC is to ensure that new recruits are trained from the beginning to be ODPP staff members who represent the ODPP's values, style and standards.	Head, PTI		To establish the 'First Year' Centre within PTI Develop a Comprehensive professional development and skills training curriculum for first year recruits	Operationalize the first year centre Implement the curriculum	Continued implementation of the curriculum	5.0	10.0	10.0
10.	Establish the Centre of Excellence for Complex Litigation and Emerging Crimes in the Prosecution Training Institute	The Centre of Excellence for Complex Litigation and Emerging Crimes in the PTI will create a focus on the training and expertise that prosecutors and legal support staff require to successfully conduct complex litigation and emerging cases. The Centre will provide training, professional coaching and exchange programmes, and visiting speakers so that the ODPP's can meet and/or adapt international best practices. This could include formal training for all grades of prosecution clerks where appropriate.	Head, PTI		To establish the Centre of Excellence for Complex Litigation and Emerging Crimes in Prosecutors' Training Institute	Operationalization of the Centre of Excellence for Complex Litigation and Emerging Crimes		10.0	20.0	

COMMITMENT 3: RESHAPING PROSECUTIONS

S/ INITIATIVE DESCRIPTION No.			ACTIVITIES		BUDGET (Millions)					
		Actor	Immediate (3 months)	Short-term (1yr)	Medium-Term (2yrs)	Long-Term (3yrs)	Immediate (3 months)	Short-term (1yr)	Medium-Term (2yrs)	Long-Term (3yrs)
11.	Establish the Legal Practice Centre in the PTI will provide litigation skills training along with modules on thematic prosecutions.	Head, PTI		Establish the Legal Practice Centre in the Prosecutors' Training Institute	Operationalization of the Legal Practice Centre in the Prosecution Training Institute			10.0	20.0	
12.	Prosecution skills training curriculum; Subject matter curriculum on substantive areas of law; Professional development curriculum	The LPC will offer a comprehensive training curriculum for prosecutors. The LPC will provide training at an introductory, intermediate and advanced levels. There will be an expectation that prosecutors will receive structured, ongoing and accredited training throughout their careers at the ODPP.	Head, PTI	Refer to curriculum under commitment two (2)						

13.	Design Thinking in Legal Innovation Curriculum	The LPC would also include a specific focus on Design Thinking for prosecutors. The ODPP would be recognized as the professional leader in legal thinking.	Head, PTI		Develop Design Thinking Curriculum in Legal Innovation	Implement the Design Thinking Curriculum	Implement the Design Thinking Curriculum	10.0	10.0	10.0
14.	Best practices and lessons learned programmes	The LPC would have a specific unit that recognizes the significance of institutional knowledge in the ODPP and the value of the experience and expertise within the office. The Best practices and lessons learned programmes would involve collaboration with groups of prosecutors with complementary expertise in specific subject matter areas. The groups would work closely with facilitators to produce best practice manuals and supporting documentation.	Head, PTI		Establish Best Practices and Lessons Learned Unit Develop the programmes	Operationalize Best Practices and Lessons Learned Unit Implement the programmes		10.0	5.0	

COMMITMENT 4: LEADERSHIP

S/ No.	INITIATIVE	DESCRIPTION	Actor	ACTIVITIES				BUDGET (Millions)			
				Immediate (3 months)	Short-term (1yr)	Medium-Term (2yrs)	Long-Term (3yrs)	Immediate (3 months)	Short- term (1yr)	Medium-Term (2yrs)	Long-Term (3yrs)
1.	Adopt Servant Leadership Philosophy.	Servant Leadership Philosophy requires managers to make the development of their staff of central importance. This ensures that the capacity building that is required in the organization becomes the responsibility of managers and that there are incentives in place for ensuring that this occurs.	DPP	Identify Leadership Development Needs of the organization.	Develop a program based on Servant Leadership Philosophy.	Implement the Servant Leadership philosophy program.	Continuous implementation of the program	3.0	10.0	20.0	20.0
2..	Leadership Centre in the PTI Leadership Training and Development Program	The purpose of the Leadership Centre is to create a focus on leadership principles and what they mean to the ODPD. It is intended to focus on leadership principles, rather than just management skills and style.	Head, PTI		Develop a proposal and operational framework and establish Leadership Centre in the PTI. Develop Leadership Training and Development Program	Operationalize Leadership Centre in the PTI. Implement the Leadership Training and Development Program	Continued implementation of Leadership Training and Development Program		10.0	15.0	15.0

3.	Comprehensive Management Training	The Servant Leadership Philosophy and management style will require management to undergo rigorous training on an ongoing basis, coupled with the proposed 360 degree management performance model, which ensures that this is put into practice.	Head, PTI		Develop a Comprehensive Management Training Framework.	Implement the Comprehensive Management Training Framework	Continuous implementation of the Comprehensive Management Training Framework	5.0	15.0	15.0
4.	Thought Leadership Programmes	There is need to institutionalize the Thought Leadership Programmes so that the ODPP becomes known for legal innovation.	DPP	Identify areas for legal innovation	Develop Thought Leadership Programmes	Implement Thought Leadership Programmes	Continued implementation of the Thought Leadership Programme	4.0	4.0	4.0
5.	Leadership Mentoring initiatives	The Training Needs Assessment report set out options for an institutionalized leadership mentoring system. The purpose of the system is to broaden the concept of leadership mentoring to a range of initiatives beyond standard one-to-one mentoring relationships.	SPP		Development of a leadership Mentoring Action Plan Implementation of a Mentoring Action Plan in phases.	Implementation of a leadership Mentoring Action Plan.	Continuous implementation of the leadership Mentoring Action Plan.	1.0	10.0	5.0

COMMITMENT 5: ORGANIZATIONAL EFFECTIVENESS

S/ INITIATIVE DESCRIPTION No.			ACTIVITIES				BUDGET (Millions)			
Actor			Immediate (3 months)	Short-term (1yr)	Medi- um-Term (2yrs)	Long-Term (3yrs)	Imme- diate (3 months)	Short- term (1yr)	Medi- um-Term (2yrs)	Long- Term (3yrs)
1.	Office of Change Manage- ment (OCM)	The purpose of the OCM is to ensure that a professional approach is taken to the management of the large scale institutional change required to support the initiatives in the Excellence Charter. This will include the establishment of management and implementation teams who are allocated responsibility for different aspects of the Excellence Charter.	DPP	Establish the Office of Change Management (OCM)	Implement action plan for change management and prepare reports	Implement action plan for change management and prepare reports		10.0	5.0	5.0
				Prepare and im- plement action plan for change manage- ment						
				Establish and oper- ationalize Monitor- ing and Evalua- tion Unit						

2.	Establishment of Monitoring and Evaluation committee (M&E) to be headed by the DPP	The ODPP has not had a fully functioning Monitoring and Evaluation committee. The M&E committee is essential to the successful implementation of the DPP's new strategic direction.	DPP	Constitute a Monitoring and Evaluation team and develop Terms of Reference.	develop and implement monitoring and evaluation framework	implement a monitoring evaluation framework	implement a monitoring framework	0.1	20.0	20.0	20.0
3.	Centralized Staff Help Desk for any administrative issue	The purpose of the Help Desk is to respond and give feedback to specific staff concerns.	Head, CS	Develop TORs, set up help desk and appoint suitable officers	Develop and implement Help Desk Guidelines and Systems	Implement Help Desk Guidelines and Systems	Implement Help Desk Guidelines and Systems	1.0	10.0	1.0	1.0
4.	Institutionalize the Strategic Communications Strategy	Internal communications is a key part of the ODPP but suffers from significant constraints. The current communications strategy does not adequately meet internal communication needs such as responsive email system, intranet or an App. This is one of the priority issues for the ODPP.	Head, CC	Review the existing Strategic Communications Strategy	Implement Strategic Communications Strategy	Implement Strategic Communications Strategy	Implement Strategic Communications Strategy	3.0	5.0	5.0	5.0

COMMITMENT 5: ORGANIZATIONAL EFFECTIVENESS

S/ No.	INITIATIVE	DESCRIPTION	ACTIVITIES					BUDGET (Millions)			
			Actor	Immediate (3 months)	Short-term (1yr)	Medi- um-Term (2yrs)	Long-Term (3yrs)	Imme- diate (3 months)	Short- term (1yr)	Medi- um-Term (2yrs)	Long- Term (3yrs)
5.	Comprehen- sive Risk Manage- ment System	The ODPP currently has no risk management system to mitigate potential risks. This will require an escalation procedure and an early warning system. There is therefore need to establish a Risk Management System to address potential risks.	DPP	Constitute a team to prepare a Risk Man- agement Strategy	Develop Risk Man- agement Strategy	Develop a Risk Man- agement System	Imple- ment Risk Man- agement System	0.1	5.0	10.0	30.0
6.	Delegation of decision making power.	Decision making is a key component of the Office. There is, therefore, need to delegate the decision making power. The view is that the progress of cases and managerial issues become trapped by a very limited number of decision makers who have very wide spans of control and who cannot keep up with the workflow given the other pressures of their roles.	DPP	Develop guidelines for delega- tion of deci- sion making power.	Roll out of guide- lines for delegation of decision making power			3.0	2.0		

7.	Needs analysis and upgrade of business systems and processes	The existing business systems are outdated and therefore an impediment to the development of the ODPP as an innovative and responsive provider of legal services. Business needs require updating and continuous improvement if the ODPP is to successfully implement its new strategic direction.	Head, CS	Develop TORs for consultancy	Appoint a consultant to evaluate and review the ODPP business processes	Implement the reviewed business processes	Implement the reviewed business processes	15.0	5.0	5.0
8.	Review organisational structure	There is need to review the organizational structure to be in line with operational improvements, clarify division of labour and chain of command among others	Head, CS	Finalize, implement the organizational structure Review and Revise Human Resource Manual	Implement the organizational structure	Implement the organizational structure	Implement the organizational structure	100.0	100.0	100.0
9.	Performance Management System	The ODPP has a prototype performance management system, specific to the needs of the ODPP. There is need for its launch and implementation.	SPP	Launch ODPP Performance Management Framework Develop TORs and appoint the Performance Management Committee	Develop and disseminate performance tools.	Implement performance management framework	Implement Performance Management Framework	10.0	10.0	10.0

COMMITMENT 5: ORGANIZATIONAL EFFECTIVENESS

S/ INITIATIVE DESCRIPTION No.			ACTIVITIES		BUDGET (Millions)						
	Actor		Immediate (3 months)	Short-term (1yr)	Medium-Term (2yrs)	Long-Term (3yrs)	Immediate (3 months)	Short-term (1yr)	Medium-Term (2yrs)	Long-Term (3yrs)	
10.	360 degree performance assessments for all managers	The 360 degree feedback allows each individual to understand how their effectiveness is viewed by others. It is the process through which feedback from an employee’s subordinates, colleagues, and supervisor(s), as well as a self-evaluation by the employee themselves is gathered. Such feedback can also include, when relevant, feedback from external sources who interact with the employee, such as customers and suppliers or other interested stakeholders	SPP		Develop ODPP 360 degree Performance Assessment System	Implement ODPP 360 Degree Performance Assessment System	Implement ODPP 360 Degree Performance Assessment System	-	10.0	1.0	1.0
11.	Standard Operating Procedures (SOPs)	The introduction of Standard Operating Procedures is an important mechanism for standardizing operations, processes and procedures. SOPs should be developed for all corporate service areas.	Head, CS	Identify and map Corporate Service areas that require SOPs	Develop the requisite SOPs for relevant divisions in Corporate Services	Implement SOPs	Implement the SOPs	0.1	10.0	10.0	10.0

12.	ODPP Service Delivery Charter	Service Delivery Charter provides standards for provision of services. There is need to develop a Service Delivery Charter to guide service standards	CoS	Develop TORs for a consultant Constitute team to develop the Service Charter	Develop, disseminate and implement Service Charter	Implement Service Charter	Revise Service Charter	0.1	10.0	2.0	3.0
13.	An automated Case Management System	The introduction of a Case Sanagement system is an essential development for the ODPP. The current manual system is not efficient. A new case management system is required. An electronic system needs to be introduced once the manual systems have been revised and audited	DPP	Appoint and develop Terms of Reference for an external consultant for the automated Case Management System	Develop an automated Case Management System	Sensitization and implementation of the automated Case Management System	Implementation of the Case Management System	2.0	500.0	100.0	100.0
14.	A responsive procurement service	A responsive procurement service is an essential improvement in the ODPP	Head, CS	Review the current procurement processes	Implement the recommendations from the review	Sensitization of managers, requestors, end users and procurement staff	Implement the responsive procurement service	3.0	10.0	10.0	5.0

COMMITMENT 5: ORGANIZATIONAL EFFECTIVENESS

S/ No.	INITIATIVE DESCRIPTION	ACTOR	ACTIVITIES				BUDGET (Millions)			
			Immediate (3 months)	Short-term (1yr)	Medium-Term (2yrs)	Long-Term (3yrs)	Immediate (3 months)	Short- term (1yr)	Medium- Term (2yrs)	Long- Term (3yrs)
15.	Establish the Corporate Services Centre of Excellence in the Prosecution Training Institute	The Corporate Services Centre of Excellence in the PTI will provide comprehensive training for Corporate Services staff in their areas of expertise. The Centre will become a leader in the provision of corporate service in the region.	Head, PTI		Develop a framework for the Corporate Services Centre of Excellence within the PTI	Establish the Corporate Service Centre of Excellence within the PTI	Operationalize the Corporate Service Centre of Excellence within the PTI	3.0	10.0	20.0
16.	Strengthen the regional offices	The DPP established an operational model that strengthens the offices in the regions and counties with specific development strategies. Each office will operate as a replica of the main ODPP. The offices will operate consistent with all ODPP policies and processes. However, each office will undertake specific needs assessments so that the development needs of the office can be addressed.	Head, CA&PS	Conduct specific Needs Assessment for all ODPP regional and county offices.	Implement needs assessment report	Implement needs assessment report	Implement needs assessment report	3.0	100.0	100.0

17.	The ODPP Model Office	The ODPP Model Office is being developed so that there are standard requirements for the fit out of every office.	Head, CA&PS	Conduct specific Needs Assessment for the offices	Establish ODPP model office in 5 county offices	Establish ODPP model office in 5 county offices	Establish ODPP model office in 5 county offices	5.0	130.0	130.0	130.0
18.	Well-being and safety initiatives	ODPP will introduce well-being, safety, protection and precaution measures and psycho-social support. Well-being and safety measures need to be operationalized and mainstreamed.	Head, CS		Develop well-being support programme	Implement well-being support programme	Implement well-being support programme	1.0	50.0	50.0	20.0
19.	Upgrade the ICT network	There is need for an upgrade of the ODPP ICT network.	Head, CS	Undertake needs assessment	Upgrade the ICT network	Upgrade the ICT network	Upgrade the ICT network	2.0	100.0	100.0	100.0
20.	Review and audit the effectiveness of ODPP processes and procedures to ensure effective operations	The processes and procedures of the ODPP will continue to change in response to emerging trends. They will require ongoing review and auditing to ensure that changes are fit for purpose.	DPP			Audit of processes and procedures	Continuous audit of processes and procedures		20.0	20.0	10.0
21.	Review of the ODPP Excellence Charter	Towards the end of the three-year period there's need to review the ODPP Excellence Charter as well as evaluate its implementation and make recommendations on way forward.	SPP		Undertake annual review of the Charter	Undertake annual review of the Charter	Final Review of the ODPP Excellence Charter		5.0	5.0	10.0

COMMITMENT 6: INTER-AGENCY NETWORKS

S/ No.	INITIATIVE	DESCRIPTION	Actor	ACTIVITIES				BUDGET (Millions)			
				Immediate (3 months)	Short-term (1yr)	Medi- um-Term (2yrs)	Long-Term (3yrs)	Imme- diate (3 months)	Short- term (1yr)	Medi- um-Term (2yrs)	Long- Term (3yrs)
1.	Stakehold- er Man- agement Strategy	There is need for an ODPP Stakeholder Management Strategy to facilitate a coordinated approach to stakeholder engagement.	CoS	Stakeholder mapping	Develop a Stakehold- er Man- agement Strategy	Imple- ment Stake- holder Man- agement Strategy	Imple- ment Stake- holder Man- agement Strategy	0.1	3.0	2.0	2.0
2.	Internation- al Cooper- ation, MLA and Extradi- tion Division	The International Cooperation, MLA and Extradition Division should be strengthened to better address the growing needs of the ODPP in seeking international assistance in transnational crime.	Head, MLA	Identify the capacity gaps of the division	Enhance the capac- ity of the division	Enhance capacity of the division	Enhance capacity of the division	1.0	5.0	5.0	5.0
3.	Donor Coordination Strategy	The ODPP requires a Donor Coordination Strategy to facilitate harmonized approach to donor engagement.	CoS		Develop a Donor Co- ordination Strategy	Imple- mentation of Donor Coordi- nation Strategy	Implemen- tation of Donor Co- ordination Strategy		3.0	2.0	2.0

4.	Leadership Network	Leadership networks can be developed at all levels of the organization. They can assist the best and brightest (or most motivated) to build their competency by providing professional development and leadership opportunities to support themselves and others in taking an active role in strengthening the ODPP	CoS	Identify and create linkages with relevant networks	Organize leadership development forums	organize leadership development forums	Organize leadership development forums	0.5	10.0	10.0	10.0
5.	Professional Networks	ODPP will identify and cooperate with professional networks	Head, CS	Develop a database of professional networks	Participation in the activities of the professional networks.	Participation in the activities of the professional networks	Participation in the activities of the professional networks	0.1	50.0	50.0	50.0
6.	Justice Sector Cooperation Network	Justice Sector Cooperation Network is well established. The success of this initiative will depend upon whether activities are purposefully driven to measurable outcomes.	DPP	Actively participate and support the initiatives, functions, strategies and objectives of NCAJ and MAT	Actively participate and support the initiatives, functions, strategies and objectives of NCAJ, MAT	Actively participate and support the initiatives, functions, strategies and objectives of NCAJ and MAT	Actively participate and support the initiatives, functions, strategies and objectives of NCAJ and MAT	2.0	2.0	2.0	2.0

6. MONITORING AND EVALUATION FRAMEWORK

The DPP shall constitute and head a Monitoring and Evaluation Committee whose membership shall comprise of the Secretary, Public Prosecutions, the Deputy Directors, the Corporate Strategy and Planning Division and other members who may be co-opted on need basis. This committee will develop an M & E Framework and Performance Management System which will be designed to ensure actual performance is measured against agreed targets at all levels and feedback provided to key actors in the implementation process. Monitoring and Evaluation will be continuous.



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