

REPUBLIC OF KENYA



VICTIM PROTECTION BOARD

STRATEGIC PLAN

(2018/2019 – 2022/2023)



## VISION, MISSION AND CORE VALUES

### Vision

The lead institution in the protection of rights and welfare of victims of offences.

### Mission

To protect, rehabilitate and compensate victims of offences through formulation and implementation of comprehensive and integrated programmes.

### Core Values

- 1) ***Victim centred***-The Board will focus on needs and concerns of a victim to ensure the compassionate and sensitive delivery of services in a non-judgmental manner.
- 2) ***Confidentiality*** –To protect human dignity, the Board shall uphold confidentiality of the information that comes to their knowledge in the course of their duties.
- 3) ***Collaboration***:-The Board is committed to working closely with other stakeholders handling victims of crimes while fostering inclusion of all people irrespective of their differences in its functions and building corporate ideals to enhance service delivery.
- 4) ***Professionalism, Integrity and Accountability***:-The Board is fully committed to tap its rich and multi-skilled human resource base in an honest, transparent and accountable manner in order to achieve its mandate.
- 5) ***Teamwork and Courtesy***:-The Board shall involve employees at all levels of operations and undertakes to respect all its stakeholders as a guiding principle.
- 6) ***Equity and Fairness/Social justice***- The Board undertakes to recognize and promote the rights of all, be impartial to all stakeholders, and serve without discrimination.
- 7) ***Efficiency and Effectiveness***: The Board is committed to rationalizing operational costs while meeting the highest standards of service delivery to all stakeholders

## FOREWORD

It is my pleasure and honour to present the Victim Protection Board Strategic Plan 2018/19 – 2022/23, laying down the Board`s four-year plan. Strategic Plans are critical for organizations as they offer a reference point, based upon the activities which can be undertaken systematically and pro-actively monitored. This is the first strategic plan for the Victim Protection Board.

The Plan is set out to achieve a number of remarkable milestones aimed at realizing the Board`s Vision. These include; (i) developing and implementing guidelines and toolkits on victim protection, victim rights enforcement; (ii) compliance with the Constitution and the Victim Protection Act; and (iii) building internal staff capacity.

This Plan is anchored on Kenya`s development blueprints; the Constitution of Kenya 2010, Big Four Agenda, MTP III, Kenya Vision 2030 and the Sustainable Development Goals. These blueprints were taken into account in designing the Strategic plan.

The Plan identifies the measures of success that will support the delivery of our mission. Further, the Plan identifies strategic objectives, assesses Victim Protection Board strengths, weaknesses, threats and opportunities, culminating into a series of strategic activities and numerous detailed tasks that I believe will help us in realizing our vision and achieving our strategic goals.

As with any plan, we are alive to the fact that challenges will arise, however, I am confident that with this solid plan, we shall effectively tackle any issues that may arise and thus make a visible contribution to the broader MTP III of Vision 2030.

Finally, I would like to recognize the dedication and commitment of my fellow members of the Board, the Management Team and the entire Staff throughout the planning process, and for tirelessly working on, and delivering this document, despite the COVID-19 Pandemic. I am persuaded in the same manner. We shall successfully implement this Plan as we work towards our vision and fulfil our mission.

I wish to take this opportunity to commend all those who gave their invaluable input and more specifically members of staff of Victim Protection Board who worked tirelessly to produce this Strategic Plan.

Kennedy Ogeto, CBS

SOLICITOR GENERAL

CHAIRMAN, VICTIM PROTECTION BOARD

## PREFACE

The process of developing the Strategic Plan involved extensive internal and external stakeholder participation and consultation. The Board conducted various workshops, providing an opportunity for staff, management and the Board to fully inform the development of this Plan. The degree of engagement in the process, and, the quality of contribution ensured that the Plan embedded the interests and focus of stakeholders in ensuring and generating the necessary ownership and commitment in its implementation.

The Strategic plan 2018/19 -2022/23 sets out oriented goals and objectives which the Board will endeavour to achieve and shall place greater emphasis on delivering effective enforcement and enhance the creation of efficient victim protection services. The Victim Protection Board will review the legislation on the provision of victim protection services in the country with the aim of increasing awareness on the rights of the Victims, including the vulnerable victims.

The Strategic Plan also takes into consideration of the sustainable Development Goals, the Kenya Vision 2030, and the Constitution of Kenya. It also takes into account sectoral blueprints aimed at promoting socio-economic and political development in the country. The Plan is cognizant of the environmental factors under which the Board operates in and has taken these into account while formulating the various strategies of achieving its objectives in the next four years.

The Board recognizes that the onus is on the management team to ensure the successful implementation of the Plan. The management plays a vital role in guiding their respective teams. To support this process, the Victim Protection Board has incorporated the monitoring and evaluation (M&E) framework that will ensure that progress on the implementing of the deliverables set out in the Plan are regularly tracked.

Lastly, I would like to thank the Board members, Office of the Attorney General & Department of Justice for their support in developing this Strategic Plan. In addition, I

appreciate the commitment and input of colleagues in developing this Strategic Plan. We are confident that we shall successfully deliver on it as a team.

Alice Ondieki (Mrs.)

**SECRETARY, VICTIM PROTECTION BOARD**

**DIRECTOR, WPA**

## **ACKNOWLEDGMENT**

The conceptualization and development of this Strategic Plan (SP) has been made possible through a consultative process involving key stakeholders drawn from the various State and Non-State Actors in the criminal justice system who are members of the Victim Protection Board and Technical Committee of the Board.

The activities were undertaken under the leadership of the Attorney General and Solicitor General. The Office of the Attorney General and Department of Justice (OAG & DOJ) together with the Victim Protection Board would like to express their sincere appreciation to the Board Members and Technical Committee Members whose precious efforts led to the fruition of this Strategic Plan.

Further, the OAG & DOJ and the VPB remains grateful to all organizations who have contributed to the activities of the Board in one way or the other. We are conscious too of the need to incorporate best-practice in all that we do. We are also sincerely grateful to all stakeholders, from the State and Non-State Actors, who in profound and diverse ways contributed to this Strategic Plan.

**Mary M. Wairagu (Mrs.)**

**CHIEF STATE COUNSEL**

**Ag. CEO, VICTIM PROTECTION BOARD**

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## **LIST OF ACRONYMS AND ABBREVIATIONS**

<b>AG</b>	Attorney General
<b>CEO</b>	Chief Executive Officer
<b>DPP</b>	Director of Public Prosecution
<b>GJLOS</b>	Governance, Justice, Law and Order Sector
<b>ICT</b>	Information Communication and Technology
<b>KRAs</b>	Key Result Areas
<b>MDAs</b>	Ministries, Departments and Agencies
<b>M&amp;E</b>	Monitoring & Evaluation
<b>MOU</b>	Memorandum of Understanding
<b>MTPs</b>	Medium Term Plans
<b>NGOs</b>	Non-Governmental Organizations
<b>OAG &amp; DOJ</b>	Office of the Attorney General and Department of Justice
<b>PAA</b>	Public Audit Act
<b>PFMA</b>	Public Finance Management Act
<b>PWDs</b>	Person with Disabilities
<b>SAGAs</b>	Semi-Autonomous Government Agencies
<b>SCAC</b>	State Corporation Advisory Committee
<b>SDGs</b>	Sustainable Development Goals
<b>SFAs</b>	Strategic Focus Areas
<b>SLA</b>	Service Level Agreement
<b>SOPs</b>	Standard Operating Procedures
<b>SP</b>	Strategic Plan
<b>TNAs</b>	Training Needs Assessment
<b>VP</b>	Victim Protection
<b>VPA</b>	Victim Protection Act
<b>VPB</b>	Victim Protection Board
<b>VRC</b>	Victim Rights Charter
<b>WPA</b>	Witness Protection Agency
<b>WP</b>	Witness Protection

## EXECUTIVE SUMMARY

The Victim Protection Board is established under Section 31 of Victim Protection Act, 2014 with the Mandate to enforce the Act by enhancing the welfare of the people of Kenya through promoting and protecting effective rights of the victims of crime.

This Strategic Plan sets out the vision, mission, the strategic themes, strategic objectives, and key activities to deliver output. In carrying out the Board's environmental analysis, a couple of strengths, weaknesses, opportunities, and threats were identified that the Victim Protection Board should take cognizance of in the realization of its mandate and achievement of its well-articulated vision.

The Board has aligned its Strategic Plan to the Vision 2030, Sustainable Development Goal and the Big Four Agenda. The key strengths of the Board include: (i) The Victim Protection Act, 2014 which is anchored in the Constitution, (ii) a fully constituted Board established under Executive Order No. 1 of 2018, (iii) a Board which has strong partnership and collaboration with stakeholders, development partners and (iv)lastly qualified, competent and committed Board members.

The threats that may constrain the operations of the Board include: competing needs at the Exchequer negatively impacting on budgetary allocation, potential change in key stakeholders priorities during the implementation of the Strategic Plan, potential overlapping mandate with other State agencies, conflict of interest, political influence, low public confidence in the Board due to lack of information on the operations of the Board and heightened public expectations.

Strategic Plan period covering 2018/19 to 2022/23, the Board will pursue five thematic areas to achieve its mandate. These are: (i)victim protection, (ii)rehabilitation of victim of crime, (iii) prevention of re-victimization of victims, (iv) support services and (v) victim compensation, thus to ensure the achievement of its objectives.

A monitoring and evaluation (M&E) framework has been incorporated and forms part of this report. The M&E Framework contains activities to deliver the expected outputs with clear performance indicators. The projected cost of implementing activities in this Strategic Plan is Kshs.417,050,000 million which will be funded primarily by the exchequer, internally-generated funds and grants from development partners.

To deliver on its mandate, the Board has a clear vision and mission statement, supported by well-articulated institutional core values.

### **Vision**

The lead institution in the protection of rights and welfare of victims of offences.

### **Mission**

To protect, rehabilitate and compensate victims of offences through formulation and implementation of comprehensive and integrated programmes.

### **Core values**

- Victim centred,
- Confidentiality,
- Collaboration,
- Professionalism, Integrity and Accountability,
- Teamwork and Courtesy,
- Equity and Fairness/ Social justice,
- Efficiency and Effectiveness

## **CHAPTER ONE: INTRODUCTION**

### **1.0 Overview**

This chapter gives an overview of the Victim Protection Act, 2014 the mandate of the Victim Protection Board, the governance structure and the functions of the Victim Protection Board in the implementation of the Act. The chapter discusses the strategic plan which provides a roadmap for operationalization of the VPB activities.

The plan will also facilitate a sustainable and efficient utilization of resources in the implementation of the Act and attainment of the national development goals. The chapter further details the global, regional and national development challenges in Kenya. Lastly, the chapter will provide a detailed analysis of the Kenya's development agenda contained in the Kenya Vision 2030 whose implementation is through five-year Medium Term Plans (MTPs).

### **1.1 Introduction**

The Victim Protection Act, No. 17 of 2014 was enacted to make provision for the protection of victims of crime, special protection for vulnerable victims and the development of a mechanism for dissemination of information, provision of support services to victims. The Act is intended to give effect to Article 50 (9) of the Constitution. The Act establishes the Victim Protection Board, which is charged with the responsibility of implementing the Act.

### **1.2 Background**

The Victim Protection Board was gazetted vide gazette notice number 2487 of 10<sup>th</sup> April, 2015. The Solicitor General is the Chairperson of the Board and the Director of the Witness Protection Agency is the Secretary to the Board. A technical committee headed by the acting CEO supports the work of the Board and is comprised of technical officers from the institutions represented in the Board. The Victim Protection Trust Fund Board of Trustees has been gazetted. They are expected to commence the operations of the trust fund once the regulations are gazetted.

### **1.3 Mandate of Victim Protection Board**

The Victim Protection Board (VPB) is established by section 31 of the Victim Protection Act, 2014. The Act was enacted on 4<sup>th</sup> September 2014, to give effect to Article 50 (9) of the Constitution of Kenya. The Act provides for the protection of victims of crime, reparations, compensation, special protection for vulnerable victims, the development of a mechanism for dissemination of information and provision of support services.

The Board's mandate is to advise the Cabinet Secretary responsible for matters relating to Justice on inter-agency activities aimed at protecting victims of crime. The Board is also charged with the implementation of preventive, protective and rehabilitative programmes for victims of crime.

#### **1.4 Governance Structure**

VPB is part of the Governance, Justice, Law and Order Sector (GJLOS). The sector plays an important role in implementing programmes and policies and undertaking institutional reforms that are aimed at providing a stable environment for social, economic and political development of the country.

The Board for the purposes of accountability, reports to the Attorney General and National Assembly on the overall fulfilment of its core mandates.

#### **1.5 Functions of the Board**

The functions of the Victim Protection Board are set out in section 32 of the Victim Protection Act. They include advising the Cabinet Secretary on inter-agency activities aimed at protecting victims of crime and the implementation of preventive, protective and rehabilitative programmes for victims of crime. The Board is also expected to advise the Cabinet Secretary on:

- (a) formulation of a comprehensive and integrated program to protect victims of crime;
- (b) coordination of activities relating to protection of victims of crime;
- (c) dissemination of information on the law and the issues relating to victim protection through concerned agencies and non-governmental organizations;
- (d) development of a charter for victims of crime;
- (e) formulating and coordinating training programs for law enforcement agents on victim protection;
- (f) monitoring and evaluation of the progress Kenya with respect to protection of victims of crime;
- (g) consultation and advocacy with Government departments and agencies and non-governmental organizations, to advance the purposes of this Act;
- (h) compilation and documentation of desegregated data annually, by age, County and gender, of victims of crime for purposes of policy formulation and program direction;
- (i) development of mechanisms to ensure the timely, coordinated, and effective response to cases of victim protection;
- (j) undertake measures necessary to rehabilitate victims of crime and in particular;
  - i. implementation of rehabilitative programmes including education and protective programmes for victims of crime;
  - ii. the provision of shelter and psychosocial support to vulnerable victims;
- (k) measures to reduce re-victimization in the justice system.

## **1.6 Future of the Board**

The Board is operationalizing the Victim Protection Act, 2014 and is establishing the necessary legal and institutional frameworks aimed at coordinating provision of services to victims of crime across the country. The Board is also in the process of operationalizing the Victim Protection Trust Fund to give compensation and support to victims of crime.

## **1.7 Strategic Plan 2018-2023 Background**

The Victim Protection Act was enacted in 2014, the Board was gazetted in April 2015 and held its inaugural meeting in October 2015. In the first three years of its operation the Board prioritized operationalization activities. The Board performed its functions based on approved annual work plans. It submitted annual reports for the financial year 2016/17, 2017/18 and 2018/2019. The Board implemented its work plan 2018/19, which provided for formulation of this strategic plan. The strategic plan is aligned with the Third Medium Term Plan of the Kenya Vision 2030(MTP3). The key activities and deliverables of the Board have also been included in the OAG/DOJ Strategic Plan 2018-2023.

## **1.8 Rationale for the Strategic Plan**

The Victim Protection Board is created pursuant to Article 50 (9), of the Constitution of Kenya. In the context of the national development agenda Kenya Vision 2030, the Board intends to offer protection and assistance to victims of crime as a basic human right thereby upholding the rule of law. The emergence of complex crimes and public awareness on fundamental rights mandates the Board to assist the criminal justice system by providing protection to victims of crime. Victim Protection is a manifestation of the Government's commitment to ensure safe and secure access to justice to thousands of victims whom justice has been denied for years.

## **1.9 Global, Regional and National Development Challenges**

Kenya faces challenges in the economic, social, political and environmental dimensions of sustainable development.

### **1.9.1 Global Challenges**

Like many other countries in the world, Kenya is faced with the challenge of low per capita income among its population, greater competition at the international level emanating from changing global economic trends; ensuring continued macro-economic stability; minimizing institutional risks, especially related to corruption and security; promoting efficiency through adoption of new technologies; and raising the level of investments.

## **1.9.2 Regional Challenges**

At the regional level, the East and Central Africa region is faced with the challenge of political instability in Somalia and South Sudan who is our strategic neighbours thereby exposing Kenya to the threat of regional and global terrorism. Acts of terrorism that are directed against innocent civilians, political assassinations, and violent outbursts resulting from ethnic or intercommunal tensions and even, on occasion, violent acts carried out by state agencies.

## **1.9.3 National Challenges**

Kenya's national development challenges include:

### ***1.9.3.1 Negative Ethnicity and Lack of National Cohesion:***

The Constitution of Kenya recognizes the challenge posed to Kenya by inadequate national cohesiveness. It therefore provides a set of national values to be adhered to in order to avoid unnecessary divisions and conflicts in the country. VPB will continue to facilitate the successful inculcation of national values regarding respect of the rule of law, democracy and public participation, transparency and accountability.

### ***1.9.3.2 Rising levels of Insecurity and cyber-crime:***

While there has been creditable progress in security reforms over the past few years, insecurity remains a critical challenge facing Kenya. Crimes that are directed against innocent civilians result in physical injury. Violent offences are frequently traumatic for victims, and sometimes extremely traumatic in terms of their emotional and/or psychological impact. The VPB has the enormous challenge of ensuring the protection and welfare of all these victims.

### ***1.9.3.3 High levels of Unemployment:***

At the national level, the greatest challenge is high level of unemployment that is compounded by an increasing number of youths leaving schools and colleges. Traditionally unemployment rate is an indicator of the amount of legitimate employment opportunities available to individuals. High unemployment rates leads high level of crime, hence results in an increase in the number of victims of crime in the country.

### ***1.9.3.4 Weak Co-ordination and Collaboration:***

The country is facing the challenge of weak intra and inter-sectoral coordination and collaboration amongst the stakeholders, leading to a disjointed policy, planning, resourcing, and implementation processes which undermine the effective implementation



of programmes within the sector, thus leading to resource wastages and compromised service delivery.

## **1.10 Kenya's Development Agenda**

Kenya's development agenda is contained in the Kenya Vision 2030, which is under implementation through five-year Medium Term Plans (MTPs). Under Kenya Vision 2030, Kenya aims to be a middle-income rapidly industrializing country by 2030, offering all its citizens a high quality of life. Its first MTP was implemented between 2008 and 2012. The second MTP was implemented between 2013-2017 while implementation of the third MTP (2018/19-2022/23) commenced in June 2018.

The third MTP outlines the policies, programmes and projects which the Government intends to implement during the five-year period in order to deliver accelerated and inclusive social-economic growth. The MTP embraces the Government's "Big Four" Agenda, Sustainable Development Goals (SDGs), Agenda 2063, among other national and international obligations.

### **1.10.1 The Kenya Vision 2030.**

Under its Third Medium Term Plan 2018/19-2022/23 this aims to transform Kenya into a middle income country. The role of VPB in MTP III is to ensure that formal collaboration mechanism exists amongst the relevant institutions to ensure the protection of rights and welfare of victims of offences in Kenya. This is by facilitating the implementation of programmes for protection of rights and welfare of victims as a means of strengthening Kenya's Criminal Justice System.

In line with the Social Pillar which seeks to create a just and cohesive society enjoying equitable social development in a clean and secure environment, the Board is committed to protect the rights and welfare of victims of offences in Kenya as a means of promoting access to justice. In line with the Political Pillar, which seeks to create an issue-based people-centred, result-oriented, and accountable democratic political system, the Board will promote the protection of rights and welfare of victims of offences in Kenya as a means upholding the rule of law.

### **1.10.2 The Big Four Agenda**

Building on the progress made so far and with the desire to confront the three perennial challenges of unemployment, poverty and income inequality that the economy continues to face, the Government has identified four key strategic areas of focus under 'The Big Four' over the next five years that will aim at accelerating broad based economic growth. VPB will play an enabler role in the Big Four Agenda. The Board has aligned its resources towards the emerging government priority areas.

The Board shall ensure that victims receive adequate comprehensive health care services. The services to be provided to the victims shall be accorded to assist victims to deal with physical injury and emotional trauma, access and participate in the criminal justice processes, participate in restorative justice to obtain reparations, or cope with problems associated with victimization.

## **CHAPTER TWO: SITUATION ANALYSIS**

### **2.0 Overview**

This chapter involves an assessment of the Board's operational environment which is determined by internal and external dynamics which have had an impact in its achievements and future programmes. An assessment of this environment is therefore critical in first understanding the Board's strategic positioning and secondly in charting its medium term Strategies for improved organizational performance.

### **2.1 Key achievements of the Board**

#### **2.1.1 Induction of the Board members on The Code of Governance for State Corporations (*Mwongozo*).**

During the financial year 2017/18, the Board members were inducted by the SCAC in Mombasa.

#### **2.1.2 Inclusion of the VPB into organization structure of Government (Executive order No.1 of 2018).**

During the period under review, His Excellency the president made a determination and identified the Victim Protection Board as one of the MDAs that form the National Executive. This made it easier for the Board to secure allocation of resources by the National Treasury since financial year 2017/2018 to date.

#### **2.1.3 Establishment of secretariat to the Board**

During the financial year 2017/ 18 the Board established the secretariat headed by a CEO to implement its activities as per the Victim Protection Act, 2014.

#### **2.1.4 Development of the Victim Rights' Charter**

The Board in conjunction with stakeholders developed a draft Victim Rights' Charter in 2018 which is awaiting the Hon. Attorney General approval and launch.

#### **2.1.5 Development of the Victim Protection (General) Regulations, 2018**

During the period under review, the Board developed a draft Victim Protection (General) Regulations, 2018. The Regulations were subjected to public participation and awaits publication and submission to the National Assembly.

### **2.1.6 Draft amendment to the Victim Protection Act**

The Board drafted the Victim Protection (Amendment) Bill, 2018. The Regulations were subjected to public participation and awaits publication and submission to the National Assembly.

### **2.1.7 Development of the Victim Protection (Trust Fund) Regulations, 2018**

During the period under review, the Board developed a draft Victim Protection (Trust Fund) Regulations, 2018. The Regulations were subjected to public participation and forwarded to the Hon. Attorney General for onward submission to the National Assembly.

The Hon. AG gazetted the Board of trustees to the Victim Protection Trust Fund, who are expected to work with the Victim Protection Board to operationalize the fund for compensation of the victims.

## **2.2 Challenges faced during the implementation of the previous work plans and annual reports**

### **2.2.1 Inadequate Human Resource Capacity**

The Victim Protection Board has inadequate staff and continues to rely on OAG&DOJ for human capital. This has resulted to inadequate operationalization of its services. The Board urgently requires technical and administrative staff to effectively discharge its mandate and rollout victim services throughout the country.

### **2.2.2 Inadequate Budgetary allocation**

The VPB has inadequate budgetary allocation to execute its functions. The financial needs of the Board continue to grow due to projected activities of the Board. The Board continues to receive financial allocation from the OAG & DOJ which takes longer to process requests and to facilitate the activities of the Board. Going forward, the Board will seek authority to open a bank account to hold its fund separately from OAG & DOJ. This will enable the Board to streamline its activities.

### **2.2.3 Inconsistencies and contradictions in the Victim Protection Act, 2014**

There is need to amend the Victim Protection Act, 2014 to address contradictions, ambiguities and to fully align it with the Constitution of Kenya together with other laws in order to bring clarity and make further provisions for victim protection services.

### **2.2.4 Lack of awareness about the Victim Protection Board**

There is a general lack of awareness within OAG & DOJ and other critical stakeholders. There is therefore need for an elaborate process of awareness creation. This will enhance stakeholders support and collaboration in the discharge of the mandate of the Board.

## **2.3 Lessons Learnt**

Some of the lessons learnt during the review period are:

- a. The budgetary allocation is inadequate and the Board should put in place resource mobilization strategy to enhance resource availability.
- b. There is need to strengthen partnerships and collaborations with stakeholders which is key to the implementation of the Victim Protection Act, 2014.
- c. There is need to amend the Victim Protection Act, 2014 to fully align it with the Constitution of Kenya and any other enabling laws.
- d. There is need to create public awareness on the services offered by the Victim Protection Board and civic education to sensitize the public on victim rights.

2.4 Environmental Scan

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

<b>Strengths</b>	<b>Weaknesses</b>
<ol style="list-style-type: none"> <li>1. The Victim Protection Act,2014 is anchored in the Constitution</li> <li>2. Fully constituted Board established under Executive Order No. 1 of 2018</li> <li>3.The Board has strong partnership and collaboration with stakeholders, development partners</li> <li>4.Qualified, competent and committed Board members</li> </ol>	<ol style="list-style-type: none"> <li>1. The VPB is a body unincorporated therefore lacks the capacity to carry out some of the responsibilities bestowed on by section 32 of the VPA</li> <li>2. Inadequacy of human resource</li> <li>3. Inadequate funding</li> <li>4. Lack of equipment and office space</li> <li>5. Lack of autonomy of the Board</li> <li>6. Lack of an organizational structure</li> <li>7. Conflicting provision in Victim Protection Act,2014</li> <li>8. Low public awareness on victim rights.</li> <li>9. Non-representation of the Judiciary in the Board</li> </ol>
<b>Opportunities</b>	<b>Threats</b>
<ol style="list-style-type: none"> <li>1. The Board has political goodwill</li> <li>2. Very few victim protection institutions in the continent mandated to handle matters related to victims of crime</li> <li>3. The Board enjoys mutual support from the members of the public</li> <li>4. Existing institutions are in support of the operations of the Victim Protection Board (inter-agency collaboration)</li> <li>5. Victim protection is an emerging issue hence has the opportunity of getting technical assistance and funding from development partners</li> <li>6. Opportunity to get high calibre workforce who will push the victim agenda to the next level</li> <li>7. Opportunity to devolve to counties based on its broad mandate.</li> </ol>	<ol style="list-style-type: none"> <li>1. Austerity measures - threats of budgetary allocation being slashed</li> <li>2. Bureaucracy (stifling of the progress of the boards activities by other offices)</li> <li>3. conflict of interest</li> <li>4. political influence</li> <li>5. Change in law</li> <li>6. Emergence of similar organizations with similar functions</li> <li>7. No public confidence in the Board due to lack of information on the operations of the Board</li> <li>8. Compensation costs may be expensive with threats of influx of claims</li> <li>9. Fictitious claims</li> <li>10. lack of cooperation and goodwill from stakeholders</li> <li>11. heightened public expectations impunity and lack of rule of law</li> <li>12. corruption leading to diversion of resources</li> </ol>

## 2.4.2 Political, Economic, Social, Technological, Environmental and Legal (PESTEL)

Category	Issue(s)	Implication	Strategic Response
Political	Corruption	Erodes public trust	Enforce provisions of the Public Officer Ethics Act, 2003 Enforce leadership and integrity Act, 2012 Develop a code of conduct
	Political instability	Abuse of human rights, insecurity, disorder and economic downturn	Develop independent and impartial institutions
	Legislations overlap	Incoherence in administration of laws	Review of laws
	High public expectations	Increase in victim services without commensurate resources	Continuous lobbying for additional budgetary allocations
Economic	Inadequate staff	Inefficient service delivery due to work overload	Deployment of additional staff training of staff
	Donor conditionality's	Delayed implementation of projects/programmes	Building a consensus with development partners.
	Inflation	Cost of providing services to the victims will increase	Use of contingency fund
	Budgetary cuts	Delay implementation of programmes	Implementation of resource mobilization and adoption strategy

Category	Issue(s)	Implication	Strategic Response
	Economic growth	compensation to victims of crime will be high Influx /surge in numbers of victims	Employ contingency fund
<b>Social</b>	Low adoption of national values and principles	High rise in victim of crime cases	Sensitize the public on victim rights and rule of law
	Emerging forms of crime (Radicalization)	Influx /surge in numbers of victims	Sensitize the public on crime
	Population growth	scramble for limited resources leading to increase in the level of crime	Sensitize the public on crime
	Cultural practices	Influx /surge in numbers of victims	Sensitize the public on victim rights and rule of law
<b>Technological</b>	Rapid technological change	Obsolete hardware and software	VPB ICT policy
	Influx of counterfeit ICT hardware and software	Low quality hardware and software	Adhere to national anti-counterfeit policy
	Cybercrime	Loss of confidentiality of integrity and availability of data; Hidden and emerging victimization trends	Training staff on cyber security
<b>Environmental/Ecological</b>	<b>Emerging Issues</b>		
	Climate change	Emerging cases might have unfavourable outcomes on victims of crime	Sustained training of staff and public on emerging issues
	Blue Economy		
	Oil and Gas		
Coal and wind power			



Category	Issue(s)	Implication	Strategic Response
Legal	Changes in laws and policies	Re-alignment of Victim Protection Act,2014 with the Constitution of Kenya and other enabling laws	Legal audit framework

## 2.5 Stakeholder Analysis

S/No	Stakeholder	Services Provided	What the Board should do to meet stakeholders' expectations	What stakeholder should do to assist the Board deliver
1	OAG & DOJ	Provide Legal advice to the Board; Provide oversight; Appointment of the VPB members; Providing staff to the VPB secretariat; Approval of VPB activities	Prepare concept notes and requests for facilitation; Prepare and submit budgets; Prepare and submit statutory and other reports; Sign MoU/SLA	Allocate resources (finances, HR, office space and any other requirement);  Assist in legislative drafting
2	National Treasury	Formulate, implement and monitor macro-economic policies involving expenditure and revenue	Compliance with financial regulations; Prudent financial management;  Participation in budgeting process; Submission of budget reports	Budget allocation;  Issue guidelines on financial management

S/No	Stakeholder	Services Provided	What the Board should do to meet stakeholders' expectations	What stakeholder should do to assist the Board deliver
3	Parliament	Make legislation  Oversight	Submit draft bills  Accountability of resources  Submission of budget proposals Submit an annual reports of policies, programmes and activities relating to the implementation of the VPA	Enactment of necessary legislation Budget allocation and support Oversight Timely preparation of annual reports of policies, programmes and activities relating to the implementation of the VPA
4	Office of the Director of Public Prosecutions	Prosecution of offenders;  Sensitize the public on victim rights	Involve the DPP in development of curriculum and the Board training programmes;  Sign MoU/SLA on the protection of rights of victims	Prioritization of cases involving vulnerable victim witnesses;  Upholding the rights of the victims while in courts;  Victim participation in prosecution of offenders

S/No	Stakeholder	Services Provided	What the Board should do to meet stakeholders' expectations	What stakeholder should do to assist the Board deliver
5	Judiciary	Adjudication of cases;  Supervision of quasi-judicial public bodies	Sensitize on rights of the victims; Present test cases on victim rights and compensation	Upholding the rights of victims; Collection of victim surcharge levy; Make awards for compensation; Jointly develop and publish VP Rules
6	Secretariat to the VPB	Implement board decisions; Provide secretarial services to the board; Facilitate rehabilitation; Legal advice and legal representation; Psychosocial support; Facilitation; Information; and education	Ensure all the necessary statutory instruments are drafted and approved	Timely submission of plan, budgets, concept papers, annual reports;  Maintaining proper books of accounts in accordance with PFMA;  Organizing annual audit in accordance with PAA; Organize and facilitate board meetings;  Facilitating the work of the board

S/No	Stakeholder	Services Provided	What the Board should do to meet stakeholders' expectations	What stakeholder should do to assist the Board deliver
7	<b>VP Trust Fund Board of Trustees</b>	<p>Receive applications for Claim;</p> <p>Process and present the claims to the VPB;</p> <p>Submit reports to the VPB;</p> <p>Make disbursements to the victims</p>	<p>Proper verification of victims and documents;</p> <p>Ensure timely submission of genuine claims for compensation;</p> <p>Approvals of the Trust Fund plans;</p> <p>Lobbying for allocation of adequate budget from Treasury</p>	<p>Submit proper documentation;</p> <p>Timely payments of the compensations;</p> <p>Maintaining proper books of accounts in accordance with PFMA</p>
8	<b>Witness Protection Agency</b>	<p>Protection of threatened and intimidated victim witness;</p> <p>Legal advice on protection</p>	<p>Submit proper documentation of victim witness for protection;</p> <p>Submit referrals</p>	<p>Sensitize the VPB;</p> <p>Assess the suitability of the victim;</p> <p>Prompt response on whether the victim qualifies for admission for WP;</p> <p>Protect threatened and intimidated victim witness</p>

S/No	Stakeholder	Services Provided	What the Board should do to meet stakeholders' expectations	What stakeholder should do to assist the Board deliver
9	Victims of crime	Give feedback on services provided	Develop a Victims Rights Charter; Establish clear procedures on how to present claims;  Ensure all the necessary statutory instruments are drafted, approved and published widely;  Awareness creation	Relevant report;  Provide sufficient information and documentation regarding the nature of the crime;  Cooperate with the Board
10	Directorate of Children Services	Provide advice on matters relating to children affairs;  Child protection	Provide protection for child victims;  Support existing initiatives targeting child victims;  Sign MoU/SLA;  Establish links with counter trafficking in Persons boards and secretariat housed in the state department for social protection	Provide national wide child protection services;  Provide places of safety to protect child victims of crime;  Prepare and present social enquiry reports;  Provide child helpline 116

S/No	Stakeholder	Services Provided	What the Board should do to meet stakeholders' expectations	What stakeholder should do to assist the Board deliver
11	<b>Probation and After-care Service</b>	<p>Provide social inquiry reports;</p> <p>Supervision and reintegration of noncustodial offenders;</p> <p>Victim support and social crime prevention</p>	<p>Submit social inquiry reports on vulnerable victims;</p> <p>Submission of pre-bail reports where applicable</p>	<p>Collaboration in reintegration and resettlement of victims</p>
12	<b>National Police Service</b>	<p>Receive complaints, investigate and take actions as is necessary;</p> <p>Provide assistance to victims of crime when in need;</p> <p>Apprehension of offenders;</p> <p>Enforcement of all laws and regulations</p>	<p>Sensitize on rights of the victims;</p> <p>Sign MoU/SLA on the protection of rights of victims;</p> <p>Make referrals to relevant agencies</p>	<p>Protect Victims of crime;</p> <p>Restore the property of the victims;</p> <p>Make referrals to the VPB;</p> <p>Upholding victim rights</p>

S/No	Stakeholder	Services Provided	What the Board should do to meet stakeholders' expectations	What stakeholder should do to assist the Board deliver
13	Ministry of Health	<p>Offer health services through various facilities throughout Kenya;</p> <p>Regulate the provision of health services throughout Kenya;</p> <p>Formulate policies and health guidelines for health providers throughout the country</p>	<p>Sensitize on rights of the victims;</p> <p>Sign MoU/SLA on the protection of rights of victims</p>	<p>Referral of victims;</p> <p>Support VPB programs;</p> <p>Provide medical services</p>
14	National Gender and Equality Commission	<p>Promotion and protection of gender and equality rights;</p> <p>Protection of the rights of the marginalized</p>	<p>Sensitize on rights of the victims;</p> <p>Sign MoU/SLA on the protection of rights of victims</p>	<p>Make referrals;</p> <p>Upholding the rights of victims;</p> <p>Legal representation of the victim;</p> <p>Psychosocial support</p>



S/No	Stakeholder	Services Provided	What the Board should do to meet stakeholders' expectations	What stakeholder should do to assist the Board deliver
15	Kenya National Human Rights Commission	To monitor, investigate and report on observance of human rights	Sensitize on rights of the victims; Enter into collaboration on protection of the rights of victims; Offer protection to victims; Advice on protection measures;	Referral of Victims; Organizing joint activities;
16	Law Society of Kenya	To assist the Government and the courts in matters relating to legislation, administration of justice and the practice of law in Kenya	Enter into collaboration on protection of the rights of victims;  Advise on victim protection;  Training and sensitization on victim rights and protection	Provision of pro-bono lawyers; Sensitization of lawyers on victim rights/ create awareness; Represent victims in court; Referral of victims
17	Independent Police Oversight Authority (IPOA)	Oversight of the Police	Advice on protection measures of victims; Offer training on victim rights;	Referral of victims; Provide oversight to ensure transparency on victim protection
18	National Council of persons with Disabilities	Protection and promotion of the rights of Persons With Disabilities (PWDs)	Create awareness on rights of victims	Referral of victims; Support protection programmes of the VPB

S/No	Stakeholder	Services Provided	What the Board should do to meet stakeholders' expectations	What stakeholder should do to assist the Board deliver
19	<b>Commission on Administrative Justice</b>	Facilitate complaints handling capacity in the public service and state organs; Adjudicate allegations of maladministration and administrative injustice in public service	Timely settlement of claims; Provide access to public information	Referral of complaints relating to victim protection;  Evaluation of complaint handling;  Issue compliance certificate
20	<b>Civil Society</b>	Conducting advocacy on matters of human rights and administration of justice; Public Interest Litigation on Victim Rights	Offer protection to victims; Advise on victim rights and protection;  Training and sensitization on victim rights and protection	Create awareness; Referral of victims; Funding of programs; Training
21	<b>National Legal Aid Service</b>	Provide legal aid	Enter into collaboration on protection of the rights of victims; Advise on victim protection; Training and sensitization on victim rights and protection;	Referral of victims; Support VPB programs; Representation of victims through pro-bono services

S/No	Stakeholder	Services Provided	What the Board should do to meet stakeholders' expectations	What stakeholder should do to assist the Board deliver
22	<b>Council of Governors/County Governments</b>	Promote social and economic development and provision of proximate, easily accessible services throughout Kenya	Sensitize on rights of the victims; Sign MoU/SLA on the protection of rights of victims	Collaboration in decentralization of services
23	<b>Kenya Private Sector Alliance (KEPSA)</b>	To bring together various private sector actors	Collaborate in the conduct of research on protection of rights of victims; Sensitize on the rights of victims	Provide information and research on victim rights and protection; Funding of programs
24	<b>Development Partners</b>	Provide financial and technical support.	Submit funding proposals; Adherence to development aid conditions	Technical and financial support.
25	<b>Academia</b>	Provide education and training; Conduct research	Provide curriculum/training materials; Provide trainers/facilitators	Partnership with VPB to provide education and training on victim rights and protection;  Provide research on best practice

S/No	Stakeholder	Services Provided	What the Board should do to meet stakeholders' expectations	What stakeholder should do to assist the Board deliver
26	National Crime Research Centre	To carry out research into the causes of crime and its prevention and to disseminate the research findings and recommendations to the Government Agencies	Provide reports on nature of crimes involving victims of crime	Provide periodic reports on crime trends
27	Kenya Institute of Public Policy Research and Analysis (KIPPRA)	Conduct research on behalf of public institutions	Sensitize on rights of the victims; Enter into collaboration on protection of the rights of victims	Provide financial assistance;  Provide a network of private actors for dissemination of information and creation of awareness

S/No	Stakeholder	Services Provided	What the Board should do to meet stakeholders' expectations	What stakeholder should do to assist the Board deliver
28	Kenya Law Reform Commission	Provide technical advice and information with regard to the reform or amendment of legislation; Review laws and bills for reform of legislation	Seek technical advice on reforms and amendments; Submit proposals on Bills	Collaboration in review and amendment of laws;  Drafting of Bills
29	Kenya Institute Curriculum Development	Develop curriculum for institutions	Collaboration on development of curriculum;  Submit course content for the development of curriculum	Develop curriculum on victim rights and protection

## CHAPTER THREE: STRATEGIC MODEL

### 3.0. Overview

This is the first Strategic Plan of the Victim Protection Board and was developed through a consultative process involving the Board, secretariat, staff from OAG & DOJ and other stakeholders. This chapter contains the vision, mission, and core values of the VPB. The chapter also outlines Key Result Areas (KRAs), strategic objectives and strategies that will be pursued by the Board in the execution of its mandate.

### 3.1 VISION, MISSION AND CORE VALUES

#### Vision

The lead institution in the protection of rights and welfare of victims of offences.

#### Mission

To protect, rehabilitate and compensate victims of offences through formulation and implementation of comprehensive and integrated programmes.

#### Core Values

1. ***Victim centred***-The Board will focus on needs and concerns of a victim to ensure the compassionate and sensitive delivery of services in a non-judgemental manner.
2. ***Confidentiality***-To protect human dignity, the Board shall uphold confidentiality of the information that comes to their knowledge in the course of their duties.
3. ***Collaboration***: -The Board is committed to working closely with other stakeholders handling victims of crimes while fostering inclusion of all people irrespective of their differences in its functions and building corporate ideals to enhance service delivery.
4. ***Professionalism, Integrity and Accountability***: -The Board is fully committed to tap its rich and multi-skilled human resource base in an honest, transparent and accountable manner in order to achieve its mandate.
5. ***Teamwork and Courtesy***: -The Board shall involve employees at all levels of operations and undertakes to respect all its stakeholders as a guiding principle.

6. ***Equity and Fairness/Social justice***- The Board undertakes to recognise and promote the rights of all, be impartial to all stakeholders, and serve without discrimination.
7. ***Efficiency and Effectiveness***:-The Board is committed to rationalising operational costs while meeting the highest standards of service delivery to all stakeholders

### **3.2 Key Result Areas/Strategic Focus Areas (KRAs/SFAs)**

The Board will focus on the following five Key Result Areas (KRAs)

- 1) Victim rights protection
- 2) Prevention of re-victimization of victims
- 3) Rehabilitation of victims of crime
- 4) Victim compensation
- 5) Administrative support services

The Board will pursue the following strategic objectives

1. To protect the rights of victims of crime
2. To undertake measures to reduce re-victimization in the justice system
3. To undertake measures necessary to rehabilitate the victims of crime
4. To compensate victims of crime
5. To improve efficiency of service delivery

### 3.3 Strategic Objectives and Strategies

Key Result Area	Strategic Objective	Strategies
KRA. 1. Victim rights protection	Strategic Objective 1: To protect the rights of victims of crime	1. Review of the Victim Protection Act, 2014 and other relevant statutes to remove inconsistencies
		2. Finalize the Victim Protection Trust Fund Regulations , 2018
		3. Finalize the Victim Protection (General) Regulation
		4. Launch, disseminate, monitor, evaluate and review the Victim Rights Charter
		5. Training programmes for law enforcement agencies
		6. Mechanisms for timely responses to cases
KRA. 2 Prevention of re-victimization of victims	Strategic Objective 3: To undertake measures to reduce re-victimization in the justice system	1. Awareness raising to the service providers
		2. Signing of the relevant partnership documents to reduce re-victimization of victims of crime
		3. Monitoring the implementation of terms in the partnership documents to reduce re-victimization of victims of crime
KRA. 3 Rehabilitation of Victims of crime	Strategic Objective 2: To undertake measures necessary to rehabilitate the victims of crime	1. Mapping of relevant agencies
		2. Signing of the relevant partnership documents for rehabilitation of victims
		3. Development of rehabilitation programmes
		4. Monitoring the implementation of terms in the partnership documents
KRA. 4 Victim compensation	Strategic Objective 5: Compensation of victims of crime	1. Develop a resource mobilization plan
		2. Develop rules for reparations and compensation from the offenders



Key Result Area	Strategic Objective	Strategies
<b>KRA. 5</b> <b>Administrative support services</b>	<b>Strategic Objective 4:</b> <b>To improve efficiency of service delivery</b>	<ol style="list-style-type: none"> <li>1. Enhancing human resource capacity</li> <li>2. Improve work environment and infrastructure</li> <li>3. Enhance public confidence</li> <li>4. Interagency collaboration</li> <li>5. Develop an effective communication strategy</li> <li>6. Develop ICT strategy</li> <li>7. Compilation and documentation of victims of crime data</li> </ol>

## CHAPTER FOUR: IMPLEMENTATION AND COORDINATION FRAMEWORK

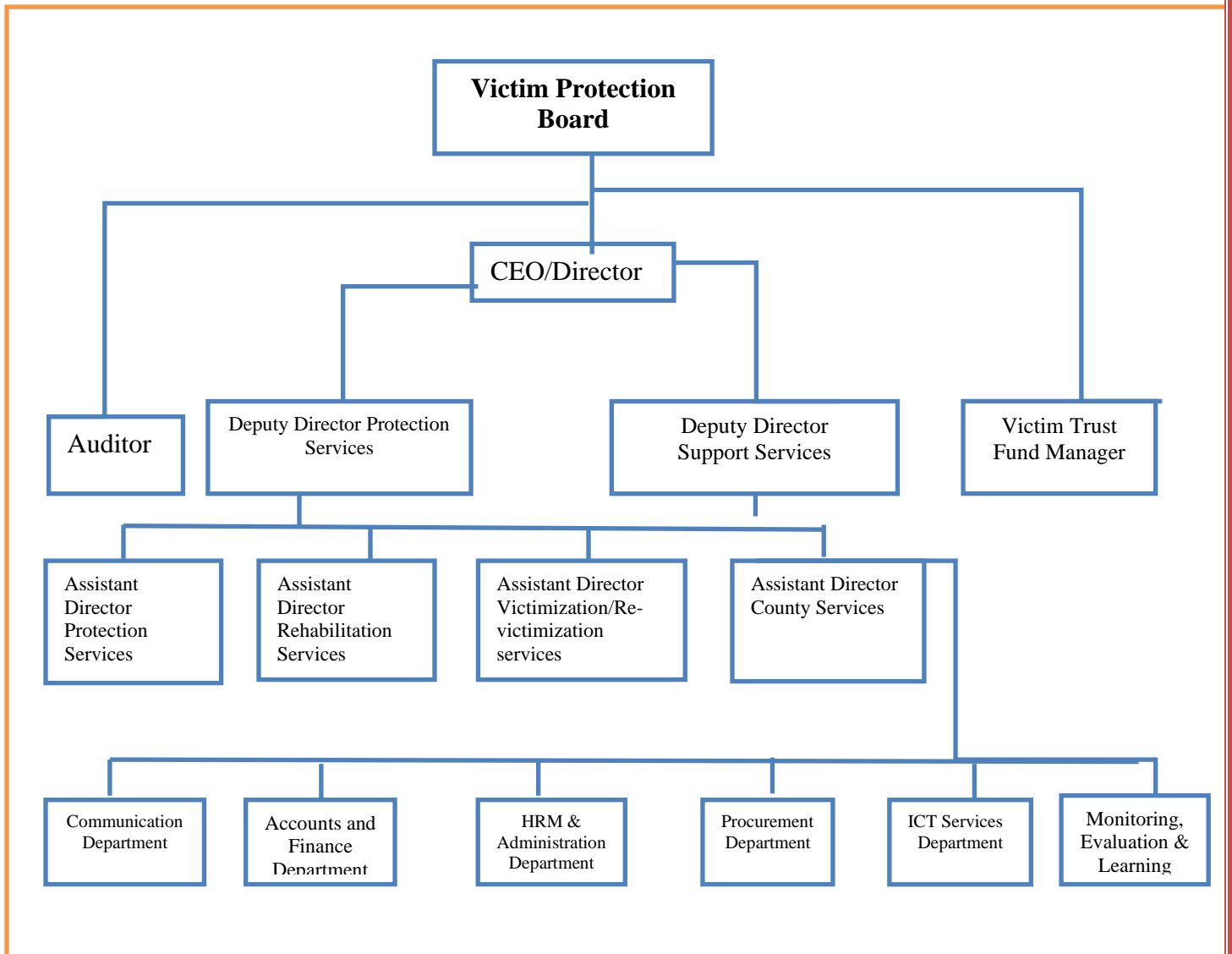
### 4.0 Overview

This chapter outlines the proposed organizational structure, divisions/departments under Victim Protection Board, staff establishment and the attendant human resource strategy.

### 4.1 Structure of the Organization

#### 4.1.1 Organizational Structure

##### THE PROPOSED ORGANIZATION STRUCTURE OF VICTIM PROTECTION BOARD



#### 4.2.1 Staff Establishment

##### *A PROPOSED STAFF ESTABLISHMENT FOR VICTIM'S PROTECTION BOARD*

NO.	DESIGNATION	JOB GROUP/ GRADE	VACANCIES
1.	DIRECTOR/CEO	VPB 1	1
2.	DEPUTY DIRECTOR / DEPUTY CEO	VPB 2	2
3.	SENIOR ASSISTANT DIRECTOR	VPB 3	4
4.	ASSISTANT DIRECTORS	VPB 4	4
5.	LEGAL OFFICERS	VPB 5	10
6.	ADMINISTRATIVE OFFICERS	VPB 5	1
7.	VICTIM PROTECTION OFFICERS	VPB 5	62
8.	FINANCE/ ACCOUNTS	VPB 5/6	4
9.	HUMAN RESOURCE MANAGEMENT OFFICERS	VPB 5/6	2
10.	PROCUREMENT OFFICERS	VPB 5/6	2
11.	ICT OFFICERS	VPB 5/6	2
12.	PUBLIC COMMUNICATION OFFICER	VPB 5	1
13.	ECONOMISTS/ PLANNING OFFICERS	VPB 5/6	2
14.	OFFICE ADMINISTRATORS	VPB 6	5
15.	RECORDS MANAGEMENT/ LIBRARIAN	VPB 6/7	3
16.	CLERICAL OFFICERS	VPB 8/9	3
17.	RECEPTIONIST	VPB 10	1
18.	DRIVERS	VPB 11/12	5
19.	SUPPORT STAFF	VPB 11/12	5
<b>TOTAL</b>			<b>119</b>

#### 4.2.2 Human Resource development strategies

Victim Protection Board staff are deployed from the Office of the Attorney General and Department of Justice to assist in operationalization.

Apart from shortage of staff, other critical areas in human resource are motivation and capacity building. It is therefore prudent that human resource planning be conducted in order to establish a critical human resource base that is professionally motivated and result driven and that can be attracted and retained in order to achieve efficient service delivery to the satisfaction of all stakeholders.

VPB's capacity building strategies are: carrying out focused training; providing adequate and appropriate facilities and equipment for effective handling of VPB mandate.

With regard to training, VPB will continuously conduct competency development baseline survey to determine the competence levels of its staff. Consequently, it will carry out annual training needs assessment (TNAs) to identify the gaps and training requirements. This will guide the VPB in developing appropriate annual training plans that are relevant to implementation of the Strategic Plan. The VPB will also carry out annual evaluation of the training programs to determine the effectiveness and impact in realization of the Strategic Plan.

To improve the work environment VPB will procure more office space and continuously ensure provision of equipment and facilities needed to deliver its mandate.

During the Plan implementation period, VPB will assess individual employees' performance based on negotiated and agreed performance targets drawn from this Plan, VPB annual work plan and performance contracts.

### 4.3 Financial Resources

#### 4.3.1 Financial Resources Requirements

Key Result Area	Resource Requirements						
	Baseline estimates (Ksh. Mn)	Projected Estimates (Kshs. Mn)					
		Year 1	Year 2	Year 3	Year 4	Year 5	Total
KRA. 1. Victim rights protection		0	45	31	29	25.5	130.5
KRA. 2 Prevention of re-victimization of victims		4	4	4	4	4	20
KRA. 3 Rehabilitation of victims of crime		6.9	9.4	9.4	6.9	6.9	39.5
KRA. 4 Victim compensation		1	1	6	1	1	10
KRA. 5 Administrative support services		2.75	44.45	76.95	94.95	94.95	314.05
<b>Total</b>		<b>14.65</b>	<b>103.85</b>	<b>127.35</b>	<b>135.85</b>	<b>132.35</b>	<b>514.05</b>

### 4.3.2 Resource Gaps.

Expenditure	Requirement Estimates (Kshs. Mn)					Allocation (Kshs. Mn)	Variance (Kshs. Mn)
	Year 1	Year 2	Year 3	Year 4	Year 5		
Recurrent	14.65	103.85	127.35	135.85	132.35	97.00	(417.05)
Development	-	-	-	-	-		
Total	14.65	103.85	127.35	135.85	132.35	97.00	(417.05)

### 4.3.3 Mobilization Strategies

The Victim Protection Board will mobilize funds to support the victim services to ensure that the rights of the victims are respected, protected and fulfilled. Whilst funds will be sourced from the Consolidated Fund, other approaches will be taken to source funds for victim services. The approaches include-

- Monies appropriated by the National Assembly;  
The Victim Protection Board will lobby the Members of Parliament to allocate more funds for victim services and programmes. This will be done by holding meetings or retreats with the Justice and Legal Affairs Committee and Budget and Appropriation Committee.
- Donor funding/well wishers;  
VPB will develop resource mobilisation strategies to enhance government funding from development partners and well-wishers by holding meetings on the funding proposals for the VPB.
- Income generated by investments made by the Trust Fund Board:  
The Trust Fund Board will invest fund monies that have been awarded by the courts, pending an appeal on the judgment.
- Interest accruing from the fund;  
The Trust Fund will earn interest income from commercial bank accounts where the funds are deposited.
- Victim surcharge levy:  
This is the penalty or fines that will be applied to offenders who have been convicted by the court.

#### 4.4 Risk Analysis and Mitigation Measures

The table below provides a description of risks and their categorization giving planned actions for mitigation, monitoring and reporting of those risks.

Risks	Possible Mitigating Measures
<b>Strategic Risks</b> Alteration of the mandate of the Board	Consensus building with all stakeholders
<b>Organizational Risks</b> Lack of a well thought out organizational structure  Shortage of staff  Lack of succession management	Development of a well thought out structures  Deployment of staff  Development of a succession management plan
<b>Operational Risks</b> Inadequate resources  Low staff morale  Absence of operating procedures manuals and policies	Lobby for an operational fund  Proper remuneration and conducive work environment  Development of the SOP's , manuals and policies
<b>Financial Risks</b> Low budgetary allocation  Lack of a vote head	Lobbying by the AG to treasury and parliament  Designating a vote head and account to the Organization
<b>Technological Risks</b> Technological complexity of crime  Social media may contribute to the victimization and re-victimization of victims of crime Lack of a proper database for the victims of crime	Training on new technological developments in matters relating to crime  Constant monitoring of social media sites Acquisition of necessary software and equipment

Risks	Possible Mitigating Measures
<p><b>Political Risks</b></p> <p>Political instability linked with election cycles</p> <p>Change of government policies and priorities</p> <p>Lack of prioritization by the government agenda</p> <p>Political interference</p> <p>Counties not warming up to the victim protection agenda</p>	<p>Advocacy for peace</p> <p>Lobbying to government</p> <p>Lobbying to government</p> <p>Amendment of laws to provide for independence of the Board</p> <p>Create awareness to the county governments</p>
<p><b>Environmental Risks</b></p> <p>Natural calamities</p> <p>Hash weather conditions affecting victims</p> <p>Unforeseen weather conditions</p> <p>Increased cost in providing services for victims</p>	<p>Establishment of a contingency fund</p>

## **CHAPTER FIVE: MONITORING, EVALUATION AND REPORTING**

### **5.0 Overview**

Successful implementation of this Strategic Plan will depend largely on how the outcomes and outputs are effectively monitored and evaluated. Monitoring will be conducted on quarterly basis while evaluation will be done both at mid-term and end-term duration of the Strategic Plan.

### **5.1 Monitoring**

Monitoring will help determine whether its implementation is on track and establish the need for any adjustment due to changes in the social, economic and political environment.

It will involve routine data collection and analysis on the progress of the Strategic Plan implementation. The results from the analysis will then be used to inform decision-making, including taking corrective action where deviations in implementation have been noted. The Monitoring and Evaluation Unit will coordinate collection of M&E data, analyzing and reporting. It will provide technical support and facilitate M&E capacity building in liaison with the Human Resource Development office.

The financial and other resources monitoring and evaluation will constitute part of the M&E system to ensure that all the resources are utilized according to approved work plans and budgets, and in accordance with the approved financial management guidelines and regulations to ensure accountability.

Various sections will submit quarterly and annual M&E reports to the M&E Unit. These reports will be reviewed regularly against the targeted indicators to measure progress. In addition, they will be used to prepare annual M&E reports for submission to the Board.

### **5.2 Evaluation**

The Strategic Plan will be evaluated during and after implementation to gauge the extent of achievement of the intended results. The evaluation will be carried out using relevance, efficiency, effectiveness, sustainability and impact measures. A mid-term review will also be carried out. The implementation matrix will help track and monitor progress in the implementation of the Plan.



### 5.3 Review of the Strategic Plan

Mid-Term review of this Strategic Plan will be conducted after two and a half years of its implementation. The objectives of the review will be to:

- i) Determine status of implementation of the various strategies set out in the Plan and the results so far achieved and in light of that assessment, to make adjustments for the remainder of the Plan implementation period;
- ii) Document any challenges and lessons learnt during implementation of the Plan and recommend remedial actions; and
- iv) Consider and adopt relevant key findings of the mid-term review report of the MTP III, 2018-2023.

Annex I - (See next Page)

Key Result Area	Strategic Objective	Strategies	Expected Outcome	Expected Output	Output Indicators	Target for 5 years	Target					Achievement					Responsibility
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
KRA. 1. Victim rights protection	Strategic Objective 1. To protect the rights of victims of crime	Review of the Victim Protection Act, 2014 and other relevant statutes	Effective Implementation of the Victim Protection Act	Victim Protection (Amendment) Bill	% of completion of review	100	-	25	50	25	-	-	25	50	25	-	VPB
		Finalize the Victim Protection Trust Fund Regulations , 2020	Compensation to victims of crime	Victim Protection Trust Fund Regulations developed	% of completion	100	-	100	-	-	-	-	75	25	-	-	VPB
		Finalize the Victim Protection (General) Regulations, 2020	Reduction in the number of victims of crime	Victim Protection (General) Regulations developed	% of completion	100	-	100	-	-	-	-	75	25	-	-	VPB
		Launch, disseminate, monitor, evaluate and review the Victim Rights Charter.	Enhanced awareness of victims' rights	Victims' Rights Charter disseminated	No. of newspaper supplements	4	-	2	2	-	-	-	0	0	-	-	VPB
	No. of TV and radio broadcasts				8	-	2	2	2	2	-	0	0	0	0	VPB	
	Stakeholders forum				4	-	2	2	-	-	-	0	0	-	-	VPB	
		Training programmes for law enforcement agencies	Enhanced capacity amongst law enforcement agencies	Victim Protection Training materials developed	% of completion of Victim Protection booklet	100		50	50				0	0			VPB/KICD KSG
		Mechanisms for timely responses to cases	Establishment of regional offices	Timely response to cases	No. of regional offices established	13	-	-	-	6	7	-	-	-	9	10.5	VPB/OAG&D OJ

Key Result Area	Strategic Objective	Strategies	Expected Outcome	Expected Output	Output Indicators	Target for 5 years	Targets					Achievement					Responsibility
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
			Establishment of a referral networks	Enhanced coordination of victim protection services	No. of referral network established	60	10	10	20	20	-	1	1	2	2	-	VPB
KRA. 2 Prevention of re-victimization of victims	Strategic Objective 3. To undertake mechanisms to reduce re-victimization in the justice system	Awareness raising to the service providers	Increased awareness amongst services providers in the justice system	Service providers in the justice system trained	No. of forums	20	4	4	4	4	4	4	4	4	4	4	VPB
		Signing of the relevant partnership documents to reduce re-victimization of victims of crime	Enhanced capacity to deal with re-victimization	MoU /SLA on re-victimization signed	No. of SLA/MoU	10	2	2	2	2	2	-	-	-	-	-	VPB
		Monitoring the implementation of terms in the partnership documents to reduce re-victimization of victims of crime	Quality assurance on reduction of re-victimization	M & E conducted	No. of reports	20	4	4	4	4	4	-	-	-	-	-	VPB

Key Result Area	Strategic Objective	Strategies	Expected Outcome	Expected Output	Output Indicators	Target for 5 years	Targets					Achievement					Responsibility
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
<b>KRA. 3 Rehabilitation of Victims of crime</b>	<b>Strategic Objective 2. To undertake measures necessary to rehabilitate the victims of crime</b>	Mapping of relevant agencies	Enhanced coordination of rehabilitation services	Stakeholders rehabilitation database created	A database of the stakeholders	1	-	1	-	-	-	-	-	-	-	-	VPB
		Signing of the relevant partnership documents for rehabilitation of victims	Improved victim rehabilitation services	Rehabilitation of victims MoU/SLA signed	No. of SLA/MoU	10	2	2	2	2	2	0.1	0.1	0.1	0.1	0.1	VPB
		Development of rehabilitation programmes	Enhanced capacity amongst stakeholders	A framework of victim rehabilitation developed	% of completion of rehabilitation framework	100%	-	50	50	-	-	-	2.5	2.5	-	-	VPB
		Monitoring the implementation of terms in the partnership documents	Quality assurance on rehabilitation services	M & E conducted	No. of reports	5	1	1	1	1	1	6.8	6.8	6.8	6.8	6.8	VPB/Secretariat
<b>KRA. 4 Victim compensation</b>	<b>Strategic Objective 5 Compensation of victims of crime</b>	Develop a resource mobilization plan	Enhanced funding for the VP Trust Fund	Annual allocation to Victim Trust Fund increased	% increase in budget allocation		60	60	240	500	750	1	1	1	1	1	VPB
		Develop rules for reparations and compensation from the offenders	Dignity of victims protected	Rules for reparations and compensation from the offender developed	% of completion	100%	-	-	100	-	-	-	-	-	5	-	VPB

Key Result Area	Strategic Objective	Strategies	Expected Outcome	Expected Output	Output Indicators	Target for 5 years	Targets					Achievement					Responsibility
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
KRA. 5 Administrative support services	Strategic Objective 4 To improve efficiency of service deliver	Enhancing human resource capacity	Quality and efficient victim protection service delivery	Optimum staffing level established	No. staff member recruited	71	-	16	20	20	15	-	19.2	39.2	57.2	69.2	
		Improve work environment and infrastructure	Conducive work environment	work environment improved	Work environment survey	80%	20	40	60	80	-	-	10	8	8	8	VPB
		Enhance public confidence	Improved corporate image of VPB	Brand visibility strategy developed and implemented	% of implementation	100%	-	-	40	40	20			5	5	2.5	VPB
		Inter-agency collaboration	Efficient service delivery Improved collaboration	Consultative meetings held with MDAs and NGOs	No. of meetings held by stakeholders	50	10	100	10	10	10	2.5	2.5	2.5	2.5	2.5	VPB
		Develop an effective communication strategy	Increased awareness of the VPB	VPB communication strategy developed and implemented	% of implementation	100%	-	-	40	40	20	-	-	16	16	8	
		Develop ICT strategy	Enhanced efficiency in operations	VPB ICT strategy developed and implemented	% level of automation	100%	20	40	60	80	100	-	12.5	6	6	-	

Key Result Area	Strategic Objective	Strategies	Expected Outcome	Expected Output	Output Indicators	Target for 5 years	Targets					Achievement					Responsibility
							Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
		Compilation and documentation of victims of crime data	Effective victim protection policies	Annual reports developed	No. of reports	5	1	1	1	1	1	0.25	0.25	0.25	0.25	0.25	VPB