

THE KENYA PROGRAMME OF ACTION

- 1.1 The development of the Kenya Programme of Action is an iterative step following the Self-Assessment as presented in the APRM report. The analysis in the report has provided the issues around which the objectives have been established. Subsequently, indicators of performance and the expected outputs have been outlined.
- 1.2 The implementation of the POA will be undertaken as a collaborative effort between the Government of Kenya, the private sector and Civil Society. The development of the APRM and the POA has taken into account the existing Government programme frameworks and sectoral plans. However, the views articulated by stakeholders during the APRM process have remained paramount; and are the basis of the objectives, activities and the priorities contained in the POA.
- 1.3 It is planned that stakeholders' forums will be held in the course of May 2006 to brief them of status of the process, to reconfirm the priorities they articulated and to arrive at consensus on the modalities for implementation, monitoring and evaluation.

PLAN OF ACTION

A: DEMOCRACY AND POLITICAL GOVERNANCE

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$) Thousands)	M & E Agency
STANDARD AND CODES										
Objective: Full compliance with all Standards and Codes adopted by Government	Kenya to consider sign, ratify outstanding international instruments	Number of pending standards and codes signed and ratified	Records at State Law Office on Standards and Codes	The country has signed and ratified many Standards and Codes and is very active in embracing international treaties of its global interests	Ministry of Justice and Constitutional Affairs; Ministry of Foreign Affairs; State Law Office	The Civil Society Organizations, and relevant Government Departments	2006-2010	All relevant Standards and Codes signed and ratified	200 (Kshs. 15m)	State Law Office; MJCA, Office of the President and Civil Society
	Parliament to consider pass necessary laws reflecting all international norms and standards acceded to	Number of laws passed on standards and norms acceded to	Records at State Law Offices; relevant Acts of Parliament	Government in the process of tabling relevant bills on standards and codes in parliament; and Government is in the process of strengthening KNHRC to be able to oversee domestication of standards and codes acceded to.	State Law office Ministry of Foreign Affairs	Office of the President, Ministry of Justice and Constitutional Affairs, and Relevant Government Departments; CSOs and Parliament	2006-2007	Domestication of standards and codes ratified by the Government	70 (Kshs. 5.2m)	MOJ&CA, OP, LSK, KNCHR
	Conduct civic education to improve stakeholder consciousness and responsibility	Level of stakeholder awareness about standards and codes	Baseline and subsequent surveys on awareness	KNCHR and CSOs conducting civic education on standards and codes	KNHRC and CSOs	Kenyan citizens, Civil Society Organizations, MOJ&CA	2007 - 2009	Kenyans fully sensitized on standards and codes	300 (Kshs.22m)	CSOs, Research Institutions, and MOJ&CA.

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OBJECTIVE ONE: PREVENT AND REDUCE INTRA AND INTER-STATE CONFLICTS										
Finalization of Land Policy	Develop and implement coherent land policy to address land ownership, use, tenure and administration	Existence of a national land policy	Relevant Acts of Parliament and Kenya Gazette	Land issues being addressed in relation to recommendations of the Ndung'u and Njonjo Presidential Land Commissions	Ministry of Lands and Settlement	Kenya Land Alliance CSOs, Local Authorities, and affected Communities	2006 - 2008	A Comprehensive Land Policy	200 (Kshs. 15m)	Kenya Land Alliance (CSOs) MOL&S, Ministry of Housing, Professional Associations on Land Issues
Minimize intra-state conflicts	Government and political parties to design and implement conflict resolution mechanisms (eg at community and ethnic levels)	Reported number of conflicts including cases of loss of human life and cattle rustling	Quarterly reports filed by provincial administration, police reports, and media reports	Public Officers' Ethics Act; Cabinet Code of Conduct; Peace committee established in OP to deal with conflict resolution; Government studies on beliefs of communities for a permanent solution to the problem.	OP (Ministry of Internal Security), Political Parties, CSOs, State Law Office	Affected communities (including pastoralists); CSOs, Traditional Cultural Dispute Resolution Institutions, MOJ&CA, and relevant Government Departments (Security, Lands, Agriculture and Livestock)	2006 – 2009	Proper mechanisms for mitigating conflict	200 Kshs 15 m)	CSOs, Government Departments (Security, Land, Agriculture and Livestock) Parliament; and State Law Office,

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Address inequality and any forms of discrimination	Institute measures to check inequality and discrimination prevailing in Kenyan Society (with specific attention paid to North Eastern Province and other identified disadvantaged areas)	Balance budgetary resource allocation among the various regions based on ERSW; improved social development indicators such as access to schools, health, water, roads etc in ASAL areas; and proportion of people in ASAL areas living below poverty level	Budget Estimate Books; Statistical Abstracts; Reports of NGOs	Introduction of various devolved funds like CDF , LATF and CBF; Affirmative action, political appointments, legislation; electoral reforms and the Special Presidential Initiative to accelerate development of ASAL	Ministry of Finance; Parliament	Ministry of Local Government, Parliament, all relevant Government Ministries, Donor Agencies, CSO, and Communities	2006-2009	Balanced regional resource allocation	180 Kshs. 13 m)	Ministry of Planning and National Development, (MP&ND) Ministry of Finance, CSOs and Research Organizations
Promotion of responsible media	Dialogue between media owners' association (council) and the government on promoting responsible media	A regulatory mechanism to sanction irresponsible media houses and coverage	Parliamentary Act	Public debates going on about which institution to be vested with regulative powers	Ministry of Information and Communication, the Media Council	Media owners and practitioners, CSOs, the Government, and the citizenry	2006-2008	Responsible media	120 (Kshs. 9 m)	Media owners and practitioners, CSOs, Research Institutions, the Government, and the citizenry
Inter-state conflicts with regard to cattle rustling and banditry	Strengthen diplomatic relations between states with the aim of increasing security along the borders	Diplomatic negotiations on cross border incursions	IGAD and EAC Reports	Inter-governmental security Teams established in the Ministry of State for Internal Security to deal with cross boarder conflicts.	Ministry of Foreign Affairs; OP	Pastoral Communities, Ministry of Internal Security, CSOs	2006-2008	Improved security along the borders	300 (Kshs.. 22 m)	OP Civil Society Organizations
Interstate conflict with regard to shared resources e.g. fish in Lake Victoria	Initiate and ratify an EAC pact on shared resources e.g. fishing in Lake Victoria	Protocols signed with neighboring countries on shared natural resources	Protocol documents at the Ministry of Foreign Affairs	On-going talks on establishment of the East African Lake Victoria Basin Development Commission	Ministry of East African and Regional Development	EAC Assembly, Ministry of Foreign Affairs and Ministry of Trade and Industry	2006 – 2008	Joint management of shared natural resources	120 (Kshs.. 9 m)	Ministry of Foreign Affairs and CSOs

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Conflicts associated with international criminals and drug traffickers	Enhance the legal provisions to make it very risky to handle and traffic drugs in and through Kenya	Enactment and strict enforcement of Revised Act; highly enhanced sentence for offenders and diminished status of Kenya as a transit route	Police and Court reports on successful convictions; International reports of Drug transit routes	Improved detection of drug traffickers National Commission on Alcohol Drug Abuse (NACADA) in place	NACADA State Law Office	MOJ&CA Kenya Airports Authority	2006 on-going	Eliminate Kenya as a drug trafficking route	150 (Kshs.. 10 m)	Interpol, MOJ&CA, Kenya Airports Authority, Police Department
OBJECTIVE TWO: CONSTITUTIONAL DEMOCRACY, INCLUDING PERIODIC COMPETITION AND OPPORTUNITY FOR CHOICE, THE RULE OF LAW, CITIZENS' RIGHTS AND SUPREMACY OF THE CONSTITUTION										
Political Parties Bill	Speeding up the adoption of the Political Parties Bill	Legislation in the form of an Act of Parliament	Acts of Parliament, Parliamentary Standing Orders, Hansard Reports	A draft Bill is in Parliament for discussion and enactment	Parliament	MOJ&CA, Parliament	2006 - 2008	Legislation that prohibits registration of political parties based on regional, ethnic and religious considerations	Catered for under Ministry's Budget.	MOJ&CA, CSOs and Parliament
Ensure the judiciary maintains rule of law	Enhancing capacity of Judiciary	Types of on going training programs, and ICT, and research facilities.	Reports of MOJ&CA and Judicial Service Commission, KNCHR	Government programs exist to enhance capacity of Judiciary through training, provision of research facilities, improvement of information flow; and instituting of performance based contracts	MOJ&CA through GJLOS, and Judicial Service Commission	CSOs (including LSK and ICJ), Citizens, Police Department, and KNHRC	2006 - 2008	Competent and independent administration of justice in Kenya	200 (Kshs. 15 m)	CSOs, Citizens, Police Department, LSK and ICJ and KNHRC

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Reform of Civil Service	Coordination and speeding up of civil service reform efforts	The instituted reforms, and improved service delivery	Government circulars on reforms, and surveys on perceptions of service delivery	Civil service reforms are currently being undertaken (PSR&D)	OP, Public Service Commission	OP (DPM), Public Service Commission	2006-2007	A coherent and effective civil service	115 (Kshs 8.6 m)	PSC, OP, CSOs, (PSR&D)
Management of decentralized resources	Sensitisation campaigns on all devolved funds and limiting the role of MPs in the control of such funds	Sensitization programs, types of structures, and management, implementation and monitoring mechanisms, put in place.	Reports of surveys of peoples' perceptions, media reports, CSO reports, and Official published reports on devolved funds (LATF, CDF, Education Bursaries, HIV/AIDS, and other funds)	There on-going initiatives undertaken by the National Campaign Steering Committee, local authorities and CSOs, to sensitize communities on LATF and CDF funds. Amendments to the CDF Act on the question of community participation being prepared	MOF, MPND, Local Authorities, CSOs.	Citizens, CSOs, Parliament, MOF	2006-2007	Transparent and effective use of devolved funds	400 (Kshs 30 m)	Citizens, CSOs, Parliament, MOF, MPND, Local Authorities
OBJECTIVE THREE: TO PROMOTE AND PROTECT ECONOMIC, SOCIAL AND CULTURAL RIGHTS AND CIVIL AND POLITICAL RIGHTS AS ENSHRINED IN AFRICAN AND OTHER INTERNATIONAL HUMAN RIGHTS INSTRUMENTS										
Promotion and protection of peoples' rights	According more recognition and relevance to economic, social, cultural, civil and political rights	The standards and codes on human rights that are adopted and domesticated; entrenching the rights into the legislation; Socio-economic indicators	UN records, AU Records CBS Statistics	Universal free primary education, the bursary fund and the draft national health insurance scheme	MOJ&CA, Parliament, Ministry of Education, Ministry of Health	Citizens, Parliament, MOJ&CA, CSOs, KNHRC	2006-2007	Legal Protection of economic, social and cultural rights	400 (Kshs. 30 m)	MOJ&CA, Ministry of Education, Ministry of Health, CSOs, KNHRC

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Create greater awareness of rights within society	Increase capacity of CSOs in civil education, monitoring and reporting human rights violations	Higher observance of human rights. Number of reported cases of human rights violations	Media reports Police Statistics, Court Records, Federation of Women Lawyers (FIDA), KHRC	GJLOS Programme, FIDA programme, KHRC; Media reporting on these rights	CSOs, GJLOS, Media	CSOs (KHRC and FIDA), KNHRC, LSK, Kituo cha Sheria, Legal Resources Foundation	2006 -2008	Civil society network for monitoring and reporting human rights violations	500 (Kshs..37.5m)	CSOs (KHRC and FIDA), KNHRC, LSK, Kituo cha Sheria, Legal Resources Foundation
Institutionalise access to legal representation for the socially disadvantaged	Develop Policy and institutional framework for providing free legal aid to the poor, marginalized and the vulnerable	Budgetary Provisions. Number of people receiving free legal aid.	Records of the Judiciary, CSOs records (KHRC, Legal Resources Foundation and FIDA)	GJLOS Programme and respective CSOs running programmes Very Limited "Pauper Briefs" availed on volunteer basis by lawyers only on murder cases	Ministry of Justice and Constitutional Affairs	LSK, CSOs, Ministry of Home Affairs and National Heritage, the Private Sector and Development Partners	2006-2008	Significant access to judicial services for the poor, marginalized and vulnerable	300 (Kshs.. 22)	CSOs, Ministry of Home Affairs and National Heritage, the Private Sector and Development Partners
Monitoring and reporting violation of rights by the Government	Improve monitoring and reporting mechanisms of human rights violations	Number of reported cases of human rights violations	Police Statistics, Court Records	GJLOS Programme; Human Rights Watch	Ministry of Justice and Constitutional Affairs	CSOs, Ministry of Home Affairs and National Heritage, KNHRC	2006-2008	Institutional framework for monitoring and reporting of human rights violations	300 (Kshs.. 22.5m)	Kenya Human Rights Commission CSOs,
Universal Health Care Plan	Review by cabinet and legislation by Parliament of the Universal Health Care Plan	Number of Kenyans accessing medical care	Legislation on the Universal Health Care Plan	The Bill on the National Health Scheme is before Parliament. Progressive programmes have been put in place such as immunization to improve access to basic health care for all Kenyans	Parliament, Ministry o Health	CSOs, Parliament, Ministry of Health, Development Partners	2006 - 2009	A health care system that is accessible to all Kenyans	-	CSOs, Parliament, Ministry of Health, Development Partners

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Curtail violation of human rights by law enforcement agents esp. Police and Prisons	Develop and implement a code of conduct for the different law enforcement agents in regard to human rights	In-service training, seminars and workshops regarding human rights issues	Programmes offered in Training Institutions, seminars and workshops	Prison and Police reforms envisaged in GJLOs Community Policing being implemented	Police Department, Prisons Department, Communities.	Ministry of Home Affairs and National Heritage, CSOs, The Private Sector, KNCHR	2006-2008	Properly trained and professional law enforcement agents	300 (Kshs. 22m)	Ministry of Home Affairs and National Heritage, CSOs, The Private Sector, KNCHR
Mechanism for receiving and resolving complaints	Strengthen the complaints desks in police stations responsible for violations involving law enforcement agents.	No of cases reported, Investigated and acted upon	Media reports, Police Reports, KACC Reports, CSOs Reports	Idea of creating the office of an Ombudsman has been floated severally but never actualized; GJLOs, reforms ongoing.	KACC, Police Department, AG's Chambers	CSO, Citizenry, MOJ&CA	2006 -2007	An established mechanism for channeling and resolving complaints	150 (Kshs. 12 m)	KNCHR, CSOs, MOJ&CA
Partnering with private health care providers and health providing NGOs in improved health care delivery	Clarify mechanisms to support private health providers	Formal recognition instruments	Government Circulars	Government through the Ministry of Health recognizes the private sector and NGO health providers and has put in place mechanisms to support them	MOH	Health NGOs, Private Sector health providers, MOH	2006-2007	Support mechanisms	105 (Kshs 8 m)	Health NGOs, Private Sector health providers, MOH
Speeding up the enactment of the HIV/AIDS Prevention and Control Bill	Parliament to debate the Bill with a view to enacting it	Parliamentary Act	Gazette Notice on new legislation,	The Bill is already before the Parliament; prices of ARVs have been reduced and more people can access them. The HIV/AIDS infection rate is reported to have dropped from about 14% to about 6%	Parliament, MOH	MOH, CSOs	2006-2008	Mechanism in place for prevention and control of HIV/Aids	-	MOH, CSOs, Communities

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Ensuring Kenyans are made aware of achievements and constraints in addressing governance issues	Review current official communication strategy to increase its effectiveness	Citizens' perceptions about country's governance record and issues	Media reports, Surveys of perceptions about governance issues	Government has reviewed its Communication Strategy through creation of the office of Government Spokesman and has instituted mechanisms of disseminating information to the public regularly.	Office of Government Communications (Government Spokesman) (OP)	OP, MOJ&CA, Citizenry, CSOs, the News Media	2006-2008	An effective and informative official communication strategy	130 (Kshs. 10 m)	OP, MOJ&CA, Citizenry, CSOs, the News Media
OBJECTIVE FOUR: UPHOLD THE SEPERATION OF POWERS, INCLUDING THE PROTECTION OF THE INDEPENDENCE OF THE JUDICIARY AND OF AN EFFECTIVE LEGISLATURE										
Upholding separation of powers	Enforcement of judicial reforms and existing administrative measures to ensure members of the bench improve efficiency, accountability and monitoring of judicial functions	Reduced backlog of court cases and the time it takes to complete cases	Court reports, Prisons and Police Departments' reports	Measures already in place are able to deal with members of the Bench (without introducing performance based contracts)	MOJ&CA	Office of the President, Judicial Service Commission Attorney General's office, the Citizens and CSOs	2006 - 2008	Efficient delivery of justice and ensuring the rule of law.	300 (Kshs 15 m)	Parliament MOJ&CA, CSOs (including LSK, ICJ)
	Institute constitutional provisions that minimize presidential discretion on legislative matters enhance the autonomy of the legislature.	Parliament sets its own calendar of activities and the nature of business	Act of Parliament	Draft Bills for debate currently in parliament; a Parliamentary Service Commission was recently established to oversee this matter.	Parliamentary Service Commission	State Law Office, Parliament, MOJ&CA	2006 -2008	Parliamentary control of calendar and business	100 (Kshs. 7.5 m)	CSOs; MOJ&CA, Development Partners

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An effective legislative assembly	Review standing orders to address persistent lack of quorum, and when parliament is in session, to create more time for issues based and quality debates.	Assured quorum during parliament sessions; reduction in the number of Pending Bills; the number of new legislations passed	Hansard and Parliamentary Standing Orders	Government and the public continue to express concern and frustration on pending bills	Speaker of National Assembly	Parliamentary Service Commission	2007 - 2008	Informed and quality debates and legislation of all pending and new bills	200 (Kshs 15 m.)	Clerk of National Assembly, Parliamentary Committees, CSOs, the media.
Setting of emoluments of public officers (MPs)	Establish modalities for determining and reviewing emoluments of MPs	An independent constitutional agency established to handle this, and clearly defined modalities put in place	Published Parliamentary act; Government Circulars,	Government and Parliament already exploring measures for putting in place such modalities	OP, Parliament,	Parliament, OP, CSOs,	2006-2008	A carefully established emoluments structure for all public office holders in Kenya	160 (Kshs 12 m)	Parliament, OP, CSOs,
Adequate funding of governance implementing agencies	Support necessary governance reforms by voting adequate funds to agencies such as KACC, Law Reform Commission, KNHRC, and GJLOS.	Approved levels of funding vis-à-vis the budgets	Parliamentary reports, reports of relevant agencies.	Government always sets aside funds as may be required to support necessary activities of agencies such as KACC, Law Reform Commission, KNHRC and GJLOS, among others	MOF, Parliament	MOF, KACC, Law Reform Commission, GJLOS programme, etc.	2006 - 2007	Adequate funding of agencies	Catered for under respective Ministerial budgets.	MOF, KACC, Law Reform Commission, GJLOS programme

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OBJECTIVE FIVE: ENSURE ACCOUNTABLE, EFFICIENT AND EFFECTIVE PUBLIC OFFICE HOLDERS AND CIVIL SERVANTS										
Accountability and Efficiency in the Civil Service	Initiate a strategic plan to harmonize various reform programs (GJLOs, ERS, NEC)	Improved Performance in the Civil Service	MSE Audit Reports and an evolutionary survey on the performance of the Civil Service	The Vision 2030 of the government is a pointer to various reform initiatives	Public Service Commission and the relevant government Ministries	Public Servants, The citizenry, CSOs, Development Partners and government ministries	2006 - 2007	Fully Accountable and efficient Public Service	170 (Kshs 12.8 m)	CSOs, Public Service Commission,, Development Partners and respective government ministries
Provision of adequate and sustained funding for new laws, policies, and programs	Align the enactment of laws, policies and programs with adequate and sustained funding to secure implementation	Progressive and successful implementation of the policies and programs	Ministries' budgetary allocations and program reports	Various reforms are currently on-going under the GJLOs framework	The respective government Ministries and departments	Involved government Ministries and departments, Development Partners and Interested CSOs	2006 - 2009	Successful implementation of the various reform programs	260 (Kshs 19.5 m)	Respective government Ministries, Interested CSOs and Development Partners
Appointments and promotions in the Civil Service.	Ensure that all new recruitments are based on pre-defined qualifications and attributes in line with the organizational personnel needs.	No of reported complaints and efficiency of recruited civil servants in service delivery	Recruitment records of the Public Service Commission and Ministries personnel data bases	The PoEA has been enacted and caters for ethical conduct in recruitment of Civil Servants and; on-going harmonization and rightsizing in the Public Sector	The Public Service Commission and involved government Ministries	Civil Servants, CSOs, Development Partners and Government departments	2006 on-going	Improved Service delivery and reduction in perceived favoritism, nepotism etc.	200 (Kshs 15 m)	CSOs, Development Partners and Relevant government Ministries
OBJECTIVE SIX: FIGHTING CORRUPTION IN THE POLITICAL SPHERE										

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$) Thousands)	M & E Agency
Fighting Corruption in the political sphere (The Executive, Legislature and Judiciary)	<p>Launch a national campaign against corruption with along-term programme to promote positive values</p> <p>Accelerate and strengthen campaign against corruption with a long-term program to promote positive values.</p>	<p>1. Reduced incidences of corruption,</p> <p>2. Improvement in score in corruption perception surveys</p> <p>3. Improved information sharing among sectors.</p> <p>4. IEC initiatives undertaken.</p>	<p>TI-K Corruption Index, PAC and PIC reports, and Controller and Auditor General reports.</p> <p>National Surveys on perception on corruption</p>	<p>1. Government has established anti-Corruption institutions (KACC) and the National Anti-Corruption Steering Committee which has introduced District Corruption Committees and together with the Ministry of Education have launched integrity clubs in schools to institutionalize an ethical and value based culture;</p> <p>2. Government Information website has been created, Office of Government Spokesperson broadcasting various programmes to the public</p>	<p>KACC</p> <p>Ministry of Justice and Constitutional Affairs, the State Law offices.</p> <p>Office of the Government Spokesman</p> <p>Ministry of Information and Communication</p>	<p>CSOs, the media, Development Partners and the Controller and Auditor General</p> <p>The Citizenry</p> <p>CSOs</p> <p>KACC</p> <p>Office of Government Spokesman</p> <p>Ministry of Information and Communication</p>	2006-2008	Significant reduction of Corruption incidences and an inculcated national anti-corruption culture	Factored in the budget.	<p>KACC, Civil Society Organizations</p> <p>The media and the Controller and Auditor General</p> <p>Ministry of Information and Communication.</p>
Legal and Operational capacity of preventing and fighting corruption	Enhance operational capacity of legal institutional mechanisms for preventing and fighting corruption.	Legislative amendment and enhanced institutional operations and powers.	Act of Parliament (Anticorruption and Economic Crimes Act) and KACC's annual Reports	Draft information Law to be tabled in Parliament for debate, The PoEA is being enforced and, Continued CSOs and Media pressure for KACC to be given more powers.	Ministry of Justice and Constitutional Affairs	<p>Civil Society Organization</p> <p>Donors</p> <p>Parliament</p> <p>Attorney General Office and KACC.</p>	2006-7	Strong and unencumbered legal institutional mechanism(s)	200 (Kshs.. 15 m)	Donors, Civil Society Organizations, Parliament, Ministry of Justice and Constitutional Affairs and KACC

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OBJECTIVE SEVEN: PROMOTION AND PROTECTION OF THE RIGHTS OF WOMEN										
Mechanisms for promotion and protection of women's rights	Enact legislation to prevent violation against the right of women	Reported cases of domestic violence	An Act of Parliament, CSOs reports and the Constitution.	A draft Family bill pending in Parliament, CSO's campaigns, and operation of a special police wing.	Ministry of Gender, Sports, Culture and Social Services	KNCHR, KHRC, FIDA, CSOs (FIDA, COVAW etc), Ministry of Justice and Constitutional Affairs.	2006-2008	An appropriate legislation that protect women's rights.	400 (Kshs 30m)	KNCHR, KHRC, FIDA, CSOs (FIDA, COVAW etc), Ministry of Justice and Constitutional Affairs.
	Carry out civic education on women's rights	Established Civic Education Programmes	Reports of the Ministry of Gender and relevant CSOs.	National Civic Education Programme (NCEP) and MoJCA through the DGSP conducting Civic education, CSOs running civic education programmes on women's rights	Ministry of Gender, Sports, Culture and Social Services	KNCHR, KHRC, FIDA, CSOs (FIDA, COVAW etc), Ministry of Justice and Constitutional Affairs	2006-2008	Effective Civic Education Programmes	300 (Kshs.. 22 m)	KNCHR, KHRC, FIDA, CSOs (FIDA, COVAW etc), Ministry of Justice and Constitutional Affairs
	Amend existing inheritance laws to allow men and women equal inheritance rights	Enactment of appropriate legislation	Parliamentary Acts, CSOs reports and the Constitution.	Active Civic Education by CSOs (MYWO, National Council of Women of Kenya among others) relating to these rights.	Law Reform Commission and MoJCA	MYWO, NCWK, KNHRC, FIDA, COVAW, FEMNET and FAWE. Ministry of Gender, Sports, Culture and Social Services	2006-2008	An appropriate legislation that protects women's rights to inheritance, and property ownership	133 (Kshs 10 m)	CSOs

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	Take affirmative action to guarantee women's rights to education, maternal /child health care and participation in both public & private spheres	Percentage of girls in primary enrollment, high school and university; Maternal mortality rate and; No of women in Parliament, the Judiciary and senior levels in Government and Private sector.	Parliamentary Act(s), CSOs reports and other government reports	Political Parties Bill pending in Parliament, Lower University requirement for women, Civil Society pressure	Ministry of Culture, Gender, & Sports Ministry of Health Ministry of Education	MYWO, NCWK, KNHRC, FIDA, COVAW, FEMNET and FAWE., Ministry of Education	2006-2007	An appropriate policy and legislation on Affirmative Action	266 (Kshs 20 m)	MYWO, NCWK, KNHRC, FIDA, COVAW, FEMNET and FAWE., Ministry of Education
OBJECTIVE EIGHT: PROMOTION AND PROTECTION OF THE RIGHTS OF CHILDREN AND YOUNG PERSONS										
Protection and promotion of the rights of children and Young Persons	1. Enact law to protect children from defilement, rape, forced FGM and early marriage	Statistical trends of reported incidences	CSOs, Government Statistics Media Reports Child welfare Surveys	A sexual offences bill before Parliament and implementation of the Children's Act passed in 2002	Parliamentary Women caucus, MOJ&CA	Parliament, CSOs, Women Organizations	2006-2007	Children's rights protected	300 (Kshs. 22.5 m)	Parliament, CSOs, Women Organizations, the Police, Ministry of Youth Affairs,
	2. Develop a National Action Plan to combat violations of Children Rights and active enforcement of legislation on the rights of children	Existence of a National Plan of Action and, No. of reported cases of children's rights violations successfully prosecuted	Reports on child welfare by the children's department and CSOs	On-going advocacy on child rights by CSOs	The Ministry for Youth Affairs	Ministry of Home Affairs, CSOs, ILO, UNICEF, and Development partners	2006-2009	An appropriate legislation on the rights of children and Young Persons	100 (Kshs. 7.5 m)	Ministry of Home Affairs, CSOs, ILO, UNICEF, JICA

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	3. Intensify civic awareness programmes on the rights of children and young persons	Audited Effectiveness of programmes and level of behavioral change	Reports of relevant government departments and the Civil Society Organizations.	On-going advocacy programmes, establishment of the Youth Parliament and operations of the special family court	The Ministry for Youth Affairs	Ministry of Home Affairs, CSOs, ILO, UNICEF, and Development partners	2006-2009	An effective institutional establishment to protect the rights of children and young persons	400 (Kshs. 28 m)	Ministry of Home Affairs, CSOs, ILO, UNICEF, and Development partners
	4. Devise a multi-dimensional programme to cater for Youth issues	Government Policy that responds to issues of Youth Development	Government Policy briefs	National Youth Policy has just been developed by the newly created Ministry for Youth Affairs, Youths considered for the devolved funds and there are attempts to establish Youth Fund	The Ministry of Youth Affairs	Ministry of Finance, CSOs, Youth Groups and Donors	2006 - 2009	A suitable and realistic multi-dimensional programme for the Youth	100 (Kshs 7.5 m)	Ministry of Youth Affairs, CSOs, Youth Groups and Donors

OBJECTIVE NINE: PROMOTION AND PROTECTION OF THE RIGHTS OF VULNERABLE GROUPS INCLUDING INTERNALLY DISPLACED PERSONS AND REFUGEES

Mechanisms for the protection of the rights of the vulnerable groups	1. Enact and Implement Policies and programmes aimed at empowering and protecting the rights of vulnerable groups	No of street families and children; Decline in % of population living below the poverty level; No of school going orphans in school and the status of living conditions among refugee and IDPs	Reports of the UNHCR, IRC, relevant government departments and the CSOs	Advocacy programmes by CSOs and KNCHR agitating for resettlement of IDPs, Government and UNHCR partnership in protecting refugee rights.	Ministry of Home Affairs Ministry of Planning and National Development	UNHCR, IRC, KNCHR, Relevant government departments and CSOs	2006-2008	Suitable legal and administrative mechanism for the protection of vulnerable groups	300 (Kshs. 20m)	Ministry of Home affairs, UNHCR, IRC, KNCHR and CSOs
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Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
	2. Step up security and strengthen response capacity of law enforcement agencies in conflict prone areas	Reduced incidences of conflict	Police records and media reports	Deployment of more security personnel in affected regions and the on-going disarmament programme	The Ministry of Internal Security	The CSOs, The Citizenry, and the Ministry of Internal Security	2006 - 2008	Zero incidences of conflict and amicable resolution of existing conflicts	-	The CSOs, Research Institutions, and the Ministry of Internal Security
	3. Streamline immigration screening procedures and eliminate discriminatory screening practices	Percentage increase in No. of registered refugees; Changes in immigration screening procedures	Records of the UNHCR, The Ministry of Immigration and the Refugee Department	Refugee Department established under the VP's Office and the Ministry of Home Affairs	The Ministry of Immigration and UNHCR	Ministry of Immigration; UNHCR; refugee Department; CSOs;	2006 - 2008	Proper immigration procedures devoid of discriminatory practices.	200 (Kshs 15 m)	Ministry of Immigration; UNHCR; refugee Department; CSOs;

DEMOCRACY AND POLITICAL GOVERNANCE

TOTAL **US \$ =** **8,829,000**
KSH = **662,175,000**

PLAN OF ACTION

B: ECONOMIC GOVERNANCE AND MANAGEMENT

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
STANDARD AND CODES										
Ratify the signed treaties	Ratify signed AU conventions	No. of convention ratified	Ratification records	Conventions being prepared for ratification	Ministry of trade and Industry, Ministry of Justice and Constitutions affairs, MoT, MoENR, OP, MoE, AG	Ministry of foreign affairs, AG chambers Various non-state actors	2006 - 2007	Ratified conventions	133 (Ksh 10 M)	Ministry of Foreign Affairs, MPND
Achieve Compliance with Best practices in the Financial Sector	Implement Joint IMF-World Bank-GoK Financial Sector Assessment Programme (2003) (FSAP)	No. of recommendations implemented	Implementation reviews	Implementation of FSAP recommendations on-going	MOF, CBK	NSA's, Kenya Bankers Association, CMA, Financial Institutions, DPs	2006-2008	Efficient and Stable Financial system	400 (Ksh. 30 M)	MPND, CBK, MOF
Complete a detailed Assessment of APRM Codes and Standards	Assessment and development of a POA	A detailed POA developed	APRM Reviews	FSAP completed reviews in 2003	MOF, CBK	MPND And DPs	2006-2007	Status of compliance	67 (Ksh 5M)	
Achieve best practices in debt management	Implement the joint –IMF-World Bank Guidelines for Public Debt Management (2003.)	No. of recommendations implemented.	Debt reports and analysis Quarterly Budget Reviews	Consolidation of debt management functions and department Establishment of a comprehensive database	MOF	CBK NSA DPs	2006 - 2008	Efficient and Effective Public Debt management	320 (Ksh 23 M)	MOF CBK

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
Enhance Kenya payments systems	Implement Kenya Payment System Strategy especially implementation of RTGS	Payment strategy RTGS	CBK Reviews	Amendment of the bills of exchange and introduction of electronic funds transfer	CBK	MOF	2006 - 2007	Observe international best practice	266 (Ksh 20 M)	CBK

OBJECTIVE ONE: PROMOTE MACROECONOMIC POLICIES THAT SUPPORT SUSTAINABLE DEVELOPMENT

Provide a macroeconomic policy framework supportive of sustainable development	1. Maintain low levels of inflation	Overall and underlying Inflation rates	CPI (Consumer Price Index)	1. Strengthening and prudential management of the monetary and fiscal policy frameworks to support macroeconomic stability	1. Ministry of Finance 2. Central Bank of Kenya 3. Ministry of Planning and National Development.(CB S).	MOF, CBK, MOP&ND (CBS), Banks & Financial Institutions & Investors, consumers Non state Actors.	2006-2007	1. Stable macro-economic environment for high real growth rate 2. improved standard of living for citizens	-	- Ministry of Finance - CBK
	2. Maintain a stable exchange rate	The exchange rate to the dollar and currencies of major trading partners	Daily exchange rates release by CBK	Continuous monitoring of exchange rate by CBK and undertaking strategic measures to ensure exchange rate stability.	CBK	MOF, Banks and Financial Institutions, investors, exporters and importers.	2006 - 2007	A stable exchange rate	-	CBK, MOF
	3. Maintain low and stable interest rates	1. Treasury Bill and the Commercial Bank rates 2. Interest rates in quasi-official financial markets.	Monthly/annual average interest rates.	Controlled Government domestic borrowing.	CBK, MOF	Investors, Commercial Banks, Financial Institutions & MOF, quasi – official financial institutions	2006 – 2007	competitive interest rates conducive for borrowing and investment	-	MOF, CBK, & MPND

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
	4. Achieve and maintain sustainable debt position	Public Debt as a % of GDP Debt service as a % of revenue.	Annual ratios Debt/GDP and Debt service/revenue	1. Restructuring domestic debt 2. concessionary borrowing and grants 3. Developing a policy to manage foreign development assistance.	MOF, CBK	MOF NSA Development partners	2006-2008	Sustainable levels of public debt.	-	MOF MPND
	5. Maintain low levels of fiscal deficit	Size of Budget deficit	Ratio of Budget deficits to GDP	Implementation of tax reforms and modernization programme is ongoing Expenditure monitoring and rationalization	KRA, MOF	MOF, KRA & Business people	2006 - 2008	Overall fiscal deficit to remain at 3%	-	MOF
	6. Increase budgetary allocations to the social sectors, especially health and education	Budgetary allocation to the social sectors % of development/re current expenditure to GDP	Government Printed Estimates showing increased allocations to MOE & MOH	1. Health financing as a % total expenditure increased 2. Restructuring of the drug-supply pipeline for public health facilities. 3. Implementation of the Kenya Education Sector Support	MOH, MOE, MoF	Learners, practitioners in health and education, MOE, MOH, NSA,	2006 – 2008	1. Access to all levels of learning increased. 2. Reduced morbidity and mortality rates.	-	MOF

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
				Programme (KESSP)						
	7. Enhance and Intensify tax administration Reforms	Increased efficiency in tax collection	% of tax Revenue to GDP	1. Tax reforms to enhance performance including increased use of ICT, ETR and SIMBA system. 2. Expenditure prioritisation under Sectoral plans and MTEF.	KRA, MOF	MOF, KRA, Tax payers, KPA, KAA, EAC, COMESA	2006 – 2008	Achieve optimal revenue collection	1000 (75M)	MOF KRA
	8. Review Monetary Policy Practice and autonomy of Central Bank	Review Report	CBK Monetary Policy Statements	Reserve Money Programming Framework	CBK, MOF	MPND DPs NSA	2006-2007	Improved monetary policy framework		CBK MOF
	9. Study efficiency and effectiveness of credit markets.	Review Reports	Information on distribution and implication of credit markets.	Reforms being undertaken under FLSTAP	MOF, other like Ministries, MOF, CBK	NSA's DPs MPND, NSAs, DPs	2006 – 2008	Improved understanding of credit markets.	100 (Kshs. 7.50)	MPND DPs
Improve macroeconomic projections	1. Improve existing models	Accurate and reliable indicators	Variance between actual and projected targets	Revision of the models	MOP & ND, KIPRA, CBK, MoF,	KRA, MOP & ND, KIPRA, CBK, IPAR, NSAs	2006 - 2007	Less Variations in macroeconomic forecasts contained in the Budget Outlook Paper, Budget Strategy Paper and the budget	333 (Ksh 25 M)	MOP&ND, KIPRA, MoF, CBK
	2. Develop Sectoral Models	Sectoral performance	New sectoral models	Discussions on the modalities	MPND KIPRA	KIPRA MOP & ND MOF, CBK	2006 - 2007			MPND

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
		comparable to forecasts		and financing framework for building the sectoral models						
	3. Develop a macro model for the Central Bank	Central Bank Model Developed	A Macro model	Development of the Macro model for the Central Bank	CBK,	CBK, MOF	2006 – 2008	Predictable monetary policy indicators	133 (Ksh. 10)	CBK
Increase Private Investment and savings	Provide an enabling environment for business development and growth	1. Savings rate 2. Credit to the private sector % of GDP 3. The reduction in the policy impediments to private sector participation at the Sectoral level 4. Private Investment % of GDP	Change in proportion of credit to the private sector No. of policy reforms completed.	1. Privatisation and divestiture 2. Reviewing the regulatory law and institutional arrangements for doing business 3. Implementation of the investment Act. 4. Restoring and expanding infrastructure,	1. Ministry of Trade and Industry 2. MoF, MoRPW 3. CBK 4. Other government line ministries.	EPC KIA NSAs Development partners	2006 - 2008	Increased private investment and savings	133 (Ksh. 10)	
Design and implement Sectoral policies that promote growth and sustainable development	1. Strengthen the agricultural sector through policy, planning and implementation	1. Agricultural sector growth rate. 2. Increased agricultural productivity	% ge increase in agricultural growth and productivity	1. Review and harmonization of the legal, regulatory and institutional framework of the sector 2. Implementation of the Strategy for Revitalization	1. Ministry of Agriculture 2. Ministry of Livestock and Fisheries	Farmers, MOA, MOLD, MoPND, Farmers, KMC, Cooperatives, KARI, Parastatals, AFC	2006 - 2007	1. Raising agricultural growth and productivity 2. National Food Security 3. Reduced poverty in the rural areas	133 (Ksh 10 M)	Ministry of Agriculture Ministry of Livestock MoPND

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
				<p>of Agriculture (SRA) on ongoing</p> <p>3. A new agricultural extension policy is under preparation.</p> <p>4. Livestock development programme for ASALS is under implementation</p>						
	2. Implement the Kenya Education Sector Support Programme (KESSP)	<p>1. The GER for all levels of learning.</p> <p>2. The NER at all levels of learning</p> <p>3. Growth in total enrolment</p> <p>4. % Change in the literacy rates</p> <p>5. Student teacher ratios at primary and secondary levels</p> <p>6. The % of females</p>	<p>1. MOE statistical data</p> <p>2. National literacy survey data.</p>	<p>1. Implementation of free primary education programme</p> <p>2. Provision of learning materials and facilities in schools</p> <p>3. Hiring of more teachers</p> <p>4. Provision of additional class rooms</p> <p>5. Implementation of targeted programmes aimed at increasing</p>	<p>1. Ministry of Education</p> <p>2. Ministry Science and Technology</p> <p>3. Ministry of Local Government,</p> <p>4. Ministry of Home Affairs</p> <p>5. TSC</p> <p>6. MoGSCSS</p> <p>7. NSAs</p>	<p>- Learners</p> <p>- Practitioners in Education</p> <p>- Parents/teachers</p> <p>- Community representatives</p> <p>PTA, KNUT,</p>	2006 - 2008	<p>1. Achieving 100% primary net enrolment</p> <p>2. Increase NEP net enrolment to 31.3%</p> <p>3. Improved literacy rates</p> <p>4. Increasing primary completion rates to 63%</p> <p>5. Reduce primary repetition rate</p> <p>6. 10,000 additional classrooms built</p>	See SD Section	<p>Ministry of education</p> <p>MPND</p> <p>MOST</p>

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
		enrolled in learning institutions 7. Student textbook ratio		enrolment of girls, pastoralist, street and slum children 6. Rehabilitation and Building of Classrooms and laboratories 7. School feeding program				7. Increase primary to secondary transition rate to 70% 8. 70,000 poor children in secondary schools provided with bursaries		
	3. Provide affordable and adequate health care	1. Maternal and Infant mortality rates 2. The morbidity rate 3. The % reduction in cost of health care 4. The HIV prevalence rate 5. The doctor/patient ratio 6. The Health worker patient ratio 7. The average distance to the nearest health facility	Health and demographic statistics	1.Expanding the child immunization programme 2. Provision of affordable drugs through KEMSA 3.Hiring and training of medical personnel 4.NATIONAL social Hospital Insurance Fund (NSHIF) 5.Stepping up the fight against HIV/AIDS, malaria and TB 6.Overhauling the drug procurement	Ministry of Health, National Aids Control Council (NACC)	Patients, MOH, Health workers, Health providers	2006-2007	1. The incidence of underweight children reduced to 10% 2. The number of fully immunized children to 85% reduced 3. The under 5 mortality reduced from 114/1,000 to 100/1,000 by 2008. 4. The HIV/AIDS prevalence rate reduced to 5.5% by 2010. 5. The number of ARV users increased.	See SD Section	Ministry of Health, MoPND

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
				and distribution system 7. Increasing budget allocation to rural health centres 8. Development of a comprehensive National Health Sector Strategic Plan.				6. The condom use among the sexually active population 7. The maternal mortality rate increased. 8. The number of births attended by skilled personnel increased to 80% 9. The patient malaria mortality as a percent of total in patient mortality reduced to 10%.		
	4. Strengthen land Management and Tenure Systems	1. Number of Title deeds issued in a year 2. Length of time taken to process documents at the Ministry of lands. 3. Finalisation and Implementation National Land Policy.	Published National land policy	Implementation of an improved information management system at the Ministry of Lands - Computerization programme.	Ministry of Lands and Housing.	Landowners, MOL & H, Property Developers & Investors.	2006 – 2007	The % of outstanding title deed applications reduced.	See CG Section	Ministry of Lands

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
	5. Strengthen Fisheries, Forestry, Mining and the protection of the environment, natural resources and wildlife	1. Growth in the Fisheries, Forestry and Mining Sub sectors. 2. The contribution to GDP of Fisheries, Mining & Forests.	1. Ministry of Livestock and Fisheries Review. 2. Ministry of Environment Review. 3. Ministry of Regional Development Authorities Review. 4. Economic Survey	1. Formulation of fisheries policy. 2. Improve governance in forestry sub sector. 3. Strengthened role of Ministry of Environment through NEMA. 4. Implementation of biodiversity conservation programmes. 5. Preparation of the mining sector policy. 6. Implementation of the National Environment Action Plan, the Environmental Management and Coordination act, the lake Victoria Management Project, and the Wildlife Policy and Legislation Review.	1. Ministry of Livestock and Fisheries. 2. Ministry of Environment. 3. Ministry of Regional Development Authorities	1. Fishermen, Livestock owners, MOL&F, MOE, MRDA, NEMA.	2006-2007	Increasing the hectares of protected forest land.	67 (Ksh 5 M)	Ministries of Livestock & Fisheries, Environment and Regional development

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
	6. Improve the competitive environment for Tourism.	1. Tourism earnings.	1. Ministry of Tourism review report.	1. Review and harmonization of the laws related to tourism sector on-going. 2. Implementation of the tourism marketing strategy and diversification programme. 3. Revamping the tourism police force.	1. Ministry of Tourism. 2. Kenya Tourism Board.	Hotel Owners, Game keepers, Investors in Hospitality Industry, MOT, Kenya Airways. Kenya wildlife Services (KWS)	2006-2007	1. Increasing tourism earnings. 2. Increase annual growth rates of tourism to 9.7%.	-	Ministry of Tourism
	7. Infrastructural development.	Growth of the sector Road rehabilitated.	Economic Survey.	Rehabilitation and development of infrastructure.	Ministry of Roads and Public Works, Kenya Roads Board.	Local Authorities, Ministry of Transport, Ministry of Regional Development Authorities.	2006 – 2007	Reducing the share of road network in poor condition to 20%.	See CG Section	Ministry of Roads.
	8. Programme and slum upgrading programme.	Houses built in the slum areas.	Ministerial Review Reports.	Slum upgrading.	Ministry of Lands and Housing, Ministry of Water.	Ministry of Energy, Ministry of Information and Communication.		Slum upgraded	See SD Section	Ministry of Lands and Housing.
Sub-Objective: Improve adequacy and quality of statistics	1. Establish the Central Bureau of Statistics as a Body Corporate. 2. Implement a Statistical Master plan	An autonomous CBS in key areas of finance and administration.	The CBS Statistical Bulletin.	1. Implementation of the STATCAP project at the CBS. 2. Development of the Statistical Bill.	1. Ministry of Planning, 2. CBS.	1. Line Ministries, 2. Academic Institutions, 3. Civil Society Organization, Public Corporations and	2006- 2007	Accurate and reliable data systems.	-	Ministry of Planning and National Development.

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
						Agencies.				
OBJECTIVE TWO: IMPLEMENT SOUND, TRANSPARENT AND PREDICTABLE GOVERNMENT ECONOMIC POLICIES										
Sub-Objective: Implement sound, transparent and predictable government economic policies	1. Operationalize Public Procurement and Disposal of Assets Act	Public Procurement Act becomes operational.	The Laws of Kenya	Procurement Guidelines being prepared Public Procurement Oversight Commission being setup	Ministry of Finance; AG's Chambers.	All ministries, parastatals, SAGAs	2006-2007	An efficient and transparent public procurement system.	-	Ministry of Finance
	2. Operationalize Privatization Act.	Privatization Act is operational as law.	The Laws of Kenya.	Privatization Commission is being setup	Ministry of Finance, AG's Chambers.	MOF, AG's Chambers, The private sector	2006-2007	An efficient and transparent privatization process	-	MOF
Sub-Objective: To improve transparency and effectiveness in administrative, legislative and fiscal entities	1. Enforce the Anti-corruption and Economic Crimes Act (2004)	Number of prosecutions; No. of convictions of persons guilty of economic crimes.	1. Court records; 2. Police records	Investigations into corruption cases ongoing, Prosecutions launched in cases where evidence is available.	Ministry of Justice and Constitutional Affairs, KACC, Courts of Law, AG's Chambers.	KACC, MOJ&CA, Citizens, Courts of Law, AG's Chambers.	2006 – 2008	1. Reduced corruption, 2. Improved country ranking on the CPI.	266 per F.Y (Ksh 20 M)	MOJCA MPND AG
	2. Enforce the Public Audit Act (2004) and strengthen Kenya National Audit Office (KNAO)	Timing of audits in the F.Y; No. and types and quality of audits conducted.	1. Audited records; 2. Annual workplan for CAG	Training, capacity building and reorganization of the KNAO	Ministry of Finance, KNAO, Office of the Auditor General.	CAG, MOF, Justice and Constitutional Affairs (GJLOS)	2006 - 2008	Timely and improved audited accounts	400 per F.Y (Ksh 30 M)	MOJCA, AG, MOF
	3. Strengthen Parliamentary Oversight	Implementation of recommendations	PAC and PIC reviews	Capacity building initiatives are on-going	PSC, MOF, OP	MPND, NSA, Line Ministries	2006-2008	Enhanced transparency and effectiveness of Parliament	333 per F.Y (Ksh 25 M)	PSC, MOF, OP
	4. Increase	No., type and	1. Minutes	The PRSP and	Ministry of	MPND, MOF,	2006 - 2008	Improved	200 per F.Y	MOF, MPND

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
	stakeholder participation in policy, planning and budgeting, at national and sub-national level.	levels of stakeholder participation in the process.	and reports of s/holders meetings. 2. Assessment reports	MTEF Budgetary processes have incorporated some participatory initiatives	Planning and National Development; MOF; SWGs	Private sector		prioritization and ownership of programmes	(Ksh 15 M)	
Sub-Objective: Improve predictability of economic policies	1. Strengthen and extend M&E structures for IP-ERS to district level.	The % of districts with functioning M&E structures for IP-ERS.	District M&E reports for IP-ERS implementation	National M&E Unit established; Ist National report compiled; framework on establishing district M&E Units published	Ministry of Planning and National Development	MPND, MOF, Line Ministries.	2006 - 2008	M&E framework established and functional at district level	1300 (Ksh 100 M)	MPND
	2. Conduct a comprehensive Review of Implementation problems throughout the GoK and Public Sector	Review Report	M&E Reviews	Institutionalization of M&E system	MPND	MOF MPND NSA	2006-2008	Better understanding of implementation of problems	133 (Ksh 10 M)	MPND
	3. Strengthen grassroots planning committees.	The no. of grassroots planning committees established and functional; No of grassroots committees plans approved.	Grassroots Committees' Plans; DIDC.	Several grassroots committees have been established at the constituency level (CACC, CDF, CBC, CRC etc)	Ministry of Planning and National Development	Constituencies, Districts, Communities.	2006 – 2007	Well coordinated and harmonized community led budget proposals in every district.	533 (Ksh 40 M)	National CDF Committee
	4. Improve Public Private Partnerships.	1. Private sector annual input into the national budget.	1. Records and minutes of PPP meetings. 2. Private	Partnerships in policy formulation and budgeting and planning have	Convenors of Sector Working Groups and MoPND, KEPSA.	MPND KEPSA NGOs Private sector	2006 - 2007	Participatory development plans and MTEF budgets	400 per F.Y (Ksh 30 M)	KEPSA

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
		2. The number of scheduled Public Private partnership workshops held.	Sector Budgetary proposal submissions. 3. Workshop Reports.	been formed with KEPSA, National NGO Council among others						
	5. Formulate a national IEC Strategy	IEC Strategy implemented.	IEC Strategy Paper.	Consultations with stakeholders ongoing.	MoPND	MPND, Ministry of information & communication	2006-2006	IEC strategy Paper	133 (Ksh 10 M)	Office of Communication Secretary MoI&C
Sub-Objective: Improve capacity in the implementing departments / agencies /State Corporations	1. Strengthen local authorities in decision making on resource use and allocation.	1. No. of Local Authorities with budget committees and budgets produced. 2. No. of Local Authorities with audited accounts.	1. Local Authorities Annual Reports; Budgets committees' reports. 2. RDA Budgets of Reports	Local Authorities prepare LADPs and LATF funds require detailed budgets before they are released.	1. Ministry of Local Government; 2. Ministry of Regional Development Authorities 3. RDAs.	1. MOF Local Government 2. Ministry of Regional Development Authorities. 3. RDAs.	2006 – 2007 2006/07	Well formulated Local Authority budgets and capacity for implementation and M&E improved	1069 (Ksh 80 M)	Ministry of Local Government
	2. Train district staff on MTEF budget process.	The proportion of district budgets captured in the national MTEF.	Training reports; Training manuals.	Briefings on MTEF budget requirements ongoing at district level.	MOF; MoPND	MOF MPND MoRDA	2006 - 2007	All district staff trained on MTEF budget process	667 (Ksh 50 M)	MOF MPND
	3. Make the budget making process more participatory at district level	No. of community groups represented and levels of consultations in budget process.	District Plans and budgets.	Stakeholders' involvement in planning and budgeting has been initiated at district level.	MoPND	MOF MPND Private sector District committees	2006 - 2008	Increased inputs of private and non-governmental agencies in the district budget	266 (Ksh 20 M)	MOF MPND

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
	4. Increase absorptive capacity of spending agencies.	1. Project Completion rates. 2. Proportion of disbursed budgetary funds to budgetary allocations	Completion certificates.	Training of implementation officers ongoing; procurement bill passed by parliament.	1. MOF 2. Ministry of Regional Development Authorities	MOF; AG; Ministry of Roads and Public Works; MoPND	2006 - 2007	Efficient, transparent and predictable completion of project	467 (Ksh 35 M) 53 (Ksh 4 M)	MOF, MPND
Sub-Objective: CMA and Insurance Commission to adopt international practices	1. Enhance the legislative framework and autonomy 2. Capacity building for Insurance Commission	1. CMA Bills, 2. Insurance Commission Bills	Autonomy of insurance commission and staff capacity	Insurance Act exists.	Ministry of Finance	MOF, CMA, Insurance Commission	2006 – 2007	International standards	67 (Ksh 5M)	Insurance Commission CMA MOF
OBJECTIVE THREE: PROMOTE SOUND PUBLIC FINANCE MANAGEMENT										
Sub-Objective: Promote sound public finance management	1. Implement Strategy for Public Financial Management	No. of benchmarks met	Bench marks	Already 5 benchmarks met Strategy being finalized	Treasury/MPND / All public organizations.	MOF MPND, All public organizations NSA.	2006-2008	Efficient and Effective utilization of budgetary resources. 28 Public Expenditure and Financial Accountability benchmarks met	2,266 (Ksh 170 M)	Ministry of Finance MPND
	2. Strengthen the link between budgeting and planning.	Degree of Synchrony between Ministry/Agency plans and MTEF budgetary allocations.	1. MTEF budgets 2. Agency	1. FMAP in place. 2. It is a statutory requirement that all ministries and	Treasury/MPND/ All public organizations	MOF MPND, All public organizations NSA.	2006-2008	Efficient and Effective utilization of budgetary resources	333 (Ksh 25M)	MOF MPND

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
				public agencies develop and implement strategic plans						
Sub-Objective Implement fiscal decentralization	1. Harmonize the legal framework for Local Authorities with the Finance Act of 1997.	1. The provisions of LASC Act, LATF and related Acts harmonized with those of Finance Act of 1997. 2. LAs are allocated 5% of total revenue.	1. The LAs Act. 2. LA Books of Accounts.	Implementation of Kenya Local Government Reform Programme (KLGRD) is ongoing.	LAs, AG's Chambers, MOLG.	LAs, AG's Chambers, Ministry of Local Government, Members of Parliament, CDF Committee Members.	2006 – 2008	Completed projects and programmes	67 (Ksh 5 M)	Line Ministries, MOF MLOG
	2. Build LA capacities for financial management and programme implementation.	% of LAs submitting the requisite budgets and accounting documents.	Report of the MOLG on LATF disbursements and accounting.	Government through the LGFR issued in 1986 provides prescriptions for financial responsibilities and functions of LAs.	MOLG	LAs, MOLG	2006 – 2008	Aligned expenditures	400 (Ksh30 M)	MLOG DPs MOF
	3. Strengthen the capacities of the District level Development Committees for the effective management of resources.	1. The rate of completion of the DFRD projects in districts. 2. The % of Districts with completed plans for investment.	1. Audit Reports of the DFRD projects. 2. District Investment Plans.	Some limited decentralization of budgetary resources to the DDCs ongoing.	MP&ND.	DDCs, MP&ND	2006 – 2008	Improved policy and project implementation	133 (Ksh 10 M)	MOF MPND

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
	4. Build the capacities of the Constituency Development Committees for the management of the Constituency Development Fund.	1. The % Constituencies with bankable development plans. 2. The % of constituencies making acceptable expenditure reforms.	1. Constituency Development Plans. 2. CDF expenditure reforms.	1. CDF is gaining currency in Kenya as an innovative and effective mode of fiscal decentralization 2. CDF consumes 2.5% of total ordinary revenue and is set to increase.	OP, MOF, National Assembly.	MPs, Members of CDFCs.	2006 – 2008	Efficient and Effective utilization of CDF	267 (Ksh 20 M)	MPND, National CDF Committees MOF, & DME Committees
Establish efficient local Authorities	1. Implement Kenya Local Government Reform Programme	LATF funds efficiently utilized in accordance with established controls.	Monitoring Reports.	The LGRP is being implemented.	Ministry of Local Government	MOF Ministry of Local Government	2006 – 2007	Well managed Local Authorities	333 (Ksh 25 M)	Ministry of Local Government MOF
	2. Rationalize manpower in local authorities	Composition of expenditure	Local Authorities	Staff rationalization	Local Authorities, MOLG.	LAS, MOLG	2006-2008	Reduced spending on PE by LAs.	2,000 (Ksh150 M)	MOF MLOG
	3. Build LA capacities	Trained personnel	LA records	Staff capacity	LA, Training Institutions.	LAS	On-going	Skilled manpower	2,667 (Ksh 200 M)	MOF MLOG
	4. Provide a Technical assistance to LAs in project implementation.	LA performance in project implementation improved.	Project monitoring Reports by LAs.	Needs assessment for TA ongoing.	LA, Donors, MOLG, LAs.	Local Authorities MOF Donors	2006	TA	1,333 (Ksh 100 M)	MOF MLOG
	5. LAs budgetary process to be open to public participation and consultation.	LATF	Local Authorities budget			LA, Treasury	MOF Local Authorities	2006	Sound LA budgets	133 (Ksh 10 M)

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
OBJECTIVE FOUR: FIGHT CORRUPTION AND MONEY LAUNDERING										
Sub-Objective: Improved Governance	1. Control corruption and enhance rule of law	1. Number of corruption cases convicted. 2. Number of corruption cases investigated.	KACC records on convictions and investigations.	Legal framework already in place	Ministry of Justice, Anti-Corruption Commission, Treasury	Ministry of Justice, Law reform commission	2006-2007	Corruption cases prosecuted	6,667 (Ksh 500 M)	Ministry of Justice and Constitutional Affairs, KACC
	2. Enhance information availability on fight against corruption	Press releases	Press releases	Sensitisation on-going	KACC, MOJCA	MOF, All public entities NSA	2006-2007			
Sub-Objective: Enhance public safety, law and order	Improved Security.	1. Number of criminal offences reported 2. Security reports and public awareness	Criminal investigation department, Statistical Abstract (CBS)	Enhanced police training. Hiring of additional security staff. Retraining, reequipping and redeploying of police force. Computerization of police department.	MHA, Police department / Office of the president NSIS	Kenyan community	2006-2007	Security in the country	6,667 (Ksh 500 M) 600 (Ksh 45 M)	OP MOF MPND
Sub-Objective: Money Laundering	1. Improve the legal framework for anti-money laundering. 2. Improve the banking system	1. Laws to curb money laundering 2. Number of criminal offences reported	AG Chambers, CID, CBK fraud reports	Kenya is a member of ESAAMLG Legal framework on anti-money laundering has been initiated. The bill -Anti money laundering and crime bill 2005,	CBK OP MOF AG chambers Kenya Police	Financial Institutions NSA	2006-2007	Clean money in the banking system	333 (Ksh 10 M)	CBK MOF MPND

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
				is still pending. CBK issued anti-money laundering prudential guidelines in 2000. Other initiatives include; targeting predicate offences such as corruption, drug trafficking, illicit trade in small arms, cattle rustling and motor vehicle theft.						
OBJECTIVE FIVE: ACCELERATE REGIONAL INTEGRATION BY PARTICIPATING IN THE HARMONIZATION OF MONETARY, TRADE AND INVESTMENT POLICIES										
Sub-Objective: Accelerate regional integration	<ol style="list-style-type: none"> Strengthen membership to regional integration unions. Accelerate the integration process. Review the existing export development incentive schemes (EPZs & MUBs). Review the diversification of export markets and reduce vulnerability to unilateral 	Level of integration and trade flows	<ol style="list-style-type: none"> Ministry of trade and industry. Ministry of East African Community IP-ERS 	<ol style="list-style-type: none"> Reduction of trade tariffs to facilitate liberalization. Creation of new institutions and structures and strengthening the existing ones. Trade liberalization initiatives. Promotion of public sector private 	<ol style="list-style-type: none"> MOTI Ministry of regional cooperation MOTI 	East African Community	<ol style="list-style-type: none"> Ongoing Ongoing 2006-2008 	<ol style="list-style-type: none"> Increase in exports and imports volume. Reduction in cost of doing business. Increase in investments in the country 	2,667 (Ksh 200 M)	Ministries of Trade, East African Cooperation MOFA MPND

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
	decisions over trade in the export markets.			partnerships.						
Monetary harmonization	<ol style="list-style-type: none"> 1. Consolidate existing instruments of monetary cooperation. 2. Introduce limited currency convertibility. 3. Establish a formal exchange rate union. 4. Establish a full monetary union 	<ol style="list-style-type: none"> 1. Conversion rate 2. Common currency 	CBK monetary reports	Documentation and discussion progressing well	<ol style="list-style-type: none"> 1. Central banks of Kenya, Tanzania and Uganda 2. COMESA clearing house 3. Common monetary institution 	East African Community	2001-2018	<ol style="list-style-type: none"> 1. Regional payment and settlement systems. 2. Common currency. 3. Monetary union 	6,66 (Ksh 50 M)	MOEAC MOF, CBK, MOFA
Harmonize regional and national policies	<ol style="list-style-type: none"> 1. Enhance support for R&D for industries by reviewing the tax policies, trade and investment policies, and other policies for doing business. 2. Harmonization of competing policies 	Consistency of regional and national policies	<ol style="list-style-type: none"> 1. ERSWC 2. IP-ERS 	<ol style="list-style-type: none"> 1. Capacity building of key stakeholders in the integration process. 2. Investment Code drafting in the process 	<ol style="list-style-type: none"> 1. MOTI 2. Ministry of regional cooperation 	East African Community	Ongoing	Full application of regional block rules as a result of harmonized policies	1,000 (Ksh 75 M)	MOEAC MOF MOFA OOP
Expansion of markets	<ol style="list-style-type: none"> 1. Removal of work permits requirements in Uganda and Tanzania. 2. Build capacity to monitor international trade malpractices in 	<ol style="list-style-type: none"> 1. Number of EA passports issued. 2. Share of trade to GDP. 3. Number of business and employment 	<ol style="list-style-type: none"> 1. Returns of Immigration offices in Kenya, Uganda and Tanzania. 2. Economic survey 3. Reports of 	<ol style="list-style-type: none"> 1. Issuance of an East African passport. 2. Implementation of a trade policy. 3. Expand and strengthen 	<ol style="list-style-type: none"> 1. Immigration offices in Kenya, Uganda and Tanzania. 2. MOT 	East African Community	2006 2008	Free movement of goods and people across the borders Harmonization of taxes in the region	667 (Ksh 50 M)	MOEAC MOF

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
	order to effectively apply anti-dumping and countervailing measures so as to ensure that Kenyan products are not unfairly driven out of markets	opportunities created. 4. No. of regional tax regimes.	MORC	partnership with the private sector especially in negotiating trade protocols and other business related issues. 4. Protocol on rights of settlements and work.						
Enhanced Awareness	Sensitize the general public on integration	Publications, and programmes aimed at sensitizing the general public	Surveys	A Secretariat has been formed and tasked to enhance public awareness	MOEAC MOFA	NSA	2006-2008	Increased awareness	200 (Ksh. 15 M)	MOEAC MOFA

ECONOMIC GOVERNANCE AND MANAGEMENT

TOTAL **US \$ =** **45, 772, 000**
KSH = **3, 432, 900, 000**

PLAN OF ACTION

C CORPORATE GOVERNANCE

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$) Thousands)	M & E Agency
STANDARD AND CODES										
Ratify and Adopt Core Principles of Insurance Supervision	1. Adopt and implement the Core Principles. Of Insurance	1. Standard signed and ratified 2. No. and % of insurance companies fully complying with Principles of Insurance Supervision. 3. No of Insurance companies collapsing.	1. Commissioner of Insurance Report. 2. Insurance industry survey.	1. A committee set up to consider establishment of an insurance industry regulator	<u>Commissioner of Insurance (Col)</u> Ministry of Finance	Insurance companies, Insurance brokers. Policy holders	2006	1. Principles of Insurance supervision ratified and adopted.	100 (Ksh 7.5M)	Ministry of Finance
	2. Review Insurance Act to incorporate the principles	1. No. and % of insurance companies fully complying with Principles of Insurance Supervision. 2. No of Insurance companies collapsing	Reviewed Insurance Act		<u>Ministry of Finance</u> Commissioner of Insurance (Col)	Insurance companies, Insurance brokers. Policy holders	2007	Revised Insurance Act in place	100 (Ksh 7.5 M)	Commissioner of Insurance
Ratify and Adopt ILO Convention no. 87	1. Adopt and domesticate the conventions in	Convention ratified		Kenya has ratified a number of	<u>MoLHRD</u> COTU State Law Office	Ministry of Foreign Affairs FKE	2007-2008	Labour Laws incorporating ILO	100 (Kshs. 7.5m)	MoLHRD

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$) Thousands)	M & E Agency
	Kenya labour law and practices	% of unionisable employees who belong to Unions		labour conventions Labour Laws being reviewed through a consultative process				Convention 87.		
Enhance adoption of Principles of Corporate Governance in all sectors of economy	1. Conduct training on corporate governance for directors in all sectors of economy incl SMEs.	1. Number of institutions adopting good corporate governance principles.	CCG through its monitoring and research to verify: 1.No. of directors trained by CCG	1. Sample code of best practice for corporate governance has already being developed. 2. 1200 directors have already been trained in corporate governance.	<u>Centre for Corporate Governance (CCG)</u> GJLOS Programme Training & Educational Institutions Qualified in CG	Insurance companies, Banks and other financial institutions. Public and private companies. Relevant professions. SOEs, Co-operatives, Local Authorities, Investors, Institutions of higher learning.	2005 -2008	2000 Directors and 50 training of trainers trained in the first year.	2,250 (Ksh169M)	<u>CCG</u> MJoCA
	2 Sector regulators to issue guidelines on Corporate Governance reporting and compliance	1. Profitability of corporations 2. Contribution of corporations to GDP. 3. No and % of corporate scandals and failures	1. No and % of sectors / regulators issuing guidelines 2. CCG Survey 3. GoK / CBS Economic Survey	1. CMA issued guidelines to quoted Companies on CG reporting 2. GJLOS programme within Government 3. SOE put on performance contracts with 13 first pilot SOEs reporting performance improvements	Registrar of Companies NSE, CMA, ICPAK, ICPSK, Commissioner for Insurance, CBK, Commissioner for Co-operatives, other regulatory agencies	-as above-	2006/07	Increased number of organizations adopting and adhering to corporate governance principles	No budget implications	CCG Regulatory Authorities

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$) Thousands)	M & E Agency
	3. Develop a Monitoring and Evaluation framework which all key stakeholders can subscribe data to, share and own findings.	Corporate governance Monitoring and Evaluation framework.	M&E framework document M&E reports based on framework	All State Corporations have strategic plans and their boards are on performance contracts.	Centre for Corporate Government (CCG) Ministry of Justice & Constitutional Affairs Sector Regulators.	- as above-	2006-2007	Increased number of organizations benefiting from utilizing easy to use guidelines and reporting to the M&E hub.	30 (Ksh.2.25M)	MOJ&CA CCG
	4. Require SOEs & Cooperatives to publish accounts and reports in newspapers and on time	1. Number and % of SOEs & cooperatives publishing annual reports and accounts in newspapers. 2. Number and % of SOEs and cooperatives submitting their annual accounts in a timely manner.	Annual Accounts and Reports of SOEs	Timely production annual accounts incorporated in performance contracts by SOE's CEO's recently signed.	Inspector- General of State Corporations Commissioner of cooperatives	Government and General public	2006 -2008	Greater accountability	40 (Ksh 3M)	Inspector- General of State Corporations.
	4. Enhance capacity of Institutions involved in corporate governance esp. CCG, ICPAK, CBK,CMA and other regulators	1.Training and skills development programmes developed & implemented 2. No. of Organizations adopting good corporate governance and the impact	Company annual reports Good Business Practices Award Schemes evaluation		CCG	- as above-	2007		70 (Ksh 5.25m)	MOJ&CA CCG
	5. Develop codes & guidelines of best practice for	1. No and % of sector specific codes	Codes and standard	1. GJLOS Programme.	CCG Regulatory	Various sectors of the economy e.g. banking, insurance,	2005-2007	Strengthened corporations in all sectors.	120 (Ksh9M)	Centre for Governance & Development

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
	other key sectors such as insurance etc. (10 sectors in total)	developed and disseminated	s.	2. Institute of Directors (K) Ltd established. 3. Shareholders Association already in place. 4. Other associations promoting adoption of codes of good corporate governance, e.g. ICPSK	Authorities.	transport, telecommunication s etc.				
Task force for reviewing implementation and reporting on ratified standards and codes	1.Establish Taskforce and its terms of reference	Task force in place 2. A catalogue of signed and ratified convention established and responding agency confirmed		Individual Ministries currently respond directly e.g. MoLHRD report to annual on Labour Conventions	<u>State Law Office</u> MoJ& CA		2007-2008		700 (Ksh 52.5m)	State_Law Office
Full adoption of International Accounting and Auditing Standards	Mandatory and full adoption & enforcement of compliance of IFRS by quoted companies , large enterprises incl SOEs, financial institutions	No and % of organizations complying with IFRS. SME Accounting and Reporting Standards.	Survey of Companies. Policy document	.FiRe (Financial Reporting) Award system by ICPAK, CMA and NSE	<u>ICPAK</u> , RAB, Ministry of Finance, Controller and Auditor General.	All sectors of the economy Investors Kenya Revenue Authority	2005-2007	1. Increased number of corporations in various sectors adopting IFRS. 2. Improved accountability of corporations	30 (Ksh2.25M)	ICPAK
Accounting and Auditing Standards by	1. Adopt, domesticate and	% of MSE complying with	Annual Audited returns	KRA requirement is	- as above-	MSEs	2007	Acceptable and	50 (Ksh 3.75m)	KRA

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$) Thousands)	M & E Agency
MSEs.	enforce compliance with Accounting standards for MSEs (now under development internationally)	MSEs Accounting and Reporting Standards.	to KRA	that MSEs annual accounts be prepared to adopted Standard and IFRS is the standard in force with poor compliance due cost and complexity		KRA Accountants Finance Institutions		affordable Accounting framework		ICPAK
	2. Develop and implement Accounting and Auditing Standards for MSEs.	1. % of MSEs adopting and using MSE Auditing Standards	1. MSE survey	1. Sample codes for MSEs available with IFC and OECD. 2. ICPAK also addressing the issue	ICPAK, Ministry of Finance Association of Micro Finance Institutions (AMFI), MoLHRD.	-as above-	2007	Acceptable and affordable Auditing framework	50 (Ksh.3.75m)	KRA ICPAK
OBJECTIVE ONE: PROMOTE AND ENABLING ENVIRONMENT AND EFFECTIVE REGULATORY FRAMEWORK FOR ECONOMIC ACTIVITIES										
Overall enabling environment for business	Implement the Private Sector Development Strategy (PSDS)	Growth of Business Sector	Economic Surveys	Policy covers infrastructure, security etc	Ministry of Trade & Industry		2006 & ongoing		Under Ministry budget . Cost of other enablers posted below	MoTI
Create enabling environment for development of MSEs	1. Expedite Legislation and implementation of Microfinance Regulatory framework.	1. Bill enacted	1. Returns to CBK of credit advanced by Micro-Finance Institutions 2. CBS Statistical Abstracts / Economic Survey.	1. MFI Bill now published	Ministry of Finance Attorney -General CBK, Ministry of Lands	MFIs, MSEs AMFI Small depositors	2006-2007	1. Access to credit by MSEs improved.	Covered under Ministry Budget	CBK
	2. Implement the recommendations	1. Number of jobs created in	CBS statistical Abstracts /	SME Sessional paper has been	Ministry of Industry	MSEs	2007	Job creation	300 (Ksh. 22.5M)	Ministry of Planning &

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$) Thousands)	M & E Agency
	of the SME's Sessional Paper.	the MSE sector 2. Contribution of MSEs to GDP 3. Mechanism of implementation of bill in place	Economic Survey	developed	KEPSA Jua Kali Association	Ministry of Labour Ministry of Planning & National Development		Poverty alleviation		National Development
Provide affordable and accessible credit to the private sector – including MSE's.	1. Reduce level government borrowing from domestic market.	1. Amount of credit available to private sector	CBK monthly economic review reports	1. Government shifting from 90/180 days bills to longer term bond 2. Move by Government to raise funds by divesture from SOEs	MOF, CBK. Monitory Advisory Committee	Banks and other financial institutions, MFIs, General Public	2006 & continuous	1. Expanded credit to private sector 2. Lower cost of credit	A monetary policy instrument without Budget implications.	CBK
	2. Address gap between interest paid on deposits and that charged to borrowers	1. Gap between deposit and credit interest 2. Money liquidity	1. CBK monthly economic review report 2. Statistics published in Media by CBK	Recent relative lower cost of credit spurred building sector	Minister of Finance CBK	Financial Initiations Capital Markets Individuals and business community	1 st Q 2007	Higher economic activities	200 (Kshs. 15M)	CSO specializing in interest rate monitoring
	3. Accelerate the land survey & issuance of title deeds.	Proportion of landowners with title deeds	Records at Ministry of Lands	Govt. has committed to deal with the land issue at Coast where APRM reported as most affected by lack of collateral	Ministry of Land and Housing	Coast Province Inhabitants Ministry of Regional Development Financial Institutions	2007	More Kenyans using title deeds as collateral	6000 (Ksh 450M)	Ministry of Lands and Housing
	4. Formulate and implement policy	Level of non-performing loans	CBK & Kenya Bankers'	1. Banks have made	Ministry of Finance	Banks	2007	Increased loanable	100 (Kshs. 7.5m)	CBK

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$) Thousands)	M & E Agency
	on existing and future Non Performing Loans (NPL).	(NPL).	Association Reports	provisions for NPL. 2. Banks implementing loans recovery strategies.	CBK Kenya Bankers Association	Shareholders Depositors		funds in banks.		
	1. Review the listing requirements. 2. Provide incentives to encourage listing. 3. Improve the facilitation and the enabling role of CMA. 4. Develop policy to attract medium business to list in the Stock exchange	1. Number of companies listing at NSE. 2. Performance of NSE	NSE Reports	1. 2005/6 budget provided Incentives to list. 2. Implementation of CDS in 2005 will allow for NSE to handle more companies	CMA, NSE, CDSC.	Government Companies, stockbrokers, Investment Banks, including financial advisory companies and Investors.	2005-2007 and on-going	1. Listing requirements reviewed and simplified. 2. More companies listed on the NSE	50 (Ksh 3. 75M)	MOF
Attract more companies to list at the Stock Exchange	1. Review the listing requirements. 2. Provide incentives to encourage listing. 3. Improve the facilitation and the enabling role of CMA. 4. Develop policy to attract medium business to list in	1. Number of companies listing at NSE. 2. Performance of NSE	NSE Reports	1. 2005/6 budget provided Incentives to list. 2. Implementation of CDS in 2005 will allow for NSE to handle more companies	CMA, NSE, CDSC.	Government Companies, stockbrokers, Investment Banks, including financial advisory companies and Investors.	2005-2007 and on-going	1. Listing requirements reviewed and simplified. 2. More companies listed on the NSE	400 (Ksh 30M)	MOF

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$) Thousands)	M & E Agency
	the Stock exchange									
Provide an attractive business regulatory framework	<p>1. Review Companies Act ensuring provisions for good corporate</p> <p>2. Review other business Laws.</p>	<p>1. No. of revised Business Laws</p> <p>2. Decrease in number of business licenses.</p> <p>3. No. of new businesses registered in a year</p>	<p>1. CBS statistics on new business registration and Registrar of Companies Reports.</p> <p>2. IPC / KIA investor enquiry reports</p> <p>3. No. of new businesses registered per year.</p>	<p>1. The Law Reform Commission is currently reviewing the Companies Act, insolvency laws</p> <p>2. The Ministry of Finance and ministry of Trade & Industry have undertaken a review the regulatory framework for business with a view to reducing business licenses</p>	<p>Law Reform Commission,</p> <p>State Law Office</p> <p>Ministry of Finance</p> <p>Ministry of Trade</p>	<p>Professional Associations, Registrar of Companies, and other business sectors of the economy.</p>	2006-2008	<p>1. Modern Business law regime in place</p> <p>2. Reduced cost of doing business</p>	Under GJLOS	Registrar of Companies
Enhance good corporate governance in State Owned Enterprises (SOEs)	<p>1. Review State Corporations Act to entrench corporate governance codes of best practice</p> <p>2. Provide mechanisms for implementing best corporate governance practices.</p>	<p>1. No. of SOEs complying with code of best practice for SOE's.</p> <p>2. Performance Level and sustainability of SOEs.</p> <p>3. Level of dependence on Exchequer</p>	<p>1. Revised Act in place.</p> <p>2. Report of Controller and Auditor General.</p> <p>3. Report of Inspectorate-General of State Corporations.</p> <p>4. Survey of SOEs.</p>	<p>1. All State-Owned Enterprises (SOEs) have been put on performance contract from July 2005.</p> <p>2. SOE Boards are now empowered to select CEO</p> <p>3. Privatization Bill passed in August 2005</p>	<p>Inspectorate of State Corporations, State Law Office.</p>	<p>Government</p> <p>SOEs</p>	2006-2007	<p>1. Accountabl e and profitable SOEs</p> <p>2. Better and efficient service delivery.</p>	500 (Ksh 38M)	Ministry of Finance (Investment Secretary)

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
REGULATORY FRAMEWORK										
To improve the effectiveness of regulatory framework in all sectors of the economy.	1. Bring Micro-Finance Institutions, Insurance Companies and SACCOs under the purview of Regulatory Framework of the Financial Sector	1. Growth rate of capital bases of MFIS, Insurance Companies and SACCOs 2. Proportion of MFI, Insurance Companies and SACCOs benchmarking best practices.	Regulator Reports.	1. A task force has been formed to look at modalities for putting an insurance industry regulator in place. 2. Recently adopted Sessional Paper on SMEs allows for a Commission	Ministry of Finance Central Bank of Kenya Commissioner of Insurance.	All sectors of the economy.	2005-2006	1. Effective regulatory framework for all the sectors of the economy. 2. Economic Growth	200 (Ksh15M)	Ministry of Finance
	2. All regulatory sectors to focus also on their enabling and facilitation mandate	Growth and performance of regulators sector	Regulators Annual Reports	Some regulators like CMA striking a good balance between regulatory & facilitation roles	All Regulatory Entities	Business and Industry	2006 & on-going	Sustainability and Growth of the different sectors	200 (Kshs. 15m) for training	Parent Ministry Business & Industry Associations
Strengthen regulation in the practice of professions.	1.1 Enhance governance within individual professional regulatory bodies. 1.2 Train professionals in good corporate governance.	1. No. of complaints against professionals. 2. No. of professions with operational self regulation framework. 3. Proportion of professionals trained.	1. Annual Reports of Professional bodies. 2. Annual Reports.	1. A number of bodies have a code of business ethics. 2. A small number has gone through Corporate Governance Training.	Ministry of Finance MoJCA Training -CCG	Government Trade, Business and Professional Associations Professional Bodies	2007 - 2008	Higher accountability of Officials to their members and observance of Business Ethics	300 (Ksh 23M)	Ministry of Planning & National Development CCG

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$) Thousands)	M & E Agency
	2. Strengthen human, financial and technical capacity of existing oversight professional regulatory bodies especially those under Government Ministries with oversight role e.g. Advocates' Appeals Board under State Law Office	1. Backlog of disciplinary cases e.g. at Law complaints Committee 2. Higher ethical standards as judged by level of complaints	Statistics of backlog of disciplinary cases and complaints from all professional / oversight regulatory bodies.	1. A regulator for the procurement professionals has been put in place. 2. The FIAS recommends strengthening of regulatory bodies.	Host Ministries Government Association of Professional Societies in East Africa (APSEA), specific professional bodies, and their parent ministries.	Various professional associations, Registration Boards, all sectors of the economy.	2006-2007	1. Better regulated professions. 2. Professions become effective partners in the fight against corruption and other malpractices.	400 (Ksh 30 M)	APSEA
	3. Strengthen self-regulation among the professionals.	1. Level of complaints by the public 2. Existence & enforcement of code of conduct	Media reports Annual Reports from the Professional Bodies Letters of complaints to the secretariats		Professional Associations	Government (Public Contracts) Private Sector CSOs Development Partners	2007-8	Professional Accountability Enhanced Professional role in fight against corruption	200 (Ksh.1.5 M) for M&E over 2 years	APSEA
JUDICIAL EFFICIENCY AND COMMERCIAL DISPUTE RESOLUTION										
Expedite resolution of commercial disputes	1. Continue implementing judicial reforms.	Average number of days to settle commercial disputes	Level of backlog of commercial cases	Reforms being undertaken under the GJLOS programme.	Law Reform Commission, Judicial Service Commission, MOJ&CA.	Businesses and General public	2005-2008	Enhanced effectiveness of Judiciary.	7,000 (Ksh525M) Under GJLOS	ICJ LSK Law Reform Commission
	Review Arbitration Act Incorporate Alternative Dispute Resolution (ADR) in the	1. Cost of dispute resolution 2. Level of backlog of commercial cases	Level of backlog of commercial cases	GJLOS programme under implementation	State Law of Law Law Reform Commission, Judiciary	Business Community Litigants	2006-9	1. Lower cost of adjudication 2. Reduction in the number of days and cost in	Under GJLOS	MOJ&CA

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$) Thousands)	M & E Agency
	administration of justice							resolving commercial disputes		
	3. Decentralize commercial courts to the Provinces in Kenya.	1. Cost of dispute resolution 2. Level of backlog of commercial cases	Level of backlog of commercial cases	Commercial cases allocated one day in the provinces	Judiciary State Law Office	Business Community & Individuals Lawyers	2006-9	Speedy and cheaper resolution of commercial disputes	7,000 (Kshs. 525m)	Law Reform Commission
Enhance capacity of the Judiciary	1. Digitalization of Court Proceedings to improve judicial administration system ¹	Time in resolution of cases.	ICJ, KACC and TI reports and survey.	Judicial reforms has been ongoing in the last 3 years GJLOS programme	Judiciary MOJ&CA,	Ministry of Finance Both State and Non-State actors. Chartered Institute of Arbitrators (Kenya), KACC	2006-2008	Efficient Judicial system	3,500 (Ksh262.5M)	Judicial Service Commission ICJ LSK
	2. Increase no Judges & magistrates	1. Backlog of cases 2. Average no days it takes various types of cases to be determined	Court Records Media	Statute Law Miscellaneous Amendment Bill has proposed increase of no of Judges from 50 to 70	Judiciary MOJ&CA	State Law Office Business Community Police Prisons Department	2006 on-going	Speedy administration of Justice	Judiciary Budget	ICJ KHRC
	3. Appoint more state counsels as prosecutors	1. Percentage of Legally qualified prosecutors 2. Proportion of successful prosecutions	Records at Registrar of High Court Police Crime statistics	State Law Office has recently recruited more State Counsels	State Law Office Office of President	Kenya Police LSK Judiciary CSOs	2006-2008	Enhanced rule of Law	2,400 (Kshs. 180m)	State Law Office LSK

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
	4. Implement anti-corruption programmes in the judiciary	1. Level of confidence of the business community in the judicial system. 2. Reduction in number of complaints.	Report of Service Delivery Survey	Judges and Magistrates under enquiry	Chief Justice MOJ&CA		2006 on-going		Judiciary Budget	ICJ
Evaluate ax extent the reform programmes	1. Extent GJLOS programme to institutions and Ministries perceived to have poor service delivery e.g. NEMA 2. Evaluate effectiveness and impact of reform programmes	1.Improvement in service delivery 2. Evaluation Report	Opinion Surveys TI Reports	GJLOS already covering law and order enforcement agencies	MoJCA	Ministries SOEs	2007		Under GJLOS	MoJCA
INFRASTRUCTURE										
A. Roads										
Improvement in state of the road network.	1. Develop and communicate road rehabilitation and development policy and master plan.	Policy Document on National Road Network	Kenya Road Board Reports	Identify and create by-passes along major routes.	MoRPW, Kenya Roads Board,(KRB) Local Authorities.	Local Authorities, motorists and transportation agencies.	2005-2008 and on-going	Road network rehabilitated and expanded.	2,000,000B (Ksh150B)	KRB
	2. Build capacity	1. No. of	Ministry of		MoRPW	Institute of	2006 and on-		Kenya Road Board	MoRPW

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$) Thousands	M & E Agency
	to implement the plan	Road contractors licensed in the top categories	Roads & Public Works (MoRPW) database		Local Authorities Kenya Road Board	Engineers of Kenya Local Contracts	going			
	3. Rehabilitate, construct and upgrade the country's road network	1. Kilometers of renovated roads 2. % of Roads rehabilitated are rural access roads 2. Kilometers of new roads added to the network. 3. Cost of transportation.	KRB Reports Transporters' Associations Reports e.g. Matatu Owners Association	LATF used for road rehabilitation Major Road rehabilitation works on-going around the Country	MoRPW Local Authorities Kenya Road Board	All Sectors of the Economy Parliament Kenya Wild Life Society General Public	2006 and on-going	Accelerated economic Growth Lower Cost of doing business	Fuel Levy Ministerial Budgets Development Partners Est. \$2 Billion (Ksh 150 Billion)	KRB Parliamentary Committee on Transport
Address Road congestion and traffic jams in major towns especially Nairobi	1. Adopt and implement Urban Transport Policy		Road Board Budget reports		Kenya Roads Board, MoRPW, Local Authorities.	Local Authorities, motorists and transportation agencies.	2005-2008	1. Roads in Nairobi and other major towns rehabilitated. 2. Road network in Nairobi and major towns reorganized and improved.	Funding will be through concessioning	
	2. Allocate more resources to urban roads rehabilitation from the fuel levy	3. Percentage of fuel levy allocated to top 10 urban areas	KRB Reports	Funds already being given but we	MOR&PW MOF Kenya Road Board (KRB)		2006 & on-going			KRB
	3. Address traffic congestion in Nairobi Central	1. Time taken to travel. to office	1. Survey of major roads leading out of	1. Construction of by-passes in Nairobi already	MoRPW Ministry of Local	City Council of Nairobi	2006-2008	1. Lower pollution levels.	Higher Productivity	Automobile Association of East Africa

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$) Thousands)	M & E Agency
	Business District (NCBD)	2. Pollution levels	Central Business District of Nairobi. 2. NEMA reports on pollution in Nairobi.	designed 2. A multilane road through Nairobi is proposed	Government	Motorists Business Community		2. Savings on fuel usage	Lower Pollution	
Promote accessibility in the rural areas	Develop and maintain rural access roads	Kms of rural roads developed and maintained	MoRPW annual performance contract report	Labour –based Roads 2000 programme	MoRPW	Rural population Motorists Transportation agencies	2005-2008	500km of roads developed and maintained	103 (Ksh 7.725M)	Kenya Road Board
B. Rail Network										
Improve the state of the rail network and increased use of rail transport.	1. Rehabilitate, expand and modernize the rail network and systems.	1 Volume of cargo and number of passengers ferried. 2. Cost and efficiency of Transport.	Ministry of Transport (MoT) Statistics	Concessioning of Kenya Railways Corporation already agreed	MoTC, Local Authorities, Kenya Railways Corporation. Government	Transporters, Local Authorities, Businesses General public	2005-2008	1. Efficient and modernized rail network 2. Decongestion of Port of Mombassa	90,000 (Ksh6.75B) To be done by concessioner	MoT
	2. Participate in the construction of a rail line from Nakuru to Southern Sudan.	1. Business volume with South Sudan 2. Cost of transportation	Department of External Trade Statistics		Ministry of Transport		2007	Lower Road maintenance Opening of North Rift		OP
C. Air Transport										
Increase the use of air transport	1. Modernize navigation aids in Kenya airspace	1. No of Air Carriers Attract more airlines to Kenya 2. IATA rating	KAA database IATA Audit Report	Airlines are being encouraged to fly to Kenya. E.g. Qatar Airlines.	Kenya Civil Aviation Authority (KCAA)	Airlines Kenya Airports Authority	2006-2007	Improved usage of air transport both cargo and business/leisure travel	Budget to established	MoT

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
		of Country Air-space								
	2 Expansion of Jomo Kenyatta Airport (JKIA) and other Airports	1. No. of flights landings in Nairobi & Mombasa 2. Rating of our two Airports by IATA		Expansion of JKIA under implementation	Kenya Airports Authority (KAA) MoT, Kenya Airways		2006-2008		KAA Funding	MoT
	3. Review Management & maintenance of small air strips	1. No. of Tourists using the small airstrips 2. State of maintenance	KCAA reports		MoT Office of the President KAA, KCAA	Tourist Industry	2006	Safer Airports More Tourists using	Policy issue	
D. Access to water										
Access to clean & portable water in the country.	Implement National Water policy and programmes	Number and % of people with access to clean water.	Central Bureau of Statistics (CBS) data	A number of local authorities have privatized the provision of water services and this is expected to improve accessibility to water in their areas of jurisdiction.	MoWD, Local Authorities, Water Service Boards, water service companies	Local Authorities, water consumers. Businesses and individual citizens		Improved access to water	500,000 (Ksh37.5B)	CSOs
E. Port services										
Improve Mombasa Port Services.	1. Modernize and increase capacity of the Port (equipment, training etc.) equipment	1. Volume of transit cargo handled by the Port per year. 2. Volume of	Kenya Ports Authority statistics.	On going discussion on commercialization of the Port	Kenya Ports Authority Ministry of Transport	Business Community Shipping Agents	2006 and on-going	Lower cost to business & Country Mombasa Preferred Port	KPA Funded	EMU MoT

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
		cargo handled per year 3. Demurrage charged by ships				Neighbouring Countries		of discharge by neighbouring countries		
	2. Modernize and simplify custom clearance procedures	1. Number of days taken to offload ships and clear goods.	1. Kenya Ports Authority (KPA) statistics. 2. Port user survey.	Customs and Excise Department has recently introduced computerized clearing procedures, which are expected to reduce the number of days taken to clear goods and reduce corruption.	KRA KPA MoT	Business Community Neighbouring Countries Clearing Agents Transporters	2005 and on-going	Lower cost to business & Country Mombasa Preferred Port of discharge by neighbouring countries	KRA Budget	EMU MOF
	3. Stamp out corruption at the Port	1. No. of Containers reported missing 2. KRA Tax Collection	1. National surveyor on corruption 2. Kenya Ports Authority statistics.	1. Kenya Ports Authority recently purchased 5 new cranes from China, which have since been installed.	KPA, MoTC, , KRA K	Importers, exporters. Business Community and general public. Countries served by Mombasa Port	2005-2007	1. Port services improved.	-	KACC EMU

F. Information and Communications Technology (ICT)

Improve quality and access to land line telephony	1. Privatize Telkom Kenya.	1. Number of new fixed telephone lines. 2. Proportion of Digital exchanges.	CCK and CBS statistics Telkom Kenya database	1. Plans are underway to commercialize/ privatize Telkom Kenya with a view to making it more efficient.	MoIC, CCK, Telkom Kenya,	Business Communities, ICTs service Telecommunication Service providers, Providers of Kenya (TESPOK)	2005-2008	1. Reduced cost of telecommunications. 2. Higher and wider access to telephone	-	CCK
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Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
				2. In 2005, new digital exchanges have been commissioned.		General Public		(telephone density)		
	2. Eliminate the existing monopoly in land line services	1. Regional Telephone Operator licensed 2. Licensing a second national operator	CCK Reports	Monopoly of Telkom Kenya has come to an end	CCK ₂ MoIC, Telkom Kenya		2007-2008		Policy Implemented	CCK
	3. Promote adoption of wireless telephone to enable rural access to telephone and internet	Rural access to internet.	CCK Reports	The mobile telephone operators expanding their network Telkom has also a limited no. of wireless subscribers	Mobile Telephone operators Telkom Kenya	MoIC, CCK ICT Industry Rural Communities	2006 & on-going		Industry funded	CCK
Reduced Costs of making local and international calls	1. Kenya Participate in the undersea Fibre cable link between Durban and Port Said	1. Cost of communications 2. Quality of Connectivity	Funding and participation confirmed	Discussions have been going the last 3 years on the Eastern Africa	MoIC Cabinet	Total Economy Investment Community Other Eastern Africa Countries	2007-2008	Attract of ICT and other investors Quality & Competitive cost of Communications	200,000 (Ksh 15b) Donor Funding or Nairobi Stock Exchange	MOF
Improved internet access	1. Improve fixed line accessibility and efficiency. 2. Increase the bandwidth. 3. Adopt wireless telephony	1. Number of internet users. 2. Degree of internet access outside major urban areas	Statistics from CCK and TESPOK	1. International gateway recently liberalized. 2. Mobile telephone operators have been expanding	Key players in ICT	KAM, KEPSA, Business Community ICTs service providers, general consumers.	2005-2007	Improved efficiency of telecommunication services.	13,500 (Ksh1.0125B)	CCK

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
	technology			networks in rural areas and introduced internet access facility. 3. Telkom Kenya has recently been introducing wireless telephony						
Fully integrate ICT in the economy.	Develop and implement the National Information, Communication and Telecommunications (ICT) Policy.	A ICT policy passed in Parliament	Policy document	A draft ICT Bill has been developed through a stakeholders participatory awaiting enactment	MoIC, State Law Office CCK, Telkom Kenya, Telecommunication Service Providers of Kenya (TESPOK)	KAM, KEPSA, ICTs service providers, general consumers.	2006	Policy framework for ICT developed and approved.	100 (Ksh7.5M)	ICT Industry and Associations
G. Electricity										
1. Increase access to electricity	1. Increase generation and distribution capacity 2. Develop and implement an aggressive and equitable rural electrification programme.	1. Number of people and rural outposts connected. 2. Per capita power consumption	CBS and Kenya Power & Lighting Co. (KPLC) data	1. On-going rural electrification programme and expansion of the generation stations at Sondu-Miriu, Ol-Karia, among others. 2. Plans in place for Government to privatize part of KENGEN in 2006 3. A Company to coordinate	MoE, KENGEN, KPLC, independent power producers.	KAM, KEPSA,, KNCCI, other general consumers.	On-going	Access to electricity increased.	70,000 (Ksh5.25B)	ERB

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$) Thousands)	M & E Agency
				development of geothermal power being formed						
2. Improve quality and reliability of electricity connectivity.	1. Rehabilitate, modernize and strengthen power distribution system. 2. Liberalize power distribution. 3. Develop a national energy policy.	1. Number and duration of power supply interruptions.	KPLC statistics on power outage Survey	1. Power sector reform programme has been ongoing.	KPLC MoE, KENGEN, independent power producers.	KAM, KEPSA,, KNCCI, other general consumers	2006-2007	Reliability of electricity supply enhanced.	1,000 (Ksh75M)	ERB
3. Achieve competitive cost of electricity compared to other COMESA countries.	1. Reduce electricity losses within distribution costs. 2. Examine the viability of importing power.	1. Level of distribution losses. 2. Narrowed gap of electricity cost (compared to South Africa and Egypt)	Electricity Regulatory Board (ERB) and Kenya Association of Manufacturers' (KAM)data	Consideration of entering the Southern Africa power pool under investigation	ERB, MoE, KENGEN, KPLC	KAM, KEPSA,, KNCCI, other general consumers	2006-2007	1. Cost of electricity reduced.	-	ERB
4. Achieve shorter and predictable period in electricity connection (hook ups).	Set a benchmark for connection and ensure implementation.	No. of days taken to receive new connection (from application to connection)	KPLC data	GoK now requires all Parastatal CEO's to sign performance contracts.	KPLC , MoE, KENGEN independent power producers.	KAM, KEPSA,, KNCCI, other general consumers	2006-2007	Faster connections	-	MoE
H. Taxation										
Reduction in level and multiplicity of taxes.	Undertake an impact assessment to determine the effect of the tax rate on individuals and corporations	1. Rate of income and corporate tax. 2. Number of tax payers	KRA Report and Annual Budget speeches	KRA has been exceeding its tax collection targets KRA taking	MOF, KRA and other agencies	Corporate and individual taxpayers	On-going	More equitable tax regime	300 (Ksh 22.5)	KRA

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
	and review individual and corporate tax accordingly.	3. Compliance with tax payment. 4. % of taxes paid by business. 5. Total taxes revenue collected		action to expand its tax base						
Speed up VAT refunds by KRA	Develop and communicate policy & timeframe of VAT refunds	Value of VAT refunds annually held by KRA	KRA Reports		KRA	Taxpayers Ministry of Finance CBK	2006 & on-going		-	MoF
I. Other Major issues affecting businesses activities										
1. Reduce the high levels of crime and insecurity.	1. Reduced crime rate and insecurity 2. Demonstrated success in the fight against crime and insecurity. 3. Reform police and prison services	1. Crime rate 2. Cost of security to businesses. 3. Level of economic activities at night.	Police Crime Reports	1. Community policing being introduced 2. GJOLS programme addressing the police and prison reforms	Commissioner of Police Minister in Charge of Internal Security	Business Community and General public	On-going	Insecurity and crime levels reduced.	Under GJLOS	CSO
2. Reduce High levels of corruption in the country.	1. Demonstrated will to fight corruption. 2. Review the number, effectiveness and relevance of various institutions in the	1. Bribery index. 2. Cost of doing business	1. Annual Transparency International Index 2. Business Associations periodical poll of their members	1. KACC and other anti-corruption organs have been established	KACC, Kenya Police, MOJ&CA.	Investors and the general public.	2006 and on-going 2006-2007	Reduced levels of corruption	-	CSO

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
	fight against corruption.									
3. Aggressive and sustained marketing of Kenya and its products internationally.	Develop a marketing strategy	1. Number of tourists. 2. Number of new investors. 3. Export levels.	Annual Statistical Abstract from CBS	1. Tourism sector has been marketing the country with good returns 2. Ministry of Trade advertisement on M-Net 3. Ministry of Information and Communication has indicated it will be recruiting people abroad to market Kenya.	MoTI, MOFA(Kenya Missions Abroad), MoTW (Kenya Tourist Board), MoCM Marketing agencies.	Exporters, producers, general public.	2006 2006-2007 and on-going	More people internationally knowledgeable about Kenya.	4,000 (Kshs. 300m)	Kenya Export Council
4. Improve business and entrepreneurial skills especially in the MSE sector.	1. Develop business development institutions 2. Strengthen tertiary level educational institutions.	1. MSEs survival rate. 2. % of MSE's transforming to SMEs	CBS data. MSE Council data.	The Sessional paper No. 2 of 2005 proposes an MSE Council to lead in the development of MSEs	MoLHRD , Ministry of Education (MoE) National Council of Small Enterprises (NCSE),.	MSEs, KAM, KIE, MoTI, MoLG, KIM, KEPISA, AMFI,	2006 and on-going	Improved national entrepreneurial capacity	1,500 (Ksh112.5M)	
5. Address increased levels of brain drain.	1. Address inability to attract and retain Kenya professionals. 2. Attract those choosing to remain abroad to invest in the	1. No of Highly trained Kenyan professionals returning after overseas training.. 2. Funds remitted by	Immigration Department	Kenyan's Abroad Association in place Go	Directorate of Personnel Kenya's missions abroad.	Kenyan's Abroad	On-going	Deficiency of professionals in some disciplines addressed.	200 (Kshs. 15m)	FKE

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$) Thousands)	M & E Agency
	country	Kenyans in the Diaspora.								
6. Enhance access to market and market information by MSE's	<p>1. Promote quality exports aggressively.</p> <p>2. Create modern information mechanisms, especially outside Nairobi.</p>	<p>1. No. of firms accessing market information</p> <p>2. Growth of MSEs</p>	Annual Statistical Abstract from CBS	EPC is improving its Centre for Business Information in Nairobi	MoTI, Investment Promotion Council (IPC,) MoC&MD	MSEs	2006 and on-going	<p>1. Higher growth and contribution of MSEs to GDP.</p> <p>2. Increased employment levels</p>	500 (Ksh 37.5M)	IPC
OBJECTIVE 2: ENSURE THAT CORPORATIONS ACT AS GOOD CORPORATE CITIZENS WITH REGARDS TO HUMAN RIGHTS, SOCIAL RESPONSIBILITY AND ENVIRONMENTAL SUSTAINABILITY										
A: Labour laws										
1. Make Labour laws relevant for enhanced economic growth and employment creation	Review, harmonize and communicate revisions of labour laws	<p>1. Effectiveness and relevance of the Labour Laws.</p> <p>2. Industrial relations</p>	No of labour laws reviewed	A taskforce has been working on labour laws review	MoLHRD, State Law Office, Law Reform Commission	Trade Unions, Employees and employees	2005-2007	Labor laws reviewed and harmonized.	250 (Ksh18.75M)	FKE COTU
2. Build enforcement capacity at Ministry of Labour and Human Resource Development (MoLHRD).	<p>1. Evaluate and Build capacity in MoLHRD to play its regulatory & enabling role</p> <p>2. Enforce child laws & protection of children rights</p> <p>3. Enforce observance of labour laws in EPZ</p> <p>4 Combat sexual harassment in workplace</p>	<p>1. Budget allocation to MoLHRD</p> <p>2. Evaluation report</p> <p>3. Mechanisms in place for alerting and reporting child labour violations</p> <p>4. No. of Complaints from EPZ</p>	<p>1. Ministry of Labour Reports</p> <p>2. Kenya Human Rights reports on Labour related human rights violations</p>	Kenya has ratified almost all International Labour Laws.	MoLHRD,	Employers and employees and Trade Unions	2005-2007	Higher compliance with Labour Laws and human rights.	1,000 (Kshs. 75m)	CSO

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$) Thousands)	M & E Agency
	5..Enforce employees' right to unionize	labour violations 5.Period it takes to resolve cases 6. Signing and operationalizati on ILO Convention 87								
3. Strengthen role and capacity of the trade union movement.	Training of Trade Unions Movement in areas of relevant labour legal & regulatory framework, fight against HIV/AIDS, finance and, environmental management	1. No. of training courses launched 2. No. of COTU officials trained	COTU Returns reports		COTU	MoLHRD, FKE ILO	2006-2007	Effective & Professional Trade Union movement	200 (Ksh 15 m) (COTU to request ILO funding)	CSOs
4. .Address corruption in labour inspection and labour movement	Mechanisms put in place for detecting and alerting on corruption at labour inspection and union officials levels	1. No. of complaints received 2. Trend in no. of strikes	MoLHRD annual and quarterly reports	COTU public acknowledgment that there could be corruption among its ranks	KACC MoLHRD COTU	Shopstewrds			100 (Ksh. 7.5m)	
B: Good Corporate Citizenship										
1. Strengthen Public/ Private Sector alliance in HIV/AIDS management	Engage and create partnership with private sector in the war against HIV/AIDS.	1. Number of companies engaged 2. HIV/AIDS rate of infection	Ministry of Health and National Aids Control Council Statistics	Kenya HIV and AIDS Business Council coordinate the programme for over 200 large Companies.	Government, Employers and NACC	Employees, and Communities	2005-2006 and on-going	More corporations adopting HIV/AIDS policy in their workplace and nearby communities	50 (Ksh3.75M)	CSO

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$) Thousands)	M & E Agency
2. Enhance CSR adoption and practices in the Country	1. Develop awareness and advocacy programmes on CSR	No of corporations with CSR programmes.	Reports from Ufadhili Trust and KHRC. FKE, KHRC.	KEBS	General Public	2005 – on-going	Compliance with GCC enhanced.		20 (Ksh1.5M)	CSO
	2. Develop community needs based programmes and enlist adoption by corporations	No. of Corporations with CSR programmes	CBOs Reports	CBOs Corporations	NGOs					
3. Involve youth in economic activities	1. Finalise and implement Youth policy	1. Budget allocation to youth programmes e.g. Young Kenya Entrepreneurs 2. Level of unemployment among the youth	Ministry of youth established Strategic Plan developed Youth Policy being developed	Ministry of Youth		2006- 2008			26,700 Ksh 2,002,500,000	
C: Environmental Sustainability										
1. Enhance capacity of NEMA to play its regulatory role	1. Fully operationalised EMCA 2. Review and strengthen NEMA	1. NEMA budget & establishment 2 Number of citations and prosecutions for environmental degradation 3. No. of complaints from public 4. Average no.	1.NEMA State of Environment Reports 2. Tribunal Reports 3.Reports through Media	1. Under the Environmental Management and Coordination Act, corporations are now conducting Environmental Impact Assessment (EIA) and Environmental Audits (EA) and submitting	NEMA, MoENR,	Lead agencies, private sector, Local communities, industries, Development partners, NGOs	2005 and on-going NEMA improved.	1. Timely delivery of services 2. Sustainable environmental care	75 (Ksh5.625M)	CSO MoPND (M & E dept) and line Ministries

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$) Thousands)	M & E Agency
		of days taken to issue EIA certificate		their reports to NEMA.						
2. Build national recycling capacity and adoption of best practices	1. Develop and implement best practices in recycling and waste disposal 2. Develop and implement policy on light polythene	1. No of best practices implemented 2. Light polythene Policy in place and operational	NEMA state of environment reports	Development of a strategy on plastic waste management for Nairobi city	NEMA Clean Production Technologies Industry	Local Authorities Manufacturing industries, local communities CBO's, NGO's in the Public Consumers of plastics, Government taxes, plastic waste collectors		Cleaner environment		Manufacturing industries, local communities CBO's, NGO's in the Public Consumers of plastics, Government taxes, plastic waste collectors
OBJECTIVE THREE: PROMOTE ADOPTION OF CODES OF BUSINESS ETHICS IN ACHIEVING OBJECTIVES OF THE CORPORATION										
1. Fight against corruption	1. Demonstrate political will and commitment in fight against corruption	1. Cases of high profile prosecutions 2. Ministerial resigning or stepping aside where implicated or corruption take place under their watch 3. Operationalisation of enacted laws to fight corruption	1. KACC Reports 2 Corruption surveys Indices	1. prosecution capacity being expanded 2. Ministerial code of conduct 3. legal capacity and institutional framework on-going 4. Programme in place for awarding exemplary business practices	Government	Investors Business Community Development Partners	2005 & on-going		Development of national culture that detest corruption	KACC CSO
2. Change public attitudes and perceptions that glorify corruption and ill gotten wealth.	1. Implement a sustained well- Coordinated and systematic public awareness campaign to change the		1. KACC Reports 2. Corruption surveys Indices	1. The National Anti Corruption Campaign Steering Committee has been set up but has not	Kenya National Anti-Corruption Campaign Committee KACC,	General Public	2006 and on-going	Current attitudes and perceptions on corruption changed.	4,000 (Ksh300M)	CSO

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
	attitudes, perception and behaviours that enhance corruption. 2. Make economic crimes high risk activity 3. Embed ethical, transparent and accountable behaviour in public service through staff performance contracts 4. Incorporate ethics in the school curriculum			commenced operations. 2. GJLOS has programmes to address the public service	MOJ&CA, Ministry of Education					
3. Address Corruption in procurement in both public and private sector	1. Private Sector business and professional Associations develop mechanisms and capacity to monitor and enforce sector code of business ethics 2. Operationalize the new Procurement and Disposal Act. 3. Institute transparency in procurement of security related	1. Holding the supply side of corruption as equally guilty as the demand side. 2. Sector codes in place e.g. hospitality sector , manufacturing , financial sector etc 3. Witness Protection Act (Whistle Blower) in place	1. Corruption surveys Indices 2. Regular Reports from business and Professional Associations 3. Media Reports	1. Business men involved in Anglo-leasing cases under investigation alongside public officers 2. The Public Procurement and Disposal Act 2005 passed 3. Government has stated publicly that security projects will be carried out openly and	Professional & business associations Ministry of Finance MOJ&CA, KACC,	General Public	2005-2006 and on-going	1. Enhanced transparency and competitiveness in procurement in the public and private sectors. 2. Cost effective procurement of goods and services	Ministerial Budget	CSO and Private Sector

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$) Thousands)	M & E Agency
	projects 4 Enhance capacity for early detection and voluntary sharing information on economic crimes			Parliament will have a watchdog role 4. KAM has in place a manufacturing code of ethics						
4. Create a free, accountable and responsible media.	1 Develop legal framework to enhance investigative journalism 2. Review operations of Official Secrets Act . 3. Media Council to strengthen self – regulatory role. 3. Build capacity in investigative journalism training	1. Witness Protection Act (Whistle Blower) in place 2. Policy on 3. No. of cases on corruption exposed by media 4. Level of public awareness on impact of corruption on daily lives	Media Report Report of Kenya Media Institute.	Witness Protected Bill prepared Media Owners’ Association have been talking of enhancing self regulation Media Bill being drafted	State Law Office Media Council Kenya School of Journalism	Media houses, journalists both in print and electronic.	2006 and on-going	Quality and capacity of journalism and media	-	Media Council Mol&C
OBJECTIVE FOUR: ENSURING THAT CORPORATIONS TREAT ALL THEIR STAKEHOLDERS (SHAREHOLDERS, EMPLOYEES, COMMUNITIES, SUPPLIERS AND CONSUMERS) IN A FAIR AND JUST MANNER										
1. Strengthen legal framework for protecting all classes of shareholders and other stakeholders.	1. Revise and modernize the Companies and State Corporations Acts as well as the Bankruptcy, Receivership and Liquidation Laws. 2. Incorporate in the revised Companies Act	1. Revised Companies Act published 2. No of Shareholders’ complaints 3. Level of investments by small shareholders	Revised Legal framework in place	The Law Review Commission is reviewing business laws under the GJLOS programme.	State Law Office Law Reform Commission	Shareholders and other stakeholders in a Company	2006-2007	Legal framework amended.	-	CSO

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$) Thousands)	M & E Agency
	provisions that allow for derivative suits where aggrieved minority shareholders can sue Directors on behalf of Company									
2. Achieve greater awareness levels among shareholders and members of cooperatives on their rights.	<p>1. Develop and implement programmes to educate shareholders and stakeholders on their rights.</p> <p>2. Strengthen Shareholders Associations</p>	<p>1. Membership of Shareholders Associations.</p> <p>2. Programme in place and funding mechanisms identified</p>	<p>Shareholders Association reports.</p> <p>Quality of engagement at Annual General Meetings</p>	A Shareholders Association has been established but needs to be strengthened.	<p>Shareholders Association</p> <p>MoF Private Sector</p> <p>Capital Markets Authority</p>	Shareholders and Cooperative Members	2006-2007	Shareholders awareness level improved.	70 (Ksh 52.5M)	Private Sector
4. Strengthen Consumer /customer protection	<p>1. Enact counterfeits and contraband goods Act</p> <p>2. Develop a national policy on consumer protection</p> <p>3. Strengthen capacity of Kenya Bureau of Standards</p> <p>4. Strengthen CMA and CBK capacity to detect cases of inside trading</p>	<p>1. Act in place</p> <p>2. Policy developed and implementation started</p> <p>3. Cases of insider trading identified</p>	<p>1. CMA Reports</p> <p>2. CBK inspection reports</p> <p>3. Media reports</p>	<p>Govt. and Private has prepared a draft bill on counterfeits</p> <p>KeBS has been decentralizing its operations to the provinces</p>	<p>Ministry of Industry CMA</p> <p>CBK</p>	<p>NSE</p> <p>Stockbrokers</p> <p>Financial Institutions</p> <p>Investors</p>	2007			Consumer Organisations

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
	5. Advocate for criminal prosecution by directors									
OBJECTIVE FIVE: PROVIDING FOR ACCOUNTABILITY OF CORPORATIONS, DIRECTORS AND OFFICERS										
1. Strengthen Shareholders capacity to participate at AGM & hold corporations to account	1. Provide seed money to enable the Association to start operations	1. Funds allocated 2. Office established and its existence publicized	Media Advertisement	1. Registration of the Shareholders Association under Societies Act completed 2. Interim official in place	MoF CMA Centre for corporate Governance Interim in shareholders Association Official	2006-2007	2006 – 2007	Boards of Directors more accountable.	300 (Kshs. 22.5m)	CMA CCG
2. Achieve financial sustainability of Institute of Directors and Shareholders Association	Provide funding for the two bodies in the formative first 4 years	Budgetary allocation		10 DK levying membership fees.	MoF	CMA and other regulators	2006-2007	Vibrant 10 DK and Shareholders Association.	300 (Kshs. 22.5m)	MoF

**CORPORATE GOVERNANCE
TOTAL**

US \$ = 4,946, 658,000
KSH = 370,999, 350,000

PLAN OF ACTION

D: SOCIO - ECONOMIC

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
STANDARD AND CODES										
Create awareness of standards & codes	Organize workshops for Government departments, civil society, NGOs and all relevant stakeholders	All government departments and all implementing agencies have a working knowledge of the treaties & instruments	AG Chambers records	Enacting and popularization of relevant Acts of parliament, for instance the Children's Act, which is a domestication of the UN Conventions on the Rights of the Child (CRC),	Ministry of Local Government, Ministry of Justice and Constitutional Affairs Parliament Ministry of Foreign Affairs	Civil Society Organizations NGOs Government Departments	2007-2009	Implementation of the respective Standards & Codes sensitized	30,000 (Ksh 22.5M)	Ministry of Planning and National Development Civil Society Organisations
Prepare popular versions of the standards and codes	Make CDs of international treaties and instruments available to the public in government printers Provide a brief of the implemented treaties on the web	Easy accessibility of Standards and Codes in an electronic form	Ratification records	Computerization of the various departments to ensure electronic information storage and management, GJLOS	Ministry of Justice and Constitutional Affairs Parliament Ministry of Foreign Affairs	Public and Private Libraries Central Bureau of Statistics	2007-2009	All Standards and Codes stored electronically	18,000 (Ksh 1.35M)	•Ministry of Planning and National Development •Civil Society Organisations
Create regular and up-to-date data on compliance and enforcement of standards and codes by government departments and institutions	1. Resource the Central Bureau of Statistics to provide adhoc information on the ministry activities 2. Enact into law the Freedom of Information Bill	Number of current and user friendly data on the economy which are easily accessible The Freedom of Information Law	Economic Survey, Statistical Abstracts (CBS), Special Reports	Facilitation of regular assessments on various socio-economic development issues STATCAP	Ministry of Finance Ministry of Planning and National Development Parliament Attorney General	Civil Society Organizations Universities and Research Institutes	2006-2007	Up-to-date time series and cross sectional micro and macro data on the various sectors of the economy Parliament to	1,000,000 (Ksh 75M)	Office of the President

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
								pass the Freedom of Information Bill		
OBJECTIVE 1: PROMOTION OF SELF-RELIANCE IN DEVELOPMENT AND CAPACITY FOR SELF-SUSTAINING DEVELOPMENT										
Promote self-reliance by mobilizing domestic resources	Undertake a national civic education and awareness campaign on the benefits of paying taxes.	Tax Revenue Performance	Economic Surveys; Statistical Abstracts	Kenya Revenue Authority National Programmes	Kenya Revenue Authority; Ministry of Finance	Civil Society Organizations NGOs	2006-2008	Reduced proportion of donor funding; Greater use of local resources	500,000 (Ksh 37.5M)	Ministry of Planning and National Development
Accelerate adoption and implementation of bottom-up planning system	1. Strengthen self-help groups by providing assistance in the form of advisory services 2. Widen stakeholder consultations and sensitization of the general public on national issues	Satisfactory stakeholder involvement in issues of national planning	Civil Society Organisations Reports	Opening doors to encourage participation of stakeholders for synergy in implementation	Ministry of Planning and National Development Ministry of Finance Line Ministries	Civil Society Organizations NGOs and CBOs	2006-2007	Wider and effective consultations all stakeholders in national development programmes	200,000 (Ksh 15M)	Civil Society Organizations Community Based Organizations
OBJECTIVE 2: ACCELERATE SOCIO-ECONOMIC DEVELOPMENT TO ACHIEVE SUSTAINABLE DEVELOPMENT AND POVERTY ERADICATION										
Initiate programmes for poverty alleviation	1. Implement the Social Fund	Number of Persons receiving support	Annual Reports, Economic Surveys, Statistical Abstracts	Government is establishing Kenya Social Fund	Ministry of Planning and National Development; CDF	The Ministry of Youth	2006-2009	Increased number of Persons receiving support	5 m (Ksh 375M)	The Ministry of Youth
	2. Implement the slum-upgrading and low-cost housing	Number of New Housing Units Number of upgraded settlements	Annual Reports, Economic Surveys, Statistical Abstracts	Slum-upgrading Training on Appropriate Building Technologies for low cost housing	Ministry of Housing, National Housing Cooperation	UNHABITAT Slum dwellers Relevant government ministries, civil societies,	2006-2015	Increased New Housing Units	3 m (Ksh 225M)	Ministry of Planning and National Development

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
						private sector				
	3. Implement the Vulnerability Programme	Number of Persons receiving support	Annual Reports, Economic Surveys, Statistical Abstracts	KENSAF, CDF	Ministry of Planning and National Development; CDC	Slum dwellers	2006-2009	Increased number of Persons receiving support	7 m annually (Ksh 525M)	Ministry of Planning and National Development
Enhance Youth Employment	Implement a revolving youth fund for the promotion of self-employment	Employed Youth	Annual Reports, Economic Surveys, Statistical Abstracts	KENSAF, CDF	Ministry of Planning and National Development;	The Youth Ministry of Youth	2006-2009	Increased number of employed Youth	5 m (Ksh 375M)	Ministry of Planning and National Development, Civil Society Organisations
Address the needs of people living with disabilities	1. Create a desk for people living with disabilities in every ministry. 2. Ensure national policies and programmes and enforcement cater for the needs of people with disabilities'	Number of Persons receiving support A desk created in every ministry	Annual Reports, Economic Surveys, Statistical Abstracts	Inter-Ministerial Committee	Ministry of Culture and Social Services National Council of Persons with Disabilities	The Association of Physically Challenged Ministry of Local Government, CDF Management Committee	2006-2009	Increased number of Persons receiving support A desk created in every ministry	4 m (Ksh 300M)	Ministry of Planning and National Development
Involve more Kenyans in development process	1. Involve Kenyans in Diaspora 2. Sensitize local communities on the need for their involvement in the LATF and CDF management	Remittance from Diaspora	Annual Reports, Economic Surveys, Statistical Abstracts	African Brain Drain Kenya Chapter established. Dual citizenship	Ministry of Planning and National Development; CDF Management Committee Ministry of Local Government.	African Brain Drain Kenya Chapter	2006-2009	Increased remittance from Diaspora		Ministry of Finance
OBJECTIVE 3: STRENGTHENING POLICIES, DELIVERY MECHANISM AND OUTCOMES IN KEY SOCIAL DEVELOPMENT AREAS										
Improve the quality of education	Expand educational facilities	Improved Teacher-Pupil	Economic Surveys;	The following Investment	Ministry of Education Science	Civil Society Organizations,	2005-2010	Increased educational	206m (Ksh 15.45B)	Ministry of Planning and

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
	<p>Employ more teachers</p> <p>Provide more textbooks for schools</p> <p>Improve remuneration and incentives for teachers,</p> <p>Provide study leave with pay.</p>	<p>ratio</p> <p>Number of students passing KCPE and KCSE examinations with good grades</p>	<p>Statistical Abstracts</p>	<p>Programmes are being implemented under KESSP:</p> <p>Primary Infrastructure</p> <p>Instructional Materials</p> <p>Primary Teachers INSET</p> <p>Quality Assurance</p> <p>Teacher Management</p> <p>Study leave with pay for teachers, teacher awards, free basic education, attempt to allow churches to run certain mission schools</p>	<p>and Technology</p> <p>Ministry of Finance</p>	<p>Local Authorities</p> <p>Religious Bodies and Private Investors.</p>		<p>quality</p> <p>Well-staffed educational facilities</p>		<p>National Development,</p> <p>Civil Society Organizations</p>
Ensure that bursaries are awarded on the basis of demonstrable needs	<p>1.1 Establish transparent disbursement mechanisms.</p> <p>1.2 Target girl child and ASAL areas.</p>	<p>Increased enrolments</p> <p>Declined school drop-outs</p>	<p>Economic Surveys; Statistical Abstracts</p> <p>Annual Reports</p>	<p>Constituency Bursary Funds</p> <p>Review of disbursement criterion</p>	<p>Ministry of Education</p>	<p>Schools</p> <p>Community Based Organizations</p>	<p>2006-2010</p>	<p>Increased enrolments</p> <p>Declined school drop-outs</p>	<p>79M</p> <p>(Ksh 5.925B)</p>	<p>Ministry of Planning and National Development,</p> <p>Civil Society Organizations</p>
Improve on alternative education models	<p>Target children from nomadic communities</p>	<p>Increased enrolments</p>	<p>Economic Surveys; Statistical Abstracts</p> <p>Annual Reports</p>	<p>Asal Mobile Schools</p> <p>Investment Programme in KESSP.</p> <p>Mobile schools, Dugsi madrassa feeder schools, multi-grade schools</p>	<p>Ministry of Education</p>	<p>Schools</p> <p>Community Based Organizations</p>	<p>2006-2010</p>	<p>Increased enrolments</p>	<p>1.5M</p> <p>(Ksh 112.5M)</p>	<p>Ministry of Planning and National Development,</p> <p>Civil Society Organizations</p>

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
Improve environmental sustainability	1.1 Finalize Mining Bill and Policy 1.2 Foster collaboration with UNEP, 1.3 Improve Capacity of NEMA 1.4 Promote tree planting	Environmental Compliance	Economic Surveys; Statistical Abstracts Annual Reports	GEF projects,	Ministry of Environment and Natural Resources NEMA Ministry of Youth	Kenya AM	2006-2008	Environmental Compliance	3 m (Ksh 225M)	Ministry of Planning and National Development, Civil Society Organizations Local Authorities
Combat malaria	1.1 Provide treated mosquito nets at affordable prices 1.2 Ensure clean environment and educate people on personal hygiene 1.3 Improve motivation of health professionals & reduce brain drain	15-20% reduction in deaths caused by Malaria and other communicable diseases	Annual Reports	Spraying of mosquito infested areas, construction of drainage, Initiatives on radio and TV to sensitize people on hygiene practices	Ministry of Health Ministry of Finance Directorate of Personnel Management	Civil Society Organizations NGOs and CBOs Religious Bodies.	2005-2008	Deaths caused by Malaria and other communicable diseases reduced significantly	800.000 (Ksh 60M)	Ministry of Planning and National Development, Civil Society Organisations
OBJECTIVE 4: ENSURING AFFORDABLE ACCESS TO WATER, SANITATION, FINANCE (INCLUDING MICRO FINANCE), MARKETS, ICT, SHELTER AND LAND TO ALL CITIZENS ESPECIALLY THE POOR										
Improve upon the communications programme in the Ministry of Agriculture	Provide regular market information to farmers	Number of information desks, Market information cyber cafes in every division	Annual Reports, Economic Survey	Agricultural information desks	Ministry of Agriculture	Farmers, Kenya Agricultural Research Institute	2005-2008	Improved market access	6m (Ksh 450M)	Ministry of Planning and National Development Civil Society Organisations
Accelerate the energy sector reform programme to ensure an adequate	Enact in law the draft energy bill Implement rural electrification framework	1. Energy sector reforms implemented 2. The % of the	Reports of the implementation of the Rural Electrification Programme.	Unbundling of energy sector Renewed investment in	Ministry of Energy Ministry of Finance	Civil Society Organizations NGOs	2005-2008	Improved access to energy supply and sources of	22m (Ksh 1.65B)	Ministry of Planning and National Development

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
supply of energy	Promote the use of solar energy and other natural gases	population using solar technology.	MOE Annual Reports.	KenGen				energy 20% Increased use of LP Gas by 20%		Civil Society Organizations
Articulate a comprehensive ICT strategy for human resource development	Increase telephone lines Encourage private participation including FDI Review existing regulations facilitate wider access Integrate ICT in education and training.	Internet access increased and at least access to telephone increased by 30% 5% of annual budget for science & technology research	Economic Survey	Increase coverage of cellular phone operators, Telkom Kenya to expand coverage, NEPAD E-School Project Implementation of Rural Telecommunications Project by Ministry of Information and Communications E-government	Ministry of Information and Communications Ministry of Finance	Civil Society Organizations Private Sector Organizations Universities and Research Institutions	2005-2008	Increased coverage of telephone, Science & Technology, internet, etc particularly in the rural areas by 30%.	20M (Ksh 1.5B)	Ministry of Planning and National Development Civil Society Organizations
Ensure increased access to water and sanitation services to all users Provide efficient and affordable water and sanitation services	1. Accelerate implementation of the water sector reforms	Number and % of people with improved access to water and sanitation	Central Bureau of statistics (CBS) data and information, Ministry (boards) data and information, reports	A number of Water Services Boards put in place and have commercialized water and sanitation service in many areas to improve accessibility to water in their areas of jurisdiction	MWI, WSBs, WSRB, WSTF, WRMA, Local Authorities, Private Sector, Communities	MWI, Water consumers, Local Authorities, NGOs, Private sector, Business and individuals, development partners	2005-2015	Improved access to water and sanitation	2 m (Ksh 150M)	Ministry of Planning and National Development Community Based Organizations
	2. Increase resources allocated to the water sector to make water more accessible by all	Additional resources allocated to water and sanitation	Printed estimates	WSTF created to solicit additional funds for community WSS	MWI, MOF, MPND, WSBs, WSRB, WSTF, Private Sector, CBOs, Communities, Development Partners	MWI, Water consumers, Local Authorities, NGOs, Private sector, Business and individuals, WSPs,	2005-2015	Increased resources for water and sanitation	200000 (Ksh 15M)	Ministry of Planning and National Development Community Based Organizations

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
						development partners				
	3. Increase water storage capacity	Additional M3 of water Number of water storage structures constructed p.a (dams, water pans, boreholes)	Amount of water available Physical verification, reports and documents	Construction and rehabilitation of dams, water pans and boreholes ongoing in ASAL areas	MWI, WSBs, WSRB, WSTF, WRMA, Private Sector, Communities	MWI, Water consumers, CBOs, NGOs, Private sector, Business and individuals,	2005-2015	Increased water storage and availability	500,000 (Ksh 37.5M)	Ministry of Planning and National Development Community Based Organizations
	4. Water quality monitoring and surveillance	Reduced incidences of water borne diseases, compliance with standards	Clinical records, media Consumer feedback, impromptu checks	Central water testing laboratory upgrading, pollution surveillance on lakes, rivers, groundwater and industrial pollutants	MWI, NEMA, WSRB, WRMA, KBS	MWI, Water consumers, CBOs, Local Authorities, NGOs, Private sector, Business and individuals, WSPs,	2005-2015	Safe water to all	2 m (Ksh 150M)	Ministry of Planning and National Development Community Based Organizations
Water for food security	Increase area under irrigation	Additional hectares irrigated	Physical verification, various reports	Irrigation policy under review, rehabilitation of existing schemes and implementation of new projects	MWI, NIB, Farmers	MWI, MOA, Farmers, communities, CBOs, Private sector, Business, development partners	2005-2015	Improved food security	0.8 m (Ksh 60M)	Ministry of Planning and National Development Community Based Organizations
Flood mitigation	Reduce effects of floods	Number of people and hectares free from floods	MWI Reports, interviews with people in affected areas	Floods control measures ongoing in Nzoia, Nyando and Garrissa	MWI, NWCP, communities, development partners	MWI, Farmers, communities,	2005-2015	Peoples and property protected against flooding	1.2 m (Ksh 90M)	Ministry of Planning and National Development Community Based Organizations

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
OBJECTIVE 5: PROGRESS TOWARDS GENDER EQUALITY, PARTICULARLY EQUAL ACCESS TO EDUCATION FOR GIRLS AT ALL LEVELS										
Gender sensitive approach to monitoring and evaluation of development projects	Create Women's Desk at the Ministries and other relevant public offices Enact in law affirmative action bill, national gender and development bill, the equality bill, the domestic violence, and the gender and development policy bill. Intensify sensitization initiatives for gender equality and equity	Gender parity in schools Proportion of women appointees increased to 20% Increased proportion of women MPs	Statistical Abstracts Economic Survey	Sensitization measures, spearheaded by the government, political leaders and incorporates Civil Society Organizations	Ministry Justice and of Constitutional Affairs Ministry of Culture, Gender and Sports Ministry of Finance	Civil Society Organizations NGOs and CBOs Trade Unions	2006-2010	Women's Desk in all Ministries, Scholarship schemes for girls instituted Capacity building programme in place for women in public office An enabling socio-cultural environment for women empowerment in place	195,000 (Ksh 14.625M)	Ministry of Planning and National Development Civil Society Organizations Trade Unions
Ensure affordable secondary and tertiary education	Target girls and the needy in secondary and tertiary education.	The number of bursary and scholarship opportunities for the poor, girls and disabled persons	Ministry of Education Guidelines	Provision of loans and bursaries and scholarships to students who can prove that they cannot afford the fees Provision of affordable credit facilities to rural households for initiating IGAs by NGOs, CBOs and FBOs	Ministry of Education, Science and Technology Ministry of Culture, Gender and Sports Higher Education Loans Board Constituency Bursary Committees	Public and Private Training Institutions Civil Society Organizations NGOs and CBOs	2006-2010	Affordable and equitable access to education	200,000 (Ksh 15M)	Community Based Organizations
Eliminate harmful cultural practices Eliminate early and forced	Carry out study to understand the cultural, economic and social factors driving early and forced marriages	Gender parity in schools Proportion of women appointees increased to 20% Increased	Statistical Abstracts Economic Survey	Sensitization measures, spearheaded by the government, political leaders and incorporates	Ministry of Culture, Gender and Sports Ministry of Finance	Civil Society Organizations NGOs and CBOs	2006-2010	Women's Desk in all Ministries, Scholarship schemes for girls	200,000 (Ksh 15M)	Ministry of Planning and National Development (MPND)

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
marriages Ensure equal opportunity for girls in secondary tertiary and University education	With CSOs initiate a dialogue with different communities in Kenya on harmful cultural practices	proportion of women MPs		Civil Society Organizations	MoPND CBS	Trade Unions		instituted Capacity building programme in place for women in public office An enabling socio-cultural environment for women empowerment in place		
Improve women's and children's condition	Create ACUs in all ministries, mainstreaming HIV/AIDS issues.	ACUs in all ministries,	Annual Reports Statistical Abstracts Economic Survey	ACUs being created to mainstream HIV/AIDS issues	Ministry of Health	NACC	2006-2015	ACUs in all ministries,	5m (Ksh 375M)	Ministry of Planning and National Development
	Enhance the number of children put under ARV	The number of children put under ARV	Statistical Abstracts Economic Survey	Ministry of Health working on policy under MDG goals to provide free health facilities and gradually face out cost sharing	Ministry of Health	NACC	2006-2015	Increased number of children put under ARV	5m (Ksh 375M)	Ministry of Planning and National Development
	Improve access to female condoms	Increased access to female condoms	Statistical Abstracts Economic Survey	Ministry of Health working on implementation framework	Ministry of Health	NCPD, NACC	2006-2015	Increased access to female condoms	2m (Ksh 150M)	Ministry of Planning and National Development
	Adapt measures for the prevention of mother to child transmission	Decline in mother to child transmission	Statistical Abstracts Economic Survey	Ministry of Health working on implementation	Ministry of Health	Ministry of Health	2006-2015	Decline in mother to child transmission	3m (Ksh 225M)	Ministry of Planning and National Development

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
OBJECTIVE 6: ENCOURAGE BROAD-BASED PARTICIPATION IN DEVELOPMENT BY ALL STAKEHOLDERS AT ALL LEVELS										
Foster effective participation of stakeholders at the grass roots	Involve all stakeholders in planning and implementation process	Proportion of community members and CBOs incorporated in project management committees	Regular Consultations	Sensitization initiatives on the value of broad-based participation of projects for ownership and sustainability	Ministry of Planning and National Development Ministry of Finance Ministry of Local Government Ministry of Regional Development Authorities	Civil Society Organizations NGOs and CBOs	2006-2007	Broad-based planning and implementation on process Effective constituency committees established	160,000 (MPND) (Ksh 12M) 2m (MoLG) (Ksh 150M) 80,000 (Regional) (Ksh 6M)	Civil Society Organisations Community Based Organisations
Remove impediment to community participation in development at grass roots level especially women and youth	1. Structurally minimize the role of politicians in project programmes	Election and Composition of CDF Committees	Returns to National CDF Committee Survey among members	CDF LATF	<u>MoPND</u>	Civil Society Organizations CBOs MPs	2006-2007	Broad-based planning and implementation on process Effective constituency committees established	200,000 (Ksh 15M)	Civil Society Organisations Community Based Organizations
	2. Train Provincial in participatory approach to administration	1. Reported level of intimidation 2. Proportion of women & youth who actively participate in community development programmes		Working between Police and communities in Community policing could be emulated by Provincial Administration	<u>OP</u> Private Sector	Provincial Administration down to sub-chief level Society	2006-2007	Capacity and employment at constituency level	200,000 (Ksh 15M)	Private Sector Civil Society Organisations
Enhance engagement of CSOs and the	1. Develop stringent guidelines	1. The number of projects involving	Civil Society Organisations	Encouraging grass-root level	Ministry of Local Government	Civil Society Organizations	2006-2007	Stakeholders effectively	160,000 (Ksh 12M)	Civil Society Organisations

Objective	Required Actions	Monitorable Indicator	Means of verification	Ongoing Initiatives	Implementing Agency	Stakeholders	Timeframe	Expected Output	Estimated Cost (US\$ Thousands)	M & E Agency
public in the preparation of national budgets	for participation and selection of representatives in monitoring and implementation of public projects and programmes 2. Build capacity of constituency to engage stakeholders in planning issues	local people 2. Constituency development committee effectively dialoguing with stakeholders on constituency planning issues	Reports	participation through the decentralization initiatives CSOs participating in MTEF sector working group public hearings District Working Groups	Ministry of Planning and National Development, Ministry of Finance	NGOs and CBOs		involved in constituency and budgeting through the unit committees		Private Sector

**SOCIO – ECONOMIC
TOTAL**

US \$ = 387,145,000
KSH = 29,035,875,000

GRAND TOTAL OF KENYA PROGRAMME OF ACTION (POA)

TOTAL IN US DOLLARS = 5,388, 404, 000

TOTAL IN KSH = 404, 130, 300, 000