THE NATIONAL COUNCIL FOR LAW REPORTING

STRATEGIC PLAN

2013-2017
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### Acronyms and Abbreviations

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<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>BSC</td>
<td>Balanced Scorecard</td>
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<tr>
<td>CLE</td>
<td>Council for Legal Education</td>
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<tr>
<td>CS</td>
<td>Customer Service</td>
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<tr>
<td>FAQs</td>
<td>Frequently Asked Questions</td>
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<tr>
<td>FLSTAP</td>
<td>Financial &amp; Legal Sector Technical Assistance Project</td>
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<tr>
<td>FY</td>
<td>Financial Year</td>
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<tr>
<td>GJLOS</td>
<td>Governance, Justice, Law and Order Sector</td>
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<td>GOK</td>
<td>Government of Kenya</td>
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<td>HODs</td>
<td>Heads of Department</td>
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<td>HR</td>
<td>Human Resource</td>
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<td>HRMIS</td>
<td>Human Resource Management Information System</td>
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<tr>
<td>IAS</td>
<td>International Accounting Standards</td>
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<tr>
<td>ICT</td>
<td>Information and Communications Technology</td>
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<tr>
<td>IFRS</td>
<td>International Financial Reporting Standards</td>
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<tr>
<td>ILO</td>
<td>International Labour Organization</td>
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<tr>
<td>IPSAS</td>
<td>International Public Sector Accounting Standards</td>
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<tr>
<td>ISO</td>
<td>International Standards Organization</td>
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<tr>
<td>JTF</td>
<td>Judiciary Transformation Framework</td>
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<td>KENYA LAW</td>
<td>National Council for Law Reporting</td>
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<tr>
<td>KLR</td>
<td>Kenya Law Reports</td>
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<td>KRA</td>
<td>Key Result Area</td>
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<td>KShs</td>
<td>Kenya Shillings</td>
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<tr>
<td>LOK</td>
<td>Laws of Kenya</td>
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<tr>
<td>LSK</td>
<td>Law Society of Kenya</td>
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<tr>
<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
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<tr>
<td>MDGs</td>
<td>Millennium Development Goals</td>
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<td>MED</td>
<td>Monitoring and Evaluation Directorate</td>
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<td>MoU</td>
<td>Memorandum of Understanding</td>
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<td>MTEF</td>
<td>Medium Term Expenditure Framework</td>
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<td>MTP</td>
<td>Medium Term Plan</td>
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<tr>
<td>NCAJ</td>
<td>National Commission for the Administration of Justice</td>
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<td>NIMES</td>
<td>National Integrated Monitoring and Evaluation System</td>
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<td>PAS</td>
<td>Performance Appraisal System</td>
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<tr>
<td>PPD</td>
<td>Public Procurement and Disposal</td>
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<tr>
<td>SAGA</td>
<td>Semi Autonomous Government Agency</td>
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<tr>
<td>SMS</td>
<td>Short Message Service</td>
</tr>
<tr>
<td>SWOT</td>
<td>Strength Weaknesses Opportunities and Threats</td>
</tr>
<tr>
<td>TNA</td>
<td>Training Needs Assessment</td>
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<tr>
<td>USAID</td>
<td>United States Agency for International Development</td>
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Weaved through the pages of this Strategic Plan is a bold promise that we, Kenya Law, are making. Understanding our role as the agency through which Kenya’s robust, indigenous, patriotic and progressive jurisprudence will be monitored, reported and also packaged as a product for export to other jurisdictions, and acknowledging our social justice obligation to provide public legal information that is open and accessible, we will be the gold standard by which law reporting and access to public legal information is measured. The people of Kenya, from whom our mandate is derived, the letter and spirit of the Constitution of Kenya, 2010 and the Judiciary Transformation Framework requires nothing less of us.

The essence of our renewed sense of obligation is captured in our new slogan “Where Legal Information is Public Knowledge”. We have come to an enlightened understanding of our mandate and make a commitment to not merely be a provider of public legal information but the people’s fountain of knowledge and understanding of the law for the promotion of the rule of law and the advancement of a civilized society.

We have renewed our minds and rededicated ourselves to the national values and principles of public service set out in the Constitution of Kenya, 2010 and we have re-engineered our systems and processes to exceed the expectations the people, the Judiciary, our partners and our stakeholders. The essence of this renewal is expressed in a new brand identity - KENYA LAW – and more elaborately set out within the pages of this Strategic Plan. If we fall short of this promise at any time between 2013 and 2017, then this Plan will have come to naught.

Dr. Willy M. Mutunga, D.Jur, S.C., E.G.H.
Chief Justice
President, Supreme Court of Kenya
CHAIRMAN OF THE COUNCIL OF KENYA LAW
The Approach

This Strategic Plan is informed by the hopes and aspirations of the people of Kenya, the letter and spirit of the Constitution of Kenya, 2010; the strategic direction of the Kenya Vision 2030, the Judiciary Transformation Framework, 2012-2016 and last but not least, the promise and commitment of the Council and Staff of Kenya Law.

This plan is our operational blueprint for the next five years. It is our roadmap to realizing our mandate of monitoring and reporting on the development of jurisprudence and our vision of “Accessible Public Legal Information towards an Enlightened Society”. Having documented our successes and challenges from the preceding Strategic Plan, and having distilled the lessons learnt, we have mapped the evolved operating environment and re-aligned not only our vision but also our strategic approach.

During the next five years, we will focus on four Key Result Areas namely:

(i) Provision of public legal information
(ii) Policy and Legal Framework
(iii) Institutional Development
(iv) Branding, Visibility and Corporate Image

The key elements of our new strategic approach is a shift in several paradigms: from providing legal information to creative and innovative use of information to generate and develop legal knowledge; from a legal publisher to a curator of a robust, indigenous, progressive and patriotic jurisprudence; from applying international best standards to being the standard by which law reporting and access to public legal information is measured; and from providing a public service to creating shared value for society and for our employees. The other key element is the repositioning of our brand identity. While legally we remain ‘the National Council for Law Reporting’, we are glad to be known and addressed by you simply as ‘KENYA LAW’.

Long’et Terer
AG. CEO
The Leadership

Dr. Willy M. Mutunga, D. Jur., SC, EGH - Chief Justice, President of the Supreme Court of Kenya/Chairman

The Hon Lady Justice R. Nambuye, Judge of the Court of Appeal of Kenya

The Hon Lady Justice Lydia Achode, Judge of the High Court of Kenya

Prof. Githu Muigai, Attorney General

Prof. Annie Patricia G. Kameri-Mbote, SC, Dean, School of Law, University of Nairobi

Ms. Christine Agimba, Snr. Deputy Solicitor General, State Law Office
Co-opted Members

1. Ms. Anne Amadi - Chief Registrar of the Judiciary of Kenya
2. Mr. Joash Dache - Chief Executive Officer, Kenya Law Reform Commission
3. Ms. Flora Mutua - Senior Management Analyst, Directorate of Public Service Management
4. Ms. Consolata Munga alternate to Mr. Jeremiah Nyegenye - Clerk of the Senate
5. Mr. Samuel Njoroge alternate to Mr. Justin Bundi - Clerk of the National Assembly
The Profile

Brand Name: Kenya Law
Legal Name: The National Council for Law Reporting
Organization type: State Corporation
Parent Institution: The Judiciary
Management: A Secretariat managed by a Chief Executive/Editor

Mandate

i. To monitor and report on the development of Kenyan jurisprudence through the publication of the Kenya Law Reports;
ii. To revise, consolidate and publish the Laws of Kenya; and
iii. To undertake such other related publications and perform such other functions as may be conferred by law.

Vision

“Accessible Public Legal Information towards an Enlightened Society”

Mission

“To Provide Universal Access to Kenya’s Public Legal Information by Monitoring and Reporting on the Development of Jurisprudence for the Promotion of the Rule of Law”

Core Values

• Professionalism
• Integrity
• Transparency and Accountability
• Reliability
• Innovation
• Citizen/Customer Focus

Creating Shared Value Statement

Cognizant of our obligation in the advancement of society, we will care for the wellbeing of one another and of the environment and we will align our processes, services and products with the attainment of positive social outcomes.
Creativity and Innovation Statement

A creative and innovative application of progressive ideas in developing new legal knowledge and improving organizational efficiency

Quality Statement

Applying the highest professional standards in our processes, products and services, we will set the benchmarks for and share the best practices in law reporting, law revision and organizational excellence in Kenya and beyond.

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Twitter : @MyKenyaLaw
Facebook : Kenya Law Reports
Youtube : www.youtube.com/kenyalawreports
The Process

Overview: Strategic Planning provides the framework through which organizations align themselves effectively to their operational environments. The development of Parastatal Strategic Plans is part of the wider public-sector reforms introduced by the Government in the year 2003 to facilitate sustainable and efficient utilization of public resources in the delivery of core services and attainment of national development goals.

The Kenya Law Strategic Plan 2009-2012 was aligned to the First Medium-Term Plan 2008-2012 of the Kenya Vision 2030. Since then, fundamental changes have taken place in Kenya Law’s operational environment. In turn, Kenya Law has reviewed the Strategic Plan 2009-2012 to provide a basis for the development of this Plan.

The Plan will help Kenya Law position itself strategically in its operational environment by aligning itself effectively to the changes taking place in that environment. This will enable it to effectively discharge its mandate, enhance its performance, meet the expectations of its diverse stakeholder segments and align its programmes and activities to the overall national development agenda. This plan is aligned with the Constitution of Kenya, 2010; the Kenya Vision 2030 and the Judiciary Transformation Framework 2012-2016.

The Plan has been developed through a participatory process involving the Council of Kenya Law, the management, members of staff and stakeholders. The participatory approach has been useful in developing a new strategic direction and in enriching the programmes, projects and other initiatives proposed in the Plan.

Key Achievements and Challenges faced:
The Plan has recognized the key achievements of Kenya Law during the preceding Strategic Plan period as well as the major challenges faced. Details are given in Chapter 1.

Gap Analysis and Lessons Learnt:
The Plan has determined the divergence between what was planned and what was achieved during the preceding Strategic Plan period, and the lessons learnt, that will now inform future planning. Details are provided in Chapter 3.

Alignment to Operating Environment/Strategic Fit:
While building on the recent positive developments, the Plan recognizes that Kenya Law operates in an ever-changing environment influenced by external and internal socio-economic, legal and political factors, which directly and indirectly impact on its operations. The achievement of the Plan’s objectives will largely depend on how Kenya Law enhances its’ internal strengths, exploits the existing opportunities, manages the weaknesses, while controlling those factors that pose a threat to the achievement of planned programmes and activities. The SWOT analysis is outlined in Chapter 3. The P-PESTEL, Risk and Stakeholder Analyses are also presented in this Chapter, as well as the Key Success Factors.

The Strategic Direction:
During the Plan period, Kenya Law will focus on four key result areas (KRAs). These strategic themes are (i) Provision of Public Legal Information (ii) Policy and Legal Framework; (iii) Institutional Development; (iv) Branding, visibility and corporate image.
Arising from the above strategic themes and the strategic issues that need to be addressed in each thematic area, Kenya Law will pursue the following Strategic Objectives, namely:

1. To enhance the modalities of generating and disseminating public legal information;
2. To review and develop appropriate policies, guidelines and legislation for achieving institutional mandates;
3. To enhance the capacity of the institution to discharge its mandate through provision and management of human, infrastructural and ICT resources;
4. To create an institutional brand that enhances the visibility of the products and services of the organization.

Plan Implementation:
Clear strategies and detailed activities have been developed to help in achieving each of the Strategic Objectives. The implementation of the proposed strategies will enhance the institutional capacity of Kenya Law to enable it build synergies to mitigate both external and internal challenges. In particular, the Implementation Matrix provides the actual framework through which the Strategic Objectives will be achieved during the Plan period. Through their operations, Kenya Law’s departments will translate the strategic goals into reality by developing and implementing departmental Plans which are aligned to the corporate Strategic Plan.

Budget and Cost Estimates:
For all the activities to be undertaken during the Plan period, cost estimates have been outlined. These will be financed by both internally generated funds and support from partners, while cost saving measures will be implemented to further strengthen Kenya Law’s financial resource base. The Plan acknowledges that the ability of Kenya Law to implement its programmes depends on the availability of adequate funding. In the event that the available financial resources do not meet the resource requirements of the Plan, then Kenya Law will have to scale down its proposed activities and may therefore, not meet some of the set targets.

Monitoring, Evaluation and Reporting:
Kenya Law recognizes the importance of Monitoring, Evaluation and Reporting in the achievement of the Plan’s intended results. Progressive monitoring will be carried out based on the expected outputs and measurable indicators set out in the implementation matrix. All the departments will be involved in the Monitoring, Evaluation and Reporting process. Quarterly and Annual Monitoring and Evaluation reports of Kenya Law will be submitted to the Council and the Monitoring and Evaluation Directorate (MED) and subsequently fed into the National Integrated Monitoring and Evaluation System (NIMES).

Structure of the Strategic Plan:
The Plan is organized into seven chapters: Chapter One gives the Introduction and Background; Chapter Two links Kenya Law to the National Development Agenda; Chapter Three presents the Situational Analysis; Chapter Four outlines the Strategic Model; Chapter Five gives the framework for co-ordination and implementation of the Plan; Chapter Six outlines the financial resource requirements; and Chapter Seven provides the Monitoring, Evaluation and Reporting framework. An Implementation Matrix is provided at the end of the Plan to guide the implementation process and form a basis for Monitoring and
Evaluation.

**Conclusion:**
Overall, this Strategic Plan sets out a coherent, systematic and sustainable road-map on which to anchor Kenya Law’s operational initiatives for the 2013-2017 period. However, the Plan also acknowledges that the operational environment is dynamic and it will continuously be adaptive to the changing circumstances. The Plan will provide effective guidance to Kenya Law’s operations over the next five years underpinned by an effective Monitoring, Evaluation and Reporting framework and continuous refocusing and re-orientation of the strategies outlined. While Kenya Law will ensure efficient operations through rationalization of resource utilization and modernization of processes, the support of key stakeholders at all levels will be imperative.
The Details

1. Introduction

1.1. Background information

1.2 Mandate
Kenya Law’s mandate is derived from the National Council for Law Reporting Act, section 3 and Legal Notice No. 29 of 2009. These provide as follows:

1.2.1 Section 3, National Council for Law Reporting Act
The Council shall,

(a) Be responsible for the preparation and publication of the reports to be known as the Kenya Law Reports, which shall contain judgments, rulings and opinions of the superior courts of record;

(b) Undertake such other publications as in the opinion of the Council are reasonably related to or connected with the preparation and publication of the Kenya Law Reports; and

(c) Perform any other functions conferred on the Council by or under the provisions of any other written law.

1.2.1 Legal Notice No. 29 of 2009
The Interpretation and General Provisions Act (Cap. 2)
Delegation of Powers
IN EXERCISE of the powers conferred by section 38(1) of the Interpretation and General Provisions Act, the Attorney-General delegates to –

THE NATIONAL COUNCIL FOR LAW REPORTING established under the National Council for Law Reporting Act, 1994 (No. 11 of 1994), the powers of law revision conferred on the Attorney-General by sections 7 and 8 of the Revision of the Laws Act (Cap, 1), subject to such conditions as the Attorney-General may, by notice in writing to the Council, from time to time specify.

This Notice shall be deemed to have come into operation on the 15th October 2007\(^1\).

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\(^1\) This Legal Notice is dated 3\textsuperscript{rd} March 2009
The overall Mandate of Kenya Law is therefore to:

1. To monitor and report on the development of Kenyan jurisprudence through the publication of the Kenya Law Reports;
2. To revise, consolidate and publish the Laws of Kenya; and
3. To undertake such other related publications and perform such other functions as may be conferred by law.

1.3 Core Functions

The Core functions of Kenya Law are to:

i. Publish the Kenya Law Reports and related publications; and
ii. Revise, update and publish the Laws of Kenya.

1.4 Milestones/Key achievements


A curriculum was developed to provide training to new legal researchers and magistrates and a training course conducted in Electronic Publishing. Measures were also put in place to improve timely collection of judicial opinions country-wide to help improve service delivery. Kenya Law implemented training programmes and facilitated members of staff to attend others. These trainings include; Legislative drafting, staff training on the internal Document Management Systems, Continuous Legal Education conducted by the Law Society of Kenya for newly admitted advocates (LSK), training on equality and non-discrimination, training on the Procurement laws and procedures for all members who sit in Kenya Law’s committees and training on Gender and Non-discrimination laws against women.

A treaties database was developed by the Laws of Kenya Department while Kenya Law partnered with Government institutions, including the Kenya Society for the Blind, to translate the Persons With Disabilities Act into Braille and the Government Press to supply soft copies of legal information. Volumes of selected chapters of the Laws of Kenya, the Land Laws and the Grey Book were packaged in CD-ROM to enable easier sharing. At the time of the development of this strategic Plan, a consultancy was underway for the production of the first revised edition of the Laws of Kenya in two decades under a project funded by FLSTAP. Kenya Law’s website was revamped to improve the universal accessibility of its content.

In 2011, Kenya Law’s Research and Development Department, in partnership with Google Inc, the Kenya ICT Board, the Kenya National Assembly and the Government Press, launched an online archive of the Kenya Gazette and parliamentary debates. This was an unprecedented milestone for Kenya Law and for Kenya as well – it was Africa’s largest online release of historical legislative debates and government notices. In 2010, Kenya Law was accredited as a Certified Legal Education provider by the Law Society of Kenya. The inaugural Council for Legal Education (CLE) training on emerging jurisprudence in Kenya was carried out in the
The second volume of the Kenya Law Review Journal 2008 - 2010 was published while Kenya Law’s in-house library was stocked with various publications acquired with the financial support of FLSTAP.

A performance appraisal tool for Heads of Department (HODs) and was developed and implemented by Strategy, Quality Assurance and Performance Evaluation Department, and a scheme for rewarding employees of exemplary performance was established. To further enhance capacity in performance management, Team Leaders were trained on strategy, knowledge management, and quality assurance and performance improvement. Quarterly meetings of the Members of the Council of Kenya Law were convened to discuss policy issues related to Kenya Law, including the proposed performance contract between the Judiciary and the members of the Council.

The Finance Department prepared annual budget proposals for government funding and successfully lobbied the Judiciary and the Treasury for increased budgetary allocation. Kenya Law therefore benefited from a marked increase in its financial allocation towards the last quarter of the Strategic Plan period. In addition, proposals were prepared and submitted to the Rockefeller Foundation and the World Bank which yielded further funding. Further, the accounts system was automated while the debtors’ account of Kenya Law was reduced by carrying out a comprehensive debt collection and management operation.

The Human Resources Department developed and implemented a new organizational structure which helped to harmonize operations, clarify reporting structures and improve organizational efficiency. A pension scheme and medical scheme for members of staff were also established in addition to formalization of employment for members of staff who were previously on temporary terms. Kenya Law also conducted its first ever employee satisfaction survey and a team building session was held to foster cooperation and improve employee relations.

With the support of the ICT Department, a web-based Document Management System was successfully implemented and an open source mail system (Zimbra), Helpdesk (OTRS) and a Human Resource Management System were deployed to simplify the day-to-day operations of Kenya Law. A Case Management System was also developed and deployed at the Eldoret Chief Magistrate’s Court in collaboration with the Judiciary and with the financial support of USAID. New hardware and software was acquired through a grant from the World Bank and with the assistance of the Kenya ICT Board.

The Sales, Marketing and Customer Care Department developed a Customer Care policy statement and publicity and promotional materials. Quality control and branding consistency of Kenya Law’s advertising and promotional materials was also implemented. Kenya Law’s brand awareness to the public was also enhanced through advertisement aired on one of the country’s leading television stations while an interactive system with the ability to handle customer care queries and answer FAQs as also developed.

### 1.5 Rationale for the Strategic Plan and Benefits

Kenya Law faced various challenges during the implementation of the Strategic Plan 2009-2012 which greatly influenced its operations. Key amongst these challenges were: (i) Limited infrastructure; (ii) Inadequate financial resources; (iii) Inadequate human resources; (iv) Inadequate staff development; (v) Limited technology infrastructure; (vi) Weak or unsupportive collaboration with stakeholders; (vii) A rolling backlog in the publication of law reports.
and statutes; (viii) Lack of a policy framework to underpin Kenya Law’s mandate; (ix) Lack of an effective communication strategy; (x) Untimely/slow publishing of the Kenya Law Review journal; (xi) A weak performance management framework; and (xii) A weak planning framework.

In addition to the above challenges, Kenya Law’s operational environment has changed significantly. This is especially so with the promulgation of the Constitution of Kenya, 2010 and other key reforms in the Judiciary provided for in the Constitution. In view of all the above, and with the conclusion of the implementation period for Kenya Law’s Strategic Plan 2009-2012, a need has arisen to develop a new Plan to define Kenya Law’s role in the new operational environment and to chart the implementation path for projects and programmes within the next five years. The Plan will enable Kenya Law to position itself strategically in its operational environment by maximizing on positive changes and providing measures to mitigate unexpected internal and competitive demands, and manage critical risks.

1.6 **Key Focus Areas**

Kenya Law will prioritize the following during the implementation of this Strategic Plan:

1. Provision of Public Legal Information
2. Policy and Legal Framework
3. Institutional Development
4. Branding, Visibility and Corporate Image
2. Linkage of Kenya Law’s Mandate to the National Development Agenda

2.1 Kenya’s Development Challenges that affect Kenya Law’s operations

Kenya is currently implementing the Constitution, which was promulgated in the year 2010. Indeed, the Constitution of Kenya, 2010 and the Kenya Vision 2030 are the twin national frameworks guiding the country’s long-term development agenda. In particular, the Constitution proposed a raft of reforms, most significantly in the Judiciary. Implementation of these reforms is facilitated through the relevant legislations aimed at anchoring the reforms in the Law. The challenges faced by the country in this area are mainly the tight timelines as provided for in the schedule for implementation of the Constitution, political goodwill from the Executive and Legislature, public awareness about the new laws and observance of the same by the relevant public sector institutions. All these are bound to affect Kenya Law’s operations as it plays its role in reporting on the development of Kenyan jurisprudence through the publication of the Kenya Law Reports, and revising, consolidating and publishing the Laws of Kenya.

2.2 Kenya’s Development Agenda

Kenya’s Development Agenda is anchored on the country’s premier development blueprint; the Kenya Vision 2030. The aim of the Vision 2030 is to create “A globally competitive and prosperous country with a high quality of life by 2030”. It aims to transform Kenya into “a newly – industrializing, middle-income country providing a high quality of life to all its citizens in a clean and secure environment”. Simultaneously, the Vision aspires to meet the Millennium Development Goals (MDGs) for Kenyans by 2015.

The Vision is anchored on three key pillars: Economic, Social and Political. The economic pillar aims to achieve an average economic growth rate of 10 per cent per annum from the year 2012 to 2030 in order to generate more resources to meet the MDGs and Vision goals. The social pillar seeks to achieve a just, cohesive and equitable social development in a clean and secure environment while the political pillar aims for an issue-based, people-centered, results-oriented and accountable democratic system.

2.3 Role of Kenya Law in contributing towards the Kenya Development Agenda

The Kenya Vision 2030 which provides for transparency and accountability as key principles in service delivery. Kenya Law contributes towards this by providing access to updated and revised laws. The publication of laws also inculcates a culture of compliance with legislation. On democracy and public service delivery, Kenya Law engages in public forums to create awareness of the laws and ensures that free legal information is available to the public through different systems.

Kenya Law has embraced prudent financial management through adequate planning and budgeting for financial resources. This ensures proper utilization of public resources. In addition, fair and transparent procurement practices ensure that the institution’s expenditures remain manageable within the available resources. This value-for-money approach therefore, saves the Exchequer the burden of funding Kenya Law for unnecessary expenditure. The adoption
of science, technology promotes innovation in Kenya Law’s operations hence driving down costs. Further, Kenya Law generates revenue for Government through sale of publications.

2.4 Alignment of Kenya Law’s mandate to the Constitution

The promulgation of the Constitution has made significant changes in Kenya Laws’ operation. This includes the creation of a Supreme Court and establishment of the Land and Environment Court and the Industrial Court both with the statuses of High Courts. The Constitution further provides for the establishment of new judicial structures which are bound to affect the overall mandate and structure of the organization. This is outlined in the Judiciary Transformation Framework to which Kenya Law’s activities, projects and programmes are to be aligned.

Under Article 2(5) (6) of the Constitution, international law became part of the Laws of Kenya. Kenya Law is therefore required to take up the task of publishing those international laws which Kenya has ratified and which are therefore, part of the country’s legislation. In Article 7(2) Kiswahili has now been recognized as an official language. The implication is that, there is a need for translation of the Laws of Kenya into Kiswahili. Article 35 provides for access to public information by citizens. Towards this, Kenya Law will accelerate the provision of legal publications through diverse media to reach a wider audience, both locally and internationally.

Chapter Eleven of the Constitution on Devolution of Government creates a two-tier system of government consisting of the central and county governments. The National Council for Law Reporting is expected to play a significant role in providing legal information emerging from courts, and national and county assemblies.

Articles 10 and 232 on National Values and Principles, and Values and Principles of the Public Service respectively will have a significant effect on the operations of members of staff. In addition, the Constitution has established new legislations that govern both public finance and public procurement processes. These will also have a significant impact on Kenya Law’s operations.

2.5 Alignment of Kenya Law’s mandates to the Judiciary Transformation Framework

The Judiciary Transformation Framework (JTF) is the Judiciary’s roadmap in its journey towards fundamental restructuring and re-organization. The Framework is primarily informed on the Constitution of Kenya, 2010 and seeks to appropriately reposition the Judiciary to be an engine of societal transformation that responds to the needs of Kenya’s diverse society. It is anchored on four Pillars namely: People/User-Focused Delivery of Justice; Transformative Leadership, Organizational culture, and Professional and Motivated Staff; Adequate Financial Resources and Physical Infrastructure; and Harnessing Technology as an Enabler for Justice.

Firstly, Kenya Law will reconfigure and reinvigorate its relationship with the Judiciary, as the parent institution, in order to ensure the representation of Kenya Law in Judiciary affairs and to undertake mutual co-operation and collaboration. Secondly, in the formulation of this Strategic Plan, Kenya Law has taken into consideration and incorporated both the philosophical and the logical framework of the JTF. Kenya Law’s key focus areas and the activities set out in the implementation matrix are therefore, inspired by and answer to the Judiciary Transformation Framework.

The JTF’s pillar on People/User-Focused Delivery of Justice has informed Kenya Law to focus on providing universal access to public legal information that is universally accessible in terms
of language, and format. Kenya Law will involve public participation in the development of its policies and to prepare appropriate publications for the public. On Transformative Leadership, Organizational culture, and Professional and Motivated Staff, the Framework, under Key Result Area 7 on Growth of Jurisprudence and Judicial Practice, explicitly outlines that the Judiciary will strengthen the capacity of the National Council for Law Reporting to enable it to continue monitoring and reporting on the development of jurisprudence. It will also leverage on Kenya Law’s competencies to improve its offering on certain ICT publishing, communications and information management components.

To realize the Pillar on Adequate Financial Resources and Physical Infrastructure, Kenya Law will, in collaboration with the Judiciary where necessary, establish income generating programmes mainly through the sale of its products. In so doing, Kenya Law will focus on making the products as affordable as possible to ensure the widest supply.

On Harnessing Technology as an Enabler for Justice, Kenya Law will scale up the use of ICT in enhancing access to its materials and legislations including continuous upgrading of the infrastructure to keep pace with technological changes in the dissemination of information. This will include the use of sms systems and development of applications for mobile phone and tablets to facilitate the dissemination of information and the use of ICT tools to make court records more accessible to the public.

2.6 Alignment of Kenya Law’s mandate to other national and regional policy documents and statutes

Kenya Law will enhance access to legal information by persons with disabilities in accordance with the Persons with Disabilities Act, No. 14 of 2003. In implementing this, Kenya Law will adhere to the W3C Standards, which ensure that all persons, able and disabled, are able to access information as their needs have been catered for. Performance Contracting will be implemented using the Performance Contracting Guidelines issued annually while relevant International Labour Organization (ILO) conventions, Employment and Labour laws and Government Circulars will be continuously reviewed to ensure that Kenya Law’s human resource practices are in conformity with the documents. The Information Act will provide guidance on how information should be stored and transmitted to ensure its integrity throughout. The Act also specifies how hardware should be disposed of. Regionally, all relevant laws established by the East African Community Treaty will form part of the laws of Kenya. Kenya Law will therefore update, revise and consolidate these laws.

The ISO 9000 Quality Management System family represents an international consensus on good quality management practices. It consists of standards and guidelines relating to Quality Management Systems and related supporting standards. Kenya Law will seek ISO certification as a strategy towards streamlining operations and ensuring provision of quality services to customers. In addition, the ISO 31000 on risk management will be implemented to increase the likelihood of achieving objectives, improve the identification of opportunities and threats and effectively allocate and use resources for risk treatment. The standard provides guidance for internal or external audit programmes and can be used by organizations to compare their risk management practices with an internationally recognized benchmark, providing sound principles for effective management and corporate governance.
3. Situation Analysis

3.1 Gap Analysis

Several key activities planned for implementation during the implementation of Kenya Law’s Strategic Plan 2009-2012 were not achieved due to various reasons. These are outlined in the table below.

Table 3.1 Gap Analysis

<table>
<thead>
<tr>
<th>What was planned but not achieved</th>
<th>Reason for the failure/gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collection of judicial opinions.</td>
<td>The activity was hampered by weak cooperation from stakeholders and inadequate human resources. In addition, the ICT systems often failed to work while there were insufficient machines at collection points to capture judicial opinions.</td>
</tr>
<tr>
<td>Feedback services and mechanisms</td>
<td>The feedback mechanism is in place but not quite effective.</td>
</tr>
<tr>
<td>Timely publishing of KLR monthly</td>
<td>Delays in printing and late acquisition of judgments often resulted in failure to print the Kenya Law Reports (KLR) monthly reports on time. This was further exacerbated by the fact that Kenya Law was still handling backlog of cases and has insufficient human resource and financial capacity to undertake timely publishing.</td>
</tr>
<tr>
<td>Resource mobilization</td>
<td>The annual GOK resource requirements presented to the Ministry of Finance (MOF) during the Strategic Plan period were not always approved as requested. Approval of other requests to development partners e.g. The World Bank (Judiciary Performance Improvement Project) and Financial Legal Sector Technical Assistance Programme have also been delayed for a number of years.</td>
</tr>
<tr>
<td>Failure to develop service business models</td>
<td>This was not achieved due to failure to start the implementation process and lack of follow-up.</td>
</tr>
<tr>
<td>Knowledge exchange/ sharing and international best practices</td>
<td>Annual bench marking tours to commonwealth countries with an established system of law reporting and preparation of reports on lessons learnt was planned for but not achieved. This was mainly due to budgetary constraints and lack of initiative to see through its implementation.</td>
</tr>
<tr>
<td>Developing and formalizing strategic partnerships with stakeholders</td>
<td>The activity was not carried out due to a lack of resources to carry out subsequent trainings.</td>
</tr>
<tr>
<td>Training on emerging jurisprudence</td>
<td>Kenya Law planned to partner with the Kenya School of Law and the Law Society of Kenya to offer training on emerging jurisprudence to advocates and students. This was however not fully implemented due to a lack of resources to carry out subsequent trainings.</td>
</tr>
<tr>
<td>Compliance</td>
<td>There was a gap in compliance since there are no TQM and QMS systems in place in Kenya Law.</td>
</tr>
<tr>
<td>Capacity building</td>
<td>Kenya Law planned to prepare a training plan and manual on knowledge management and quality assurance. However, the lack of documentation of the needs assessment carried out earlier led to the activity not being implemented during the Strategic Plan period. In addition, various training programmes for employees on Finance that were planned did not take place due to inadequate resources</td>
</tr>
<tr>
<td>Development of the corporate policy</td>
<td>The lack of an effective corporate policy stemmed from the fact that the requisite comprehensive needs assessment was not carried out earlier, leading to the activity not being implemented during the Strategic Plan period.</td>
</tr>
<tr>
<td>Area</td>
<td>Description</td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Appropriate technology</td>
<td>Kenya Law had inadequate ICT equipment such as office computers, printers and copiers. In addition, some of database systems at Kenya Law are incompatible thus leading to disruptions in the flow of work while the ICT department faced some resistance from user departments in the adoption of new systems.</td>
</tr>
<tr>
<td>Marketing, outreach and customer service</td>
<td>This activity was hampered due to the lack of funds. Marketing, outreach was mostly carried out within Nairobi as opposed to everywhere around the country.</td>
</tr>
<tr>
<td>Universal accessibility</td>
<td>Given the rise and need to accommodate persons of all abilities in the dissemination of legal information, it was imperative that Kenya Law adopts universal accessibility as a core function, since in the previous plan this was not accounted for.</td>
</tr>
<tr>
<td>Inter departmental linkages and Service Level Agreements (SLA’s)</td>
<td>Interdepartmental linkages and service level agreements between departments were not achieved due to the fact that there were no clear roles and relationships developed by departments. This was to enhance efficiency and reduce duplication of duties. However, the challenge still exists since many departments don’t understand what is expected of them which often lead to assumptions that the work will be done by someone else.</td>
</tr>
<tr>
<td>Sales and marketing strategy implementation</td>
<td>Kenya Law planned to formulate a sales and marketing strategy, carry out a needs assessment for each department, acquire content for publicity material and participate in National events. This was however, not achieved due to fixed timelines.</td>
</tr>
<tr>
<td>Corporate governance</td>
<td>Corporate governance training for the members of the Council was not undertaken due to limited financial resources and the lack of time to train all members at the same time. There were also changes in the Council membership hence the need to wait for the new members to resume the role before training.</td>
</tr>
</tbody>
</table>

### 3.2 SWOT Analysis

Kenya Law recognizes that it operates in an environment dictated by external and internal socio-economic, legal and political factors, which directly and indirectly impact on its operations. Such an environment creates demands and challenges on the part of Kenya Law, which must be addressed.

The achievement of the Plan’s objectives will largely depend on how Kenya Law enhances its’ internal strengths, exploits the existing opportunities, and manages the weaknesses in its operations, while controlling those factors that pose a threat to the achievement of its planned programmes and activities. In developing this Plan, Kenya Law conducted an extensive situation analysis of its Strengths, Weaknesses, Opportunities and Threats (SWOT).

The Strengths are endowments possessed by Kenya Law upon which future success can be built and which must therefore be improved upon. The Weaknesses of Kenya Law comprise deficiencies in resources and capabilities, which must be contained in order to realize the strategic objectives during the Plan period. The Opportunities are the operational potentials and external factors that Kenya Law will take advantage of in order to enhance its ability to achieve its stated goals and objectives. The Threats are the external operational challenges that make it difficult to realize Kenya Law’s set objectives.
Table 3.2 SWOT Analysis

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Competent, vibrant and committed workforce</td>
<td>a) The constitution 2010</td>
</tr>
<tr>
<td>b) Capacity to mobilize Resource from government and alternative sources</td>
<td>b) The judiciary transformation framework</td>
</tr>
<tr>
<td>c) We are the official law reporting institution in Kenya and as such enjoy a monopoly – mandate</td>
<td>c) Vision 2030</td>
</tr>
<tr>
<td>d) Strong brand name: Kenya Law Reports</td>
<td>d) Various government policy documents</td>
</tr>
<tr>
<td>e) Good relationship and strong partnerships with the stakeholders</td>
<td>e) Regional integration</td>
</tr>
<tr>
<td>f) We have a Council as the supreme leadership and governance organ - the composition of the Council represents of all our stakeholders</td>
<td>f) Goodwill and support from stakeholders</td>
</tr>
<tr>
<td>g) Kenya Law has embraced modern and relevant ICT technologies</td>
<td>g) Ready market for legal information</td>
</tr>
<tr>
<td>h) Employee focus: Staff welfare scheme, performance appraisal etc</td>
<td>h) Current and emerging technologies</td>
</tr>
<tr>
<td>i) Focus on outputting quality and productivity</td>
<td>i) Access to emerging knowledge and best practices</td>
</tr>
<tr>
<td>j) Public service driven</td>
<td>j) General elections</td>
</tr>
<tr>
<td>k) Progressive leadership</td>
<td>k) Opportunity to forge new partnerships</td>
</tr>
<tr>
<td>l) Strategic plan</td>
<td>l) Devolved units of Government</td>
</tr>
<tr>
<td>m) Teamwork</td>
<td>n) Creative and innovative organization</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Weakness</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Gaps in technology</td>
<td>a) Competition from players in the private sector</td>
</tr>
<tr>
<td>b) Inadequate resources: financial, HR and infrastructure</td>
<td>b) Political, social, economic instability</td>
</tr>
<tr>
<td>c) Lack of an effective performance management system</td>
<td>c) Threat of litigation</td>
</tr>
<tr>
<td>d) Failure to outsource non core functions</td>
<td>d) Obsolescence of technology and ever changing technology</td>
</tr>
<tr>
<td>e) Ineffective feedback and complaints mechanism (External and Internal)</td>
<td>e) Infringing of copyright on premium products</td>
</tr>
<tr>
<td>f) No policies/ no implementation of existing policies/ - marketing, ICT, HR, corporate communication, knowledge management, business strategy</td>
<td></td>
</tr>
</tbody>
</table>
operations due to the collaboration between the two institutions. In addition, policies within the Governance, Justice, Law and Order Sector (GJLOS) will affect Kenya Law’s administrative and budgeting functions.

d) Ministerial/Public Sector policies/Circulars/Regulations – the policies, circulars and regulations issued by the Government will also have a bearing on Kenya Law’s programmes.

e) Judiciary Transformation Framework – its implementation has a direct bearing on Kenya Law’s operations since it will collaborate in implementing some of the proposed strategies in the document.

f) Corporate Transformation Policies – Ongoing reforms within the state corporations sector, though not directly affecting Kenya Law, will have an impact on the environment in which Kenya Law operates and will therefore impact on its operations.

3.3.2 Political factors

Political factors will affect the implementation of the Strategic Plan mainly in the form of:

a) System of Governance – the devolved system of Government will provide opportunities for Kenya Law to expand its coverage nationally and hence reach more people.

b) Political stability – Kenya Law’s operations will only thrive in a stable political environment.

c) Political change – a change of political administration in the country may have an impact on the nature and pace of legal reforms which also directly affects Kenya Law’s operations.

d) Bureaucracy – bureaucracy hampers results based management and may therefore, result in poor service delivery to customers.

e) Political interference – While it may not be a clear and present danger for Kenya Law, political interference stemming from poor management of the roles and relationships between state corporations or the sector in which they operate and the political leadership have been known to impact negatively on the performance of the state corporations.

3.3.3 Economic factors

Economic factors will affect the operations of Kenya Law for the following reasons:

a) Inflation – this affects the cost at which Kenya Law procures goods and services and therefore has a significant influence on budget execution.

b) Budgetary Allocation/Constraints – the availability of adequate funds for activities is a prerequisite for their implementation. Inadequate budgetary allocations therefore, results in more gaps in implementation and weakens the quality of services offered. In particular, Government funding will likely lead to the subsidizing of the price of products.

c) Competition – healthy competition for resources can nurture innovative ways of mobilizing funds. On the other hand, uncontrolled competition may result in heavy budget cutbacks and hence affect service delivery.

d) Income per Capita – affects the ability of the citizens to access goods and services,
including Kenya Law’s materials. Persons with less income per capita are least likely to afford the materials hence limiting their knowledge on the same.

e) Foreign Exchange Rate – this may affect the cost of purchase of goods and services from foreign firms and individuals. The rates also influence the cost at which any loans from development partners are repaid.

f) Taxation – high levels of taxation lead to high costs of production inputs as well as of goods and services.

3.3.4 Social factors

The following social factors are likely to affect the operations of Kenya Law:

a) Literacy levels – since most of Kenya Law’s materials are in written form, they can only be effectively consumed by a literate population. High levels of illiteracy limit people’s access to the materials and their participation in Kenya Law’s activities and programmes. This may force Kenya Law to engage in other methods of dissemination at an extra cost.

b) Negative public perceptions of the law – perception of the law from a punitive point as opposed to a guide for social good may affect the public’s understanding of the same.

c) Poor reading/knowledge sharing culture – this affects the public’s consumption of Kenya Law’s written materials, since most of them are in written form.

3.3.5 Technological factors

The speed and rate of technological change is likely to affect Kenya Law for the following reasons:

a) Innovation – Kenya Law will be compelled to develop new products based on emerging technology platforms such as social media and increased mobile internet penetration.

b) High rate of technology obsolescence – changes in technologies will compel Kenya Law to continuously review and upgrade its technology infrastructure.

c) Limited access to technology and technological knowledge – this will affect the accessibility of Kenya Law’s public legal information.

3.3.6 Environmental factors

a) Transport systems/infrastructure – energy efficient systems with minimal pollution reduce costs of operations and help in conserving the environment.

b) Communication systems/infrastructure – changes in communications technology may result in significant accumulation of obsolete communication equipment which can be an environmental hazard.

c) Pollution – affects the health of people and often results in the loss of biodiversity.

d) Paradigm shift to a paperless working environment – can cut costs significantly while also resulting in conservation of forests.

e) The green movement – enhances overall environmental protection and conservation and has an impact on reducing energy costs.

f) Climate change – this influences weather patterns and may cause adverse weather such as floods and drought.
3.3.7 **Legal factors**

Legal factors are relevant in the implementation of the Strategic Plan because:

a) Liability arising from legal suits may result in extra costs to Kenya Law and reduced public confidence in the institution.

b) Legal compliance – failure to comply with specific statutes may result in punitive measures being undertaken against Kenya Law and even lawsuits being instituted.

c) Legislative changes that impact on the organizational framework such as increase in the number of Judges.

3.4 **Risk Analysis**

Kenya Law has undertaken a comprehensive analysis of the anticipated risks likely to be faced at strategic, organizational, operational, financial and technological levels while implementing the Strategic Plan.

Strategic Risks are the prospective adverse impacts on the business arising from poor strategic decisions, improper implementation of decisions; or lack of responsiveness to changes in the operational environment. Organizational Risks are those that threaten the very existence of Kenya Law due to extraneous factors in the operational environment. Operational Risks are those that arise from capacity inadequacies in the course of implementation of planned programmes and activities. Financial Risks emanate from failure to either mobilize adequate funds or lack of prudence in financial resource utilization while Technological Risks are those associated with deficiencies in Information and Communication Technology.

For each risk, appropriate mitigation measures have been determined, and the mitigation measures have subsequently informed the Strategic Model (Chapter 4). The risk analysis will also be an integral input in the subsequent development of a comprehensive risk management strategy to facilitate successful implementation of the Strategic Plan.
### Table 3.4 Risk Analysis

<table>
<thead>
<tr>
<th>Type of Risk</th>
<th>Risks Anticipated</th>
<th>Mitigation Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic Risks</strong></td>
<td>• Lack of stakeholders’ good will i.e. uncooperative judges</td>
<td>• Have events where we explain how working together will produce better results.</td>
</tr>
<tr>
<td></td>
<td>• Changes in consumer tastes. e.g. moving away from books to CDs</td>
<td>• Continuously monitoring trends. Staying relevant and being sensitive to consumer needs and avoiding rigidity</td>
</tr>
<tr>
<td></td>
<td>• Lack of market for products e.g. hard copies of the monthlies</td>
<td>• Product testing and due diligence should be carried out before rolling out new products</td>
</tr>
<tr>
<td></td>
<td>• Lack of innovation and creativity</td>
<td>• Proper market strategy.</td>
</tr>
<tr>
<td></td>
<td>• Lack of a proper performance evaluation tool will hinder the performance appraisal of members of staff</td>
<td>• Create a strong Research and Development function</td>
</tr>
<tr>
<td></td>
<td>• Lack of effective understanding of the departments vision, mission and objectives leading to members not working together as a team</td>
<td>• Introduce a wall room for purposes of sharing of ideas</td>
</tr>
<tr>
<td></td>
<td>• Performance targets may require revision in the course of implementing strategy due to changed circumstances</td>
<td>• Ensuring an understanding of the institutional Vision, Mission and Objectives through departmental meetings and regular trainings</td>
</tr>
<tr>
<td></td>
<td>• Wrong policy decisions can affect the viability of the organization.</td>
<td>• Involving all stakeholders in setting performance parameters</td>
</tr>
<tr>
<td></td>
<td>• Failure to set the correct strategic objectives may lead to underperformance</td>
<td>• Institutionalizing change management</td>
</tr>
<tr>
<td></td>
<td>• Out-sourcing of services may lead to closure of departments and loss of jobs</td>
<td>• Regularly review Kenya Law’s strategic objectives in line with changes in operational environment, and put in place a monitoring and evaluation framework for all departments.</td>
</tr>
<tr>
<td></td>
<td>• An uninformed public regarding Kenya Law’s programmes and activities</td>
<td>• Develop an outsourcing policy based on data available.</td>
</tr>
<tr>
<td></td>
<td>• Competition from private sector also providing legal info</td>
<td>• Prioritize on brand awareness through advertising, participating in national events, road shows</td>
</tr>
<tr>
<td></td>
<td>• Failure to fully implement the strategic plan</td>
<td>• Ensuring high quality of products, up to date publications and creating a variety of products</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Monitoring and evaluation</td>
</tr>
<tr>
<td>Type of Risk</td>
<td>Risks Anticipated</td>
<td>Mitigation Measures</td>
</tr>
<tr>
<td>----------------------</td>
<td>----------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Organizational Risks</td>
<td>• Staff incapability to cope with changes in the economy, technology, competition and other changes</td>
<td>• Staff training on new technology and other changes</td>
</tr>
</tbody>
</table>
|                      | • Delayed decision-making on disciplinary and recruitment issues may destabilize operations | • Develop policy setting clear decision-making timelines.  
• Reduction in bureaucracy |
<p>|                      | • Employee disputes may destabilize business programmes                          | • Enhance dispute-resolution mechanisms                                             |
|                      | • Loss of specialized manpower may lead to lower efficiency in affected areas.   | • Enhance Succession planning and management                                          |
|                      | • Changes in management may bring forth change in focus which may necessitate review of the initial plans. | • Avoid haphazard planning                                                          |
|                      | • Organizational resistance to change on new ideas may affect performance.        | • Develop and institutionalize a framework for acceptance and effective management of change |
|                      | • Inappropriate organizational culture may affect implementation of the Plan      | • Develop new structures that are clear and concise. They should outline clear job descriptions, career guidelines, and career progression. The structures should harmonize structures within the lacuna of the department. |
|                      | • Duplication of roles and lack of inter-departmental cohesion                   | • Enhance teamwork and inter-departmental co-ordination and harmony. Develop a clear work flow process |
|                      | • Responsibility for actions/mistakes lies with only a few management staff who have signed performance contracts | • Develop a sound performance management framework that commits to work within appropriate objective, target setting and clear performance measures framework linked to the corporate goals and objectives so that responsibility is shared. |
|                      | • High employee turnover                                                        | • Staff motivation, proper succession planning, training and development, communication, teamwork, competitive remuneration/ terms of service, observance of high occupational safety and health standards |
|                      | • Skills gap                                                                    | • Continuous training, study leave, job rotation, job shadowing                      |
|                      | • Loss of specialized manpower may lead to lower efficiency in affected areas.   | • Enhance succession planning and management                                          |</p>
<table>
<thead>
<tr>
<th>Type of Risk</th>
<th>Risks Anticipated</th>
<th>Mitigation Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operational Risks</strong></td>
<td>• Lack of a clear policy framework on operational issues.</td>
<td>• Develop a clear policy frame work on operational issues</td>
</tr>
<tr>
<td></td>
<td>• Competition from other law reporting agencies</td>
<td>• Enhance quality of products to ward off competition</td>
</tr>
<tr>
<td></td>
<td>• Inappropriate operational environment e.g. limited work space and lack of fire</td>
<td>• Proper insurance coverage to mitigate fire and associated risks. Acquire bigger offices</td>
</tr>
<tr>
<td></td>
<td>exits</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Piracy of our products</td>
<td>• Enforcement of copyright laws. Increased vigilance</td>
</tr>
<tr>
<td></td>
<td>• Insecurity of the database</td>
<td>• Develop IT security policy</td>
</tr>
<tr>
<td></td>
<td>• High operational costs</td>
<td>• Work within budgetary limits.</td>
</tr>
<tr>
<td></td>
<td>• Inconsistent production may affect sales plan.</td>
<td>• Identify bottle neck areas and take corrective action. These include among others printing problems, low capacity.</td>
</tr>
<tr>
<td></td>
<td>• Bureaucratic procurement procedures</td>
<td>• Proper planning for procurement</td>
</tr>
<tr>
<td></td>
<td>• The organization can be subjected to legal action due to the nature of information it publishes</td>
<td>• Appoint a firm of advocates to act on behalf of the organization in the event of institution of a suit</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Issue disclaimers on the website on the mandate of the National Council for Law Reporting</td>
</tr>
<tr>
<td><strong>Financial Risks</strong></td>
<td>• High inflation rates may lead to high cost of inputs. E.g. high cost of printing</td>
<td>• Consider buying our own printing press</td>
</tr>
<tr>
<td></td>
<td>• Inadequate financial resources, over reliance on government for funds</td>
<td>• Diversify product lines</td>
</tr>
<tr>
<td></td>
<td>• Lack of resource allocation for departmental needs and prioritization</td>
<td>• Prioritization resource allocation on the basis of the strategic plan implementation matrix</td>
</tr>
<tr>
<td></td>
<td>• Low rates of absorption of allocated funds</td>
<td>• Proper planning for expenditure and implementation</td>
</tr>
<tr>
<td></td>
<td>• Financial abuse</td>
<td>• Checks and balances</td>
</tr>
<tr>
<td></td>
<td>• Lack of a work processes in the department</td>
<td>• Accountability</td>
</tr>
<tr>
<td></td>
<td>• Infrastructure to enable easy movement of products</td>
<td>• Create a comprehensive work flow process for use by members of the department</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Secure a designated mode of transport and driver for the department</td>
</tr>
</tbody>
</table>
### Type of Risk | Risks Anticipated | Mitigation Measures
---|---|---
**Technological Risks** | • Inadequate ICT infrastructure. | • Improve on ICT hardware and software.  
 | • Lack of investment in new technology. | • Develop sound investment policy on new technology.  
 | • Virus attacks which may destroy data | • Install software that project virus infection. Undertake periodical checks  
 | • Loss of useful data due to poor ICT equipment e.g flash disks | • Install adequate ICT facility.  
 | • Failure to keep pace with rapid changes in technology | • Continuous acquisition and training of staff on new technology.  
 | • Failure to effectively utilize current technology | • Build staff capacity on usage of current technology.  
 | • Technology failures e.g. RMS, CMS, DMS | • Undertake extensive market research before acquisition of new technology  
 | • Failure to adopt latest technology to remain relevant in the market | • Continuously monitor technological market trends to embrace modern technology  
 | • Crashing of software and loss of data | • Backing up of data  
 | • Versatility and burgeoning of ICT | • Continuous training  
 | | • Adoption of scalable open source standards  
 | | • Keeping abreast with the latest technological trends  
 | • Technological failures | • Continuous acquisition and maintenance of new hardware to ensure they do not fail while in use.  

### 3.5 Stakeholder Analysis
These are individuals, groups, organizations and institutions that have an interest in Kenya Law or are impacted on by Kenya Law activities. An analysis of the stakeholders has been undertaken to clearly outline their roles/functions; their expectations from Kenya Law; what Kenya Law should do to meet their expectations; and what the stakeholders should do to assist Kenya Law realize its’ Mandate. The stakeholder analysis has further informed the strategic model (Chapter 4) and will be an integral input in other major planned activities during the Strategic Plan period e.g. Customer Satisfaction Surveys.
### Table 3.5 Summary of Stakeholder Analysis

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Role/Functions of the Stakeholder</th>
<th>Stakeholder’s expectations from Kenya Law</th>
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</tr>
</thead>
</table>
| Members of staff of Kenya Law      | • Efficient performance of duties and responsibilities  
• Execution and implementation of Kenya Law’s mandate                                           | • Good terms and conditions of service, positive organizational culture that fosters creative freedom and personal growth and fulfillment  
• Provision of research support to various departments and a functional library  
• Provision of conducive working environment, tools and equipment and opportunities for training and career development and appropriate structures  
• Continuous Training and development     | • Motivation and incentives  
• Attitudinal change  
• Positive work environment  
• Adequate tools  
• Education advancement  
• Ensure the organization’s research needs are met through preparing of research proposals  
• Ensuring the library is stocked with relevant literature  
• Provide conducive working environment, appropriate organizational structure and motivate staff. | • Exercise professionalism in carrying out their duties  
• Openness to learning culture  
• Excellent Customer Service  
• Uphold National and Public Service values; Article 10; 232; Code of Conduct and code of Ethics.  
• Be committed, professional and offer quality, effective and efficient services to the stakeholders |
| The Council of Kenya Law           | • Providing policy leadership and policy direction to Kenya Law’s Secretariat                        | • Prudent use of resources  
• Fulfilling the mandate Effective and efficient application of policy in achieving organizational goals and objectives | • Compliance with its expectation.  
• Train the Council on good corporate governance. | • Exercise good leadership  
• Adopt principles of good governance in their work. |
| Kenyan public                      | • The source of the Government’s mandate and the consumers of Kenya Law goods and services.  
• Consumers of Kenya Law’s products.  
• The advancement of society through human progress                                                  | • Relevant, up-to-date and accessible public legal information.  
• Uphold principal values  
• Efficient Service Delivery  
• Involve the public in various fora.  
• Creation of awareness on laws of Kenya.                                                             | • Improve work flow process  
• Translation of statutes from English to other languages.  
• Universal accessibility.  
• Publish pocket size versions of laws of Kenya.  
• CSR to create awareness on the laws.  
• Source for and verify content.  
• Create public awareness through adverts and road shows.  
• Regular update on legislation | • Provide feedback  
• Participation in Kenya Law’s decision and policy making processes  
• Presenting their needs and suggestions to Kenya Law.  
• Buying Kenya Law’s products  
• Respect for the rule of law |
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</table>
| The Judiciary                       | • Administration of justice  
• Consumer of Kenya Law’s products  
• Interpretation of the law  
• Resource support (Financial, infrastructural, etc) | • Monitoring and reporting of Jurisprudence in all areas.  
• Increase the scope of law reporting  
• Superior quality products.  
• Repository of all judicial opinions of the Superior Courts  
• Access to timely and accurate reliable legal information  
• Law reporting as a tool of judicial accountability and transparency | • Real time reporting  
• Ensure database is up and running  
• Universal accessibility of laws  
• Publish specialized volumes of the laws.  
• Continuous training of judiciary legal researchers.  
• Development of training curricula and training material  
• Facilitate quarterly forums for legal discourse | • Supply of judgments in time.  
• Increased budgetary allocation  
• Strengthen Partnership with JTI programme.  
• Partnership.  
• Improve communication and share information.  
• Provide timely and constructive feedback on our products.  
• Participate in our forums.  
• Buy Kenya Law’s products |
| National Council on Administration of Justice (NCAJ) | • Formulate policies relating to the administration of justice;  
• Implement, monitor, evaluate and review strategies for the administration of justice;  
• Facilitate the establishment of court user committees at the county level; and | • Undertake planning for the Justice Sector  
• Ensure participatory implementation of programmes in the Justice Sector | • Liaise with the NCAJ in planning programmes | • Mobilize resources for the Justice sector |
| Law Society of Kenya and its members | • Legal representation  
• Advise and assist members of the legal profession, the government and the larger public in all matters relating to the administration of justice in Kenya | • Feedback  
• Buy and consume Kenya Law’s products  
• Identify training areas for CLE.  
• Exemptions from the CLE points  
• Sharing their database.  
• Establishment of Strategic Alliances. | • Real time reporting  
• Timely publications  
• Fostering relationships through events  
• Prepare a training curriculum  
• Provide updated laws.  
• Ensure universal accessibility of laws.  
• Publish specialized volumes and soft copies of the laws | • Provide continuous Legal Education  
• Updated legal information  
• Participation in forums and legal discourse Critique.  
• Provide feedback. |
| Kenya School of Law / Legal training institutions | • Legal information, education and training  
• Timely access to updated, relevant and reliable legal information  
• Act as a pupilage centre for lawyers in training | • Enhance awareness of products  
• Increase scope to Policies, new and emerging specialized areas of law.  
• Establishment of Strategic Alliances.  
• Real time reporting | • Provide feedback  
• Buy Kenya Law’s products  
• Include Kenya Law in their forums | |
<table>
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| Institutions of higher learning | • Consumers of legal knowledge  
  • Legal education and training | • Access to updated, revised and consolidated laws of Kenya.  
  • Access to updated, relevant and reliable legal information.  
  • Access to laws of Kenya in both soft and hard copy.  
  • Internship opportunities.  
  • Employment opportunities. | • Sell single statutes to students at a special price at the bookshops.  
  • Provide moot court competitions as a platform to involve them in developing jurisprudence.  
  • Sponsorship of outstanding students. | • Partnership in civic education to create awareness on the laws of Kenya.  
  • Feedback on what their expectations are through the Dean who sits in the Council of Kenya Law. |
| National Government | • Ensuring quality of life for Kenyans, enhancing efficient and proper application of public resources through good corporate governance and ensuring quality public services.  
  • Administration of Justice.  
  • Ensure and enhance proper utilization of public resources through good corporate governance and ensure quality of public service | • An efficient state corporation that effectively fulfills its statutory mandate and complies with all the laws, regulations and guidelines  
  • Effective institution that fulfills its mandate.  
  • Access to updated, revised and consolidated laws of Kenya.  
  • Access to updated, relevant and reliable legal information  
  • A good corporate governance code in place | • Proper utilization of public funds  
  • Provide updated laws.  
  • Universal accessibility of laws.  
  • Publish specialized volumes of the laws, e.g., Trade laws, Agriculture Acts, Employment Acts.  
  • Liaise with the government and other stakeholders to ensure that a good corporate governance code is in place | • Provide funding for Kenya Law  
  • Ensure good working conditions  
  • Funding.  
  • Feedback on the laws and their needs.  
  • Cooperation by forwarding treaties and conventions that Kenya has ratified.  
  • Provide support. |
| The Executive | • Coordinate implementation of government programmes  
  • Mobilize and allocate public resources | • Updated Legal Information  
  • Disseminate legal information  
  • Comply with the rule of law | • Establish effective collaborative mechanisms | • Acquire and consume Kenya Law’s products  
  • Provide Support  
  • Provide public legal information for purposes of dissemination  
  • Strategic partnership  
  • Good Governance |
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<th>What the stakeholder should do to assist Kenya Law</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Law Office</td>
<td>• Providing legal advice to the Government of Kenya, prosecuting offenders</td>
<td>• Updated legal information</td>
<td>• Real time reporting</td>
<td>• Supply with timely and updated legal information</td>
</tr>
<tr>
<td></td>
<td>• Donor of statutory mandate for the revision and updating of the Laws of Kenya</td>
<td>• Adherence to Kenya Law’s mandate on law revision</td>
<td>• Regular maintenance of database</td>
<td>• Attend Kenya Law’s forums on development of Jurisprudence</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Effective partnerships</td>
<td>• Timely publication of material</td>
<td>• Strategic Alliance</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Timely access to updated, relevant and reliable legal information</td>
<td>• Adherence to our mandate.</td>
<td>• Provide feedback</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Effective revision and updating of the Laws of Kenya</td>
<td>• Ensure that the laws we publish are in line with Government Acts.</td>
<td>• Cooperation in the supply of laws of Kenya, treaties and conventions by the relevant departments.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Consultation.</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• Partnership.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Ensure that the laws we publish are in line with Government Acts.</td>
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<td></td>
<td></td>
<td></td>
<td>• Consultation.</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• Partnership.</td>
<td></td>
</tr>
<tr>
<td>Government press</td>
<td>• Printing and publication of official government documents and communications</td>
<td>• Accurate presentation of information provided to Kenya Law</td>
<td>• Provide material for printing in time</td>
<td>• Timely submission of the legal information.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Updated legal information</td>
<td></td>
<td>• Adhere to the terms of the agreement.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Adherence to terms of mutual agreements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parliament</td>
<td>• The country’s supreme law-making organ</td>
<td>• Updated legal information</td>
<td>• Flagging out law reform issues</td>
<td>• Feedback</td>
</tr>
<tr>
<td></td>
<td>• Law-making.</td>
<td>• Legal compliance in all activities</td>
<td>• Audience given to reform issues</td>
<td>• Updated legal information</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Legislative feedback</td>
<td>• Adherence to our mandate.</td>
<td>• Pick up law reform issues</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Timely updating and revision of the Laws of Kenya in accordance with the Acts passed by parliament</td>
<td>• Ensure that the laws we publish are in line with Government Acts.</td>
<td>• Legislate in the official languages</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Consultation.</td>
<td>• Carrying out law reform as flagged out.</td>
</tr>
<tr>
<td>Civil Society</td>
<td>• Lobbying</td>
<td>• Updated legal information</td>
<td>• Provide forums for the civil society to air their views</td>
<td>• Participate in stakeholders forums and offer constructive suggestions</td>
</tr>
<tr>
<td>Stakeholder</td>
<td>Role/Functions of the Stakeholder</td>
<td>Stakeholder’s expectations from Kenya Law</td>
<td>What Kenya Law should do to meet stakeholder’s expectations</td>
<td>What the stakeholder should do to assist Kenya Law</td>
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<td>------------------------------------------------------</td>
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<td>----------------------------------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Development partners</td>
<td>• Financial and technical support&lt;br&gt;• Funding.&lt;br&gt;• Technical support.&lt;br&gt;• Providing external resources and technical assistance</td>
<td>• Improved livelihoods of Kenyan citizens, proper, efficient and accountable use of development resources&lt;br&gt;• Proper and accountable use of resources.&lt;br&gt;• Cooperation&lt;br&gt;• Transparency and accountability&lt;br&gt;• Partnership&lt;br&gt;• Measures results</td>
<td>• Be more flexible and fund areas that require more attention&lt;br&gt;• Proper and accountable use of resources.&lt;br&gt;• Participate in joint initiatives and provide coordination framework&lt;br&gt;• Prudent utilization of donor support&lt;br&gt;• Provide efficient feedback and implementation of donor funded programmes</td>
<td>• Feedback&lt;br&gt;• Participate in joint activities&lt;br&gt;• Support the department’s programs and activities&lt;br&gt;• Funding.&lt;br&gt;• Support for the department’s programmes and activities.&lt;br&gt;• Participate in joint initiatives&lt;br&gt;• Trust in Government systems&lt;br&gt;• Reliable support</td>
</tr>
<tr>
<td>Suppliers of goods and services</td>
<td>• Provide goods and service</td>
<td>• Timely payment</td>
<td>• Expedite processing of payments</td>
<td>• Provide accurate documentation</td>
</tr>
<tr>
<td>Media</td>
<td>• Reporting&lt;br&gt;• Educating the public&lt;br&gt;• Sensitizing the public on issues of interest</td>
<td>• Accurate legal information</td>
<td>• Establish effective collaboration mechanisms&lt;br&gt;• Provide accurate information to the media</td>
<td>• Disseminate information accurately</td>
</tr>
<tr>
<td>Organizations dealing with the affairs of persons with disabilities</td>
<td>• Advocate for the rights of persons with disabilities&lt;br&gt;• Sensitize the public on issues relating to persons with disabilities</td>
<td>• Comply and implement constitutional and legal rights of persons with disabilities.&lt;br&gt;• Provide and distribute information in formats accessible by persons with disabilities.&lt;br&gt;• Strategic partnerships for improved access to public legal information by persons with disabilities.</td>
<td>• Establish partnerships&lt;br&gt;• Develop disability friendly products</td>
<td>• Strategic partnerships for improved access to public legal information by persons with disabilities.&lt;br&gt;• Guide and advice Kenya Law on compliance and implementation of the constitutional and legal rights of persons with disabilities.&lt;br&gt;• Provide technical advice and support to Kenya Law in the provision and distribution of public legal information in formats accessible by persons with disabilities.&lt;br&gt;• Distribute Kenya Law products to Persons with disabilities.</td>
</tr>
</tbody>
</table>
3.6 Lessons Learnt

Based on experiences during the preceding Strategic Plan period and the SWOT, P-PESTEL, Risk and Stakeholder analyses, key lessons for building future successes which Kenya Law learnt are:

3.6.1 Interdepartmental communication

There is need to improve on the organization’s structure to facilitate effective communication, coordination, decision-making and implementation of programmes. Poor communication can impair cohesiveness of the team especially when dealing with critical issues. This lowers moral and affects relationships among team members. Poor communication also affects relationships among departments. In addition to this, is the need for teamwork, learning, innovation and creativity to facilitate effective inter and intra-departmental co-ordination, exposure to industry trends, as well as acceptance and effective management of positive change. Strategies for interdepartmental linkages also need to be developed and implemented alongside staff involvement in policy making.

3.6.2 Importance of teamwork

Law revision is a process that is achieved through teamwork, leadership, planning and communication. There is therefore, need to enhance the synergy amongst members of staff and between departments for the overall success of the institution. This should be coupled with participatory approach, effective communication and sensitization of staff on Kenya Law’s decision-making process.

3.6.3 Creation of Service Level Agreements (SLAs)

There is need to improve on the organization’s structure to facilitate effective communication, coordination, decision-making and implementation of programmes. The creation of service level agreements between departments will create a better understanding and coordination of activities between departments and therefore lead to new levels of efficiency and effectiveness. This strategy should also be extended to Kenya Law’s most critical stakeholders.

3.6.4 Use of appropriate technologies

There is need for enhancement and integration of effective and appropriate ICTs in Kenya Law’s processes to improve efficiency and productivity and permit achievement of competitive advantage in the market. This is more so critical with the current rapid changes in technology and the emergence of newer media for communication. It is also notable that end user skills amongst Kenya Law’s own staff and stakeholders, including readers, is still wanting. This has created the need for training in basic ICT skills.

3.6.5 Capacity building

Capacity building of staff especially focusing on professionalism, multi-skill development and relevant training is imperative to facilitate effective performance of Kenya Law at all levels. Relevant training needs to be planned for and carried out to develop competencies for performance as well as provide motivation. This should be coupled with the development of a wide range of skills amongst members of staff to enable multi-task and hence alleviate the severe challenge of inadequate human resource.

3.6.6 Importance of effective leadership

Lack of effective leadership has affected achievement of certain goals in Kenya Law’s strategic
plan. Some of the planned activities were not effectively cascaded into operational plans for actual implementation while others were not prioritized. Emerging issues also brought about various new activities which need to be incorporated in the Plan, hence the need for regular reviews. This should be supported by the management.

3.6.7 Importance of Succession Planning

There is need to address the issue of succession planning which hinders the flow of work whenever members of staff leave the institution. Indeed, this has greatly affected some of the activities in the institution. Further, there is a need for the institution to keep abreast with new laws pertaining to employees.

3.7 Key Success Factors

Arising from the contextual analysis, the following have been identified as the key success factors for Kenya Law:

a) Having a Strategic Plan
b) Drawing an Administrative Framework for the implementation of the plan
c) Adequate Resources
d) Capacity Building
e) Sufficient Infrastructural Resources
f) Motivated and Competent Workforce
g) Having an Effective Organization Structure
h) Well Defined Work-Flow Processes
i) Appropriate Use of Technology
j) Effective Leadership
k) Focus on Quality Products and Services
l) Open and Effective Communication
m) Teamwork
n) Innovation and Creativity
o) Strategic Partnerships
p) Focus on Universal Access
q) Resource Mobilization
r) Good Corporate Governance
s) Knowledge Management
t) Universal Access
u) Business Continuity Planning
v) Publicity and Corporate Image
w) Continuous Improvement
x) Customer Focus
4. **Strategic Model**

Kenya Law recognizes that it must anchor its operations on certain principles and values. The implementation of its objectives, strategies and activities will be guided by the Vision, Mission and Core Values.

4.1

**Our Vision**

“Accessible Public Legal Information towards an Enlightened Society”

4.2

**Our Mission**

“To Provide Universal Access to Public Legal Information by Monitoring and Reporting on the Development of Jurisprudence for the Promotion of the Rule of Law”
4.3 **Core Values**

Kenya Law is committed to upholding and promoting the national values and principles of governance and the values and principles of public service as enunciated in the Constitution of Kenya in Article 10 and Article 232 respectively. In addition to this Kenya Law considers the following Core Values as the guiding principles for its operations in the medium and long-term:

- **Professionalism in Service Delivery**: Kenya Law’s will apply the highest levels of knowledge, skills, competencies and ethical values in the execution of its mandate.
- **Integrity**: Kenya Law shall conduct its operations honestly, objectively and impartially, and with discipline and commitment in service to the people while steadfastly adhering to high ethical principles and professional standards.
- **Transparency and Accountability**: Kenya Law shall actively accept responsibility for the diverse roles, obligations, and performance of its staff including self-regulation and other behaviors that positively influence its outcomes, the profession and the needs of society.
- **Reliability**: Kenya Law will be a trusted and dependable curator of updated and relevant universally accessible public legal information;
- **Innovation**: Kenya Law will nurture and reward innovation and creativity among its members of staff and it will creatively and innovatively apply legal information to generate and develop new legal knowledge. Kenya Law will harness both customer and employee-driven innovation to improve its service portfolio and achieve organizational efficiency.
- **Citizen Focus - Kenya Law recognizes and upholds the principle that sovereign power belongs to the people of Kenya and shall be exercised only in accordance with the Constitution. With regard to law reporting/monitoring and reporting on developments in jurisprudence, that sovereign power has been delegated to Kenya Law. This sovereign power, which is to be exercised at the national level and the county level, will be exercised in accordance with the Constitution and the aspirations and needs of the Mwananchi.**

4.4 **Strategic Themes/Key Result Areas (KRAs)**

Kenya Law has identified the following as areas of focus/Key Result Areas, which if concentrated on will enable it to deliver more benefits to stakeholders and realize its Mandate:

a) Provision of Public Legal Information  
b) Policy and Legal Framework  
c) Institutional Development  
d) Branding, Visibility and Corporate Image

Arising from the above strategic themes and the strategic issues that need to be addressed in each thematic area, Kenya Law will pursue the following Strategic Objectives, namely:

1. **To enhance the modalities of generating and disseminating public legal**
Strategic Plan 2013-17

2. To review and develop appropriate policies, guidelines and legislation for achieving institutional mandates;
3. To enhance the capacity of the institution to discharge its mandate through provision and management of human, infrastructural and ICT resources;
4. To create an institutional brand that enhances the visibility of the products and services of the organization.

4.5 Key Result Areas, Strategic Issues, Objectives, Strategies and Activities

Focusing on the four Key Result Areas/Strategic Themes, Kenya Law will endeavor to achieve results through the implementation of the following objectives, strategies and activities in the Plan period:

Strategic Theme 1: Provision of Public Legal Information

Strategic issue(s): Limited access to public legal information

Strategic Objective: To enhance the modalities of generating and disseminating public legal information

Strategy 1.1: Enhance the Law Reporting Function

Activities
a) Publication of the Case Law Updates
b) Publication of the Kenya Law Reports
c) Publication of Specialized Editions of the Law Reports
d) Publication of Specialized Editions reclaiming “lost” jurisprudence
e) Publication of specialized editions of law reports capturing Kenya’s legal heritage
f) Continually update the database for the archival, tracking and reporting on the collection of judicial opinions delivered by the superior courts and tribunals

Strategy 1.2: Provision of universally accessible legal information

Activities
a) Publication and dissemination of updated laws of Kenya
b) Implement use of non-restrictive copyright regime to facilitate access to legal information
c) Review and implementation of the internal universal accessibility guidelines.
d) Optimize online content for access via multiple platforms
e) Conversion of public legal material into universally accessible formats such as plain language, disability friendly formats, local dialects etc

Strategy 1.3: Strategic alliances and partnerships to enhance provision of public legal information

Activities
a) Establish agreement with strategic organizations on review, analysis and publication of jurisprudence
b) Establish agreement with the strategic organisations on knowledge exchange
on law reporting, law revision and legal publishing

c) Establish agreement with Strategic organizations on universal access to the Kenya Law’s products and services

Strategy 1.4: Enhanced Research and Development

Activities
a) Publication of the Kenya Law Review Journal
b) Provide library service to Kenya Laws information and knowledge resources through indexing, preservation, cataloging and archiving legal information
c) Tracking and reporting on cases for law reform

Strategic Theme 2: Policy and Legal Framework

Strategic issue(s): Inadequate policy and legal framework to facilitate the achievement of the institutional mandates

Strategic Objective: To establish a robust, facilitative policy and legal framework for Kenya Law

Strategy 2.1 Development, review, revision and implementation of departmental policies and procedures

Activities
a) Review, update, disseminate and implement the Kenya Law Reports Editorial Policy and related manuals
b) Review and update the law revision manual
c) Formulate, disseminate and implement an institutional policy on innovation, creativity, research and development
d) Formulate, disseminate and implement an institutional policy on I.C.T
e) Formulate and develop a policy and procedural document for Quality Assurance and Performance Evaluation
f) Develop, implement and continuous review of Human Resource policies and procedures manual.
g) Review and update Kenya Law’s Procurement policies and Procedures Manual

Strategy 2.2: Strengthening the existing customer care platform

Activities
a) Develop, disseminate and implement a customer care policy.

Strategy 2.3: Enhance good corporate governance practices

Activities
a) Institutionalize good corporate governance practices and adopt a board charter.
b) Implementation of Organizational Performance Management.
c) Undertake quarterly and annual reporting on organizational performance.
Strategic Plan 2013-17

Strategy 2.4: Enhance Kenya Law’s legal framework
Activities
a) Review and amend the National Council for Law Reporting Act.

Strategy 2.5: Strengthen the Kenya Law’s Risk Assurance framework
Activities
a) Develop, implement and continuously evaluate a risk assurance framework.

Strategy 2.6: Develop and enhance the Service Delivery framework
Activities
a) Formulate, disseminate and continuously monitor Kenya Law’s Service Delivery Charter.

Strategy 2.7: Institutionalize Quality Management Systems
Activities
a) Develop and disseminate an organizational Quality Policy and document procedures.
b) Acquire Quality Management System (QMS) Certification, implement and monitor QMS.

Strategic Theme 3: Institutional Development

Strategic issue(s): Insufficient resources and weak institutional systems
Strategic Objective: To strengthen the institutional capacity of the National Council for Law Reporting to enable it to deliver its institutional mandate.

Strategy 3.1: Utilize technology to enhance the availability of Kenya Law’s materials to the public
Activities
a) Acquire I.C.T infrastructure and equipment
b) Ensure the reliability and efficiency of Kenya Law’s I.C.T infrastructure and equipment
c) Strengthen the virtual organizational workspace for Kenya Law
d) Provide library service to Kenya Law’s information and knowledge resources through indexing, preservation, cataloging and archiving.

Strategy 3.2: Utilize technology to enhance internal systems and processes
Activities
a) Establish and implement an Integrated Human Resource Information System (IHRMIS)
b) Establish an Information and Communications Technology (ICT) system for the collection and management of Kenya Law’s financial information

Strategy 3.3: Human Resource Development and Management
Activities
a) Ensure the effectiveness and efficiency of systems for recruitment and retention of staff.
b) Continuous review and implementation of staff welfare and benefits
c) Establish, implement and continuously review the Performance Appraisal System (PAS)
d) Promote the achievement of work-life balance and wellness in the organization
e) Promote a positive and safe work environment
f) Enhance systems of employee engagement.

**Strategy 3.4:** Organizational learning, development and capacity building

**Activities**

a) Conduct a training needs analysis  
b) Establishment of an internal Training Committee  
c) Promote staff training, learning and development  
d) Undertake Develop inter-institutional exchange programmes for knowledge exchange on best practices  
e) Undertake regular evaluation and review of training programmes

**Strategy 3.5: Resource Mobilisation and prudent financial management**

**Activities**

a) Establishment of integrated budgeting and resource mobilisation mechanisms  
b) Improved prudence in budget control and Management of GOK and Donor funded Projects  
c) Preparation and implementation of a consolidated Annual Procurement Plan

**Strategy 3.6: Acquisition and improvement of infrastructure and other assets**

**Activities**

a) Leasing of Kenya Law premises  
b) Purchase of vehicles  
c) Construction of Kenya Law building

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**Strategic Theme 4: Branding, Visibility and Corporate Image**

**Strategic Issue(s):** Inadequate visibility of Kenya Law and a weak public image

**Strategic Objective:** To create an institutional brand and enhance the visibility of the products and services of the organization

**Strategy 4.1: Develop and Implement a Marketing Strategy**

**Activities**

a) Implement Kenya Law’s marketing strategy  
b) Establish partnerships with local and foreign stakeholders to market NCLR’s brand nationally and internationally  
c) Develop Kenya Law’s promotional programmes  
d) Develop and implement a sales plan  
e) Engage media in reporting about Kenya Law

**Strategy 4.2: Develop and implement a media engagement strategy**

**Activities**

a) Engage media in reporting about Kenya Law

**Strategy 4.3: Strengthening the existing customer care platform**

**Activities**
a) Regularly conduct customer care surveys
b) Increase customer participation through the Kenya Law’s website, social networks, and other media

**Strategy 4.4: Develop Kenya Laws Brand Master Plan**

**Activities**

a) Undertake Kenya Laws brand image enhancement campaign.

**Strategy 4.5: Institutionalization of Corporate Social Responsibility**

**Activities**

a) Participation in CSR activities and encourage collective responsibility
5. Co-Ordination Framework and Implementation of the Strategic Plan

5.1 Strategic Plan Implementation Approaches

The implementation of the Plan will deploy the following approaches:

5.1.1 Phasing and Sequencing

The implementation of this Strategic Plan will be in tandem with the government planning cycle. Kenya Law will therefore develop subsequent Annual Work Plans from the Strategic Plan. The work plans will peg Kenya Law’s operations on the financial, human and other resources available in each financial year. The corporate Annual Work Plans will be actualized by the Departmental Work Plans, which will in turn be cascade through the assignment of specific responsibilities to individual members of staff. This approach will enhance performance management at individual, departmental and corporate levels.

5.1.2 Quick Wins

In each annual work plan, Kenya Law will identify activities that guarantee quick wins, which will enable Kenya Law to achieve rapid results in line with the Rapid Results Initiative. The quick wins approach will also give impetus to the implementing departments/functional units to roll out other strategic programmes.

5.1.3 The Performance Management Framework

Kenya Law has adopted a performance management framework to facilitate successful implementation of this Strategic Plan. The framework provides a basis for setting of performance targets, evaluation and rewarding or sanctioning of performance. The strategic objectives, strategies and activities in the Plan will be translated into departmental objectives, strategies and activities and further cascaded to individual performance targets. This will facilitate effective appraisal at the individual, departmental and institutional levels while allowing for continuous improvement of performance and by extension, effective implementation of Kenya Law’s programmes.

5.1.4 Implementation Management Structure

Within the senior management team, a strategy implementation team will be established to coordinate implementation and make progress reports on a quarterly basis. The heads of departments and sections will take responsibility within their functional areas and report on a monthly basis.

5.1.5 Implementation Framework

The implementation of the Strategic Plan will comply with the performance contracting framework. The Editor with the support of heads of departments will provide overall guidance for the implementation of the Strategic Plan. Regular departmental meetings will be utilized for progress review to support the implementation of the Strategic Plan. Kenya Law will also ensure harmony with other relevant Government initiatives and appropriate linkages with stakeholders to enhance synergy as it seeks to realize the goals and objectives set out in the Plan.
5.2 Organizational Structure

Kenya Law’s organizational current structure provides for the Council of Kenya Law as the supreme governance organ while the management is led by the Editor. The structure further divides the running of the institution into the Law Reporting and Legal Publishing headed by a Senior Assistant Editor, and the Operations Management section headed by a Secretary. Under Law Reporting and Legal Publishing are the Law Reporting, Legal Research Development and Laws of Kenya Department. Under Operations Management are the Finance, Human Resource, Information and Communications Technology (ICT) and Sales, Marketing and Customer Care departments.

In line with its core business, Kenya Law has developed an organizational structure that seeks to facilitate effective delegation, management processes and information flow. The revised organizational structure has also taken into account lessons learnt so far, the mandate of Kenya Law and its core business.

Figures 5.2.1 below show Kenya Law’s revised organizational structure incorporating changes in the operational environment.
ANNEX 1, PROPOSED KENYA LAW ORGANISATIONAL STRUCTURE

THE COUNCIL
(CHAIRMAN & MEMBERS)
KLR1
EDITOR

MANAGER
STRATEGY & QUALITY (1)

MANAGER
FINANCE DEPT (1)

MANAGER,
HR & ADMIN DEPT (1)

MANAGER, ICT DEPT (1)

MANAGER, SALES,
MARKETING & CUSTOMER SERVICE (1)

KLR2
SENIOR ASST. EDITOR (1)

ASST. EDITOR
LAW REPORTING (1)
Senior Law Reporter I (1)
Publishing Officer I (1)

ASST. EDITOR
LAWS OF KENYA (1)
Senior Law Reporter I (1)
Publishing Officer I (1)

ASST. EDITOR
R&D DEPT (1)
Senior Law Reporter I (1)
Asst. Librarian I (1)

KLR3

KLR4

KLR5

KLR6

KLR7

KLR8

KLR9

Key:
LOK – Laws Of Kenya,
SNR – Senior,
R&D – Research and Development,
DES - Designer

DEPT- CA – Department,
ADMIN – Administration,
CUST – Customer,
SYS – Systems,
SUPPORT SERVICES:

- Data Processor/ Office Assistant: KL 9/8/7, 6 Members of Staff
- Receptionist: KL 9/8/7, 2 Members of Staff
- Driver: KL 9/8/7, 2 Members of Staff
- Collection Agents: KL 9/8/7, 15 Members of Staff

TOTAL ESTABLISHMENT OF THE ORGANISATION STRUCTURE - 163
5.3 Mandates of the Departments

5.3.1 Law Reporting Department

The mandate of the Law Reporting Department is to monitor and report on the development of jurisprudence.

The execution of this mandate includes:

a) Reviewing and analyzing judicial opinions for the purpose of identifying and reporting those that make a contribution to the development of jurisprudence
b) Creative and innovative application of legal information to generate, develop and disseminate new legal knowledge.

The main tasks of the department include:

a) To develop and implement an editorial policy and manuals
b) Collection and archiving of judicial opinions
c) Publishing the Kenya Law Reports and other related publications.
d) Preparing edits of the selected judicial opinions.
e) Carry out technical proof reading of the selected judicial opinions.
f) Reporting of the selected judicial opinions.
g) Offering Case Back Service.
h) Reclaiming lost jurisprudence.
i) Engaging with the legal fraternity and general public in interactive fora in line with “transforming legal information into public knowledge.”
j) Setting and documenting the standards for and sharing best practices in law reporting and legal publishing in Kenya and beyond

5.3.2 Laws of Kenya Department

i. The Mandate of the department is to revise, update, consolidate and disseminate the Laws of Kenya. The Law Revision mandate is derived from Legal Notice 29 of 2009;
ii. Setting and documenting the standards for and sharing best practices in law revision in Kenya and beyond
iii. To develop and implement a Kenya Law law revision policy and procedures manual

The Laws of Kenya include:

a. Statutes/Acts of Parliament;
b. County Legislation
c. Subsidiary Legislation/Regulations;
d. Bills of Parliament;
e. Legal Notices;
f. Gazette Notices
g. Treaties & International Instruments;

5.3.3 Research and Development Department

a) Creative and innovative application of legal information to generate, disseminate and develop new legal knowledge
b) To discover, create and co-ordinate the harnessing and implementation of new
knowledge relating to the mandate and operations of Kenya Law for the purpose of uncovering and enabling development of valuable new services, products, processes, and services.

c) To keep under review and to advise Kenya Law on contemporary systems, processes and standards in law reporting, legal publishing, law revision
d) To continuously monitor and report on frontier or emerging issues in Kenyan and foreign jurisprudence
e) To guide and advise the management in the development of an Innovation and Creativity Reward system for Kenya Law
f) Setting and documenting the standards for and sharing best practices in the service and operations of Kenya Law with Kenya Law’s partners in Kenya and beyond
g) To guide and advise Kenya Law in the establishment of partnerships for the sharing of these standards and best practices
h) To provide legal research support to judicial officers.
i) To manage legal research and reference material for Kenya Law, including the stocking and management of Kenya Law’s library.
j) To manage and publish the Kenya Law Review Journal
k) To provide training, education and information on frontier and emerging issues in jurisprudence
l) To develop and maintain a digital archive and library of key legal resource documents
m) Creating digital archive of Kenya Law’s information
n) To disseminate information and knowledge among members of staff

5.3.4 Information and Communications Technology (ICT) Department

a) To lead in the conceptualizing and application of creative, innovative, appropriate, reliable and integrated technological solutions that enable Kenya Law to efficiently and effectively fulfill its mandate;
b) To advise Kenya Law on the application of world-class technology for law reporting, legal publishing, legal research, law revision and knowledge;
c) To continuously transform and improve the operational efficiency of Kenya Law by the application of appropriate technologies;
d) To ensure the reliability, safety, security and integrity of Kenya Law’s ICT equipment, data and information;
e) To develop and implement the Kenya Law ICT Policy

5.3.5 Human Resources and Administration Department

a) To ensure that Kenya Law attracts and retains the optimum number of employees with the required skills, expertise and competence
b) To attract and recruit individuals who are qualified by job related standards of education, training and experience who can be trained to perform work in a manner that will contribute to the attainment of the organizations objectives
c) To ensure that there are equal opportunities for all employees and job applicants in accordance with all applicable laws, guidelines and regulations in force in Kenya.
d) To ensure that a remuneration and benefits structure is in place for employees which is externally competitive, internally equitable, and which recognizes and rewards individual performance.
e) To develop and co-ordinate a system for the evaluation and continuous improvement of the performance of the staff of Kenya Law;
g) To encourage high degree of personal motivation and career development through growth opportunities provided by Kenya Law
h) To identify, train, mentor and groom employees to progressively take up responsibilities in Kenya Law;
i) To develop and implement a career progression plan;
j) To advise Kenya Law in safeguarding the physical, mental and emotional safety, health, welfare and wellbeing of the staff of Kenya Law;
k) To foster positive interpersonal relations among members of staff and to establish and co-ordinate the implementation of a dispute resolution mechanism for effective management of interpersonal relations and disciplinary matters and grievances;
l) To encourage members of staff to maintain high standards of moral and professional conduct, to embrace and live the values of Kenya Law
m) To develop and co-ordinate the implementation of a reward and recognition scheme for members of staff.
n) To ensure compliance by Kenya Law with all the laws, rules and regulations governing employment and labour relations
o) To be the reference point for other departments on knowledge and information on Human Resource Management and Administration

5.3.6 Finance Department

a) Provide Kenya Law with strategic financial support for business and operational planning
b) Preparation of Kenya Law’s annual budget and the continuous monitoring of the annual operating and capital budgets / revenue and expenditure programmes, in order to achieve strategic organizational objectives as well as stakeholders expectations
c) Development of an annual consolidated procurement plan, timely procurement of quality supplies, contract management, disposal of obsolete and excess supplies, inventory management and control to ensure the achievement of core organizational objectives.
d) Meeting external and internal financial reporting and compliance requirements
e) Administration of the funds of Kenya Law, control of expenditure and implementing economy measures
f) Financial auditing and accounting
g) Receiving and managing the grants, revenues and other funds of Kenya Law.
h) Liaising with Kenya Law’s banks on the operation and management of Kenya Law’s bank accounts
i) Advising Kenya Law on the investment of Kenya Law’s funds and on all matters relating to general Financial Administration.
j) Managing annual receipts and day to day disbursements for the purpose of running the affairs of Kenya Law.
k) To be the reference point for other departments on knowledge and information on financial and procurement compliance
5.3.7  **Sales, Marketing and Customer Care Department**

a) The department’s mandate is to ensure optimum sales and essential marketing of Kenya Law Products.

b) To maintain, expand and improve partnerships between Kenya Law and its various stakeholders and to develop relations with the media.

c) To recognize opportunities for growth and implement strategies that will enhance customer satisfaction, brand visibility and competitive company market share.

d) To coordinate and communicate sales and marketing goals across Kenya Law and ensure that performance objectives are aligned, understood and achieved by the sales, marketing and customer care team.

e) To advise Kenya Law on promotional campaigns that will drive traffic to Kenya Law social sites and website.

f) To advice Kenya Law on various ways to engage the community and contribute to their social and human rights awareness.

g) To employ mechanisms that will ensure that customer queries are responded to promptly and the same recorded for future reference.

5.3.8  **Strategy, Quality Assurance and Performance Evaluation Department**

The mandate of this department is:

a) To guide and advise Kenya Law in the development and implementation of its corporate strategy;

b) To develop, administer and co-ordinate the implementation of Kenya Law’s strategic plans;

c) To guide and co-ordinate the acquisition and implementation of skills and knowledge in leadership, management and corporate governance;

d) To establish itself as the reference point for departmental activities for quality assurance, knowledge management, and continuous improvement;

e) To continuously monitor and measure the productivity and performance of Kenya Law at both individual and departmental level.
6. Financial Resources

6.1 Projected Sources of Finance

The programmes and activities in this Strategic Plan will be financed by both internal and external sources. The anticipated sources of finance include: funding from the Government of Kenya (GoK), the World Bank and other funding from other development partners.

6.2 Projected Financial Resource Requirements

The strategic objectives will be achieved through various strategies and activities as outlined in the strategic model (Chapter 4). The financial resources required for implementing the strategies and activities are outlined in the Implementation Matrix. The total amount required for the period 2012/13-2016/17 is **Kshs. 3,817.01 million**

The financial resources expected to be generated from internal and external sources over the same period, based on the projected cash inflows as outlined in Table 6.2 given below is **KShs. 2,394.9 million**; leading to a **deficit** of **Ksh. 1,422.1 million**. This resource gap will be filled through implementation of appropriate resource mobilization strategies.

Table 6.1 gives the financial resource requirements for all the strategic themes while Table 6.2 outlines the projected cash inflows over the Strategic Plan period.

### Table 6.1 Financial Resource Requirements

Implementation of Strategic Plan

<table>
<thead>
<tr>
<th>KEY RESULT AREA</th>
<th>FINANCIAL REQUIREMENTS (Million KShs.)</th>
<th>2013/14 FY</th>
<th>2014/15 FY</th>
<th>2015/16 FY</th>
<th>2016/17 FY</th>
<th>2017/18 FY</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>PROVISION OF PUBLIC LEGAL INFORMATION</td>
<td>88.80</td>
<td>238.40</td>
<td>159.40</td>
<td>151.20</td>
<td>160.40</td>
<td>798.2</td>
<td></td>
</tr>
<tr>
<td>POLICY AND LEGAL FRAMEWORK</td>
<td>50.20</td>
<td>56.10</td>
<td>50.50</td>
<td>35.00</td>
<td>42.60</td>
<td>234.4</td>
<td></td>
</tr>
<tr>
<td>INSTITUTIONAL DEVELOPMENT</td>
<td>317.5</td>
<td>179.35</td>
<td>178.74</td>
<td>189.84</td>
<td>201.52</td>
<td>1,066.95</td>
<td></td>
</tr>
<tr>
<td>BRANDING, VISIBILITY AND CORPORATE IMAGE</td>
<td>190.50</td>
<td>160.50</td>
<td>131.00</td>
<td>132.50</td>
<td>132.50</td>
<td>747</td>
<td></td>
</tr>
<tr>
<td>Personnel Emoluments</td>
<td>142.63</td>
<td>144.90</td>
<td>148.82</td>
<td>169.82</td>
<td>188.19</td>
<td>794.36</td>
<td></td>
</tr>
<tr>
<td>TOTALS</td>
<td>789.63</td>
<td>779.25</td>
<td>668.46</td>
<td>678.36</td>
<td>725.21</td>
<td>3,640.91</td>
<td></td>
</tr>
</tbody>
</table>
6.3 Projected Cash Inflows

Table 6.2 Projected Cash Inflows

<table>
<thead>
<tr>
<th>SOURCE</th>
<th>PROJECTED CASH FLOWS (Million KShs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2013/14 FY</td>
</tr>
<tr>
<td>---------------------------------</td>
<td>-------------</td>
</tr>
<tr>
<td>GoK</td>
<td>259.2</td>
</tr>
<tr>
<td>World Bank</td>
<td>280.0</td>
</tr>
<tr>
<td>Funding from other development partners</td>
<td>28.0</td>
</tr>
<tr>
<td>TOTALS</td>
<td>567.2</td>
</tr>
</tbody>
</table>
7. Monitoring, Evaluation and Reporting

The Purpose of Monitoring, Evaluation and Reporting is to ensure that the Strategic Plan implementation is according to schedule and in the event of any deviation, appropriate and timely action is taken. The Monitoring, Evaluation and Reporting process will be undertaken at both the Members of the Council and Management levels.

7.1 At the Council Level

The implementation of the Strategic Plan will be closely monitored to ensure its accomplishment. The monitoring process will help determine whether the implementation is on course. Monitoring, follow-up and control systems will be established at all levels. These will include review meetings, regular review of the budget systems and development progress reports from the organization’s Monitoring, Evaluation and Reporting Committee, through the Editor.

Quarterly review meetings will be held between the Management and the Council. During these meetings, the Council will receive and review progress reports from the Editor indicating overall progress made on key strategic objectives. The nature and scope of reporting will include: progress made against Plan; causes of deviation from Plan, if any; areas of difficulties and suggested solutions to problems that may adversely affect implementation; and corrective measures to be undertaken.

The input of these quarterly Council meetings will be the output from the Monitoring, Evaluation and Reporting Committee reports and fortnightly Management meetings. The Quarterly and Annual Monitoring and Evaluation Reports will thereafter, be submitted to the Monitoring and Evaluation Directorate (MED) for inclusion in the National Integrated Monitoring and Evaluation System (NIMES).

7.2 At Management Level

The Strategic Plan alone does not mean the achievement or implementation of the objectives. Monitoring, Evaluation and Reporting provides the back-up necessary to ensure that the set objectives are achieved. During the formulation of the Strategic Plan, the implementation plan indicators and projections are sometimes based on past experiences. These however, may change in the course of the implementation and thus a management control system will be necessary to ensure the Plan stays on course.

Monitoring will involve routine data collection and analysis on the progress of the Strategic Plan implementation. The results from the analysis will then be used to inform decision-making, including taking corrective action where deviations in implementation have been noted. The Strategy and Planning Department will coordinate collection of M&E data, analysis and reporting. It will provide technical support and facilitate M&E capacity building in liaison with the Human Resource Department. Monitoring, Evaluation and Reporting mechanisms will be institutionalized by establishing a M&E Committee, consisting of all heads of departments and chaired by the Editor. Funds will be allocated for M & E activities.

The Monitoring and Evaluation Committee will take full responsibility for overseeing the implementation of the Plan over the entire Strategic Planning period. The Committee will
continuously monitor and evaluate all strategies, activities and outcomes with a view to advising Kenya Law’s Management on the implementation status as well as offer feasible policy and strategy alternatives. This will be done on quarterly basis and the same will inform the updates made to the Council by the Editor. All staff will be required to keep records of the lessons learnt during implementation of the Plan and to the largest extent possible ensure this information is available on real-time basis. A system of disseminating the lessons learnt to users will be developed as part of the M&E Strategy. The M&E Committee, as part of its overall M&E coordination, will be expected to monitor the documentation and effective utilization of lessons learnt. Annual service delivery/customer satisfaction surveys will be undertaken to gauge the achievement of the set objectives.

Kenya Law will also ensure ownership of the Strategic Plan by all departments. The Departments will monitor programmes and projects administered within their respective jurisdictions and subsequently submit quarterly and annual M&E reports to the Finance and Planning Department, who will in turn submit the same to Kenya Law’s M&E Committee. These reports will be reviewed regularly against the set targets to measure progress.

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

7.2.1 Management Control Function

In carrying out the management control function, Kenya Law will consider the following initiatives:

a) Setting of Performance Standards and Targets;
b) Setting of Performance Indicators and Measures;
c) Regular Performance Evaluation/Appraisal;
d) Linkage of Rewards to Performance;
e) Budgets and Expenditure Review;
f) Management Reports;
g) Implementation Programme/Matrix; and
h) Strategic Plan Review Meetings.

7.2.2 Strategic control mechanism

The control mechanisms that the Authority will deploy include:

a) Development of annual Work plans; and
b) Assessment of whether results produced by the implemented activity were those forecast as outputs and, whether they were achieved to the expected performance standards/measures.
7.3 **Indicators for National Monitoring of the Performance of Kenya Law**

National Monitoring of the Performance of Kenya Law will be done on the basis of the following indicators:

1. Number of publications providing public legal information published and disseminated
2. Number of individuals accessing public legal information availed by Kenya Law
3. Number of materials with public legal information availed in universally accessible formats

7.4 **Indicators for internal Monitoring of the Performance of Kenya Law**

Internal Monitoring of the Performance of Kenya Law will be done on the basis of the following indicators:

1. Number of quarterly and annual performance reports on the implementation of Kenya Law’s Strategic Plan
2. Number of quarterly and annual Performance Contract reports
3. Number of operational Service Level Agreements
4. Operational Quality Management Systems
5. Percentage internet/website up-time
6. Percentage increase in annual resource allocation to Kenya Law
7. The total Appropriations-In-Aid collections for the year
8. Percentage utilization/absorption of financial resources allocated to Kenya Law.
9. Number of new technological systems deployed
## Table 7.1 IMPLEMENTATION MATRIX

### 1: PROVISION OF PUBLIC LEGAL INFORMATION

<table>
<thead>
<tr>
<th>Key Result Area 1</th>
<th>Provision of Public Legal Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic issue</td>
<td>Limited access to public legal information</td>
</tr>
<tr>
<td>Strategic Objective</td>
<td>To enhance the provision of public legal information to Kenya Law stakeholders</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Main Activities</th>
<th>Expected Inputs</th>
<th>Expected Outputs</th>
<th>Indicators</th>
<th>Department</th>
<th>Indicative Budget (KShs million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy 1.1</td>
<td>Enhance the Law Reporting function</td>
<td>Publication of the Case Law Updates</td>
<td>Weekly reportable case summaries</td>
<td>KLR Case Law Updates regularly published</td>
<td>No. of KLR Case Law Updates disseminated to the public</td>
<td>Law Reporting</td>
</tr>
<tr>
<td></td>
<td>Publication of specialized editions of law reports</td>
<td>Specialized reporting on land and environment, family, gender etc jurisprudence</td>
<td>Environmental and conservation organisations Land and environment jurisprudence</td>
<td>Increased awareness on specialized jurisprudence</td>
<td>No. of specialized reports disseminated</td>
<td>Law Reporting and R&amp;D</td>
</tr>
<tr>
<td></td>
<td>Publication of specialized editions reclaming ‘lost’ jurisprudence</td>
<td>Editorial Publishing Consultant - Printing Consultant</td>
<td>Increased knowledge on the country’s ‘lost’ jurisprudence</td>
<td>No. of specialized editions reclaming ‘lost’ jurisprudence disseminated</td>
<td>Law Reporting &amp; R&amp;D</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Publication specialized edition capturing Kenya’s legal heritage</td>
<td>Reports and legal publications reflecting legal heritage</td>
<td>Specialized edition capturing Kenya’s legal heritage published</td>
<td>No. copies of the edition capturing Kenya’s legal heritage disseminated</td>
<td>Law Reporting &amp; R&amp;D</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Continually update the database for the archival, tracking and reporting on the collection of judicial opinions delivered by the superior courts and tribunals</td>
<td>Opinions delivered by supreme court and tribunals, ICT</td>
<td>Operational system for the archival, tracking and reporting on the collection of judicial opinions of the superior courts and tribunals</td>
<td>No. of individuals utilizing the system for collection and reporting on the of judicial opinions of the superior courts and tribunals</td>
<td>Law Reporting &amp; R&amp;D</td>
<td>3.2</td>
</tr>
<tr>
<td>Strategy</td>
<td>Main Activities</td>
<td>Expected Inputs</td>
<td>Expected Outputs</td>
<td>Indicators</td>
<td>Department</td>
<td>Indicative Budget (KShs million)</td>
</tr>
<tr>
<td>----------</td>
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<td>-----------------</td>
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<td>----------------------------------</td>
</tr>
<tr>
<td><strong>Strategy 1.2 Provision of updated and universally accessible legal information.</strong></td>
<td>Publication and dissemination of updated laws of Kenya</td>
<td>LOK publishing expertise Funds</td>
<td>500 copies each of every volume published</td>
<td>Laws of Kenya volumes published</td>
<td>LOK</td>
<td>13 73 40 45 52</td>
</tr>
<tr>
<td></td>
<td>Implement use of non-restrictive copyright regime to facilitate access to legal information</td>
<td>Submitted legal information</td>
<td>Policy framework on accessibility available</td>
<td>No. of persons accessing the</td>
<td>Law Reporting</td>
<td>- - - - -</td>
</tr>
<tr>
<td></td>
<td>Review and implementation of the internal universal accessibility guidelines.</td>
<td>- W3C Guidelines consultant. - Website Accessibility audit.</td>
<td>Universally accessibility guidelines in line with W3C International guidelines.</td>
<td>- Website benchmarked against W3C set standards.</td>
<td>I.C.T &amp; S.Q.U.A.P.E</td>
<td>0.2 15.2 0.2 0.2 0.2</td>
</tr>
<tr>
<td></td>
<td>Optimize online content for access via multiple platforms.</td>
<td>Website compatibility audit and report.</td>
<td>Fully optimized website.</td>
<td>- Easy access to website via multiple platforms.</td>
<td>I.C.T, Law Reporting, LOK, R&amp;D</td>
<td>15 20 18 17 18</td>
</tr>
<tr>
<td></td>
<td>Conversion of public legal material into universally accessible formats such as plain language, disability friendly formats, local dialects</td>
<td>- Guidelines for the translation process - Devices to assist in conversion into Braille e.g., Pearl Camera - Partnerships with strategic partners</td>
<td>Increased access to public legal materials by all persons</td>
<td>- No. of public legal material converted into universally accessible formats</td>
<td>LOK, Law Reporting, R&amp;D</td>
<td>23.4 71 51 39 42</td>
</tr>
<tr>
<td><strong>Strategy 1.3 Strategic alliances and partnerships to enhance provision of public legal information</strong></td>
<td>Establish agreement with strategic organizations on review, analysis and publishing of jurisprudence</td>
<td>Partnerships Draft agreements</td>
<td>MOU with the strategic organizations on review, analysis and publishing of jurisprudence</td>
<td>No. of programmes implemented in collaboration with organizations</td>
<td>Law Reporting Department &amp; R&amp;D</td>
<td>3 3 - - -</td>
</tr>
<tr>
<td></td>
<td>Establish agreement with the strategic organizations for knowledge exchange on law reporting, law revision and legal publishing</td>
<td>Partnerships Draft agreements</td>
<td>MOU with strategic organizations on training, knowledge exchange and transfer</td>
<td>No. of programmes implemented in collaboration with strategic organizations on training, knowledge exchange and transfer</td>
<td>Law Reporting, LOK and R&amp;D</td>
<td>3 3 - - -</td>
</tr>
<tr>
<td></td>
<td>Establish agreement with Strategic organizations on universal access to Kenya Law’s products and services</td>
<td>Partnerships Draft agreements</td>
<td>MOU Strategic organizations on universal access to Kenya Law’s products and services</td>
<td>No. of programmes implemented in collaboration with Strategic organizations on universal access to the Kenya Law’s products and services</td>
<td>LOK, Strategy, quality assurance and Performance Evaluation Law Reporting, and R&amp;D</td>
<td>6 6 - - -</td>
</tr>
<tr>
<td>Department</td>
<td>Indicators</td>
<td>Expected Outputs</td>
<td>Expected Impacts</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------------------------------</td>
<td>-------------------------------------</td>
<td>---------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Indicative Budget (KShs million)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2012/13</td>
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<td>Strategy 1.4 Enhanced Research and Development</td>
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<td>publications of the Kenya Law Review Journal</td>
<td>provision of library service to the Kenya Law information and knowledge resources through indexing, preservation, cataloging and archiving legal information</td>
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</table>
| **Strategy 2.1**<br>Development, review, revision and implementation of departmental policies and procedures | Review, update, disseminate and implement the Kenya Law Reports Editorial Policy and related manuals | Team members of the Law Reporting Department in collaboration with a Consultant | Kenya Law Reports’ Editorial Policy reviewed and disseminated | A new A new<br>Policy<br>No. of manu<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu
| Strategy 2.2 | Strengthening the existing customer care platform | Develop, disseminate and implement a customer care policy | Marketing and Communications department | Policy framework to guide customer care operations in Kenya Law | Customer Care framework<br>No. of manu<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu
| Strategy 2.3 | Enhance good corporate governance practices | Institutionalize good corporate governance practices and develop and adopt a board charter | Departmental submissions for the Kenya Law’s Corruption Prevention Policy Council Input | Enhanced capacity for corporate governance and improved strategic leadership. Kenya Law’s Corruption Prevention Policy implemented | A board charter<br>An operational<br>- No. of manu<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu
| Strategy 2.4 | Enhance the Kenya Law’s legal framework | Review and amend the National Council for Law Reporting Act | NCLR staff | Amended National Council for Law Reporting Act | An amended<br>No. of manu<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu
| Strategy 2.5 | Strengthen the Risk Assurance framework | Develop, implement and continuously evaluate a risk assurance framework | Organizational policies and procedures Consultant | Risk assurance framework | A risk assurance framework<br>No. of manu<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu
| Strategy 2.6 | Develop and Enhance the service delivery framework | Formulate and disseminate and continuously monitor Kenya Law’s Service Delivery Charter | Departmental inputs - Printing services | Improved service delivery SLA’s implemented | - No. of manu<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu
| Institutionalize Quality Management Systems | Develop and disseminate a organizational Quality Policy and document procedures manual | Departmental submissions for the Quality Policy | - Quality Policy - Procedures Manuals | - No. of manu<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu
| Acquire QMS Certification, implement and monitor QMS | QMS consultancy | Improved service delivery Regular internal and external QMS audits carried out | QMS consultancy<br>No. of manu<br>- No. of manu<br>- No. of dissec<br>- No. of manu<br>- No. of dissec<br>- No. of manu
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<tr>
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<th>Department</th>
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<td>No. of copies of the revised editorial policy disseminated</td>
<td>Law Reporting</td>
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<td>No. of copies of the revised Editorial policy disseminated</td>
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<td>2014 - 2015: 3</td>
<td>2015/16: 0.5</td>
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<td>No. of copies of the revised Editorial policy disseminated</td>
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<td>No. of staff trained on the revised editorial policy</td>
<td>HR</td>
<td>2014 - 2015: 3</td>
<td>2015/16: 3</td>
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<tr>
<td>No. of staff trained on the procedure and career guidelines</td>
<td>Finance</td>
<td>2014-2017: 3.2</td>
<td>2015/16: 5</td>
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### (III) 3: INSTITUTIONAL DEVELOPMENT

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<thead>
<tr>
<th>Key Result Area 3</th>
<th>Institutional Development</th>
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<tr>
<td>Strategic issues</td>
<td>Insufficient resources and weak institutional systems and processes</td>
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<tr>
<td>Strategic Objective</td>
<td>To strengthen the institutional capacity of the National Council for Law Reporting to enable it deliver its institutional mandate</td>
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<tr>
<th>Strategy</th>
<th>Main Activities</th>
<th>Expected Inputs</th>
<th>Expected Outputs</th>
<th>Indicators</th>
<th>Department</th>
<th>Indicative Budget (Kshs million)</th>
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<td></td>
<td>Strengthen the virtual organizational workspace for Kenya Law.</td>
<td>Virtualization Plan</td>
<td>Fully virtualized systems.</td>
<td>No. of working System with virtual hosts</td>
<td>I.C.T</td>
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<tr>
<td><strong>Strategy 3.2</strong> Utilize technology to enhance internal systems and processes</td>
<td>Establish an Information and Communications Technology (ICT) system for the collection and management of Kenya Law’s financial information</td>
<td>Requirements from Finance</td>
<td>Improved workflow processes and reports</td>
<td>A user friendly system for the finance function.</td>
<td>I.C.T &amp; Finance</td>
<td>52.6</td>
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<td></td>
<td>Establish and implement an Integrated Human Resource Information System (IHRMIS)</td>
<td>ICT consultant HR staff</td>
<td>Fully operational and optimized HRMIS system</td>
<td>No. of staff covered by the IHRMIS</td>
<td>I.C.T &amp; H.R</td>
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<td>Strategy</td>
<td>Main Activities</td>
<td>Expected Inputs</td>
<td>Expected Outputs</td>
<td>Indicators</td>
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<td>Indicative Budget (Kshs million)</td>
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<td>Strategy 3.3</td>
<td>Human Resource Development and Management</td>
<td>Ensure the effectiveness and efficiency of systems for recruitment and retention of staff</td>
<td>HR Department</td>
<td>Effective workforce</td>
<td>Number of staff recruited</td>
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<td></td>
<td>Continuous review and implementation of staff welfare and benefits</td>
<td>HR staff</td>
<td>Attractive staff welfare benefits</td>
<td>No. of staff welfare programmes implemented</td>
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<td>Establish, implement and continuously review Performance Appraisal System (PAS)</td>
<td>PAS guidelines and manuals</td>
<td>- half annual and Annual Performance Appraisal reports - Increased awareness and observance of the PAS</td>
<td>Bi annual and annual appraisals</td>
<td>HR</td>
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<td></td>
<td>Promote the achievement of work-life balance and wellness in Kenya Law</td>
<td>HR Manual</td>
<td>Wellness programmes implemented</td>
<td>The number of wellness activities implemented</td>
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<td>Promote a positive and safe work environment</td>
<td>Work environment audit reports</td>
<td>Compliance to audit report</td>
<td>Audit Exercises undertaken Level of compliance</td>
<td>HR</td>
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<td></td>
<td>Enhance systems of employee engagement</td>
<td>HR Manual staff</td>
<td>Enhanced staff involvement in Kenya Law’s activities</td>
<td>- No. of open forums conducted Team Building activities held No. of employee engagement programmes implemented</td>
<td>HR</td>
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<tr>
<td>Strategy</td>
<td>Main Activities</td>
<td>Expected Inputs</td>
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<td>Indicative Budget (Kshs million)</td>
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<td>Strategy 3.4 Organizational learning, development and capacity building</td>
<td>Conduct Training Needs Analysis</td>
<td>Consultancy</td>
<td>Staff training needs documented</td>
<td>Training Needs Analysis reports</td>
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<td>Establishment of an internal Training Committee</td>
<td>HR Policy</td>
<td>Operational Training Committee</td>
<td>No. of programmes and decisions of the Training Committee implemented</td>
<td>HR</td>
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<tr>
<td>Promote staff training, learning and development</td>
<td>Conduct Training Needs Analysis</td>
<td>Consultancy</td>
<td>Staff training needs documented</td>
<td>Training Needs Analysis reports</td>
<td>HR</td>
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<td>Establishment of an internal Training Committee</td>
<td>HR Policy</td>
<td>Operational Training Committee</td>
<td>No. of programmes and decisions of the Training Committee implemented</td>
<td>HR</td>
<td>1</td>
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<tr>
<td></td>
<td>Promote staff training, learning and development</td>
<td>HR Policy, Training Calendar</td>
<td>Enhanced knowledge and skills amongst staff</td>
<td>- No. of training programmes developed and implemented</td>
<td>HR &amp; Strategy, Quality Assurance and Performance Evaluation</td>
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<td>Undertake Inter-institutional exchange programmes for knowledge exchange on best practices</td>
<td>-Funds</td>
<td>No. of staff participating in exchange programmes</td>
<td>- No. of training programmes evaluated and reviewed</td>
<td>HR</td>
<td>6</td>
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<td>Undertake regular evaluation and review of training programmes</td>
<td>HR Policy</td>
<td>All programmes evaluated and reviewed</td>
<td>- No. of training programmes evaluated</td>
<td>HR</td>
<td>-</td>
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<tr>
<td>Strategy</td>
<td>Main Activities</td>
<td>Expected Inputs</td>
<td>Expected Outputs</td>
<td>Indicators</td>
<td>Department</td>
<td>Indicative Budget (Kshs million)</td>
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<td><strong>Strategy 3.5</strong> Resource mobilisation and prudent financial management</td>
<td>Establishment of integrated budgeting and resource mobilisation mechanisms - Kenya Law strategic plan -</td>
<td>-Budgets for proposals approved for funding funded programs - The percentage of proposed Budgets funded by GOK and donors</td>
<td></td>
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<td>Finance</td>
<td>12.1 16.7 18.7 18.9</td>
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<tr>
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<td>Improved prudence in budget control and Management of GOK and Donor funded Projects</td>
<td>Departmental and management Budget meetings - Comprehensive annual budgets for Kenya Law - Expenditures that are within the approved estimates</td>
<td></td>
<td>Percentage increase in the Approved budgetary allocations by the GOK and donors - Increased A-In-A-</td>
<td>Finance</td>
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<td>Preparation and implementation of a consolidated Annual Procurement Plan</td>
<td>Departmental and Kenya Law procurement planning meetings - Departmental and institutional Procurement Plans</td>
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<td>No. of Departmental and institutional Procurement Plans Prepared and implemented</td>
<td>Finance</td>
<td>1.2 1.2 1.2 1.2</td>
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<tr>
<td><strong>Strategy 3.6</strong> Acquisition and improvement of infrastructure and other assets</td>
<td>Leasing of Kenya Law Premises - Ministry of public works; Contractors</td>
<td>Leased office spaces - Conducive working space</td>
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<td>Strategy</td>
<td>106.4 20.84 20.84 22.424</td>
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<td></td>
<td>Purchase of vehicles</td>
<td>Funds 3 vehicles purchased - Kenya Law has branded corporate vehicles</td>
<td></td>
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<td>Strategy</td>
<td>34 3 3 4 5</td>
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<tr>
<td></td>
<td>Construction of Kenya Law building</td>
<td>Funds Land purchased/Secured Kenya Law Building set up - That Kenya Law has acquired a piece of land and built their own premises</td>
<td></td>
<td></td>
<td>Finance and Strategy</td>
<td>20 20 20 20 20</td>
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</table>
### Key Result Area 4: Branding, Visibility and Corporate Image

#### Strategic Issue(s)
Inadequate visibility of Kenya Law and a weak public image

#### Strategic Objective
To create an institutional brand that enhances the visibility of the products and services of the organization

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Main Activities</th>
<th>Expected Inputs</th>
<th>Expected Outputs</th>
<th>Indicators</th>
<th>Department</th>
<th>Indicative Budget (Kshs million)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy 4.1</strong>&lt;br&gt;Develop and implement a Marketing Strategy and partnerships with various marketing agencies</td>
<td>Implement Kenya Law’s marketing strategy</td>
<td>Marketing expertise</td>
<td>Increased sales.</td>
<td>% increase in sales.</td>
<td>Marketing and Communications department</td>
<td>5</td>
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<tr>
<td></td>
<td>Establish partnerships with local and foreign stakeholders to market NCLR’s brand nationally and internationally.</td>
<td>Marketing Strategy</td>
<td>Create partnerships with stakeholders</td>
<td>No. of partnerships formed with local and foreign stakeholders to market NCLR’s brands</td>
<td>Marketing and Communications department,</td>
<td>1</td>
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<tr>
<td></td>
<td>Develop Kenya Law’s promotional programmes</td>
<td>NCLR Finances</td>
<td>Increased awareness of Kenya Law’s activities</td>
<td>No. of promotional programmes implemented</td>
<td>Marketing and Communications department,</td>
<td>10</td>
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<tr>
<td></td>
<td>Develop and implement a sales plan</td>
<td>Marketing strategy</td>
<td>Increased sales of K.L products</td>
<td>% increase in sales.</td>
<td>Marketing and Communications department</td>
<td>3</td>
</tr>
<tr>
<td><strong>Strategy 4.2</strong>&lt;br&gt;Develop and implement a media engagement strategy</td>
<td>Engage media in reporting about Kenya Law</td>
<td>Media Houses</td>
<td>Enhanced engagement with the media</td>
<td></td>
<td>Marketing and Communications department</td>
<td>30</td>
</tr>
<tr>
<td><strong>Strategy 4.3</strong>&lt;br&gt;Strengthening the existing customer care platform</td>
<td>Regularly conduct customer care surveys</td>
<td>Consultant</td>
<td>Customer survey report</td>
<td>- No. of customer care surveys carried out</td>
<td>Marketing and Communications department</td>
<td>0.5</td>
</tr>
<tr>
<td></td>
<td>Increase customer participation through the Kenya Law’s website, social networks, and other media</td>
<td>Marketing Strategy, Social Media Strategy</td>
<td>Enhanced engagement with different stakeholders/customers through new media.</td>
<td>No. of people interacting with Kenya Law’s website and products.</td>
<td>I.C.T &amp; Marketing</td>
<td>2</td>
</tr>
<tr>
<td>Strategy</td>
<td>Main Activities</td>
<td>Expected Inputs</td>
<td>Expected Outputs</td>
<td>Indicators</td>
<td>Department</td>
<td>Indicative Budget (Kshs million)</td>
</tr>
<tr>
<td>----------</td>
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</tr>
<tr>
<td><strong>Strategy 4.4</strong>&lt;br&gt;Develop Kenya Law’s Brand Master Plan</td>
<td>Develop Kenya Law’s new brand Master plan</td>
<td>Marketing agencies/All departments</td>
<td>Brand Master Plan developed and implemented</td>
<td>Kenya Law Master Plan developed.</td>
<td>Marketing and Communications department/NCLR</td>
<td>123 98 68 65 65</td>
</tr>
<tr>
<td><strong>Strategy 4.5</strong>&lt;br&gt;Institutionalization of Corporate Social Responsibility</td>
<td>Undertake Kenya Law’s brand image enhancement campaign.</td>
<td>Media Finances Kenya Law Team</td>
<td>An enhanced brand</td>
<td>No. of activities in Kenya Law brand is utilized</td>
<td>Kenya Law</td>
<td>11 8 8 8 8</td>
</tr>
<tr>
<td><strong>Strategy 4.4</strong>&lt;br&gt;Develop Kenya Law’s Brand Master Plan</td>
<td>Participate in CSR activities and encourage collective responsibility</td>
<td>CSR policy Kenya Law Staff</td>
<td>Increased participation in social activities by Kenya Law</td>
<td>No. of CSR programmes implemented</td>
<td>HR/Marketing and Communications department</td>
<td>6 9 6 6 6</td>
</tr>
</tbody>
</table>
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 YOUTUBE : www.youtube.com/kenyalawreports