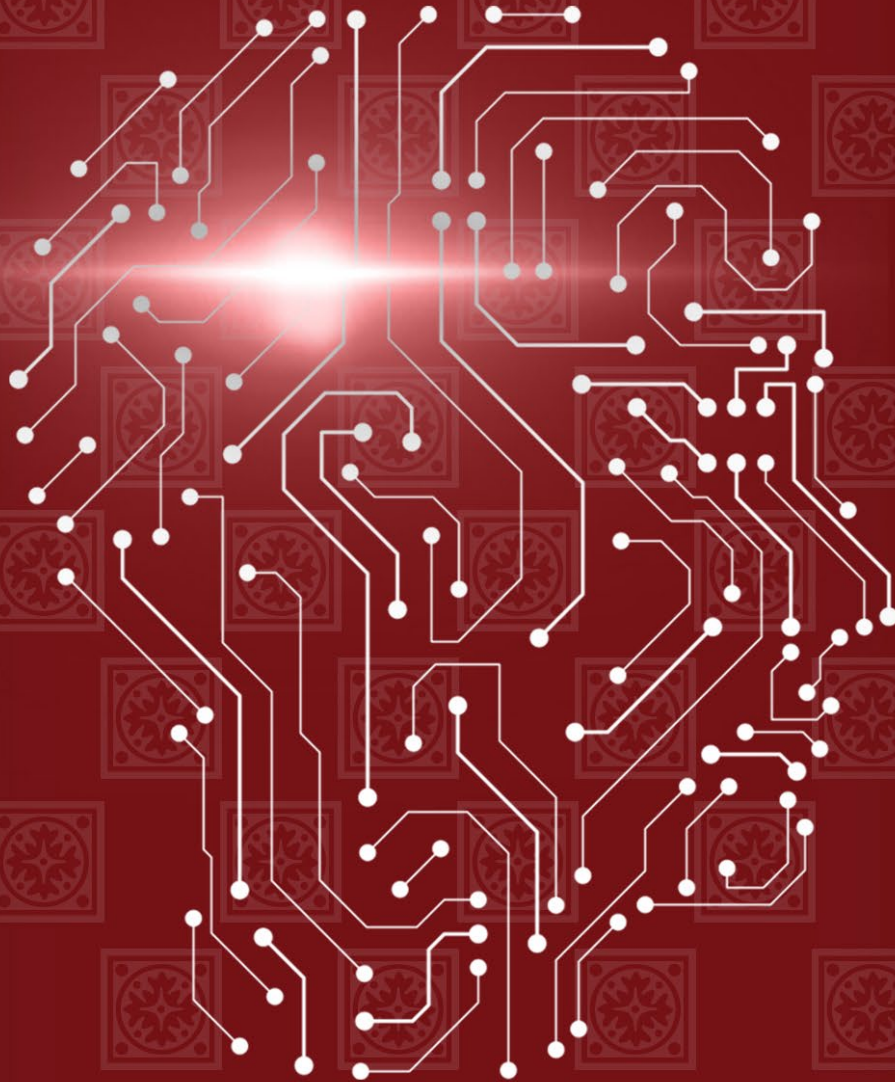




**KENYA LAW**

Where Legal Information is Public Knowledge



# STRATEGIC PLAN

2018-2022

National Council For Law Reporting

# • STRATEGIC PLAN 2018-2022

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## **2018-2022**

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## Kenya Law's Council

### Council Members

- i. Hon. Justice David K. Maraga, EGH - Chief Justice and President of the Supreme Court of Kenya/Chairman
- ii. Hon. Justice (Rtd) Paul Kihara Kariuki - Attorney General
- iii. Hon. Justice Fatuma Sichale – Judge of the Court of Appeal
- iv. Hon. Justice Anthony Ndungu, – Judge of the High Court
- v. Prof. Kiarie Mwaura – Dean, School of Law, University of Nairobi
- vi. Mr. Michael Muchemi – Advocate, Law Society of Kenya
- vii. Ms. Janet Kimeu – Advocate, Law Society of Kenya
- viii. Ms. Jennifer Gitiri – Advocate and Public Officer
- ix. Mr. Silvester Migwi – Government Printer
- x. Mr. Long'et Terer – Editor/CEO, Kenya Law

### Alternates to Council Members

- i. Ms. Linda Murila, Chief State Counsel – Representing the Attorney General
- ii. Ms. Eva Kimeiywo, Snr. Printer - Representing the Government Printer

### Co-opted Council Members

- i. Ms. Anne Amadi – Chief Registrar of the Judiciary
- ii. Mr. Jona Wala – The National Treasury
- iii. Ms. Caroline Kigen – Finance Expert, Judiciary
- iv. Mr. Samuel Njoroge – The National Assembly

## Foreword From The Chairman

I am honored to present the third Strategic Plan for the National Council for Law Reporting (Kenya Law) which outlines the organization's blue print for the next five years.

The past five years have seen significant changes made to Kenya's governance and legal frameworks which have completely transformed the obligations of public institutions to the citizens particularly with regard to the right of access to information.

The Constitution of Kenya requires that the public have access to public legal information so that they may effectively engage their governance structures. During the previous strategic plan period Kenya Law effectively discharged its mandate and fostered the spirit of the Constitution of Kenya, which advocates for the active participation of the Kenyan people in the affairs of public institution by ensuring access to public legal information.

Kenya Law made significant advances in tracking Kenya's jurisprudence and disseminating public legal information over the last five-year planning period. The key accomplishments include the publication of 12 Kenya Law Reports and the revision and update of 498 chapters of the Laws of Kenya both of which facilitated judicial officers, legal practitioners and members of the public to understand and advance their rights and obligations. This freely accessible data also facilitated government institutions and officers to review, implement and enforce laws and regulations.

In developing this current Strategic Plan (2018-2022), Kenya Law has taken into consideration various policy documents including the Constitution of Kenya, the Montreal Declaration on Free Access to Law, the Big Four Agenda, the Kenya Vision 2030, the Sustaining Judiciary Transformation Framework of 2017-2021 and the Office of the Attorney General and Department of Justice Strategic Plan. These documents have not only informed the Strategic Plan but will also act as a tool for actualizing the aspirations contained in them.

This Strategic Plan builds on the previous achievements and re-aligns resources available to the institution with key strategic objectives so as to ensure that Kenya Law remains the lead provider of public legal information in a constitutional dispensation that has seen many citizens more aware of their rights as guaranteed by the Constitution. Towards this end, the Plan sets out three themes; access to public legal information, organizational sustainability and corporate identity and visibility which will be the drivers to achieving its mandate.

This plan also recognizes and positions the organization to leverage on technology to enhance organization efficiency and effectiveness. In this period, we intend to regularly review and renew our ICT systems so that we can promptly process legal data thereby achieve real time publication and dissemination of this information.

Kenya Law recognizes the various actors in the chain of production of legal information and has accurately captured their needs and aspirations in this plan. It is our desire and hope that



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we shall continue to synergistically work together so that we can further enhance modalities for production, processing and dissemination of Kenya's public legal information.

This Strategic Plan therefore sets out a coherent and realistic plan for Kenya Law to discharge its mandate and be the lead provider of public legal information towards an enlightened society.

The Hon. David K. Maraga, E.G.H.  
Chief Justice  
President, Supreme Court of Kenya  
CHAIRMAN OF THE COUNCIL



## Preface by the editor

This Strategic Plan (2018-2022) is the culmination of extensive analysis of the achievements, learnings and challenges from our previous Strategic Plan 2013-2017 as well as an internalization of the expectations from the Constitution of Kenya, the National Council for Law Reporting Act, the Sustaining Judiciary transformation framework and the OAG & DOJ strategic plan.

Kenya Law's mandate has grown over the years to establish it from being merely a publisher of the Kenya Law Reports to being the focal point institution in the collection, management and dissemination of all species of public legal information. As a leading legal resource frontier, Kenya Law will strive to guarantee accessibility to legal information to Kenyans of all walks of life by making it available in various forms and through varied media.

Over the next five years, Kenya Law has to go over and beyond what it has achieved over the years and play an even greater role in providing access to public legal information and also play a facilitative role in the country's development agenda. Moving forward, Kenya Law seeks to address identified challenges while at the same time putting in place measures to guarantee accessibility to legal information to consumers.

This plan is therefore an embodiment of our collective promise to our stakeholders on the service delivery standards that they should expect from Kenya Law. The development of this strategic plan was participatory, consultative and all inclusive. It is informed by experiences and lessons learnt in implementation of the 2013-2017 strategic plan, the analysis of strengths, weaknesses, opportunities and threats helped come up with key strategic issues that define the strategic focus for the next five years. I take this opportunity to thank all those who were involved in realizing this strategic plan.

Long'et Terer  
EDITOR/CEO

## Acronyms and Abbreviations

BSC:	Balanced Score Card
CPD:	Continuous Professional Development
FLSTAP:	Financial & Legal Sector Technical Assistance Project
FY:	Financial Year
GOK:	Government of Kenya
HoDs:	Heads of Department
HRA:	Human Resource and Administration
HRMIS:	Human Resource Management Information System
ICT:	Information and Communications Technology
ILO:	International Labour Organization
IPSAS:	Intergrated Public Sector Accounting Standards
ISO:	International Standards Organization
JTF:	Judiciary Transformation Framework
JPIP:	Judicial Performance Improvement Project
KL:	Kenya Law (National Council for Law Reporting)
KLR:	Kenya Law Reports
KPI:	Key Performance Indicators
KRA:	Key Result Area
KShs:	Kenya Shillings
LoK:	Laws of Kenya
LSK:	Law Society of Kenya
M&E:	Monitoring and Evaluation
MDAs:	Ministry, Departments & Authorities.
MDGs:	Millennium Development Goals
MoU:	Memorandum of Understanding
MTEF:	Medium Term Expenditure Framework
MTP:	Medium Term Plan
NCAJ:	National Council for the Administration of Justice
NCLR:	National Council for Law Reporting
OAG & DoJ:	Office of the Attorney General and Department of Justice
PAS:	Performance Appraisal System
QMS:	Quality Management System
R&D:	Research and Development Department
SAGA:	Semi-Autonomous Government Agency
SJTF:	Sustaining Judiciary Transformation Framework

SDGs:	Sustainable Development Goals
SMCC:	Sales, Marketing and Customer Care Department
SP:	Strategic Plan
SQAPE:	Strategy, Quality Assurance and Performance Evaluation Department
SWOT:	Strength Weaknesses Opportunities and Threats



## 1. Introduction

### 1.1. Background information

The National Council for Law Reporting (Kenya Law) is a Semi-Autonomous Government Agency or State Corporation established vide The National Council for Law Reporting Act No. 11 of 1994. Kenya Law is headed by a Council of non-executive members chaired by the Chief Justice of the Republic of Kenya. It is managed by a Secretariat headed by the Chief Executive Officer/Editor.

### 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. The overall mandate of Kenya Law is:

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

The specific provisions of law underpinning the establishment of Kenya Law are:

#### i. Section 3 of the National Council for Law Reporting Act:

Functions of the Council of the National Council for Law Reporting  
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.

#### ii. Legal Notice No. 29 of 2009

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.

### **1.3. Strategic Planning Process**

The Plan has been developed through a participatory process involving Kenya Law's internal and external stakeholders. The participatory approach anchored the charting of a new strategic direction and enriched the programmes, projects and initiatives proposed in the Plan, which served not only to lend credence to the planning process but also enhance the Plan's acceptance.

### **1.4. Organization of the Plan**

This Strategic Plan is organized into six chapters: Chapter One – Introduction; Chapter Two – Situational Analysis; Chapter Three- Strategic Model; Chapter Four–Implementation Framework; Chapter Five – Alignment of the Strategic Plan with Risks; Chapter Six – Monitoring, Evaluation and Reporting. This Strategic Plan sets out a coherent, systematic and sustainable road-map for anchoring Kenya Law's strategic intents and translating them into operational initiatives for the period 2018-2022.



## 2. Situation Analysis

While building on the recent positive developments, this Strategic Plan recognizes that Kenya Law operates in a dynamic, resource scarce environment influenced by a host of socio-economic, legal and political factors that impinge on its operations and impact the realization of its objectives. The achievement of Kenya Law's objectives as enshrined in this Strategic Plan will largely depend on how well the organization leverages internal strengths to exploit external opportunities as well as how well it manages internal weaknesses to avoid crystallization of external threats. These are adequately discussed in this chapter.

### 2.1. Review of Kenya Law's 2013-2017 Strategic Plan

The implementation of the 2013-2017 Strategic Plan was reviewed as a basis for the development of the 2018-2022 Strategic 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 Kenya Law 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 espoused in the socio-economic development blueprints.

### 2.2. Key Achievements realized under 2013-2017 Strategic Plan

The 2018-2022 Strategic Plan takes cognizance of Kenya Law's key achievements as well as the major challenges faced during the preceding planning period.

During the 2013-2017 plan period, Kenya Law ensured the provision of public legal information by undertaking the following activities:

- i. Publishing 12 Kenya Law Reports (KLR 1999, 2007, 2011 – Vol 1 and 2, 2012 – Vol 1, 2 and 3, 2014 – Vol 1, 2, 3 and 4 and KLR 1997),
- ii. Publishing 2 Kenya Law Reports Election Petitions - Vol 4 and 5
- iii. Publishing 11 Specialized digests (Devolution Case digest, The Decision of the High Court of Kenya on the Delimitation of Electoral & Administrative Boundaries by the Independent Electoral & Boundaries commission, Supreme Court Digest Vol 1, 2 and 3, Presidential Election Petition, Constitutional Case Digest, In the Matter of the Principle of Gender Representation in the National Assembly and the Senate Advisory Opinion of the Supreme Court and the Court of Appeal Landmark Jurisprudence).
- iv. Publishing 19 issues of the Bench Bulletins
- v. Revising, consolidating and publishing 498 Laws of Kenya
- vi. Publishing the Electoral Law Volumes
- vii. Published the Grey book
- viii. Publishing Service issues for the Public Finance, Commercial and Land Laws of the Laws of Kenya.
- ix. Publishing specialized compilation of laws geared towards the National Police and the Financial Reporting Centre.
- x. Collected and published county legislation
- xi. Collected and published Acts, Bills and Legal Notices from the East African Community.
- xii. Printed and disseminated 100,000 pocket size constitutions

Kenya Law also ensured the enhancement of its policy and legal framework by reviewing and updating the policy and procedural manuals for Law Reporting, Human Resource and Finance. The internal audit function was operationalized to provide independent and objective assurance on Kenya Law's system of internal controls and processes and advise on how to strengthen and improve internal controls within Kenya Law.

In the 2013 – 2017 Strategic Plan period, Kenya Law also initiated measures for institutional development by undertaking the following:

- i. Prudently managed financial resources resulting in unqualified financial audit reports in the plan period
- ii. Budgeted and utilized 87% of the organizational budget
- iii. Undertook internal systems and financial audits
- iv. Developed the Laws of Kenya Database; the Case Law Database; revamped the website; set up virtualization servers increasing the levels of automation of the organization and improving service delivery

Kenya Law created an institutional brand and enhanced the visibility of its products and services by:

- i. Launching a new brand identity “Kenya Law”.
- ii. Undertaking a Customer Satisfaction survey which showed a 10% increase in customer satisfaction levels from 72% in 2012 to 82% in 2016.
- iii. Enhanced public awareness of Kenya Law through legal conferences and exhibitions and other modes of advertising.

### **2.3. Challenges experienced under the 2013 –2017 Strategic Plan**

Kenya Law faced various challenges in the implementation of the 2013-2017 Strategic Plan including:

- i. Inadequate physical and ICT infrastructure
- ii. Insufficient financial resources
- iii. Human resource constraints
- iv. Insufficient funding for staff training and development
- v. Weak partnership linkages which weakened collaboration with stakeholders
- vi. Lengthy procurement process
- vii. Limiting legal framework in the existing anchoring legislation
- viii. Exponential increase in public legal information to be processed (devolution, expansion of the judiciary, additional legislation demanded by constitution)
- ix. A rolling backlog in the publication of law reports and statutes
- x. Inadequate internal policies and framework

## **2.4. Strategic Gap Analysis**

Strategic gap analysis is an evaluation of the difference between desired outcome and actual outcome, and what must be done to achieve a desired goal. Strategic gap analysis was done to determine what Kenya Law should do differently to achieve a particular goal by looking at the timeframe, management, budget and other factors to determine where shortcomings lie. Several key activities planned for implementation during the implementation of the Kenya Law Strategic Plan 2013-2017 were not achieved due to various reasons. These are outlined in Table 1.



**Table 1 - Gap Analysis**

What was planned but not achieved	Reason for the gap
Timely publishing of KLR	<ul style="list-style-type: none"> <li>Insufficient human resource leading to delays in scheduled publication cycles.</li> <li>Inadequate ICT systems</li> </ul>
Timely revision and publication of Legislation	Insufficient human/financial resource leading to delays in scheduled publication cycles.
Collection of county legislation	The activity was hampered by insufficient collaboration with a section of the stakeholders on technical issues.
Publication of specialized edition/s reclaiming 'lost' jurisprudence	Insufficient human and financial resources leading to delays in scheduled publication cycles.
Publication of specialized edition capturing Kenya's legal heritage	Insufficient human resource to undertake this activity.
Resource mobilization	<ul style="list-style-type: none"> <li>The annual GOK resource requirements presented to the National Treasury during the Strategic Plan period were not always approved as requested.</li> <li>Delays in handling of requests and approvals when processing donor development funds.</li> </ul>
Capacity building	Some training activities were not implemented due to lack of financial resources.
Acquisition of ICT equipment	Kenya Law had inadequate ICT equipment within the organization which led, in some instances, to slower production of publications. This was due to financial constraints.
Marketing of Kenya Law products and services	This activity was hampered by inadequate human resource and limited funds. Marketing outreach was mostly carried out within Nairobi as opposed to around the whole country.
Sale of Kenya Law products and services	<ul style="list-style-type: none"> <li>This activity was hampered by inadequate human resource and untimely production of print publications.</li> <li>There was also competition from the private sector.</li> </ul>
Universal accessibility	<ul style="list-style-type: none"> <li>Although progress was made on this in the previous Strategic Planning period, there was need for enhancement of the universal accessibility of Kenya Law's information.</li> <li>The activity was hampered by insufficient human and financial resources.</li> </ul>
Development of organizational Communication Strategy	Brand awareness strategy developed and implemented, however an integrated marketing and communications strategy was not developed due to insufficient human resource capacity.
Construction of Kenya Law building	The JPIP program was restructured making it impossible to run the construction through it.
Timely publishing of KLR journal	Challenges faced in this activity initially were due to the involvement of external processes, but the system has changed and internal processes have been put in place to ensure that the journal is produced bi-annually.

**Table 1 - Gap Analysis**

What was planned but not achieved	Reason for the gap
Establish agreements to enhance universal access to Kenya Law's products and services	Limited human resource and increase in workload limited available resources to ensure robust engagement with all stakeholders
Comprehensive employee handbook for Kenya Law published	HR policy was developed and this activity was rolled over to the next Strategic Plan period.
Review and amend the National Council for Law Reporting Act	Consultations commenced but not concluded, as buy in of all stakeholders sought. This activity was rolled over to the next Strategic Plan period.
Feedback services and mechanisms	The help-desk system established but working at sub-optimal level.
Developing and formalizing strategic partnerships with stakeholders	Partnerships formed but inadequate resources (Human Resource and finance) impeded the full actualization of all activities.
Recruitment and staff retention	Staff establishment was not filled due to Government austerity measures that froze new employment.

## 2.5. Lessons Learnt

The implementation and review of the 2013-2017 Strategic Plan and the subsequent gap analysis yielded several lessons, which are discussed below.

### Importance of teamwork

Kenya Law's mandate can only be 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. 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.

### Creation of Service Level Agreements (SLAs)

There is need to improve on the organization's ability to provide timely and accurate legal information. This is essential for the effective delivery of the constitutional mandates of the Judiciary and the Office of the Attorney General who are critical stakeholders in the execution of Kenya Law's strategic plan. The creation of service level agreements between Kenya Law and essential partners such as the Judiciary, the Office of the Attorney General, the Government Printer and Parliament will create a better understanding and coordination of activities between the public offices and enhance inter alia, prompt reporting, verification, clarification and rectification of legal information, concomitantly raising the bar of efficiency and effectiveness.

### 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.

### **Recruitment of additional staff**

There is need to recruit additional members of staff to achieve optimal staff establishment to enhance organizational effectiveness and efficiency.

### **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-tasking and hence alleviate the severe challenge of inadequate human resource.

### **Importance of Succession Planning**

The organization should continue to strengthen succession-planning systems so as to ensure that organizational activities are not negatively affected when there are staff exits. This is especially critical considering the young age profile of the employees (making them highly mobile) and the very technical nature of the core mandate of the organization.

### **Efficient Monitoring, Evaluation and Reporting System**

There is need to regularly undertake a review of the Strategic Plan, monitor its implementation and report on any variances during the plan period.

### **Importance of a Performance Management System**

There is need to track and report on the efficiency and productivity of staff at all levels of the organization. The Performance Management System will allow the organization to track implementation of Strategic activities across the organization.

### **Stakeholder Management**

There is need to continually engage development partners and other stakeholders for financial and technical assistance.

## **2.6. SWOT Analysis**

In developing this Plan, an extensive situation analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT) was conducted. 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.

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 2 - SWOT Analysis**

STRENGTHS	OPPORTUNITIES
<p>Legal mandate Kenya Law is established by an Act of</p> <p>Parliament which legitimizes its operations as the official law reporting institution in Kenya and as such enjoys near monopoly status.</p> <p>Governance and leadership</p> <ol style="list-style-type: none"> <li>Kenya Law has a proactive and accessible Council</li> <li>Kenya Law has a well-trained Council with diverse skillset and sectorial representation</li> <li>Well-established internal governance structures and an enabling governance framework</li> <li>Progressive leadership</li> </ol> <p>Strong workforce –</p> <ol style="list-style-type: none"> <li>Kenya Law enjoys progressive leadership from a well trained and experienced management team committed to building a leading and sustainable institution</li> <li>Kenya Law has a competent, motivated and committed workforce committed to team work and cross cutting synergies that enable Kenya Law to execute its mandate efficiently and effectively.</li> <li>Kenya Law is committed to enhanced employee welfare and motivation by embedding through staff welfare scheme, performance appraisal among other initiatives</li> </ol> <p>Strong brand</p> <ol style="list-style-type: none"> <li>Kenya law publishes the official Law Reports for Kenya and is the sole custodian of public legal information in the country</li> <li>Kenya Law has a revamped, visible and valuable strong brand “Kenya Law” that has international reach and global appeal</li> <li>Kenya Law has inspired creativity and innovativeness that support seamless workflow processes, novel products and organization effectiveness leading to enhanced brand visibility and organizational sustainability.</li> </ol> <p>Strong stakeholder relationship Kenya Law enjoys good relationship and strong partnerships with key stakeholders that enhances its capacity to mobilize resources from government and alternative sources</p> <p>Excellence and leadership in Technology Kenya Law has embraced modern and relevant ICT technologies leading to efficiency and effectiveness in service delivery.</p>	<p>New and value-added mainstream products</p> <ol style="list-style-type: none"> <li>Opportunity in collaborating with stakeholders to print single statutes</li> <li>Development of e-publications as demanded by clients</li> <li>Specialized reports for specialized sectors</li> <li>Opportunities presented by devolution for Kenya Law to publish laws and policies passed by county assemblies</li> </ol> <p>This will enhance Kenya Law’s brand visibility and revenue streams resulting in institutional stability.</p> <p>Big Four Agenda Kenya’s revamped social economic agenda as articulated by “The Big Four Agenda” provides very specific opportunities for Kenya Law to participate in its implementation by publication of informational booklets on relevant laws and judicial decisions towards the implementation of The Big Four Agenda.</p> <p>Regional integration</p> <ol style="list-style-type: none"> <li>The ongoing regional integration efforts will bring to fore new laws, policies and administrative frameworks aimed at operationalizing the regional economic block.</li> <li>This will provide Kenya Law with a direct opportunity for law reporting. Regional integration will also allow for inter jurisdictional collaborations on regional reporting.</li> </ol> <p>Technology and business practices</p> <ol style="list-style-type: none"> <li>Current and emerging technologies that could lead to efficiency in development of Kenya Law products and services.</li> <li>Kenya Law could also leverage on cost cutting opportunities through outsourcing of non-core functions. Goodwill and support from stakeholders</li> </ol> <p>Unique product offering Kenya Law has a unique product with a ready and wide market that needs minimal commercial advertising. As such Kenya Law could maximize the use of social media to market Kenya Law products and services</p> <p>Low legal awareness/literacy and rapidly changing judicial/ legal environment There is a low level of constitutional awareness on socio-economic rights and legal literacy which creates an opportunity for Kenya Law to specialize in thematic publications</p>

**Table 2 - SWOT Analysis**

WEAKNESS	THREATS
<p>Lack of Funding Sustainability</p> <ul style="list-style-type: none"> <li>i. Inadequate funding leads to gaps in strategy implementation and weakens service delivery</li> <li>ii. Low appropriations in aid (A-in-A) could adversely affect the delivery of the plan</li> </ul> <p>Inadequate human resources and limiting organizational structure</p> <ul style="list-style-type: none"> <li>i. The amount of legal/judicial information to be published has been increasing with the increase in court stations.</li> <li>ii. The need for timely information strains Kenya Law's service delivery.</li> </ul> <p>Lack of a quality management system Kenya Law is yet to adopt a quality control framework. This may affect the quality of processes, products and services. Lack of approved organizational policies in some departments may result in inefficiency.</p> <p>Limited information repository</p> <ul style="list-style-type: none"> <li>i. There is limited storage for information held and Kenya Law lacks offsite backup facilities</li> <li>ii. Inadequacy of an ICT knowledge management framework</li> </ul> <p>These could significantly affect business recovery in case of critical data loss or crystallization of catastrophic risks.</p> <p>Printing costs</p> <ul style="list-style-type: none"> <li>i. The financial and ecological cost of print publications is too high compared to accessing the information freely online.</li> <li>ii. Timely updating of online content versus the delay in production of print publications</li> </ul>	<p>Sector policy and structural changes</p> <ul style="list-style-type: none"> <li>i. Government policies that preclude a responsive organizational structure to organizational mandate</li> <li>ii. Reforms within the public sector such proposed merger of various SAGAs as well as changes in statute/law repositioning state agencies may affect Kenya Law's strategic direction and operations.</li> </ul> <p>Legal Literacy Kenya has low levels of legal literacy which limits access to the technical legal/judicial information disseminated by Kenya Law as well as public participation. The adverse effects of the low legal literacy levels are further accentuated by a poor reading/knowledge sharing culture.</p> <p>Reporting by independent media Independent media players who do not need to verify and quality check their information have the capability to go to press much faster with free information that the public does not need to pay for. They are also able to package their information in audio-video and other more appealing formats and disseminate it through multiple channels much faster than Kenya Law</p> <p>Copyright infringement and unauthorized alteration of information Since Kenya Law disseminates material on-line in editable format there is a high likelihood of copyright infringement and counterfeiting. Distortion/tampering of information downloaded by the public from the website is a threat to the credibility of Kenya Law and its products.</p> <p>Political social and economic risk Threat of Political, social, economic instability that would negatively affect the ability of Kenya Law to carry out its mandate.</p> <p>Access to technology Low technological knowledge can affect the accessibility of Kenya Law's public legal information by the citizenry</p> <p>Declining demand for print publications</p>

## **2.7. Linkage of Kenya Laws mandate to National and Regional Policy Documents and Statutes**

Kenya Law's mandate is to provide access to public legal information so as to have an enlightened society. This role is central to Kenya's common law system which relies on case law and statute as a basis for decision making. Kenya Law plays a critical role in the justice and legal sector by tracking and reporting Kenya's jurisprudence and providing updated legislation, both of which are important tools for ensuring the proper functioning of the governance and justice sector.

The mandate is anchored on the National Council for Law Reporting Act. In exercise of this mandate the institution works closely with the Judiciary, the Office of the Attorney General and Department of Justice, and other government agencies. There is need therefore to align its activities with these entities.

Kenya Law must like all institutions and persons align its activities with the Constitution and statutes. It must also align its Strategy to Kenya's development Agenda as embodied in the Kenya Vision 2030, Government circulars and policy documents.

This section provides an overview of the linkage of Kenya Law with National, Regional policy documents and Statutes.

### **2.7.1. Alignment of Kenya Law's mandate to the Constitution**

The Constitution of Kenya introduced several major changes to the structures and systems of governance in the country. Among them were a tenured judiciary and bicameral legislative house, and devolved county governments. Chapter Eleven of the Constitution created a two-tier system of government consisting of the national and county governments. Kenya Law is expected to play a significant role in providing legal information emerging from the national and county governments.

This has expanded Kenya Law's mandate to revise, consolidate and publish the Laws of Kenya both at the National Assembly level as well as the 47 County Assemblies. Kenya Law's core mandate is the preparation and publication of law reports containing judgments, rulings and opinions of the superior courts of record. The establishment of the Supreme Court, and the establishment of the Environment and Land Court and the Employment and Labour Relations Court both having the status of High Courts has made significant changes in Kenya Laws' operations.

Under Article 2(5) (6) of the Constitution, general rules of international law, treaties and conventions ratified by Kenya forms part of the Law of Kenya. Kenya Law is therefore required, through engagements with stakeholders, to take up the task of publishing those international laws, treaties and conventions.

In Article 7(2) Kiswahili is one of the country's official languages necessitating translation of Kenya Law's products into Kiswahili. Kenya Law will therefore work towards the translation of its products into Kiswahili. The right to information is recognized and codified under Article 35 which provides for access to public information by citizens. Towards this, Kenya Law will facilitate the provision of public legal information through diverse media to reach a wider audience, both locally and internationally. This will assist in actualizing the access to justice by the citizenry of the Country.

Articles 10 and 232 on National Values and Principles, and Values and Principles of the Public Service respectively will have a significant impact on Kenya Law.

In addition, the Constitution has established new and enhanced legal frameworks on public finance and public procurement processes. These have a significant impact on Kenya Law's operations.

Under Article 159 of the Constitution, the mandate of the Judiciary has been considerably expanded as



the Constitution now vests judicial authority over all courts and tribunals in the country in the Judiciary. Kenya has approximately 50 tribunals and by March 2018, the transition of tribunals to the Judiciary had picked up momentum with 20 of them operationally run from the Judiciary. Kenya Law is expected to be the primary source of public legal information including decisions from subordinate courts and tribunals.

## **2.7.2. Alignment of Kenya law's Mandate to Kenya's development agenda**

Kenya's Vision 2030 is the long-term development blueprint for the country and is motivated by a collective aspiration for a better society by the year 2030. The socio-economic development agenda which aims to make Kenya a newly industrializing upper middle-income country providing a high-quality life to all citizens by 2030 significantly informed the development of this Strategic Plan.

This national development blue print provides for transparency and accountability as key principles in service delivery. By providing access to updated and revised laws as well as judicial decisions from all the courts of record in Kenya, Kenya Law contributes towards the implementation of the country's Vision. The publication of this public legal information inculcates a culture of compliance with legislation. Kenya Law has a critical role to play in the attainment of Vision 2030 as it facilitates the knowledge and information required to enhance social justice and adherence to the rule of law necessary to deliver on the four key pillars.

Building on the progress made so far and with the aim of accelerating industrialization and further transforming the lives of Kenyans, the Government has prioritized policy objectives that will lead to faster growth of the economy under "The Big Four" Agenda.

By effectively executing its mandate, Kenya Law will contribute to the building of a just and cohesive society which will have overarching effect of ensuring a functional democracy and economic growth all of which will contribute to the rapid realization of the "The Big Four" agenda. The effective functioning of society and more so the judicial system is not just part of but rather at the heart of development. Access to public legal information is a key strategic pillar of Kenya Law's 2018-2022 Strategic Plan. We live in the information age where information is quickly becoming the most valuable asset for any organization. Kenya Law will therefore take the role of a facilitator of the Big Four Agenda.

For the governments (central and devolved), MDAs, SAGAS, other public sector organizations and institutions as well as private sector corporations to work cohesively and synergistically towards the implementation of their mandates and towards the implementation of the national development agenda, Kenya Law will have to strive continuously to improve its information processing and dissemination systems to ensure that the government and public have access to timely legal information.

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.

## **2.7.3. Alignment of Kenya Law's mandate with the Judiciary**

The Judiciary Strategic Plan document, Sustaining Judiciary Transformation (SJT) 2017-2021 has laid the roadmap for an ambitious transformation agenda by focusing on 6 key objectives; enhancing access to justice; clearance of case backlog, challenge of integrity, institutional mechanism, Judiciary digital strategy and leadership and governance. Kenya Law will continue, in this strategic planning period, to work with the Judiciary and to undertake activities of mutual co-operation and collaboration. Secondly, in the formulation of this Strategic Plan, Kenya Law has taken into consideration the framework of the SJT and considered its key focus areas and the activities to be in tandem with those of the Judiciary.



Under the SJT the Judiciary is focused on enhancing access to justice. Similarly, Kenya Law will actively seek to enhance access to its products and services, which ensure that all persons (able and differently abled) are able to access public legal information. Information will also be published in simplified formats, both in Kiswahili and English. Kenya Law will continue monitoring and reporting on the development of jurisprudence from the superior courts of record.

#### ***2.7.4. Alignment of Kenya Law's mandate with the Office of the Attorney General and Department of Justice (OAG & DoJ)***

Kenya Law's systems, policies and frameworks will to the largest extent possible be benchmarked, harmonized and aligned with OAG & DoJ processes systems and activities to ensure the successful implementation of this Strategic Plan. This synchronisation will enhance synergy between OAG & DoJ and Kenya Law efforts, which will ensure efficiency, effectiveness and economical implementation of the SP.

The OAG & DoJ Strategic Plan, sets out 13 thematic areas including constitutional implementation and devolution, rule of law and protection of public interest, provision of legal services to the public and the government, promotion fulfilment and protection of human rights, legal aid and access to justice and co-ordination of GJLOS sector reforms.

Kenya Law's mandate of ensuring accessible public legal information will complement and facilitate the actualization OAG & DoJ's mandate.

#### ***2.7.5. Alignment of Kenya Law's mandate with the SDGs***

Kenya Law will within the allowable limits of the law, adhering to the spirit rather than the letter of the law, embrace and espouse the relevant aspects of the SDGs. Kenya Law's mandate is directly within the purview of SDG 16 "Peace and Justice Strong Institutions" that seeks to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

By providing universal access to public legal information through monitoring and reporting on the development of jurisprudence, Kenya Law will promote the rule of law by enhancing the sustainable realization of SDG 16.10 (Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements). As such the implementation of this Strategic Plan will derive knowledge from the SDG's and enhance chances of realization of the SDGs.

#### ***2.7.6. Alignment of the mandate to Regional statutes***

Kenya is a signatory to various regional treaties and is bound by various regional laws which form part of the Laws of Kenya. International treaties ratified by Kenya form part of the Law by dint of Article 2 (6) of the Constitution. Certain foreign judgments and arbitral awards are recognized and enforceable in Kenya under the Foreign Judgments (Reciprocal Enforcement) Act. International judicial decisions serve as direct sources for jurisprudential reporting by Kenya Law. Kenya Law will therefore work with regional and international bodies to enhance accessibility to these Laws and treaties.

#### ***2.7.7. Alignment of the mandate to other policy documents and statutes***

Kenya Law will continuously review its practices and policies to ensure conformity with relevant Government Circulars and policy documents.



### 3. Strategic Model

#### 3.1. Vision

To be the lead provider of public legal information towards an enlightened society.

#### 3.2. 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.

#### 3.3. Core Values

The following core values (Table 3) are considered by Kenya Law as the guiding principles for its operations:

**Table 3 – Core Values**

Value	Descriptor
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.
Professionalism	Kenya Law's will apply the highest levels of knowledge, skills, competencies and ethical values in the execution of its mandate.
Transparency and Accountability	Kenya Law shall be transparent and accountable in its operations and shall accept responsibility for the diverse roles, obligations, and performance of its staff.
Innovation and creativity	Kenya Law will continuously invest in novel products, process and methods in service of humanity, in the interest of justice and utmost care for mother nature 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
Reliability	Kenya Law will be a trusted and dependable curator of updated and relevant universally accessible public legal information;
Citizen/Customer Focus	Kenya Law shall discharge its mandate with a clear understanding that all sovereign power belongs to the people of Kenya and will therefore consider the needs of citizens in decision making and service delivery.

## **Creating Shared Value Statement**

Cognizant of our role in the advancement of justice and jurisprudence in society, we commit to care for each other and for the environment. Our processes, services and products will be aligned to the attainment of positive judicial, social and ecological outcomes.

## **Quality Policy**

Kenya Law is committed to Law Reporting and Law Revision by providing accessible, accurate and timely publication of public legal information for an informed society. In pursuit of this commitment, a new Quality Management System based on ISO 9001:2015 shall be implemented by Kenya Law as it strives to achieve the highest standards of quality and continually improve its effectiveness. To ensure sustainability, the established quality objectives and policies shall be reviewed on an annual basis.

## **3.4. Strategic Themes**

Kenya Law's Strategic Plan 2018-2022 is informed by the Constitution of Kenya, the National Council for Law Reporting Act, the Montreal Declaration on Free Access to Law, the Big Four Agenda, the Kenya Vision 2030, the SDGs, the Sustaining Judiciary Transformation Framework of 2017-2021 and the Office of the Attorney General and Department of Justice Strategic Plan 2013–2017. The strategic plan learns and borrows significantly from the current OAG & DoJ strategic plan and its successful implementation will rely heavily on joint initiatives between Kenya Law, OAG & DoJ and the Judiciary.

This Strategic Plan has been precisely crafted and documented with exhaustive thematic pillars that yield SMART objectives which in turn have been cascaded into clearly implementable activities. The implementation of the proposed strategies will enhance Kenya Law's institutional capacity creating cross synergies and capabilities for dealing with risks to ensure that corporate objectives are realized. The implementation matrix provides the framework through which the strategic objectives will be achieved. Each department will actualize the strategic objectives and implementation matrix by developing annual operational plans that are aligned to the strategic themes. All the activities have been costed to inform the resource mobilization plan in a bid to ensure successful implementation. Internally generated funds and support from partners will be the principal sources of finance for these activities.

Cost saving measures will be instituted to ensure prudent use of Kenya Law's resources. Should Kenya Law encounter unforeseen resource scarcity the Management will institute austerity measures aimed at ensuring that critical activities are implemented to support realization of the strategic objectives. Progressive monitoring will be done on a regular basis informed by the measurable indicators set out in the implementation matrix and the M & E framework in this Strategic Plan.

Quarterly and Annual Monitoring and Evaluation reports from all departments will be submitted to the top Management and the Council through the M&E Committee comprising of heads of departments.

As a key assumption in the planning process, this Plan acknowledges that the operational environment is dynamic and as such the ground beneath Kenya Law will shift from time to time. Consequently, Kenya Law will have to continuously reinvent itself to adapt to the changes. The support of key stakeholders at all levels is imperative as the organization strives to ensure efficient operations through rationalization of resource utilization and automation of processes.

During the Plan period, the three strategic themes that Kenya Law will focus on are:

- i. Access to public legal information
- ii. Organizational sustainability
- iii. Corporate identity and visibility

Arising from the above strategic themes and the strategic issues that need to be addressed in each thematic area, the following objectives will be pursued by Kenya Law:

- i. To continuously improve systems for generating and disseminating public legal information.
- ii. To review and develop appropriate policies, guidelines and legislation for achieving institutional mandates.
- iii. To enhance the capacity of the institution to discharge its mandate through provision and management of human, infrastructural and ICT resources.
- iv. To create an institutional brand that enhances the visibility of the products and services of the organization.

Focusing on the three Strategic Themes, Kenya Law will endeavor to achieve results through the implementation of objectives, strategies and activities as set out in Table 4.

**Table 4 - Strategies**

Theme	Objective	Strategies
Access to public legal information	To acquire and implement systems to effectively and efficiently generate and disseminate all received public legal information by 2022;	<ol style="list-style-type: none"> <li>i. Acquire and implement robust systems for access to public legal information by 2022</li> <li>ii. Ensure timely and accurate reporting of judicial decisions from superior courts of record on a continuous basis;</li> <li>iii. To publish the Laws of Kenya.</li> <li>iv. To publish other related legal publications</li> <li>v. To publish decisions emanating from subordinate courts and Tribunals</li> <li>vi. To leverage partnerships in the generation and dissemination of public legal information.</li> <li>vii. To maintain a digital archive and library of key legal resource documents</li> <li>viii. Ensure all public legal information is universally accessible.</li> </ol>

**Table 4 - Strategies**

Theme	Objective	Strategies
Organizational sustainability.	To enhance institutional capacity for sustainable growth and development	<ul style="list-style-type: none"> <li>i. To ensure that Kenya Law has an adequate, competent and motivated workforce</li> <li>i. To enhance resource mobilization and ensure prudent financial management</li> <li>ii. To continuously transform and improve operational efficiency by the application of new technologies</li> <li>iii. To Institutionalize an Organizational Quality Management System (QMS)</li> <li>iv. Enhance organizational performance by adopting a performance management</li> </ul>
	To enhance good corporate governance practices	<ul style="list-style-type: none"> <li>i. To promote good governance, transparency and accountability</li> <li>ii. To strengthen the institutional audit and risk management framework</li> </ul>
Corporate Identity and Brand Visibility	To continuously enhance the corporate identity and brand visibility	<ul style="list-style-type: none"> <li>i. To enhance brand visibility</li> <li>ii. To enhance institutional brand identity</li> <li>iii. To enhance customer satisfaction</li> </ul>

**Table 5****STRATEGIC THEME 1: ACCESS TO PUBLIC LEGAL INFORMATION**

STRATEGY	ACTIVITY	EXPECTED OUTPUT	Expected Outcome	Responsibility	Time Frame
Strategic Objective 1: To acquire and implement systems to efficiently and effectively generate and disseminate all received public legal information by 2022					
Acquire and implement robust systems for universal access to public legal information by 2022	Acquire and implement a system for publishing judicial decisions	Case Law Database	Timely access to judicial decisions	Law Reporting/ICT	2022
	Acquire and implement a system for publishing the Laws of Kenya	Laws of Kenya database (Online Editor)	Timely access to Laws of Kenya	LoK/ICT	2022
	Continuously upgrade existing systems to include additional functionalities	Enhanced ICT systems	Enhanced functionality of ICT systems	ICT	2022
	Develop and implement an online repository system	Online repository	Universal access to other public legal information	R&D/ICT	2022
Ensure timely and accurate reporting of judicial decisions on a continuous basis	Ensure that all judicial decisions received are uploaded on the website	Judicial decisions available online	Timely access to judicial decisions	Law Reporting	48 hours
	Publish decisions emanating from subordinate courts and Tribunals	Judicial decisions available online	Timely access to judicial decisions	Law Reporting	14 days
	Publish all collected Cause lists from Court Stations in Kenya upon receipts	Uploaded Cause lists	Timely access to Cause Lists	Law Reporting	24 hours
	Ensure that precedent setting judicial opinions are selected, edited and published	Precedent setting judicial opinions published	Timely publication of precedent setting judicial opinions	Law Reporting	14 days
	Ensure compilation of the weekly newsletter	Weekly newsletter	Timely case updates	Law Reporting	7 days

# STRATEGIC PLAN 2018-2022

## STRATEGIC THEME 1: ACCESS TO PUBLIC LEGAL INFORMATION

STRATEGY	ACTIVITY	EXPECTED OUTPUT	Expected Outcome	Responsibility	Time Frame
	Monitoring collection of all judgments issued	Monitoring system	Receipt of all decisions of the superior courts	Law Reporting	Monthly
	Preparation and publication of the Kenya Law Reports	Published Kenya Law reports	Enhanced administration of justice through monitoring and tracking of Kenya's jurisprudence	Law Reporting	Annually
	Preparation and publication of the specialized Kenya Law Reports	Published specialized Kenya Law Reports	Enhanced administration of justice through monitoring and tracking of Kenya's jurisprudence	Law Reporting	Biennially
	Preparation and publication of the consolidated index	Published consolidated index	Enhanced administration of justice through monitoring and tracking of Kenya's jurisprudence	Law Reporting	Biennially
To review, update and consolidate the Laws of Kenya	Ensure all received legislation is uploaded to the website	Legislation available online	Timely access to legislation	LOK	48 hours
	Ensure revision and consolidation of the Laws of Kenya upon receipt of relevant amendments	Updated legislation available online	Timely access to updated legislation	LOK	14 days
	Preparation and publication of the Annual Supplement	Annual Supplement	Access to updated legislation	LoK	Annually
	Preparation and publication of Service Issues	Published service issues	Updated Laws of Kenya Volumes	LoK	Annually
	Publication of the Laws of Kenya Volumes on sectoral areas	Published Laws on sectoral areas	Access to updated legislation on sectoral areas	LoK	Annually

## STRATEGIC THEME 1: ACCESS TO PUBLIC LEGAL INFORMATION

STRATEGY	ACTIVITY	EXPECTED OUTPUT	Expected Outcome	Responsibility	Time Frame
To publish other related legal publications	Preparation and publication of the Kenya Law Review Journal	Published Law Review Journals	Enhanced legal research	R&D	Annually
	Preparation and publication of Specialized Digests	Published Specialized Digests	Access to specialized legal information	R&D/Law Reporting	Annually
	Preparation and publication of the Bench Bulletins	Published Bench Bulletins	Access to and tracking of jurisprudence	R&D	Quarterly
	To review and revise Service Level Agreements (SLA's) with internal and external stakeholders	Reviewed SLA's	Improved stakeholder engagement	SQAPE/Law Reporting/LoK/SMCC	Bienially
To maintain a digital archive and library of key legal documents	To ensure all other legal information received is uploaded	Updated legal information	Timely access to legal information	R&D	14 days
Ensure all public legal information is universally accessible	Review and implementation of the universal accessibility guidelines	Universally accessible systems	Universally accessible public legal information	ICT	Annually

# STRATEGIC PLAN 2018-2022

## STRATEGIC THEME 2: ORGANIZATIONAL SUSTAINABILITY

STRATEGY	ACTIVITY	EXPECTED OUTPUT	Expected Outcome	Responsibility	Time Frame
Strategic Objective 1: To enhance institutional capacity for sustainable growth and development Strategic Objective 2: To review and develop all appropriate policies, guidelines and legislation for achieving institutional mandate Strategic Objective 3: To enhance good Corporate Governance practices					
Strategic Objective 1: To enhance institutional capacity for sustainable growth and development					
To ensure that Kenya Law has an adequate, competent and motivated workforce	To ensure optimal staffing levels with the required competencies	Human Resource Work plan	Optimal staffing levels	HR and Admin	Annually
	To implement and continuously review the Performance Appraisal System (PAS)	Updated Performance appraisal system	Optimal Performance	HR and Admin	Annually
	To promote staff training, learning and development	Organizational learning and development plans	Continuous learning and development	HR and Admin	Annually
	To enhance systems for recruitment and retention of staff	Effective staff recruitment and retention system	Optimal and motivated workforce	HR and Admin	Annually
	To promote work life balance and employee wellness in the organization	Employee wellness plans	Culture that supports work life balance and employee wellness	HR and Admin	Annually
	To promote a safe work environment	Organizational safety and health system	A safe work environment	HR and Admin	Quarterly
	To enhance systems for employee engagement	Employee engagement plan/ systems	Engaged and productive employees	HR and Admin	Annually
	To acquire and improve organizational infrastructure and other assets	Capital expenditure budgets developed	Adequate assets and facilities	HR and Admin/ Finance	Annually
	Acquisition of office premises	Budgetary provision for office premises	Adequate office space	HR & Admin	2022



## STRATEGIC THEME 2: ORGANIZATIONAL SUSTAINABILITY

STRATEGY	ACTIVITY	EXPECTED OUTPUT	Expected Outcome	Responsibility	Time Frame
To enhance resource mobilization and prudent financial management	To develop and implement integrated budgeting and resource mobilization mechanisms	Yearly budgets, annual work plans, itemized budgets & procurement plans  Resource mobilization plans	Adequate financial resources	Finance	Annually
	To implement a consolidated annual procurement plan	Annual procurement plan	Compliance with the procurement laws and timely and efficient procurement of goods and services	Procurement	Annually
	To employ prudent use of resources and put in place cost saving measures	Management accounts	Prudent financial management	Finance	Annually
	To increase revenue streams from products and services	Sales and debt recovery plan	Increased revenue	SMCC	Annually
	To prepare IPSAs compliant financial statements	Financial statements/reports	Timely financial statements and reports	Finance	Quarterly /Annually
	To facilitate audit of financial systems and statements	Audited financial statements	Accountability and transparent reporting	Finance	Annually
To continuously transform and improve operational efficiency by the application of new technologies	To acquire ICT infrastructure and equipment	ICT acquisition plan	Efficient ICT systems	ICT	Annually
	Automation of internal work processes	Automation plan	Automated processes	ICT	Annually
	To acquire and develop specialized ICT software applications	ICT development/acquisition plan	Software applications	ICT	Annually
	To ensure reliability and efficiency of ICT infrastructure and equipment	Annual maintenance plan	Reliable and efficient ICT infrastructure and equipment	ICT	Annually

# STRATEGIC PLAN 2018-2022

## STRATEGIC THEME 2: ORGANIZATIONAL SUSTAINABILITY

STRATEGY	ACTIVITY	EXPECTED OUTPUT	Expected Outcome	Responsibility	Time Frame
	To ensure business continuity in the event of a disaster	Business continuity and disaster recovery plan  Annual review of Business continuity and disaster recovery plan	Business continuity	ICT	Annually
Institutionalize an organizational Quality Management System	To develop and implement a QMS	Organizational Quality Management System	Improved process efficiency and product quality	SQAPE	2022
Enhance organization performance management through annual organizational performance reviews	To enhance the organizational performance management plan	Organizational performance management system	Improved organizational performance	SQAPE	Annually
Strategic Objective 2: To review and develop all appropriate policies, guidelines and legislation for achieving institutional mandate					
To establish robust and facilitative policy and legal frameworks for the organization	To review departmental policies and guidelines for achieving institutional mandates	Reviewed and updated institutional policies and guidelines	Effective policies and guidelines	Editor/CEO	Annually
	To review and propose amendments to the National Council for Law Reporting Act for implementing institutional mandate	Amended draft Act	Revised Act	Editor/CEO	2022
	To make proposals for review of any other legislation that has an impact on institutional mandate	Amended draft legislation	Revised legislation	Editor/CEO	

## STRATEGIC THEME 2: ORGANIZATIONAL SUSTAINABILITY

STRATEGY	ACTIVITY	EXPECTED OUTPUT	Expected Outcome	Responsibility	Time Frame
Strategic Objective 3: To enhance good Corporate Governance practices					
To enhance good Corporate Governance practices	To undertake legal and corporate governance audits	Governance performance report and action plan	Legal compliance and good corporate governance practices	Secretary	Biennial
	To enhance engagement with the Council	A Council engagement plan	Enhanced oversight and governance	Secretary	Annually
	Ensure implementation and monitoring of the Strategic Plan.	Annual work plan review reports.	Effective implementation of the Strategic Plan	SQAPE	Annually/Mid term/End term
	Undertake mid-term and terminal review of Strategic Plan	M&E Reports			
	Development, review and monitoring of the organizational legal commitments.	Legal advice and management	Enhanced legal framework	Secretary	Annually
To Enhance the institutional audit and risk framework	To develop and implement Internal Audit Plans	Internal Audit Plans	Enhanced systems of internal controls and operations	Internal Audit	Annually
	Risk assurance	Continuous risk assessment and mitigation plans	Monitoring and control of risks	Internal Audit	Annually

## STRATEGIC THEME 3: CORPORATE IDENTITY AND BRAND VISIBILITY

STRATEGY	ACTIVITY	EXPECTED OUTPUT	Expected Outcome	Responsibility	Time Frame
Strategic Objective 1: To continuously enhance the corporate identity and brand visibility					
To enhance brand visibility	Develop and implement an annual marketing and communication Strategy	Marketing & communication Strategy	Enhanced visibility of the brand, products and services	SMCC	2020
	Develop, implement and review a stakeholder engagement strategy	Stakeholder engagement strategy	Enhanced stakeholder engagement	SMCC/SQAPE	Biennially
	To develop and implement the organizational CSR strategy	CSR Strategy	Enhanced public engagement and brand visibility	SMCC	Annually
Enhance institutional brand identity	Review and implement the Kenya Law brand guide	Updated brand guide	Consistent brand identity across all organizational documents, products and services	SMCC	Biennially
Enhance customer satisfaction	Implement a customer relationship management system	Customer relationship management system	Enhanced customer satisfaction	SMCC	2022
	Undertake customer satisfaction surveys	Customer satisfaction survey index	Gauge customer satisfaction levels	SMCC	Biennially

### 3.5. Key Results Areas

The following are the key performance indicators for the three strategic themes from the contextual analysis.

#### **Strategic theme one: Access to public legal information**

The key performance indicators for access to public legal information are:

- i. Robust systems for access to public legal information.
- ii. Continuous improvement of systems for universal access to public legal information.
- iii. Quality products and services.
- iv. Innovation and creativity.
- v. Timely and accurate reporting of public legal information.
- vi. Partnership in generation and dissemination of information.

#### **Strategic theme two: Organizational sustainability**

Key performance indicators with regard to organizational sustainability are:

- i. Motivated and competent workforce.
- ii. Effective leadership, good governance, transparency and accountability.
- iii. Effective organization structure and well-defined work-flow processes.
- iv. Business continuity planning.
- v. Teamwork, open and effective communication.
- vi. Resource mobilization and prudent financial management.
- vii. Operational efficiency through adoption of new technologies.
- viii. Performance management framework.
- ix. Robust and facilitative policies and legal frameworks.

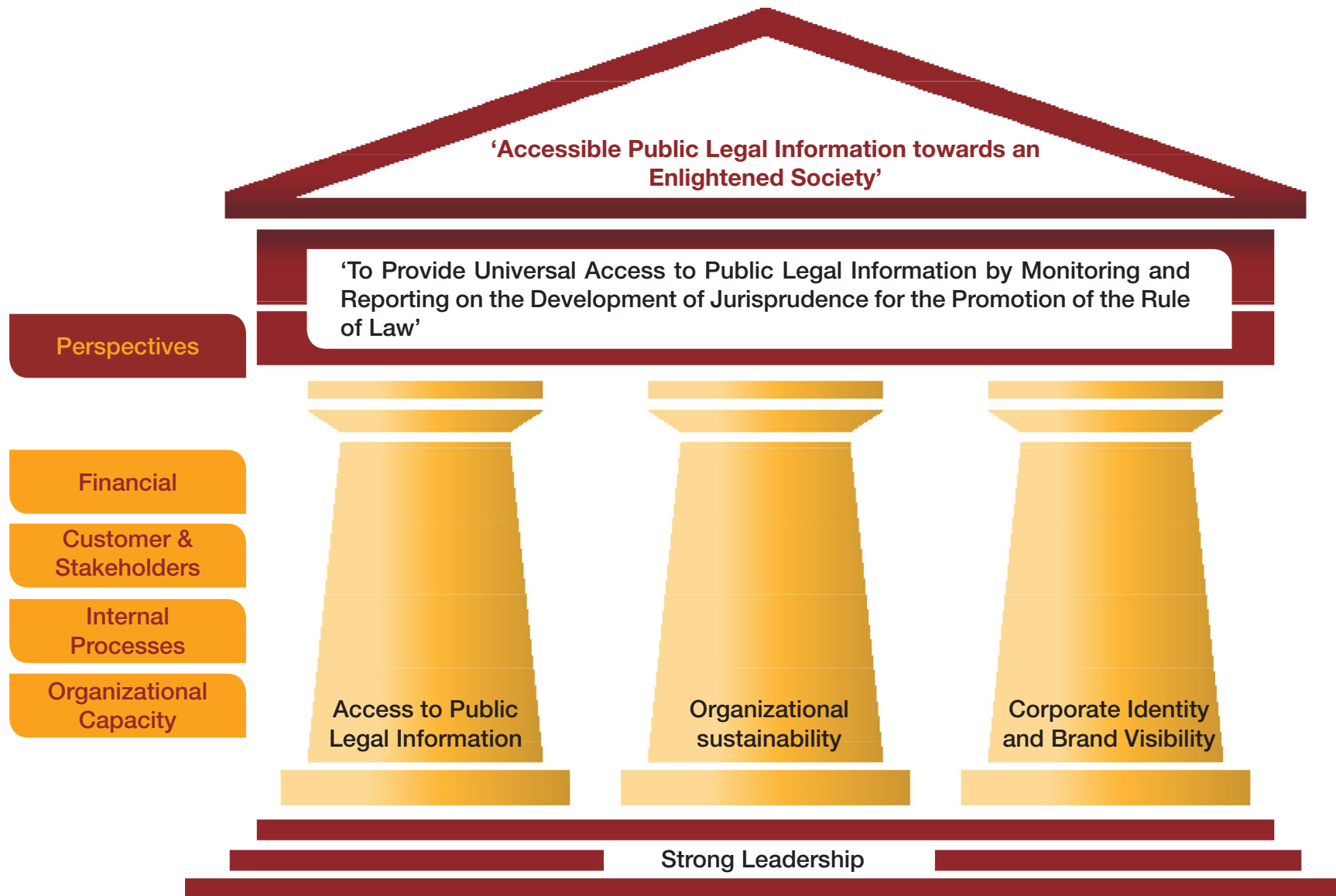
#### **Strategic theme three: Corporate identity and visibility**

The key performance indicators identified by Kenya Law for corporate identity and visibility are;

- i. Consistent brand identity and visibility.
- ii. Marketing communication plan.
- iii. Stakeholder management strategy.
- iv. Customer relationship management system.
- v. CSR strategy.

### 3.6. Kenya Law Balanced Score Card (BSC) Framework

Figure 1 showcases the use of both financial and non-financial resources towards the implementation of the Strategic Plan as well as their linkages to the organizations vision and mission.



## 4. Implementation Framework

This chapter presents an implementation mechanism and coordination framework for effective implementation and coordination of the Strategic Plan. It acknowledges the role of Kenya Law's organizational structure, stakeholders and the general public in its execution. The implementation plan and approach is citizen-centric and anchored in Kenya Law's ethos and core values of integrity, professionalism, transparency, accountability, innovation and creativity. This chapter details the institutional structure, which provides strategy implementation coordination mechanism guided by the Vision, Mission and Core Values.

### 4.1. Strategic Plan Implementation Approaches

This section presents an implementation mechanism and coordination framework for effective implementation and coordination of the Strategic Plan. It acknowledges the role of Kenya Law's organizational structure, stakeholders and the general public in the execution of its mandate. Innovation, team spirit and professionalism are key drivers in the implementation of this Plan. The strategy implementation and coordination mechanism will include four approaches: phasing and sequencing, performance management framework, implementation management structure and implementation framework.

### 4.2. 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 organizational Annual Work Plans will be actualized by the Departmental Work Plans, which will in turn be cascaded through the assignment of specific roles and responsibilities to individual members of staff. This approach will enhance performance management at individual, departmental and organizational levels.

### 4.3. 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 a reward and sanction scheme. 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 all of Kenya Law's programmes.

### 4.4. Organizational Structure

In line with its core business, Kenya Law has an organizational structure that seeks to facilitate effective delegation, management processes and information flow. The organizational structure has also considered lessons learnt so far, the mandate of Kenya Law and its core business. The current structure provides for the National Council for Law Reporting ("the Council"), as the highest governance organ with a management team and staff led by the Editor/CEO. The structure further divides the running of the institution into the technical departments (Law Reporting, Laws of Kenya and Research and Development) headed by



a Senior Assistant Editor, and the Operational departments (HR and Admin, Finance, Procurement, Information Communication Technology, Strategy Quality Assurance Performance Evaluation and the Sales, Marketing & Customer Care) headed by a Secretary.

*Appendix 1 at the end of this Plan shows Kenya Law's organizational structure.*

#### **4.5. Management Structure**

The management team shall coordinate implementation of the Plan and make progress reports on a quarterly basis. Heads of departments and sections will take responsibility within their functional areas. The implementation of the Strategic Plan will comply with the organizational performance management framework. The Editor with the support of Management 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.

#### **4.6. The Role of Departments in Implementation of the Strategic Plan**

The main tasks of all departments at Kenya Law are stipulated in their individual departmental operational frameworks. All these individual departmental roles are key in ensuring that Kenya Law meets its overall mandate and as such the direct role of all departments in the implementation of the Strategic Plan.

##### **i. Law Reporting Department**

The department is focal to the realization of Kenya Law's mandate by monitoring and reporting on the development of jurisprudence. To this end, the department will directly support the implementation of the Plan by reviewing and analyzing judicial opinions so as to report those that contribute to the development of jurisprudence. Additionally, the department will enhance and adopt creative and innovative application of legal information to generate, develop and disseminate new legal knowledge so as to ensure timely universal access to legal information.

##### **ii. Laws of Kenya Department**

The department is charged with the update, consolidation and dissemination of the Laws of Kenya. By setting and documenting the standards for and sharing best practices in law revision, the department will facilitate universal access, timely and accurate reporting on the Laws of Kenya.

##### **iii. Research and Development Department**

The department will through creative and innovative development and dissemination legal information, contribute directly to the successful implementation of this plan and realization of Kenya Law's mandate. Through this and similar initiatives, R&D will contribute towards the development of valuable new services, products and processes, that will enhance organizational sustainability.

##### **iv. Human Resources and Administration Department**

The department will ensure that Kenya Law is well resourced with the optimal number of employees with the required skills, expertise and competence. The department will ensure harmonious relations between individual staff and departments with a view to enhancing synergy and team work at Kenya Law. Lastly, the department will ensure staff training is aligned to changes in the operational environment and that



staff are motivated, engaged and involved so as to ensure successful implementation of the Strategic Plan.

## **v. Finance Department**

The department will provide strategic financial support for business and operational planning through budgeting and continuous monitoring of the annual operating and capital budgets i.e. revenue and expenditure programmes. The department will ensure timely access to budgets and other financial information by other departments to enable them meet their performance targets and requirements under the Strategic Plan.

The department will also play an oversight in the development of consolidated annual procurement plans and ensure timely procurement of quality supplies, contract management, and disposal of obsolete and excess supplies, inventory management and control.

## **vi. Information and Communications Technology (ICT) Department**

The department will ensure that Kenya Law has robust, functional and universally accessible system for dissemination of legal information on a continuous basis. Additionally, the department will continuously maintain these systems to ensure their integrity and availability.

## **vii. Strategy, Quality Assurance and Performance Evaluation Department (SQAPE)**

The department will spearhead the implementation, monitoring and evaluation of the Strategic Plan with guidance from the Editor, support from all other departments and technical support from the Monitoring, Evaluation and Reporting Committee.

In particular SQAPE will guide and advise Kenya Law in the development and implementation of its corporate strategy with a view to ensuring timely and effective implementation. SQAPE will co-ordinate the implementation of the Strategic Plan by acting as a liaison department between departments and with senior management and the Council as well. SQAPE will spearhead skills and resource mobilization including financial, human, technical, technological, leadership, management and corporate governance.

The department will spearhead quality assurance, knowledge management, and continuous improvement as well. Lastly, working in liaison with the Monitoring, Evaluation and Reporting Committee, SQAPE will spearhead the strategy implementation review process as highlighted in the M&E section.

## **viii. Sales, Marketing and Customer Care Department**

The department's will contribute significantly towards Kenya Law's third thematic area, Corporate identity and brand visibility by instituting strategies and measures aimed at creating a more visible and valuable Kenya Law brand. The department will also contribute directly to organizational sustainability by identifying and exploiting opportunities for growth by enhancing customer satisfaction and consequently increased sales that will translate to higher revenues.

## **ix. Internal Audit Department**

The department will enhance the successful implementation of the Strategic Plan by ensuring integrity and accountability through providing independent and objective assurance of Kenya Law's operations and systems of internal controls. This will be effected through conducting independent and regular review of Kenya Law's operations, activities and information to provide assurance on the adequacy and effectiveness of controls set up by management in Kenya Law's governance processes.



## 4.7. Resource Mobilization Framework

### 4.7.1. Projected Sources of Finance

The implementation of 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) and development partners.

### 4.7.2. 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 2018/19-2022/23 is Kshs. 3,197.69 billion. 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. 2,928.75 billion; leading to a deficit of Ksh. 268.94 million. This resource gap will be filled through implementation of appropriate resource mobilization strategies.

Table 6 gives the financial resource requirements for all the strategic themes while Table 7 outlines the projected cash inflows over the Strategic Plan period.

**Table 6- Financial Resource Requirements**

Key Result Area	Financial Requirements					
	(Million Kshs.)					
	2018/19 FY	2019/20 FY	2020/21 FY	2021/22 FY	2022/23 FY	Total
Provision of public legal information	72.46	140.40	145.50	105.55	109.53	573.44
Organizational Sustainability	118.81	119.10	742.66	122.57	128.60	1,231.74
Corporate identity and brand visibility	6.36	16.50	23.80	49.87	52.89	149.42
Personnel emoluments	161.13	240.25	261.19	287.15	291.19	1,240.91
TOTALS	358.76	516.25	1,173.15	565.14	582.21	3,195.51

### 4.7.3. Projected Cash Inflows

Table 6.3 details the expected/projected cash inflows based on previous experience as well future resource mobilization efforts. The Kenya Government remains the main source of Kenya Law's funds and as such

it is expected that close to 92% of the funds for the implementation of this strategic plan will be provided by the Government. Kenya Law will solidify and leverage its partnership with development partners to gain funding for mutually beneficial projects. Finally, Kenya Law will develop a comprehensive sales and marketing plan to drive and enhance sales revenue from Kenya Law's value added products and publications.

**Table 7- Projected Cash Inflows**

Source	Projected cash flows (million kshs.)					
	2018/19 FY	2019/20 FY	2020/21 FY	2021/22 FY	2022/23 FY	Total
GoK	320.00	469.25	1,118.15	504.14	517.21	2,928.75
Funding from development partners	9.45	15.00	20.00	23.00	25.00	92.45
Sales of Kenya Law publications	31.49	32.00	35.00	38.00	40.00	176.49
Totals	360.94	516.25	1,173.15	565.14	582.21	3,197.69

## 4.8. Stakeholder Management

The stakeholder analysis and mapping process has been developed to follow the power, urgency and legitimacy typology ranking. The three attributes define the stakeholder 'salience' as 'the degree to which managers give priority to competing stakeholder claims.

### Power (to influence the organization)

The extent to which a party has or can gain access to coercive (physical means), utilitarian (material means) or normative (prestige, esteem and social) means to impose their will.

### Urgency

The degree to which stakeholder claims call for immediate attention'. The 'degree' depends not just on time- sensitivity, but also on how 'critical' the relationship is with stakeholder or the importance of their claim.

### Legitimacy

A generalized perception or assumption that the actions of an entity are desirable, proper, or appropriate within some socially constructed system of norms, values, beliefs, and definitions.

The more attributes (power, legitimacy, and urgency) a stakeholder is perceived to have the higher their salience. In other words, the greatest priority will be given to stakeholders who have more power, legitimacy and urgency. Power and legitimacy are interrelated and the three variables can overlap. Three prime categories of stakeholders were derived for Kenya Law based on this analysis, which then feed into the stakeholder management process as outlined below.

	Red	Definitive stakeholders	Presence of all three attributes (power, legitimacy and urgency), high salience. Managers give immediate priority to these stakeholders.
	Amber	Expectant stakeholders	Two attributes, moderate salience. Rather passive, likely higher-level engagement with these stakeholders. Manage carefully otherwise frustration could make them “turn red”
	Green	Latent stakeholders	One attribute, low salience. Some level of attention and monitoring, otherwise they “go amber”

Table 8 - Stakeholder Map

Stakeholder	Stakeholder Expectation of Kenya Law	Kenya Law's expectations of stakeholder	Classification	Stakeholder Management Strategy
Kenya Law's Council	<ul style="list-style-type: none"> <li>i. Implementation of Kenya Law's mandate translating to the Council's legacy</li> <li>ii. Timely submission of Kenya Law's Council and Committee reports</li> <li>iii. Ensure implementation of Good Corporate Governance practices</li> <li>iv. Continuously enhance the Council's technical and corporate governance skills</li> </ul>	<ul style="list-style-type: none"> <li>i. Providing strategic and policy direction by facilitating strategic planning and policy development including endorsement and implementation of the Strategic Plan and policies</li> <li>ii. Providing institutional support towards delivering on the mandate of the organization by; Exercising good leadership, adhering to guiding laws, principles and practices; Resource mobilization and providing direction in resolving institutional conflicts and challenges</li> </ul>	Red	<ul style="list-style-type: none"> <li>i. Train the Council on Corporate Governance and technical areas of Kenya Law's operations</li> <li>ii. Provide relevant and timely information</li> <li>iii. Provide conducive working environment and tools</li> <li>iv. Timely implementation of Council resolutions</li> </ul>
Employees	<ul style="list-style-type: none"> <li>i. Commensurate and competitive remuneration;</li> <li>ii. Conducive, enabling and safe work environment/culture that fosters productivity</li> <li>iii. Continuous Training and career development</li> </ul>	<ul style="list-style-type: none"> <li>i. Execution and implementation of Kenya Law's mandate through efficient performance of duties and responsibilities</li> <li>ii. Adherence to Kenya Law's policies, practices and values as well as national laws</li> <li>iii. To embody and embrace creative freedom, personal growth/fulfilment, positive attitude, openness and a learning culture</li> <li>iv. Productivity</li> </ul>	Red	<ul style="list-style-type: none"> <li>i. Staff motivation through competitive terms of service</li> <li>ii. Provision of a conducive working environment, appropriate organizational structure, adequate working tools</li> <li>iii. Career progression and personal development opportunities</li> </ul>
The Judiciary	<ul style="list-style-type: none"> <li>i. Monitoring and reporting on the development of Jurisprudence including highlighting differences in judicial reasoning</li> <li>ii. Law reporting as a tool for judicial accountability and transparency</li> <li>iii. Providing access to updated Laws of Kenya</li> <li>iv. Timely, accurate, up-to-date and reliable legal information</li> <li>v. Timely preparation and submission of Kenya Law's annual report and financial statements</li> </ul>	<ul style="list-style-type: none"> <li>i. Administration of justice and continuous development of jurisprudence</li> <li>ii. Consumer of Kenya Law's products and services</li> <li>iii. Feedback on Kenya Law's products and services</li> <li>iv. Timely transmission of judicial decisions delivered</li> <li>v. Interpretation of the law</li> <li>vi. Joint resource mobilization</li> </ul>	Red	<ul style="list-style-type: none"> <li>i. Accessibility of public legal information</li> <li>ii. Continuous training of judiciary legal researchers</li> <li>iii. Reporting of cases through development of a quarterly bench bulletin, weekly newsletters, specialized volumes of the laws in emerging legal sectors</li> <li>iv. User friendly Kenya Law website with accurate and updated content</li> <li>v. Implementation of inter-agency collaborations</li> <li>vi. Enhanced publication of information on Tribunals and ADR mechanisms</li> <li>vii. Execution of Service Level Agreements</li> </ul>

**Table 8 - Stakeholder Map**

Stakeholder	Stakeholder Expectation of Kenya Law	Kenya Law's expectations of stakeholder	Classification	Stakeholder Management Strategy
OAG & DoJ	<ul style="list-style-type: none"> <li>i. Timely preparation of the annual supplement</li> <li>ii. Law Revision</li> <li>iii. Timely preparation and submission of Kenya Law's annual report and financial statements</li> <li>iv. Providing access to updated Laws of Kenya</li> <li>v. Timely, accurate, up-to-date and reliable legal information</li> <li>vi. Timely, accurate, up-to-date and reliable legal information</li> </ul>	<ul style="list-style-type: none"> <li>i. Provide timely approvals of the annual supplement</li> <li>ii. Effect changes to laws in line with the Law Reform issues raised.</li> <li>iii. Consumer of Kenya Law's products and services</li> <li>iv. Feedback on Kenya Law's products and services</li> <li>v. Resource support</li> <li>vi. Timely submission of updated laws of Kenya, treaties and conventions by the relevant departments</li> </ul>	Red	<ul style="list-style-type: none"> <li>i. Adherence to the law in execution of the statutory mandate by ensuring all publications comply with legal provisos</li> <li>ii. Continuous engagement and discourse on matters of jurisprudence, policy, accountability and justice</li> <li>iii. Continuous training of OAG officers</li> <li>iv. Implementation of inter-agency collaborations</li> <li>v. Execution of Service Level Agreements</li> <li>vi. Joint resource mobilization</li> </ul>
Government Press	<ul style="list-style-type: none"> <li>i. Access to timely, updated, relevant, reliable and consolidated legal information/laws of Kenya</li> <li>ii. Accurate presentation of printed work e.g. Legislation and the Kenya Gazette</li> </ul>	<ul style="list-style-type: none"> <li>i. Adherence to terms of mutual agreements</li> <li>ii. Collaboration, participation and support in mutually beneficial activities</li> <li>iii. Timely printing and transmission of information</li> </ul>	Red	<ul style="list-style-type: none"> <li>i. Mutual agreement on quality of print, timeliness of interparty information exchange/delivery and other collaborative issues</li> <li>ii. Collaboration, participation and support in mutually beneficial activities</li> <li>iii. Execution of Service Level Agreements</li> </ul>
Law Society of Kenya and its membership	<ul style="list-style-type: none"> <li>i. Partnerships to enhance the growth of the legal sector</li> <li>ii. Provision of Public legal information through legal awareness forums</li> <li>iii. Monitoring and reporting on the development of Jurisprudence</li> <li>iv. Provision of updated Law reports</li> <li>v. Providing access to updated Laws of Kenya</li> <li>vi. Timely, accurate, up-to-date and reliable legal information</li> </ul>	<ul style="list-style-type: none"> <li>i. Provide continuous professional development (CPD)</li> <li>ii. Sharing of legal information</li> <li>iii. Institute partnerships to enhance the growth of the legal sector</li> <li>iv. Participation in forums for legal discourse</li> <li>v. Consumer of Kenya Law's products and services</li> <li>vi. Feedback on Kenya Law's products and services</li> <li>vii. Joint resource mobilization</li> </ul>	Red	<ul style="list-style-type: none"> <li>i. Accessibility of laws</li> <li>ii. Reporting of cases through development of a quarterly bench bulletin</li> <li>iii. Development and dissemination of weekly newsletters,</li> <li>iv. Development and publication specialized volumes of the laws in emerging legal sectors,</li> <li>v. User friendly Kenya Law website with accurate and updated content</li> </ul>

Table 8 - Stakeholder Map

Stakeholder	Stakeholder Expectation of Kenya Law	Kenya Law's expectations of stakeholder	Classification	Stakeholder Management Strategy
The National Executive	i. Access to updated, relevant, reliable and consolidated legal information/laws of Kenya ii. Enhanced jurisprudence and adherence to the rule of law iii. Compliance with the law in all activities including proper utilization of public funds iv. Timely provision of information as may be required by the Executive	i. Good governance that will lead to a just and equitable society ii. Consumer of Kenya Law's products and services iii. Feedback on Kenya Law's products and services iv. Facilitate a conducive operational environment for the implementation of Kenya Law's mandate v. Mobilization of resources	Red	i. Continuous engagement and discourse with the executive on matters of jurisprudence, policy, accountability and justice ii. Proper utilization of public funds iii. Ensure efficient and effective execution of Kenya Law's statutory mandate
Parliament	i. Access to timely, updated, relevant, reliable and consolidated legal information/laws of Kenya ii. Enhanced jurisprudence and adherence to the rule of law iii. Compliance with the law in all activities including proper utilization of public funds iv. Identify law reforms issues through the monitoring and development of jurisprudence v. Timely provision of information as may be required vi. Monitoring and reporting on the development of Jurisprudence vii. Providing access to updated Laws of Kenya viii. Timely, accurate, up-to-date and reliable legal information	i. Facilitate a conducive operational environment for the implementation of Kenya Law's mandate ii. Effect law reforms issues as identified through the monitoring and development of jurisprudence iii. Consumer of Kenya Law's products and services iv. Feedback on Kenya Law's products and services v. Timely transmission of collaborative legal information	Red	i. Continuous engagement on matters of jurisprudence, legislation, policy, accountability and justice ii. Execution of Kenya Law's mandate in line with the law

**Table 8 - Stakeholder Map**

Stakeholder	Stakeholder Expectation of Kenya Law	Kenya Law's expectations of stakeholder	Classification	Stakeholder Management Strategy
Citizenry/ Public	<ul style="list-style-type: none"> <li>i. Access to timely, updated, relevant, reliable and consolidated public legal information</li> <li>ii. Packaging products and services in user friendly formats/platforms such as translation of statutes to other languages and publishing pocket size versions of laws of Kenya</li> <li>iii. Compliance with the law in all activities including proper utilization of public funds</li> <li>iv. Creation of awareness on legal information and the mandate of Kenya Law through involvement of the public in various fora</li> </ul>	<ul style="list-style-type: none"> <li>i. Public Participation in Kenya Law's strategy, decision and policy making processes</li> <li>ii. Objective feedback and critique of Kenya Law's products, processes and services</li> <li>iii. Consumption of Kenya Law products</li> <li>iv. Enhanced legal literacy for the promotion of the rule of law</li> </ul>	Red	<ul style="list-style-type: none"> <li>i. Universal accessibility of public legal information to the able and differently-abled</li> <li>ii. Packaging products and services in user friendly formats such as translation of statutes to other languages and publishing pocket size versions of laws of Kenya</li> <li>iii. Organizing events and forums to enhance public engagement on matters of dissemination of public legal information</li> <li>iv. Transparent, accountable, efficient and effective utilization of resources and execution of mandate</li> </ul>
Regional and international courts	<ul style="list-style-type: none"> <li>i. Monitoring and reporting on the development of Jurisprudence including highlighting differences in judicial reasoning</li> <li>ii. Law reporting as a tool for judicial accountability and transparency</li> <li>iii. Timely, accurate, up-to-date and reliable legal information</li> </ul>	<ul style="list-style-type: none"> <li>i. Administration of justice and continuous development of jurisprudence</li> <li>ii. Consumer of Kenya Law's products and services</li> <li>iii. Feedback on Kenya Law's products and services</li> <li>iv. Timely transmission of judicial decisions delivered</li> <li>v. Interpretation of the law</li> <li>vi. Joint resource mobilization</li> </ul>	Red	<ul style="list-style-type: none"> <li>i. Accessibility of public legal information</li> <li>ii. Reporting of cases through development of a quarterly bench bulletin.</li> <li>iii. User friendly Kenya Law website with accurate and updated content</li> <li>iv. Implementation of inter-agency collaborations</li> </ul>
Suppliers of goods and services	<ul style="list-style-type: none"> <li>i. Continued business (revenue)</li> <li>Compliance with laws and policy requirements and agreements</li> </ul>	<ul style="list-style-type: none"> <li>i. Timely delivery of quality goods and services</li> <li>Compliance with laws and policy requirements and agreements</li> </ul>	Red	<ul style="list-style-type: none"> <li>i. Timely payments</li> <li>ii. Transparency in procurement</li> </ul>



Table 8 - Stakeholder Map

Stakeholder	Stakeholder Expectation of Kenya Law	Kenya Law's expectations of stakeholder	Classification	Stakeholder Management Strategy
National Council on Administration of Justice (NCAJ)	i. Creation of strategic partnerships for implementation of sectorial plans ii. Collaboration in planning programs affecting the justice sector iii. Timely sharing of collaborative information iv. Monitoring and reporting on the development of Jurisprudence including highlighting of Law Reform issues in the Administration of Justice v. Publish and disseminate information relevant to the justice sector	i. Ensure participatory development and implementation of strategies, policies and programs in the Justice Sector ii. Joint mobilization of resources for the Justice sector iii. Facilitate the establishment of court user committees to enhance efficiency of administration of justice iv. Harmonize administration of justice initiatives	Amber	i. Timely sharing of collaborative information ii. Collaboration in planning programs affecting the justice sector
Public Benefit Organizations	i. Monitoring and reporting on the development of Jurisprudence ii. Providing access to updated Laws of Kenya iii. Timely, accurate, up-to-date and reliable legal information	i. Collaboration in areas of common interest ii. Consumer of Kenya Law's products and services iii. Feedback on Kenya Law's products and services	Amber	i. Engagement on matters of jurisprudence, policy, accountability and justice ii. Collaboration in areas of common interest iii. User friendly website and accessible public legal information
Development partners	i. Efficient, transparent and accountable use of resources ii. Collaboration and participation in mutually beneficial activities	i. Financial, technical and structural support towards building a sustainable organization ii. Feedback on partnership, products and services iii. Collaboration, participation and support in mutually beneficial activities	Amber	i. Continuous engagement and discourse on matters of jurisprudence, collaboration, policy, accountability and justice ii. Proper and accountable use of resources by providing timely feedback on implementation of donor funded programs
Academia and Research institutions	i. Access to timely, updated, relevant, reliable and consolidated legal information/laws of Kenya ii. Creation of awareness on legal information through involvement in various fora	i. Act as a center for industrial attachment in training students ii. Consumer of Kenya Law's products and services iii. Objective feedback and critique of Kenya Law's products, processes and services iv. Contributors to legal publications and journals	Amber	i. Collaborative partnerships on areas of mutual interest ii. Mutual agreements on areas of collaboration on enhancing jurisprudence and judicial efficiency iii. Collaborative research and knowledge exchange
Media	i. Revenue from advertisements ii. Timely and adequate/accurate public legal information iii. Creation of awareness on legal information through involvement in various fora	i. Accurate reporting regarding Kenya Law ii. Objective reporting of legal information iii. Consumer of Kenya Law's products and services iv. Collaboration in areas of mutual interest v. Objective feedback and critique of Kenya Law's products and services	Amber	i. Provide relevant and timely information ii. Monitor and manage published information and respond to it appropriately iii. Collaboration in areas of mutual interest

**Table 8 - Stakeholder Map**

Stakeholder	Stakeholder Expectation of Kenya Law	Kenya Law's expectations of stakeholder	Classification	Stakeholder Management Strategy
Legal Information Institutes and other international organizations	<ul style="list-style-type: none"> <li>i. Access to timely, updated, relevant, reliable and consolidated legal information/laws of Kenya</li> <li>ii. Creation of awareness on legal information through involvement in various fora</li> <li>iii. Benchmarking with the organizations for knowledge exchange</li> </ul>	<ul style="list-style-type: none"> <li>i. Consumer of Kenya Law's products and services</li> <li>ii. Feedback on Kenya Law's products and services</li> <li>iii. Joint resource mobilization</li> </ul>	Amber	<ul style="list-style-type: none"> <li>i. Collaborative partnerships on areas of mutual interest</li> <li>ii. Mutual agreements collaboration on enhancing jurisprudence and judicial efficiency</li> <li>iii. Collaborative research and knowledge exchange</li> </ul>
Semi-Autonomous State Agencies (SAGA's) Ministries, Departments and Agencies (MDA's)	<ul style="list-style-type: none"> <li>i. Co-operation on activities of mutual benefit and adherence to terms of mutual agreements</li> <li>ii. Accurate presentation of information provided to Kenya Law</li> <li>iii. Providing access to updated Laws of Kenya</li> <li>iv. Timely, accurate, up-to-date and reliable legal information</li> <li>v. Timely transmission of information as may be required.</li> </ul>	<ul style="list-style-type: none"> <li>i. Co-operation on activities of mutual benefit and adherence to terms of mutual agreements</li> <li>ii. Consumer of Kenya Law's products and services</li> <li>iii. Feedback on Kenya Law's products and services</li> <li>iv. Joint resource mobilization</li> </ul>	Amber	<ul style="list-style-type: none"> <li>i. Continuous engagement and discourse on matters of jurisprudence, collaboration, policy, accountability and justice</li> <li>ii. Proper and accountable use of resources</li> <li>iii. Timely, updated, relevant, reliable and consolidated public legal information</li> <li>iv. Collaboration, participation and support in mutually beneficial activities</li> </ul>

#### **4.9. Transition Clause**

Kenya Law will make all reasonable effort to implement this Strategic Plan and conduct a mid-term evaluation of the same to ensure all key milestones are tracked. At the end of the five-year implementation period, the Council and Management will make reasonable effort to ensure that a new strategic plan is drafted and adopted to steer Kenya Law to the next level. Should this Strategic Plan period lapse before a new one is drafted and adopted, this Strategic Plan shall remain effective until such a time when a new Strategic Plan shall be endorsed by the Council.



## 5. Alignment of The Strategic Plan With Risks

A proactive approach to strategic risk management is essential in anticipating and mitigating potential risks that could impede the realization of either specific attainable targets, strategic themes, general objectives or even Kenya Law's overall mandate. These have been classified as strategic, operational, reputation, supervisory or compliance and financial risk based on Kenya Law's overarching risk framework.

- i. Strategic risk (including contagion and related party risk) is the prospective adverse impact on the business arising from poor strategic decisions, improper implementation of decisions; or lack of responsiveness to changes in the operational environment. Strategic risk encompasses the risk of; choosing and continuing to follow sub optimal strategies to meet objectives; not executing the strategies successfully; and treating the business as usual risks differently from expected.
- ii. Operational risk (includes people, compliance, information security risk, fraud risk, regulatory and legal risks). This is the risk of loss from inadequate or failed processes, people, systems or external events including, but not limited to, business continuity and disaster recovery, corporate governance, security, fraud and IT risks.
- iii. Reputational risk which is the risk of damage to corporate image.
- iv. Supervisory/Compliance risk defined as exposure to legal penalties, financial forfeiture and material loss arising out of failure to act in accordance with sectorial laws and regulations, internal policies or prescribed best practices.
- v. Financial risk would emanate from failure to either mobilize adequate funds or lack of prudence in financial resource utilization and encompasses;
  - a) Credit risk: The risk of loss from a counterparty not meeting their contractual obligations as they fall due
  - b) Liquidity risk: Risk of being unable to meet cash flow obligations as and when they fall due.

For each risk, appropriate mitigation measures have been determined, and the mitigation measures have subsequently informed the implementation as well as the M & E framework. 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 9 - Risk Analysis**

Classification	Anticipated Risk	Mitigation Measures
Strategic Risks	Failure to realize Kenya Law's statutory mandate	i. Develop a strategic plan to guide realization of Kenya Law's core mandate ii. Aligning the vision, mission and strategic objectives to its statutory mandate iii. Implement the strategic plan and put in place a monitoring and evaluation framework to ensure timely progress tracking
	Strategic scope creep	Regularly review Kenya Law's strategic objectives with a view to realigning them with changes in operational environment and actual performance results
	Failure of staff and other stakeholder to buy into the vision and strategy	Stakeholder inclusion and participation in the visioning and strategic planning process to ensure understanding and embracing of the vision and strategy
Operational Risks	Lack of stakeholder good will	i. Comprehensive stakeholder analysis and mapping to inform targeted stakeholder management in order to enhance and sustain stakeholder good will ii. Effective and continuous stakeholder engagement
	System/technology failure	i. Implement the business continuity plan (BCP) ii. Set up recovery site(s) to support operations in case of catastrophic failure and ensuring regular backups iii. Subscribing to reliable ISP(s) and acquiring non-redundant capacity iv. Continuous acquisition and maintenance of new hardware to ensure it does not fail while in use
	Inaccurate data, data manipulation, mismatch of data, system/human errors etc.	i. Ensure Data encryption and utilize log tables ii. Install and update antivirus software, firewalls and other logical access controls iii. Set up a system for validating information collected from the various sources
	Inadequate human, physical and other resources.	i. Hire additional competent staff ii. Retain, retrain and motivate current staff iii. Acquire more physical assets such as computers, vehicles, office space
	Low awareness of Kenya Law's products and services	Ensure visibility through targeted marketing campaigns anchored in the corporate communication strategy
	Change in information delivery systems	Responding rapidly to global trends by embracing trending modes of content delivery

**Table 9 - Risk Analysis**

Classification	Anticipated Risk	Mitigation Measures
	Low uptake of new products	Market survey and product testing before launching new products
	Bureaucratic red tape and slow decision making	Enhance stakeholder management strategies
	Competition from other law reporting agencies	i. Enhance quality and timeliness of products and services ii. Work towards development of innovative products and services
	Confidentiality breach and/or poor data trail of users	i. Regular updating of system passwords ii. Restrict sharing of system passwords iii. Data encryption iv. Training of staff on data confidentiality
	Inadequate office space and occupational hazards	i. Acquire adequate office space ii. Enacting and implementing OSHA policies iii. Compliance with statutory OSHA guidelines
	Ineffective Performance Appraisal System (PAS)	i. Continuous Review and revision of the performance appraisal tool ii. Ensure all Kenya Law fully optimized its PAS by developing and cascading targets in line with Strategic Plan and undertaking continuous reviews
	Staff challenges including high employee turnover, loss of specialized staff, skills gaps and low motivation/morale and staff litigation against the organization	i. Staff motivation ii. Staff sensitization on policies and procedures iii. Development and implementation of appropriate human resource policies iv. Effective succession planning v. Training and development vi. Communication and teamwork vii. Competitive remuneration/ terms of service, viii. Ensure optimal staffing levels with the required competencies
	Litigation due to the nature of information Kenya Law publishes	i. Follow due process in obtaining and disseminating information ii. Issue disclaimers on the website on the mandate of Kenya Law iii. Seek independent legal support where necessary
	Failure to invest in new technology, inadequate ICT resources and technology obsolescence	i. Develop sound investment policy on new technology ii. Continuous acquisition of ICT resources iii. Training of staff on new technology.
	Piracy of Kenya Law products	Ensure security of Kenya Law's products and services through the implementation of appropriate copyright regimes.

**Table 9 - Risk Analysis**

Classification	Anticipated Risk	Mitigation Measures
Reputational Risks	Stakeholders misunderstanding the mandate of Kenya Law leading to unrealistic expectations	i. Awareness creation of Kenya Law's products and services ii. Continuous engagement and management of the stakeholders
	Unauthorized sharing of organizational information	i. Observing due process and protocol in information dissemination ii. Verifying validity and accuracy of all information and credibility of information sources
	Fraud and abuse of office	i. Legal Compliance ii. Strengthen internal governance structures and sensitize on the same iii. Undertake disciplinary action and facilitate prosecution of offenders
	Downtime of the website	i. Ensure service level agreements with ISP providers ii. Regularly review the status of the website up/down time
Compliance Risks	Noncompliance with legislation or policy requirements	i. Regular review of strategies and operations against core mandate ii. Aligning Kenya Law's activities with legal requirement iii. Intensive risk-based approach to M & E iv. Set up and operationalize a compliance unit v. Institute data validation policies and procedures
Financial Risks	Inadequate financial resources and over reliance on government for funds	Proper budgeting and implementation of the resource mobilization strategy through initiatives like diversification of income streams
	Inequitable resource allocation	i. Prioritization of resource allocation on the basis of the implementation matrix ii. Continuous review of the Plan to ensure resource allocation for prioritized activities
	Low rates of absorption of allocated funds	i. Proper planning for expenditure and implementation ii. Continuous M&E of Kenya Law's annual work plans

## 6. 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 Council and Management levels.

### 6.1. At the Council Level

The implementation of the Strategic Plan will be closely monitored to ensure its accomplishment. 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 of progress reports from the organization. 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 the 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 Management meetings.

### 6.2. 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 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, Quality Assurance and Performance Evaluation (SQAPE) 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 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 mandate, will monitor the documentation and implementation of lessons learnt. Annual customer satisfaction surveys will be undertaken to gauge the achievement of the set objectives.



Ownership of the Strategic Plan by all departments is essential and will therefore be guaranteed by Kenya Law. The Departments will monitor programmes and projects administered within their respective functional areas and subsequently submit quarterly and annual M&E reports to the Strategy, Quality Assurance and Performance Evaluation (SQAPE), 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.

## **Management Control Function**

The following initiatives will be undertaken by Kenya Law in executing the management control function:

- i. Setting of performance standards and Targets, Indicators and Measures;
- ii. Regular Performance Evaluation/Appraisal;
- iii. Linkage of Rewards/Sanctions to Performance;
- iv. Budgets and Expenditure Review;
- v. Management Reports;
- vi. Strategic Plan Implementation Programme/Matrix; and
- vii. Strategic Plan Review Meetings.

## **Strategic control mechanism**

The control mechanisms that Kenya Law will deploy include:

- i. Development of Annual Work Plans; and
- ii. Assessment of whether results produced by the implemented activities were those forecasted as outcomes and, whether they were achieved to the expected performance standards/measures.

## **6.3. Indicators for Monitoring of the Performance of Kenya Law**

Monitoring of Kenya Law's performance will be tracked by the following indicators:

- i. Number of publications providing public legal information published and disseminated
- ii. Number of individuals accessing public legal information availed by Kenya Law
- iii. Number of materials with public legal information availed in universally accessible formats.
- iv. Percentage increase in annual resource allocation to Kenya Law
- v. The total Appropriations-In-Aid collections for the year
- vi. Percentage internet/website up-time
- vii. Percentage utilization/absorption of financial resources allocated to Kenya Law
- viii. Number of quarterly and annual performance reports on the implementation of Kenya Law's Strategic Plan

- ix. Percentage increase in employee competence and productivity
- x. Operational Quality Management Systems
- xi. Number of new technological systems deployed
- xii. Percentage increase in customer satisfaction
- xiii. Percentage increase in employee satisfaction
- xiv. Enhanced corporate brand that will increase visibility and spur uptake of the organization's products and services.

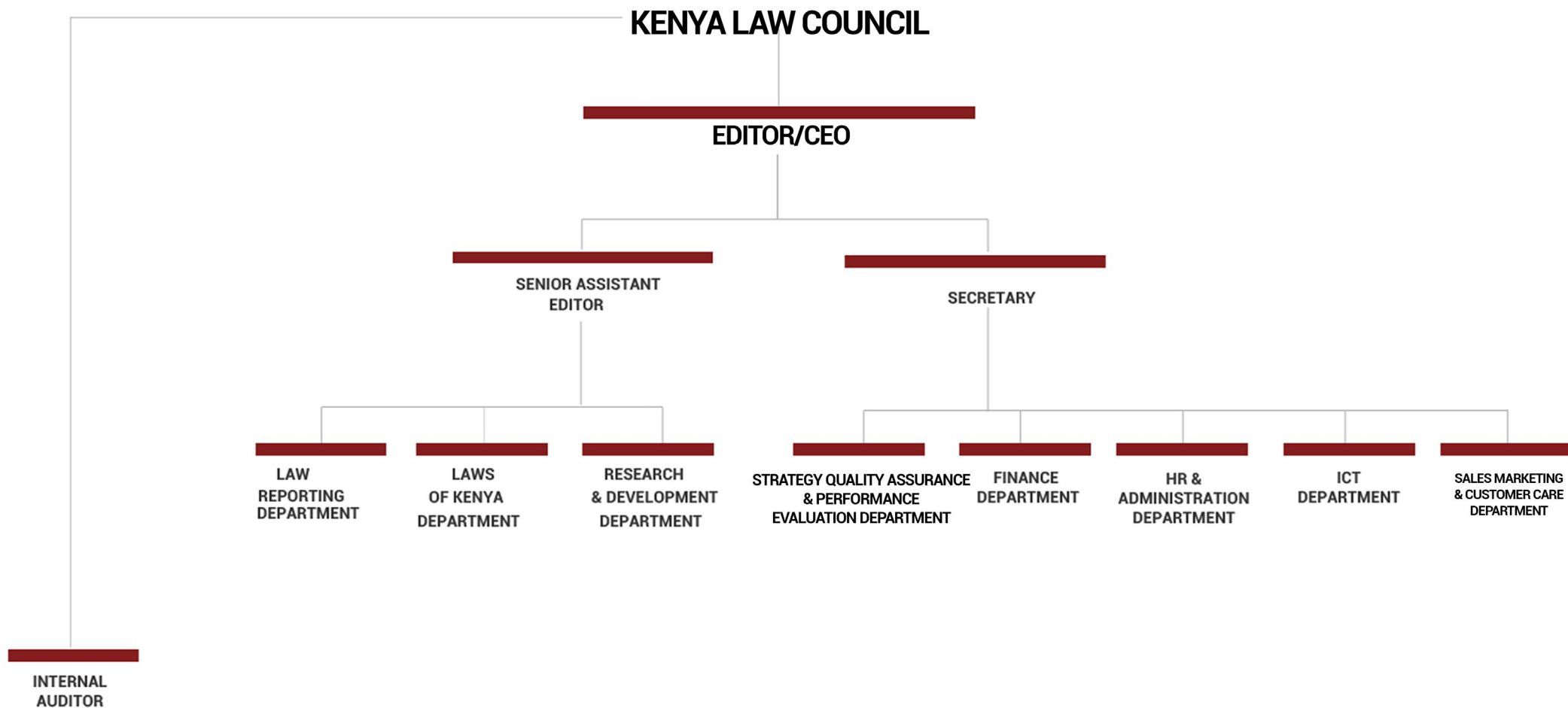
## Evaluation Tool

This tool (Table 10) will be used to measure the implementation of the Strategic Plan by highlighting the three strategic themes, the objectives towards implementation of the strategic themes, the time frame within which the activities were to be implemented and any variances that may be noted in the implementation of the plan.

**Table 10 - Evaluation Tool**

Strategic Theme	Strategic Objective	Strategy	Time Frame	Status of Strategy	Variance & Why	Responsibility	Improvement Program(s)

## 7. Organizational Structure



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