STRATEGIC PLAN 2018-2022

KENYA LAW
Where Legal Information is Public Knowledge

STRATEGIC PLAN
2018-2022

National Council For Law Reporting
# Table of Content

Kenya Law’s Council                              iii
Foreword from the Editor                         iv
Preface by the Editor                            vi
Acronyms and Abbreviations                      vii

1. Introduction
   1.1. Background Information                     1
   1.2. Mandate                                     1
   1.3. Strategic Planning Process                 2
   1.4. Organization of the Plan                   2

2. Situation Analysis
   2.2. Key Achievements realized under 2013-2017 Strategic Plan 3
   2.3. Challenges experienced under the 2013–2017 Strategic Plan 4
   2.4. Strategic Gap Analysis                     4
   2.5. Lessons Learnt                              7
   2.6. SWOT Analysis                              8
   2.7. Linkage of Kenya Laws mandate to National and Regional Policy Documents and Statutes 11

3. Strategic Model
   3.1. Vision                                     14
   3.2. Mission                                    14
   3.3. Core Values                                14
   3.4. Strategic Themes                           15
   3.5. Key Results Areas                          26

4. Implementation Framework
   4.1. Strategic Plan Implementation Approaches   28
   4.2. Phasing and Sequencing                     28
   4.3. The Performance Management Framework       28
   4.4. Organizational Structure                   28
   4.5. Management Structure                       29
   4.6. The Role of Departments in Implementation of the Strategic Plan 29
   4.7. Resource Mobilization Framework            30
   4.7.1. Projected Sources of Finance             30
   4.7.2. Projected Financial Resource Requirements 31
   4.7.3. Projected Cash Inflows                   31
   4.8. Stakeholder Management                     32
   4.9. Transition Clause                          40
5. Alignment Of The Strategic Plan With Risks 41
6. Monitoring, evaluation and reporting 45
   6.1. At the Council Level 45
   6.2. At Management Level 45
   6.3. Indicators for Monitoring of the Performance of Kenya Law 46
7. Appendix 1 Kenya Law’s Organizational Structure 48
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
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 blueprint 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
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:  Integrated 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
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>SDGs</td>
<td>Sustainable Development Goals</td>
</tr>
<tr>
<td>SMCC</td>
<td>Sales, Marketing and Customer Care Department</td>
</tr>
<tr>
<td>SP</td>
<td>Strategic Plan</td>
</tr>
<tr>
<td>SQAPE</td>
<td>Strategy, Quality Assurance and Performance Evaluation Department</td>
</tr>
<tr>
<td>SWOT</td>
<td>Strength Weaknesses Opportunities and Threats</td>
</tr>
</tbody>
</table>
1. Introduction

1.1. Background information

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


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:

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
x. Collected and published county legislation
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

<table>
<thead>
<tr>
<th>What was planned but not achieved</th>
<th>Reason for the gap</th>
</tr>
</thead>
</table>
| Timely publishing of KLR         | • Insufficient human resource leading to delays in scheduled publication cycles.  
                                  | • Inadequate ICT systems. |
| 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            | • The annual GOK resource requirements presented to the National Treasury during the Strategic Plan period were not always approved as requested.  
                                  | • Delays in handling of requests and approvals when processing donor development funds. |
| 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 | • This activity was hampered by inadequate human resource and untimely production of print publications.  
                                      | • There was also competition from the private sector. |
| Universal accessibility          | • 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.  
                                  | • The activity was hampered by insufficient human and financial resources. |
| 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. |
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

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>OPPORTUNITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legal mandate</td>
<td>New and value-added mainstream products</td>
</tr>
<tr>
<td>Kenya Law is established by an Act of Parliament which legitimizes its operations as the official law reporting institution in Kenya and as such enjoys near monopoly status.</td>
<td></td>
</tr>
<tr>
<td>Governance and leadership</td>
<td>i. Opportunity in collaborating with stakeholders to print single statutes</td>
</tr>
<tr>
<td>ii. Kenya Law has a well-trained Council with diverse skillset and sectorial representation</td>
<td></td>
</tr>
<tr>
<td>iii. Well-established internal governance structures and an enabling governance framework</td>
<td></td>
</tr>
<tr>
<td>iv. Progressive leadership</td>
<td></td>
</tr>
<tr>
<td>Strong workforce –</td>
<td>i. Development of e-publications as demanded by clients</td>
</tr>
<tr>
<td>i. Kenya Law enjoys progressive leadership from a well trained and experienced management team committed to building a leading and sustainable institution</td>
<td></td>
</tr>
<tr>
<td>ii. 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.</td>
<td></td>
</tr>
<tr>
<td>iii. Kenya Law is committed to enhanced employee welfare and motivation by embedding through staff welfare scheme, performance appraisal among other initiatives</td>
<td></td>
</tr>
<tr>
<td>Strong brand</td>
<td>i. Specialized reports for specialized sectors</td>
</tr>
<tr>
<td>i. Kenya law publishes the official Law Reports for Kenya and is the sole custodian of public legal information in the country</td>
<td></td>
</tr>
<tr>
<td>ii. Kenya Law has a revamped, visible and valuable strong brand “Kenya Law” that has international reach and global appeal</td>
<td></td>
</tr>
<tr>
<td>iii. 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.</td>
<td></td>
</tr>
<tr>
<td>Strong stakeholder relationship</td>
<td>i. Opportunities presented by devolution for Kenya Law to publish laws and policies passed by county assemblies</td>
</tr>
<tr>
<td>Kenya Law enjoys good relationship and strong partnerships with key stakeholders that enhances its capacity to mobilize resources from government and alternative sources</td>
<td></td>
</tr>
<tr>
<td>Excellence and leadership in Technology</td>
<td>This will enhance Kenya Law’s brand visibility and revenue streams resulting in institutional stability.</td>
</tr>
<tr>
<td>Kenya Law has embraced modern and relevant ICT technologies leading to efficiency and effectiveness in service delivery.</td>
<td></td>
</tr>
<tr>
<td>Big Four Agenda</td>
<td>i. 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.</td>
</tr>
<tr>
<td>Regional integration</td>
<td>i. The ongoing regional integration efforts will bring to fore new laws, policies and administrative frameworks aimed at operationalizing the regional economic bloc.</td>
</tr>
<tr>
<td>ii. This will provide Kenya Law with a direct opportunity for law reporting. Regional integration will also allow for inter-jurisdictional collaborations on regional reporting.</td>
<td></td>
</tr>
<tr>
<td>Technology and business practices</td>
<td>i. Current and emerging technologies that could lead to efficiency in development of Kenya Law products and services.</td>
</tr>
<tr>
<td>ii. Kenya Law could also leverage on cost cutting opportunities through outsourcing of non-core functions. Goodwill and support from stakeholders</td>
<td></td>
</tr>
<tr>
<td>Unique product offering</td>
<td>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</td>
</tr>
<tr>
<td>Low legal awareness/literacy and rapidly changing judicial/legal environment</td>
<td>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</td>
</tr>
</tbody>
</table>
### Table 2 - SWOT Analysis

<table>
<thead>
<tr>
<th>WEAKNESS</th>
<th>THREATS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of Funding Sustainability</td>
<td>Sector policy and structural changes</td>
</tr>
<tr>
<td>i. Inadequate funding leads to gaps in strategy implementation and weakens service delivery</td>
<td>i. Government policies that preclude a responsive organizational structure to organizational mandate</td>
</tr>
<tr>
<td>ii. Low appropriations in aid (A-in-A) could adversely affect the delivery of the plan</td>
<td>ii. Reforms within the public sector such proposed merger of various SAGA services as well as changes in statute/law repositioning state agencies may affect Kenya Law’s strategic direction and operations.</td>
</tr>
<tr>
<td>Inadequate human resources and limiting organizational structure</td>
<td>Legal Literacy</td>
</tr>
<tr>
<td>i. The amount of legal/judicial information to be published has been increasing with the increase in court stations.</td>
<td>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.</td>
</tr>
<tr>
<td>ii. The need for timely information strains Kenya Law’s service delivery.</td>
<td>Reporting by independent media</td>
</tr>
<tr>
<td>Lack of a quality management system</td>
<td>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</td>
</tr>
<tr>
<td>Kenya Law is yet to adopt a quality control framework. This may affect the quality of processes, products and services.</td>
<td>Copyright infringement and unauthorized alteration of information</td>
</tr>
<tr>
<td>Lack of approved organizational policies in some departments may result in inefficiency.</td>
<td>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.</td>
</tr>
<tr>
<td>Limited information repository</td>
<td>Political social and economic risk</td>
</tr>
<tr>
<td>i. There is limited storage for information held and Kenya Law lacks offsite backup facilities</td>
<td>Threat of Political, social, economic instability that would negatively affect the ability of Kenya Law to carry out its mandate.</td>
</tr>
<tr>
<td>ii. Inadequacy of an ICT knowledge management framework</td>
<td>Access to technology</td>
</tr>
<tr>
<td>These could significantly affect business recovery in case of critical data loss or crystallization of catastrophic risks.</td>
<td>Low technological knowledge can affect the accessibility of Kenya Law’s public legal information by the citizenry</td>
</tr>
<tr>
<td>Printing costs</td>
<td>Declining demand for print publications</td>
</tr>
<tr>
<td>i. The financial and ecological cost of print publications is too high compared to accessing the information freely online.</td>
<td></td>
</tr>
<tr>
<td>ii. Timely updating of online content versus the delay in production of print publications</td>
<td></td>
</tr>
</tbody>
</table>

---

**Kenya Law**
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 blueprint 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. 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>
<thead>
<tr>
<th>Value</th>
<th>Descriptor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrity</td>
<td>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.</td>
</tr>
<tr>
<td>Professionalism</td>
<td>Kenya Law’s will apply the highest levels of knowledge, skills, competencies and ethical values in the execution of its mandate.</td>
</tr>
<tr>
<td>Transparency and Accountability</td>
<td>Kenya Law shall be transparent and accountable in its operations and shall accept responsibility for the diverse roles, obligations, and performance of its staff.</td>
</tr>
<tr>
<td>Innovation and creativity</td>
<td>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.</td>
</tr>
<tr>
<td>Reliability</td>
<td>Kenya Law will be a trusted and dependable curator of updated and relevant universally accessible public legal information;</td>
</tr>
<tr>
<td>Citizen/Customer Focus</td>
<td>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.</td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th>Theme</th>
<th>Objective</th>
<th>Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access to public legal information</td>
<td>To acquire and implement systems to effectively and efficiently generate and disseminate all received public legal information by 2022;</td>
<td>i. Acquire and implement robust systems for access to public legal information by 2022</td>
</tr>
<tr>
<td></td>
<td></td>
<td>ii. Ensure timely and accurate reporting of judicial decisions from superior courts of record on a continuous basis;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>iii. To publish the Laws of Kenya.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>iv. To publish other related legal publications</td>
</tr>
<tr>
<td></td>
<td></td>
<td>v. To publish decisions emanating from subordinate courts and Tribunals</td>
</tr>
<tr>
<td></td>
<td></td>
<td>vi. To leverage partnerships in the generation and dissemination of public legal information.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>vii. To maintain a digital archive and library of key legal resource documents</td>
</tr>
<tr>
<td></td>
<td></td>
<td>viii. Ensure all public legal information is universally accessible.</td>
</tr>
</tbody>
</table>
### Table 4 - Strategies

<table>
<thead>
<tr>
<th>Theme</th>
<th>Objective</th>
<th>Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational sustainability.</td>
<td>To enhance institutional capacity for sustainable growth and development</td>
<td>i. To ensure that Kenya Law has an adequate, competent and motivated workforce&lt;br&gt;i. To enhance resource mobilization and ensure prudent financial management&lt;br&gt;ii. To continuously transform and improve operational efficiency by the application of new technologies&lt;br&gt;iii. To Institutionalize an Organizational Quality Management System (QMS)&lt;br&gt;iv. Enhance organizational performance by adopting a performance management</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To enhance good corporate governance practices</td>
<td></td>
<td>i. To promote good governance, transparency and accountability&lt;br&gt;ii. To strengthen the institutional audit and risk management framework</td>
</tr>
<tr>
<td>Corporate Identity and Brand Visibility</td>
<td>To continuously enhance the corporate identity and brand visibility</td>
<td>i. To enhance brand visibility&lt;br&gt;ii. To enhance institutional brand identity&lt;br&gt;iii. To enhance customer satisfaction</td>
</tr>
<tr>
<td>STRATEGY</td>
<td>ACTIVITY</td>
<td>EXPECTED OUTPUT</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------</td>
<td>-----------------------------------</td>
</tr>
<tr>
<td>Acquire and implement robust systems for universal access to public legal information by 2022</td>
<td>Acquire and implement a system for publishing judicial decisions</td>
<td>Case Law Database</td>
</tr>
<tr>
<td></td>
<td>Acquire and implement a system for publishing the Laws of Kenya</td>
<td>Laws of Kenya database (Online Editor)</td>
</tr>
<tr>
<td></td>
<td>Continuously upgrade existing systems to include additional functionalities</td>
<td>Enhanced ICT systems</td>
</tr>
<tr>
<td></td>
<td>Develop and implement an online repository system</td>
<td>Online repository</td>
</tr>
<tr>
<td>Ensure timely and accurate reporting of judicial decisions on a continuous basis</td>
<td>Ensure that all judicial decisions received are uploaded on the website</td>
<td>Judicial decisions available online</td>
</tr>
<tr>
<td></td>
<td>Publish decisions emanating from subordinate courts and Tribunals</td>
<td>Judicial decisions available online</td>
</tr>
<tr>
<td></td>
<td>Publish all collected Cause lists from Court Stations in Kenya upon receipts</td>
<td>Uploaded Cause lists</td>
</tr>
<tr>
<td></td>
<td>Ensure that precedent setting judicial opinions are selected, edited and published</td>
<td>Precedent setting judicial opinions published</td>
</tr>
<tr>
<td></td>
<td>Ensure compilation of the weekly newsletter</td>
<td>Weekly newsletter</td>
</tr>
<tr>
<td>STRATEGY</td>
<td>ACTIVITY</td>
<td>EXPECTED OUTPUT</td>
</tr>
<tr>
<td>----------</td>
<td>----------</td>
<td>----------------</td>
</tr>
<tr>
<td>Monitoring collection of all judgments issued</td>
<td>Monitoring system</td>
<td>Receipt of all decisions of the superior courts</td>
</tr>
<tr>
<td>Preparation and publication of the Kenya Law Reports</td>
<td>Published Kenya Law reports</td>
<td>Enhanced administration of justice through monitoring and tracking of Kenya’s jurisprudence</td>
</tr>
<tr>
<td>Preparation and publication of the specialized Kenya Law Reports</td>
<td>Published specialized Kenya Law Reports</td>
<td>Enhanced administration of justice through monitoring and tracking of Kenya’s jurisprudence</td>
</tr>
<tr>
<td>Preparation and publication of the consolidated index</td>
<td>Published consolidated index</td>
<td>Enhanced administration of justice through monitoring and tracking of Kenya’s jurisprudence</td>
</tr>
<tr>
<td>To review, update and consolidate the Laws of Kenya</td>
<td>Ensure all received legislation is uploaded to the website</td>
<td>Legislation available online</td>
</tr>
<tr>
<td></td>
<td>Ensure revision and consolidation of the Laws of Kenya upon receipt of relevant amendments</td>
<td>Updated legislation available online</td>
</tr>
<tr>
<td></td>
<td>Preparation and publication of the Annual Supplement</td>
<td>Annual Supplement</td>
</tr>
<tr>
<td></td>
<td>Preparation and publication of Service Issues</td>
<td>Published service issues</td>
</tr>
<tr>
<td></td>
<td>Publication of the Laws of Kenya Volumes on sectoral areas</td>
<td>Published Laws on sectoral areas</td>
</tr>
</tbody>
</table>
## STRATEGIC THEME 1: ACCESS TO PUBLIC LEGAL INFORMATION

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>ACTIVITY</th>
<th>EXPECTED OUTPUT</th>
<th>Expected Outcome</th>
<th>Responsibility</th>
<th>Time Frame</th>
</tr>
</thead>
<tbody>
<tr>
<td>To publish other related legal publications</td>
<td>Preparation and publication of the Kenya Law Review Journal</td>
<td>Published Law Review Journals</td>
<td>Enhanced legal research</td>
<td>R&amp;D</td>
<td>Annually</td>
</tr>
<tr>
<td>Preparation and publication of Specialized Digests</td>
<td>Published Specialized Digests</td>
<td>Access to specialized legal information</td>
<td>R&amp;D/Law Reporting</td>
<td>Annually</td>
<td></td>
</tr>
<tr>
<td>Preparation and publication of the Bench Bulletins</td>
<td>Published Bench Bulletins</td>
<td>Access to and tracking of jurisprudence</td>
<td>R&amp;D</td>
<td>Quarterly</td>
<td></td>
</tr>
<tr>
<td>To review and revise Service Level Agreements (SLA’s) with internal and external stakeholders</td>
<td>Reviewed SLA’s</td>
<td>Improved stakeholder engagement</td>
<td>SQAPE/Law Reporting/LoK/SMCC</td>
<td>Bienially</td>
<td></td>
</tr>
<tr>
<td>To maintain a digital archive and library of key legal documents</td>
<td>To ensure all other legal information received is uploaded</td>
<td>Updated legal information</td>
<td>Timely access to legal information</td>
<td>R&amp;D</td>
<td>14 days</td>
</tr>
<tr>
<td>Ensure all public legal information is universally accessible</td>
<td>Review and implementation of the universal accessibility guidelines</td>
<td>Universally accessible systems</td>
<td>Universally accessible public legal information</td>
<td>ICT</td>
<td>Annually</td>
</tr>
</tbody>
</table>
## STRATEGIC PLAN 2018-2022

### STRATEGIC THEME 2: ORGANIZATIONAL SUSTAINABILITY

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>ACTIVITY</th>
<th>EXPECTED OUTPUT</th>
<th>Expected Outcome</th>
<th>Responsibility</th>
<th>Time Frame</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Objective 1: To enhance institutional capacity for sustainable growth and development</td>
<td>To ensure optimal staffing levels with the required competencies</td>
<td>Human Resource Work plan</td>
<td>Optimal staffing levels</td>
<td>HR and Admin</td>
<td>Annually</td>
</tr>
<tr>
<td></td>
<td>To implement and continuously review the Performance Appraisal System (PAS)</td>
<td>Updated Performance appraisal system</td>
<td>Optimal Performance</td>
<td>HR and Admin</td>
<td>Annually</td>
</tr>
<tr>
<td></td>
<td>To promote staff training, learning and development</td>
<td>Organizational learning and development plans</td>
<td>Continuous learning and development</td>
<td>HR and Admin</td>
<td>Annually</td>
</tr>
<tr>
<td></td>
<td>To enhance systems for recruitment and retention of staff</td>
<td>Effective staff recruitment and retention system</td>
<td>Optimal and motivated workforce</td>
<td>HR and Admin</td>
<td>Annually</td>
</tr>
<tr>
<td></td>
<td>To promote work life balance and employee wellness in the organization</td>
<td>Employee wellness plans</td>
<td>Culture that supports work life balance and employee wellness</td>
<td>HR and Admin</td>
<td>Annually</td>
</tr>
<tr>
<td></td>
<td>To promote a safe work environment</td>
<td>Organizational safety and health system</td>
<td>A safe work environment</td>
<td>HR and Admin</td>
<td>Quarterly</td>
</tr>
<tr>
<td></td>
<td>To enhance systems for employee engagement</td>
<td>Employee engagement plan/systems</td>
<td>Engaged and productive employees</td>
<td>HR and Admin</td>
<td>Annually</td>
</tr>
<tr>
<td></td>
<td>To acquire and improve organizational infrastructure and other assets</td>
<td>Capital expenditure budgets developed</td>
<td>Adequate assets and facilities</td>
<td>HR and Admin/Finance</td>
<td>Annually</td>
</tr>
<tr>
<td>Acquisition of office premises</td>
<td>Budgetary provision for office premises</td>
<td>Adequate office space</td>
<td>HR &amp; Admin</td>
<td>2022</td>
<td></td>
</tr>
</tbody>
</table>

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
<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>ACTIVITY</th>
<th>EXPECTED OUTPUT</th>
<th>Expected Outcome</th>
<th>Responsibility</th>
<th>Time Frame</th>
</tr>
</thead>
<tbody>
<tr>
<td>To enhance resource mobilization and prudent financial management</td>
<td>To develop and implement integrated budgeting and resource mobilization mechanisms</td>
<td>Yearly budgets, annual work plans, itemized budgets &amp; procurement plans</td>
<td>Adequate financial resources</td>
<td>Finance</td>
<td>Annually</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Resource mobilization plans</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>To implement a consolidated annual procurement plan</td>
<td>Annual procurement plan</td>
<td>Compliance with the procurement laws and timely and efficient procurement of goods and services</td>
<td>Procurement</td>
<td>Annually</td>
</tr>
<tr>
<td></td>
<td>To employ prudent use of resources and put in place cost saving measures</td>
<td>Management accounts</td>
<td>Prudent financial management</td>
<td>Finance</td>
<td>Annually</td>
</tr>
<tr>
<td></td>
<td>To increase revenue streams from products and services</td>
<td>Sales and debt recovery plan</td>
<td>Increased revenue</td>
<td>SMCC</td>
<td>Annually</td>
</tr>
<tr>
<td></td>
<td>To prepare IPSAs compliant financial statements</td>
<td>Financial statements/reports</td>
<td>Timely financial statements and reports</td>
<td>Finance</td>
<td>Quarterly / Annually</td>
</tr>
<tr>
<td></td>
<td>To facilitate audit of financial systems and statements</td>
<td>Audited financial statements</td>
<td>Accountability and transparent reporting</td>
<td>Finance</td>
<td>Annually</td>
</tr>
<tr>
<td>To continuously transform and improve operational efficiency by the application of new technologies</td>
<td>To acquire ICT infrastructure and equipment</td>
<td>ICT acquisition plan</td>
<td>Efficient ICT systems</td>
<td>ICT</td>
<td>Annually</td>
</tr>
<tr>
<td>Automation of internal work processes</td>
<td>Automation plan</td>
<td>Automated processes</td>
<td>ICT</td>
<td>Annually</td>
<td></td>
</tr>
<tr>
<td>To acquire and develop specialized ICT software applications</td>
<td>ICT development/acquisition plan</td>
<td>Software applications</td>
<td>ICT</td>
<td>Annually</td>
<td></td>
</tr>
<tr>
<td>To ensure reliability and efficiency of ICT infrastructure and equipment</td>
<td>Annual maintenance plan</td>
<td>Reliable and efficient ICT infrastructure and equipment</td>
<td>ICT</td>
<td>Annually</td>
<td></td>
</tr>
</tbody>
</table>
### STRATEGIC THEME 2: ORGANIZATIONAL SUSTAINABILITY

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>ACTIVITY</th>
<th>EXPECTED OUTPUT</th>
<th>Expected Outcome</th>
<th>Responsibility</th>
<th>Time Frame</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>To ensure business continuity in the event of a disaster</td>
<td>Business continuity and disaster recovery plan&lt;br&gt;Annual review of Business continuity and disaster recovery plan</td>
<td>Business continuity</td>
<td>ICT</td>
<td>Annually</td>
</tr>
<tr>
<td></td>
<td>Institutionalize an organizational Quality Management System</td>
<td>To develop and implement a QMS</td>
<td>Organizational Quality Management System</td>
<td>Improved process efficiency and product quality</td>
<td>SQAPE</td>
</tr>
<tr>
<td></td>
<td>Enhance organization performance management through annual organizational performance reviews</td>
<td>To enhance the organizational performance management plan</td>
<td>Organizational performance management system</td>
<td>Improved organizational performance</td>
<td>SQAPE</td>
</tr>
</tbody>
</table>

Strategic Objective 2: To review and develop all appropriate policies, guidelines and legislation for achieving institutional mandate

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>ACTIVITY</th>
<th>EXPECTED OUTPUT</th>
<th>Expected Outcome</th>
<th>Responsibility</th>
<th>Time Frame</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>To establish robust and facilitative policy and legal frameworks for the organization</td>
<td>To review departmental policies and guidelines for achieving institutional mandates</td>
<td>Reviewed and updated institutional policies and guidelines</td>
<td>Effective policies and guidelines</td>
<td>Editor/CEO</td>
</tr>
<tr>
<td></td>
<td></td>
<td>To review and propose amendments to the National Council for Law Reporting Act for implementing institutional mandate</td>
<td>Amended draft Act</td>
<td>Revised Act</td>
<td>Editor/CEO</td>
</tr>
<tr>
<td></td>
<td></td>
<td>To make proposals for review of any other legislation that has an impact on institutional mandate</td>
<td>Amended draft legislation</td>
<td>Revised legislation</td>
<td>Editor/CEO</td>
</tr>
</tbody>
</table>
## Strategic Objective 3: To enhance good Corporate Governance practices

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

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>ACTIVITY</th>
<th>EXPECTED OUTPUT</th>
<th>Expected Outcome</th>
<th>Responsibility</th>
<th>Time Frame</th>
</tr>
</thead>
<tbody>
<tr>
<td>To enhance brand visibility</td>
<td>Develop and implement an annual marketing and communication Strategy</td>
<td>Marketing &amp; communication Strategy</td>
<td>Enhanced visibility of the brand, products and services</td>
<td>SMCC</td>
<td>2020</td>
</tr>
<tr>
<td></td>
<td>Develop, implement and review a stakeholder engagement strategy</td>
<td>Stakeholder engagement strategy</td>
<td>Enhanced stakeholder engagement</td>
<td>SMCC/SQAPE</td>
<td>Biennially</td>
</tr>
<tr>
<td></td>
<td>To develop and implement the organizational CSR strategy</td>
<td>CSR Strategy</td>
<td>Enhanced public engagement and brand visibility</td>
<td>SMCC</td>
<td>Annually</td>
</tr>
<tr>
<td></td>
<td>Review and implement the Kenya Law brand guide</td>
<td>Updated brand guide</td>
<td>Consistent brand identity across all organizational documents, products and services</td>
<td>SMCC</td>
<td>Biennially</td>
</tr>
<tr>
<td>Enhance customer satisfaction</td>
<td>Implement a customer relationship management system</td>
<td>Customer relationship management system</td>
<td>Enhanced customer satisfaction</td>
<td>SMCC</td>
<td>2022</td>
</tr>
<tr>
<td></td>
<td>Undertake customer satisfaction surveys</td>
<td>Customer satisfaction survey index</td>
<td>Gauge customer satisfaction levels</td>
<td>SMCC</td>
<td>Biennially</td>
</tr>
</tbody>
</table>
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.
STRATEGIC PLAN 2018-2022

‘Accessible Public Legal Information towards an Enlightened Society’

‘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’

Perspectives
- Financial
- Customer & Stakeholders
- Internal Processes
- Organizational Capacity

Access to Public Legal Information
Organizational sustainability
Corporate Identity and Brand Visibility

Strong Leadership
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, motoring 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

<table>
<thead>
<tr>
<th>Key Result Area</th>
<th>Financial Requirements (Million Kshs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2018/19 FY</td>
</tr>
<tr>
<td>Provision of public legal information</td>
<td>72.46</td>
</tr>
<tr>
<td>Organizational Sustainability</td>
<td>118.81</td>
</tr>
<tr>
<td>Corporate identity and brand visibility</td>
<td>6.36</td>
</tr>
<tr>
<td>Personnel emoluments</td>
<td>161.13</td>
</tr>
<tr>
<td>TOTALS</td>
<td>358.76</td>
</tr>
</tbody>
</table>

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.

**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.
### Definitive Stakeholders

<table>
<thead>
<tr>
<th>Color</th>
<th>Stakeholders</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Red</td>
<td>Definitive</td>
<td>Presence of all three attributes (power, legitimacy and urgency), high salience. Managers give immediate priority to these stakeholders.</td>
</tr>
<tr>
<td>Amber</td>
<td>Expectant</td>
<td>Two attributes, moderate salience. Rather passive, likely higher-level engagement with these stakeholders. Manage carefully otherwise frustration could make them &quot;turn red&quot;</td>
</tr>
<tr>
<td>Green</td>
<td>Latent</td>
<td>One attribute, low salience. Some level of attention and monitoring, otherwise they &quot;go amber&quot;</td>
</tr>
</tbody>
</table>

---

**Note:**

- **Red** stakeholders: High priority, immediate action needed.
- **Amber** stakeholders: Moderate priority, careful management is required.
- **Green** stakeholders: Low priority, attention and monitoring necessary.

---

**Stakeholder Engagement Levels:***

1. **Definitive**
   - High salience
   - Immediate priority
   - Managers give immediate priority to these stakeholders.

2. **Expectant**
   - Moderate salience
   - Passively engaged
   - Higher-level engagement may be necessary to avoid frustration.

3. **Latent**
   - Low salience
   - Attention and monitoring
   - Otherwise, they may become expectant or definitive stakeholders.
### Table 8 - Stakeholder Map

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Stakeholder Expectation of Kenya Law</th>
<th>Kenya Law's expectations of stakeholder</th>
<th>Classification</th>
<th>Stakeholder Management Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Kenya Law's Council</strong></td>
<td>i. Implementation of Kenya Law's mandate translating to the Council's legacy ii. Timely submission of Kenya Law's Council and Committee reports iii. Ensure implementation of Good Corporate Governance practices iv. Continuously enhance the Council's technical and corporate governance skills</td>
<td>i. Providing strategic and policy direction by facilitating strategic planning and policy development including endorsement and implementation of the Strategic Plan and policies 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</td>
<td>Red</td>
<td>i. Train the Council on Corporate Governance and technical areas of Kenya Law's operations ii. Provide relevant and timely information iii. Provide conducive working environment and tools iv. Timely implementation of Council resolutions</td>
</tr>
<tr>
<td><strong>Employees</strong></td>
<td>i. Commensurate and competitive remuneration; ii. Conducive, enabling and safe work environment/culture that fosters productivity iii. Continuous Training and career development</td>
<td>i. Execution and implementation of Kenya Law’s mandate through efficient performance of duties and responsibilities ii. Adherence to Kenya Law’s policies, practices and values as well as national laws iii. To embody and embrace creative freedom, personal growth/fulfilment, positive attitude, openness and a learning culture iv. Productivity</td>
<td>Red</td>
<td>i. Staff motivation through competitive terms of service ii. Provision of a conducive working environment, appropriate organizational structure, adequate working tools iii. Career progression and personal development opportunities</td>
</tr>
<tr>
<td>Stakeholder</td>
<td>Stakeholder Expectation of Kenya Law</td>
<td>Kenya Law’s expectations of stakeholder</td>
<td>Classification</td>
<td>Stakeholder Management Strategy</td>
</tr>
<tr>
<td>-------------</td>
<td>-------------------------------------</td>
<td>----------------------------------------</td>
<td>---------------</td>
<td>---------------------------------</td>
</tr>
</tbody>
</table>
| OAG & DoJ   | i. Timely preparation of the annual supplement  
ii. Law Revision  
iii. Timely preparation and submission of Kenya Law’s annual report and financial statements  
iv. Providing access to updated Laws of Kenya  
v. Timely, accurate, up-to-date and reliable legal information  
vi. Timely, accurate, up-to-date and reliable legal provision | i. Provide timely approvals of the annual supplement  
ii. Effect changes to laws in line with the Law Reform issues raised.  
iii. Consumer of Kenya Law’s products and services  
iv. Feedback on Kenya Law’s products and services  
v. Resource support  
vi. Timely submission of updated laws of Kenya, treaties and conventions by the relevant departments | Red | i. Adherence to the law in execution of the statutory mandate by ensuring all publications comply with legal provisos  
ii. Continuous engagement and discourse on matters of jurisprudence, policy, accountability and justice  
iii. Continuous training of OAG officers  
iv. Implementation of inter-agency collaborations  
v. Execution of Service Level Agreements  
vi. Joint resource mobilization |
| Government Press | i. Access to timely, updated, relevant, reliable and consolidated legal information/laws of Kenya  
ii. Accurate presentation of printed work e.g. Legislation and the Kenya Gazette | i. Adherence to terms of mutual agreements  
ii. Collaboration, participation and support in mutually beneficial activities  
iii. Timely printing and transmission of information | Red | i. Mutual agreement on quality of print, timeliness of interparty information exchange/delivery and other collaborative issues  
ii. Collaboration, participation and support in mutually beneficial activities  
iii. Execution of Service Level Agreements |
| Law Society of Kenya and its membership | i. Partnerships to enhance the growth of the legal sector  
ii. Provision of Public legal information through legal awareness forums  
iii. Monitoring and reporting on the development of Jurisprudence  
iv. Provision of updated Law reports  
v. Providing access to updated Laws of Kenya  
vi. Timely, accurate, up-to-date and reliable legal information | i. Provide continuous professional development (CPD)  
ii. Sharing of legal information  
iii. Institute partnerships to enhance the growth of the legal sector  
iv. Participation in forums for legal discourse  
v. Consumer of Kenya Law’s products and services  
vi. Feedback on Kenya Law’s products and services  
vii. Joint resource mobilization | Red | i. Accessibility of laws  
ii. Reporting of cases through development of a quarterly bench bulletin  
iii. Development and dissemination of weekly newsletters,  
iv. Development and publication specialized volumes of the laws in emerging legal sectors,  
v. User friendly Kenya Law website with accurate and updated content |
### Table 8 - Stakeholder Map

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Stakeholder Expectation of Kenya Law</th>
<th>Kenya Law’s expectations of stakeholder</th>
<th>Classification</th>
<th>Stakeholder Management Strategy</th>
</tr>
</thead>
</table>
| **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  
v. 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

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Stakeholder Expectation of Kenya Law</th>
<th>Kenya Law’s expectations of stakeholder</th>
<th>Classification</th>
<th>Stakeholder Management Strategy</th>
</tr>
</thead>
</table>
| Citizenry/Public | i. Access to timely, updated, relevant, reliable and consolidated public legal information  
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  
iii. Compliance with the law in all activities including proper utilization of public funds  
iv. Creation of awareness on legal information and the mandate of Kenya Law through involvement of the public in various fora | i. Public Participation in Kenya Law’s strategy, decision and policy making processes  
ii. Objective feedback and critique of Kenya Law’s products, processes and services  
iii. Consumption of Kenya Law products  
iv. Enhanced legal literacy for the promotion of the rule of law | Red | i. Universal accessibility of public legal information to the able and differently-abled  
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  
iii. Organizing events and forums to enhance public engagement on matters of dissemination of public legal information  
iv. Transparent, accountable, efficient and effective utilization of resources and execution of mandate |
| Regional and international courts | i. Monitoring and reporting on the development of Jurisprudence including highlighting differences in judicial reasoning  
ii. Law reporting as a tool for judicial accountability and transparency  
iii. Timely, accurate, up-to-date and reliable legal information | i. Administration of justice and continuous development of jurisprudence  
ii. Consumer of Kenya Law’s products and services  
iii. Feedback on Kenya Law’s products and services  
iv. Timely transmission of judicial decisions delivered  
v. Interpretation of the law  
vi. Joint resource mobilization | Red | i. Accessibility of public legal information  
ii. Reporting of cases through development of a quarterly bench bulletin.  
iii. User friendly Kenya Law website with accurate and updated content  
iv. Implementation of inter-agency collaborations |
| Suppliers of goods and services | i. Continued business (revenue)  
Compliance with laws and policy requirements and agreements | i. Timely delivery of quality goods and services  
Compliance with laws and policy requirements and agreements | Red | i. Timely payments  
ii. Transparency in procurement |
<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Stakeholder Expectation of Kenya Law</th>
<th>Kenya Law’s expectations of stakeholder</th>
<th>Classification</th>
<th>Stakeholder Management Strategy</th>
</tr>
</thead>
</table>
| 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 an 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 Laws 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

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Stakeholder Expectation of Kenya Law</th>
<th>Kenya Law’s expectations of stakeholder</th>
<th>Classification</th>
<th>Stakeholder Management Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legal Information Institutes and other international organizations</td>
<td>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 iii. Benchmarking with the organizations for knowledge exchange</td>
<td>i. Consumer of Kenya Law’s products and services ii. Feedback on Kenya Law’s products and services iii. Joint resource mobilization</td>
<td>Amber</td>
<td>i. Collaborative partnerships on areas of mutual interest ii. Mutual agreements collaboration on enhancing jurisprudence and judicial efficiency iii. Collaborative research and knowledge exchange</td>
</tr>
<tr>
<td>Semi-Autonomous State Agencies (SAGA’s) Ministries, Departments and Agencies (MDA’s)</td>
<td>i. Co-operation on activities of mutual benefit and adherence to terms of mutual agreements ii. Accurate presentation of information provided to Kenya Law iii. Providing access to updated Laws of Kenya iv. Timely, accurate, up-to-date and reliable legal information v. Timely transmission of information as may be required.</td>
<td>i. Co-operation on activities of mutual benefit and adherence to terms of mutual agreements ii. Consumer of Kenya Law’s products and services iii. Feedback on Kenya Law’s products and services iv. Joint resource mobilization</td>
<td>Amber</td>
<td>i. Continuous engagement and discourse on matters of jurisprudence, collaboration, policy, accountability and justice ii. Proper and accountable use of resources iii. Timely, updated, relevant, reliable and consolidated public legal information iv. Collaboration, participation and support in mutually beneficial activities</td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th>Classification</th>
<th>Anticipated Risk</th>
<th>Mitigation Measures</th>
</tr>
</thead>
</table>
| 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

<table>
<thead>
<tr>
<th>Classification</th>
<th>Anticipated Risk</th>
<th>Mitigation Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low uptake of new products</td>
<td>Market survey and product testing before launching new products</td>
</tr>
<tr>
<td></td>
<td>Bureaucratic red tape and slow decision making</td>
<td>Enhance stakeholder management strategies</td>
</tr>
</tbody>
</table>
|                | 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,  | i. Staff motivation  
|                | skills gaps and low motivation/morale and staff litigation against the organization | 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    | i. Develop sound investment policy on new technology  
|                | obsolescence                                                                     | 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

<table>
<thead>
<tr>
<th>Classification</th>
<th>Anticipated Risk</th>
<th>Mitigation Measures</th>
</tr>
</thead>
</table>
| **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**

<table>
<thead>
<tr>
<th>Strategic Theme</th>
<th>Strategic Objective</th>
<th>Strategy</th>
<th>Time Frame</th>
<th>Status of Strategy</th>
<th>Variance &amp; Why</th>
<th>Responsibility</th>
<th>Improvement Program(s)</th>
</tr>
</thead>
</table>
7. Organizational Structure