



STRATEGIC PLAN

▪ 2017-2021 ▪

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LIST OF ABBREVIATIONS

ABA	Advocates Benevolent Association	DRC	Democratic Republic of Congo
AC	African Commission	EACC	Ethics Anti- Corruption Commission
ACJ	African Court of Justice	EALS	East African Law Society
ADR	Alternative Dispute Resolution	ELC	Environment and Land Courts
AG	Attorney General	EPR	Enterprise Resource Planning
AGM	Annual General Meeting	FIDA	Federation of Women Lawyers
AMS	Advocate Management System	ICC	International Criminal Court
APSEA	Association Professional Society of East Africa	ICT	Information Communication Technology
ATP	Advocates training Program	IDLO	International Development Law Organization
AU	Africa Union	ISO	International Standards Organization
BVR	Biometric Voter Registration	JSC	Judicial Service Commission
CADRM	Court Assisted Dispute Resolution Mechanism	KNCHR	Kenya National Commission on Human Rights
CBA	Canadian Bar Association	LSK	Law Society of Kenya
CEO	Chief Executive Officer	M&E	Monitoring and Evaluation
CIA	Chartered Institute of Arbitrators	MTI	Mediation Training Institute
CIC	Commission of Implementation of the Constitution	NCAJ	National Council on Administration of Justice
CJ	Chief Justice	NCIC	National Cohesion and Integration Commission
CLE	Continuous Legal Education	NEMA	National Environmental Management Authority
COG	Council of Governors	NGO	Non-Governmental Organizations
CPD	Continuous Professional Development	ODPP	Office of the Director of Public
CSO	Civil Society Organization		
DCJ	Deputy Chief Justice		
DMS	Document Management System		

FOREWARD

The Law Society of Kenya has over the years consistently provided leadership and technical support to the country in order to deliver justice, advance the rule of law, protect constitutionalism and improve access to justice at both national and county levels; this is in addition to providing requisite services to the ever-increasing number of advocates in the country. Having, together with key partners, invested huge resources in supporting the implementation of the constitution in the last strategic plan, the Society now turns its attention to institutional support on the constitutional offices, alongside civil society organizations and the private sector. This is expected to go a long way in promoting the independence of these offices so that may play their watchdog role in protecting human rights and safeguarding the gains made under the new constitution. Continuous support will be provided for nurturing and monitoring growth in the new dispensation.

The formulation of the 2017–2021 LSK strategic plan provides an excellent opportunity for the Society to scan the legal, social, political, cultural, and economic environment to place its interventions at the heart of the emerging opportunities and threats, nationally, regionally and internationally. The objectives of LSK are anchored in the Law Society of Kenya Act, 2014, which requires it to collaborate and partner with other institutions of likeminded mandates. Such collaborations will be extended towards crystalizing gains in legal reform, legislative drafting, public interest litigation and access to justice, as well as engagements in continuous professional development for advocates.

The LSK has noted with concern the violation of individual and community rights that relate to the extractive industry in Kenya; to land and the environment; gender equity; and social welfare. To

mitigate these effects, the Society will partner with like-minded organizations to improve the capacity of communities to negotiate for sustainable livelihoods, as well as engaging advocates to improve their capacity to lobby for legal reforms and to provide competent services in the extractive sector among other sectors of the economy.

This strategic plan comes at a time when the Society is poised to enhance the monitoring of advocates' compliance with statutory requirements, relating to professional practice standards and ethical conducts. To this end, investigative teams will be sent out to engage with advocates in their practice areas. This is geared towards improving professional conduct with a view to promoting high professional standards in legal practice. This is expected to enhance discipline, especially among young advocates, as well as to reduce the number of complaints against advocates and also the backlog at the Advocates Disciplinary Tribunal. The Society has further developed a Code of Conduct, which assuming it will be implemented properly will promote integrity and enhance professionalism in the legal profession.

The Society continues to look forward to achieving greater support across all sectors in order to achieve sustainable results in the most cost effective manner.

Isaac E.N. Okero
President

ACKNOWLEDGMENT

Strategic plan is a proactive result-based management strategy adopted by institutions with a view to achieving their desired future. It identifies past performance, the current status, the preferred future and the means to achieve the planned objectives.

In this context, responsibilities are assigned to specific individuals to carry out the various strategies and activities set target within a given time-frame.

On behalf of the staff of the Law Society of Kenya, I wish to convey our gratitude to the Council and members for giving us the issues that informed the strategic direction for the institution. This Plan was prepared through stakeholder consultation. In a very special way, I thank the member and the branch officials for giving valuable contribution despite their tight schedules.

I also acknowledge the immeasurable input of our consultants Michael Eldon, Twalib Ebrahim, Job

Mati and Sam Ogolla for the assistance in preparation of the Plan.

I am deeply indebted to the Council, branch official, members of LSK Committees and Secretariat Staff for their industrious and commitment in drafting the Plan, critique, deliberations and presentation during the Strategic Planning Retreats held in Naivasha and Nyahururu.

To all those who contributed either directly or indirectly to the successful preparation of this Strategic Plan and have not been mentioned in this short statement, you are appreciated most sincerely.

Mercy K. Wambua
Secretary/CEO

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EXECUTIVE SUMMARY

The Law Society of Kenya is a statutory body established pursuant to the Law Society of Kenya Act, 2014. Section 4 of the Act provides for functions and objects of the Society and forms the basis for this strategic plan 2017-2021.

This Plan builds on the last Strategic Plan (2012-2016), which identified the following priority strategic issues:

- i. Membership
- ii. Governance
- iii. The Rule of Law
- iv. Professional standards
- v. Institutional capacity
- vi. Financial stability

The implementation of the 2012- 2016 Strategic Plan was fraught with challenges, as a result of which some objectives were either slowed down or could not be achieved. However, numerous significant achievements were realized. These include:

- i. Automated database and bulk SMS platform
- ii. Fully operational website
- iii. Development, review, amendment and analysis of Bills, Legislation, Acts, Policies, Regulations and Rules
- iv. Further digitization of services
- v. Enhanced compliance by the membership
- vi. Countrywide concurrent seminars for advocates
- vii. Successful publication of LSK journals, magazines, newsletters and annual reports
- viii. Development of the LSK Audit Charter

The main challenges faced were as follows:

- i. Difficulties in developing annual work plans
- ii. Weak monitoring and evaluation framework
- iii. Inadequate financial reporting on the strategic plan
- iv. Lack of emphasis on Knowledge Management systems
- v. Absence of an HR function, impacting negatively on the staff productivity
- vi. Funding gaps, owing to inadequate fund raising strategies and personnel
- vii. Too many committees, the management of which was haphazard

The strategic objectives identified in the 2012-2016 Plan remain relevant, and as a result they have been factored into the current one. The lessons learnt from the successes achieved and the challenges faced in implementing the last strategic plan have informed and influenced the formulation of this new Plan, in which these five strategic objectives have been defined:

- I. Provide transformative member and welfare services
- ii. Improve administrative and governance structures
- iii. Promote the implementation of the constitution, the rule of law and the administration of

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justice

- iv. Enhance sound financial, budgeting and risk management systems
- v. Enhance standards of learning, professional competence and conduct

This strategic plan outlines several flagship activities from each department to aid the realization of the objects of LSK as provided for in the Act, as follows:

- I. Set up Inspectorate Unit
- ii. Enhance PIL and SIL
- iii. Promote ADR and ADR law reform
- iv. Develop gender policy and strategy, and fill all organizational policy gaps;
- v. Provide Legal Aid
- vi. Establish Legal Aid Call Centre
- vii. Implement Biometric Voter Registration (BVR)
- viii. Develop a media platform for public education and sensitization
- ix. Provide a platform for conducting online training
- x. Implement Enterprise Resource Planning (ERP) System
- xi. Digitize documents
- xii. Develop public/internal communication strategy
- xiii. Undertake systems audit
- xiv. Establish Human Resource Unit
- xv. Review Financial Management policy
- xvi. Review Investment policy
- xvii. Institutionalize the budgeting process
- xviii. Construct ultra-modern office block
- xix. Define effective organization structure

In order to facilitate and sustain an efficient and effective implementation regime, the Society undertakes to adopt a human rights based approach; to mainstream gender, disability and inclusivity; promote partnerships and alliance building; enhance transparency and accountability; encourage the use of research; and advocate for an open working system in all structures and processes. The Society will work to live by its vision and mission (in the context of its mandate), and ensure compliance with its core values in the implementation of the Plan, as laid out below.

OUR VISION

A Society that promotes quality and robust legal practice and the rule of law,

OUR MISSION

Rule of law and administration of justice; Democracy and Good governance; Prudence and probity in the use of resources; Learning and growth; and Responsive and effective service delivery to members.

CORE VALUES

To empower the legal profession with quality member services and promote the rule of law, through advocacy and good governance.

The Law Society of Kenya has over time stood out as a defender of human rights, an untiring advocate for constitutionalism, and an ardent champion for the rule of law in Kenya. While these objectives remain highly

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relevant in the overall thinking of this strategic plan, there is a shift towards protecting the space of other institutions by nurturing them to ensure that they play their watchdog roles. The Society will focus more on creating a suitable environment in which these institutions, both in government and civil society, can thrive, be heard, be respected and be accountable to the public. In this respect, the Society will contribute towards improving and upholding the highest standards in the practice of law and in legal education.

In order to successfully implement this five-year strategic plan, the Society will have to raise approximately **KES 2,579,134,986**. The projected total income for the period is **KES 1,580,682,430**, leaving a deficit of **KES 998,452,556**.

The key item in this deficit is the **KES 850,000,000** meant for constructing the Society's office block. This is urgent, given that the current building is falling apart and hence under threat of condemnation. The Society will identify a strategic methods of raising the necessary funds and provide a framework where members may contribute their ideas on how to proceed with this venture.

CHAPTER ONE

INTRODUCTION

-
- BACKGROUND OF THE ORGANIZATION
 - RATIONALE FOR STRATEGIC PLAN REVIEW
 - STRATEGIC PLANNING PROCESS
 - REVIEW OF PREVIOUS STRATEGIC PLAN
-

1. CHAPTER ONE : INTRODUCTION

1.1 BACKGROUND OF THE ORGANIZATION

The Law Society of Kenya is a professional statutory body drawing membership of all advocates, currently totaling over 14,000. The Law Society of Kenya was established by an Act of Parliament – The Law Society of Kenya Act (Chapter 18 of the laws of Kenya). The Law Society in its present form was established in 1948 by dint of section 3 of the Law Society of Kenya Ordinance, 1949. That Act was later repealed on 30th October, 1992. This was later replaced by the current Law Society of Kenya (LSK) Act of 2014 - wherein the structure of the secretariat was reorganized to promote greater commitment to excellence as well as client care in the practice.

The LSK Act, 2014 under which the LSK now operates has established various organs: The General Meeting, Council, Secretariat and Branches. The Council is the governing body of the Law Society of Kenya comprising a President, a Vice-President and eleven other elected members. The Council members are elected every two years by the membership by means of a secret ballot conducted in accordance with the Law Society of Kenya Act.

The Law Society of Kenya Act confers to the Council powers to establish thematic committees comprising members of the Society for the purpose of assisting the Society perform, or to advise the Society on any matter relating to the performance of its function.

The Secretariat is set out in the Law Society of Kenya Act. The Head of the secretariat is the Chief Executive Officer and Secretary to the Council who is responsible to the Council for the day to day administration and management of the Secretariat and the affairs and functions of the Society as the Council shall determine. The secretariat currently comprises of six departments; Compliance and Ethics,

Parliamentary Affairs and Legislation, Continuing Professional Development, Communications, Public Interest Litigation and Finance.

The Society plays a critical role in the push towards a more open democratic space. Indeed, the Society was a force in the early 1990s pushing for a multiparty democracy. Subsequently, the society agitated for a new constitutional dispensation. A majority of the society's members were the drivers of these processes such as the Constitution Review Commission. With the advent of the Constitution 2010, the Society continued to play a key role in the implementation of the Constitution. Over the years, the Society has become a defender of the constitution, a promoter of the rule of law, a champion for access to justice and a fearless defender of human rights in the country and the region.

Internally, the Society has been undergoing transformation. The membership of the society has exponentially grown. This growth altered the administration, operations, functions and role of the Society. The transformation included the increase in the human resource at the secretariat and the need to obtain facilities that cater for the staff, the members of the society and the public; the development of Advocates' database and advocates' Search engine; the establishment of a Continuing Professional Development Program that is run by a committee; the devolution of the Society by setting up eight Branches across the country to cascade the functions and operations of the Society to members at the grassroots level; the restructuring of the secretariat; the improvement of regulation of advocates through an improved complaints system and procedure that is driven by the Compliance Department, and for the very first time, the Council of the Society developed the 2012-2016 Strategic Plan which has provided strategic direction to the Society for the last four years.

The objects and functions of the Society are anchored in section 4 of the Law Society of Kenya Act, 2014. These are to:

- a. Assist the government and the courts in matters relating to legislation, the administration of justice and the practice of law in Kenya;
- b. Uphold the constitution of Kenya and advance the rule of law and the administration of justice;
- c. Ensure that all persons who practice law in Kenya or provide legal services in Kenya meet the standards of learning, professional competence and professional conduct that are appropriate for the legal services they provide;
- d. Protect and assist the members of the public in Kenya in matters relating to or ancillary or incidental to the law;
- e. Set, maintain and continuously improve the standards of learning, professional competence and professional conduct for the provision of legal services in Kenya;
- f. Determine, maintain and enhance the standards of professional practice and ethical conduct, and learning for the legal profession in Kenya;
- g. Facilitate the acquisition of legal knowledge by members of the society and ancillary service providers, including paralegals through promotion of high standards of legal education and training;
- h. Represent, protect, and assist members of the legal profession in Kenya in matters relating to the conditions of practice and welfare;
- i. Formulate policies that promote the restructuring of the legal profession in Kenya to embrace the spirit, principles, values and objects of the constitution of Kenya;
- j. Facilitate the realization of a transformed legal profession that is cohesive, accountable, efficient and independent;

- k. Establish mechanisms necessary for the provision of equal opportunities for all legal practitioners in Kenya; Commissioning of a study to determine status of women in the legal profession;
- l. Protect and promote the interests of consumers of legal services and the public interest generally, by providing a fair, effective, efficient and transparent procedure for the resolution of complaints against legal practitioners;
- m. Enhance/scout for opportunities for lawyers by for example monitoring new laws, amend laws and create opportunities, train lawyers on new/emerging areas;
- n. Branches to be strengthened to bring services closer to the members of the branch;
- o. Develop and facilitate adequate training programs for legal practitioners; and
- p. Do all such other things as are incidental or to the foregoing functions.

1.2. RATIONALE FOR STRATEGIC PLAN REVIEW

The Law Society of Kenya formulated the last Strategic Plan (2012 – 2016) to firmly anchor its programs within the Constitution. While mid-term and end-term evaluations were not carried out, a general review revealed several lessons on how to improve on this strategic plan. There are many concurrent and multiple factors that prompt the formulation of this strategic plan.

Foremost, the 2012-2016 Strategic Plan has come to an end; the review of the last strategic plan indicated certain directions which must be taken to realize better outcomes. The Society is more aware of the context of its operations and the need to develop a more practical strategic direction for the next five years based on the lessons learnt as well as the various studies undertaken during the implementation period. The realignments within the internal environment necessitated by the changes in policy and legislative reforms that

impact the Society and the legal profession as well as the environment within which we work. The Law Society of Kenya Act, 2014 has significantly provided the impetus for change, based on the new objects and functions of the Society as provided under section 4. The Society, therefore, has to devise strategies for mitigating these emerging developmental challenges in the most effective, efficient, accountable and sustainable way.

1.3 STRATEGIC PLANNING PROCESS

The planning process was participatory and consultative. It commenced with the review of the 2012-2016 strategic plan, which revealed areas of great achievement as well as pitfalls that needed to be avoided. Various LSK documents were reviewed, including annual management and financial reports, and project reports. A strategic planning retreat was organized and attended by both staff and council members, who provided great insight on the nature of work, the identity of LSK, where the Society wishes to go, and the strategies of how to get there. Internal consultations were held with LSK branch officials through desk-top research. External stakeholders were also interviewed by the consultant, including government agencies, civil society, the private sector and development partners.

A further workshop was held with the Council and staff members, plus representatives from committees and leaders from the eight branches. The branch representatives outlined their key areas of activity, and prominent among them were the need to build their secretariats and find premises; and devote more resources to members' welfare. Both of these require additional human and financial resources, and while some initiatives have been undertaken in regard to these areas, it was clear that there needs to be more collaboration between the

branch and the national levels, and very reassuringly the whole spirit of the workshop was reflective of such win-win attitudes.

The need for moving from a departmental structure to one built around directorates was also reviewed; and also for enhanced resource mobilization.

1.4 REVIEW OF PREVIOUS STRATEGIC PLAN

Objective		Achievement
1.	To increase members taking out practicing certificates to 80% by 2016	Increased the number of compliant members from 6,000 to 13,200 in 2016
2.	To offer quality services to members	<ul style="list-style-type: none"> Identified organizations/partners that the Society can partner with Entered into partnership, collaborations and projects Engaged members in active participation through committees Maintained updated database of members
3.	To enhance good corporate governance	<ul style="list-style-type: none"> Trained Council and Secretariat's management on corporate governance Amended the LSK Act Conducted elections according to law Communicated the staff operational manual to employees Increased staff salaries by 7% in 2014
4.	To enhance access to justice	<ul style="list-style-type: none"> Identified criteria for offering legal aid Identified advocates to be involved in the legal aid cases Implemented the pro-bono scheme Undertook public interest litigation Established legal aid desk at the Secretariat Lobbied Judiciary for expeditious delivery of rulings and judgments Review and critique bills to ensure they are in compliance with
5.	To ensure high professional standards in legal practice	<ul style="list-style-type: none"> Developed accreditation regime for organizations offering CPD point earning courses Undertook a training needs analysis for members Redesigned CPD curriculum to be more relevant to members Developed annual training calendar and communicate to members Developed a code of conduct for advocates Undertakes research on ADR
6.	To avail quality and adequate support capacity	<ul style="list-style-type: none"> Undertook ICT needs assessment Acquired necessary software and hardware Monitored and evaluated the back-up system regularly Improved and updated database of lawyers

Achievements

The synchronization and harmony between the council and the secretariat produced a number of milestones. The following achievements were realized under each objective.

Challenges

The operative environment was filled with both systemic and programmatic challenges. The following are the main challenges identified:

1. The policy framework had many gaps

which needed to be filled;

2. The accountability mechanism and financial management systems required improvement;
3. The human and capital resources were sub-optimal, leading to implementation challenges;
4. The M&E framework was nonexistent;
5. Political interference affected internal mechanism of the society;
6. The society was slow in embracing new

technology;

7. The organizational structure was weak leading to the changes in the Law Society of Kenya Act, 2014 which introduced the directorates; and
8. High employee turnover affected the operations of the Society.
9. The physical infrastructure of the Secretariat is uninhabitable posing risks to staff.

Lessons Learnt

Lessons learnt from the previous plan include:

1. Staff, council and stakeholders involvement in the strategic planning process is critical if significant achievements are to be realized in the implementation phase;
2. To successfully implement the strategic plan, all systemic and policy gaps must be filled;
3. Implementation requires an effective M&E framework;
4. The staff requires requisite tools and equipment, and must be well motivated if their performance is to be enhanced;
5. Fund-raising strategies will have to be enhanced, from both traditional and non-traditional sources;
6. All governance and accountability protocols must be adopted and implemented;
7. Embracing new technology is a game-changer under the operations framework;
8. The secretariat requires an ample and secure working environment in the currency of this strategic plan;
9. Allocation of adequate resources in the budgeting stage is a prerequisite to effectively implementing the strategic plan;
10. A policy framework must be established

for all departments, especially the Human Resources and ICT departments;

11. Need to efficiently and sufficiently address members' welfare issues;
12. Undertake more strategic public-interest litigation;
13. Need to engage the government we need to assist it in matters relating to legislation, administration of justice and the practice of law in Kenya;
14. Need to take advantage of devolution and empower the Branches to have a say and speak out on / advise counties on matters of law;
15. The Bar-Bench Committees need to be more proactive, so that only serious matters are handled by the National office;
16. A fundraising strategy must be developed, and a Business Development Officer recruited; and
17. A commercial arm of the Law Society to add revenue streams.

CHAPTER TWO

STRATEGIC DIRECTION

-
- VISION, MISSION AND VALUES
 - STRATEGIC OBJECTIVES
 - STRATEGY MATRIX
 - STAKEHOLDER ANALYSIS AND MATRIX
-

2. CHAPTER TWO : STRATEGIC DIRECTION

This chapter outlines the strategic steps that the Society will take during the third plan period. The chapter further interrogates the enabling strategies aimed at improving programs delivery over the plan period. It provides the core values under which all program interventions shall rest. A clear results framework is provided to assist in performance monitoring and evaluation.

2.1. VISION, MISSION AND VALUES

Vision

A Society that promotes quality and robust legal practice and the rule of law.

Mission

To empower the legal profession with quality member services and promote the rule of law, through advocacy and good governance.

Core Values

Rule of law and administration of justice: We shall uphold, sustain and promote the principle that all people and institutions are subject to and accountable to law. We shall stimulate the fair administration of justice. Our organs, systems, structures and programs shall promote access to justice.

Democracy and good governance: We shall advance fairness and social equality in all electoral processes, both internal and external. We shall encourage open competition and effective participation by all members and stakeholders. We shall at all times promote fair representation and grant equal opportunities to the membership. We shall uphold principles of free, fair and credible electoral processes. Our systems, structures and processes shall be clear, so as to nurture responsive interventions and meet the high expectations of our stakeholders and the wider public.

Prudence and probity in the use of resources: The Society will ensure efficient and sustainable management of human and material resources.

Learning and growth: We shall build the capacity of our members so they fulfill their potential.

2.2. STRATEGIC OBJECTIVES

During the implementation period, the Society will aim to achieve the following strategic objectives:

1. Provide transformative member services/welfare.
2. Improve administrative and governance structures.
3. Promote the implementation of the constitution, the rule of law and the administration of justice.
4. Enhance standards of learning, professional competence and conduct.
5. Enhance sound financial, budgeting and risk management systems.

“

We shall at all times promote fair representation and grant equal opportunities to the membership. We shall uphold principles of free, fair and credible electoral processes.

”

2.3. STRATEGY MATRIX

	STRATEGIC OBJECTIVE (2017-2021)	STRATEGY	ACTIVITY
1.	To provide transformative member services/welfare	Improve records management	Review information, records and archives management practices
			Integrate records and information management processes and policies
		Provide easy access to LSK products	Automation and digitization of systems and processes
			Design and implement online application and processing of Practice certificates
			Revitalize LSK publications
			Production and issuance of practicing certificates at the secretariat
			Avail Frequently Asked Questions with responses online
		Enhance communication with stakeholders	Develop and implement communication policy
			Equip the Communications Department
		Enhance equal outcomes for all legal practitioners	Develop gender equality policy
			Design appropriate performance management strategy for Council, Secretariat and Committees
			Deploy quality management systems
		Promote open, transparent and democratic systems	Review of LSK voting systems
			Review of LSK legislations and regulations
		Provide responsive welfare conditions and services	Support ABA to fill systemic gaps including development of strategic plan
			Negotiate discounted or special rates for the membership
			Keep members well informed of upcoming events and activities
			Negotiate support for members beyond bereavement
			Establish Lawyer Assistance Programs at the branch level
		Establish a cohesive and independent legal profession	Redesign organization website
			Review and implement organizational structure
			Establish members service unit
2.	To improve administrative, accountability, governance, and policy structures	Institutionalize performance management system (PMS)	Develop and implement PMS
			Develop LSK Service Delivery Charter
			Disseminate and continuously monitor the service delivery charter
		Restructure the organization	Review the existing organizational structure
			Undertake a job design including needs assessment
			Develop restructuring plan
			Provide change management strategy
			Undertake work force planning
			Undertake salary grading

2.3. STRATEGIC MATRIX

	STRATEGIC OBJECTIVE (2017-2021)	STRATEGY	ACTIVITY
		Have a well aligned to protocols of good governance	Hold regular consultative meetings Review Council Charter Undertake continuous monitoring and evaluation Open financial accounting procedures Equal opportunity employer Tested and consistent rules and procedures that facilitate efficiency Ensure transparency in all systems and processes Responsive to the priorities of members, public and stakeholders
		Align policies to the spirit, principles, values and objects of the Constitution of Kenya and a healthy internal policy framework that enhances integrity and transparency	Develop gender equality policy Develop sexual harassment policy Develop occupational health and safety policy Develop financial management policy Develop an Investment Policy Develop Communication and Media Policy Develop social media strategy Develop policy regulating committee affairs Develop procurement policy Review ICT policy Develop CSR strategy Develop performance management policy
		Establish a good physical infrastructure	Construct Secretariat office block Identify key investor to facilitate and guarantee construction Provide adequate office equipment and furniture Implement work place occupational health and safety policy
		Enhance human resource capacity	Align organizational structure from departments to directorates Installation of Enterprise Resource Planning (ERP) Develop and implement recruitment and retention policy Undertake staff training and mentoring programs Review the LSK Human Resource policy Develop and implement secretariat welfare policy Provide clear grading and progression strategy Enhance Staff Motivation Develop remuneration strategy and improve staff salaries and allowances Develop committee's management policy Develop performance management plan
		Enhance high visible Society Brand	Invest in corporate social responsibility (CSR) Provide effective pro bono legal services Enhance quality of legal awareness week activities Undertake Strategic Public interest litigation (SPIL) Promote sustainable partnerships

3.	To promote constitution implementation, the rule of law and administration of justice	Promote independence of the legal profession	Review of the Advocates Act and regulations Develop LSK(General) Regulations to operationalize the LSK Act Secure and protect legal practitioners Provide technical support to Parliament, Senate and County Governments Support the development of appropriate Bills Undertake legal and policy research Undertake constitutional, legislative, policy and law reforms Undertake public advocacy initiatives Undertake continuous monitoring and periodic evaluations
		Undertake protection of the members of the public in matters touching on law and justice	Develop regulations for implementing ADR Train members on Alternative Dispute Resolution mechanisms Sensitize members on procedures of court assisted mediations Upgrade from a legal aid desk to a fully pledged legal aid scheme Provide a framework for operationalization of pro-bono legal scheme Improve and undertake strategic interest litigation Undertake stakeholders' analysis Build partnerships and promote networking Develop probono service providers data base Lobby for representation in key public and private sector institutions Develop as compodium on PIL Case
		Improve access to justice by members of the public	Promote the use of alternative dispute resolution (ADR) mechanisms Create Awareness on the LSK Legal Aid Program Implement the Legal Aid Scheme Mapping and building networks with partners in the justice sector Undertake strategic civic education programs
		Offer full legislative and administrative support given to government and the courts to enhance justice	Provide legal drafting services to MDAs Provide legal research services to government and courts Provide legal aid services to government and the courts Provide advisories and legal opinions on topical issues Provide technical assistance as amicus curiae Provide pro bono services when called upon through the membership

	STRATEGIC OBJECTIVE (2017-2021)	STRATEGY	ACTIVITY
		Ensure there is rule of law and fair administration of justice	Promote independence of the judiciary free from undue influence
			Promote independence of public institutions for transparency
			Monitor civil and criminal trials for fair trial guarantees
			Review and implement human rights legislations
			Monitor law enforcement and forensic standards
			Monitor the judiciary, including prosecution and advocates, to ensure compliance with international human rights and rule of law standards
			Monitor operations and processes at correction centres
4.	To enhance standards of learning, professional competence and conduct	Improve professional competence	High standards of learning guaranteed through legislation
			Develop standards and practice guidelines
			Promote standards and practice guidelines
			Invest in new and emerging areas of practice
			CLE points are competitive and merit based
			Undertake research on in-house Dispute Resolution Mechanism
			Set up an In-house Dispute Resolution Committee
		Enhance standards of learning and ensure training programs for legal practitioners are effectively enhanced	Provide e-learning platform
			Enhance security and efficiency in management of CPD Programs
			Research on new and emerging areas of practice
			Provide relevant, specific, and in-depth training content
			Provide responsive CPD regulations and calendar
			Enhance exchange programs with advanced legal economies
		Enhance integrity and quality of continuous professional Development Program	Implement biometric member registration and identification system
			Provide responsive CPD regulations and calendar
			Enhance exchange programs with advanced legal economies
		Enhance standards of professional and ethical conduct for the legal profession in Kenya	Disseminate and sensitize advocates on the Code of professional practice and Ethical conduct
			Develop a Advocates Handbook bringing together the key regulatory frameworks
			Develop a simplified version of the Code of Standards of Professional Practice and Ethical Conduct

	STRATEGIC OBJECTIVE (2017-2021)	STRATEGY	ACTIVITY
			Establish an inspectorate unit
			Develop and implement inspection calendar
			Facilitate induction of the newly elected Tribunal Members and undertake and periodic trainings of Tribunal members and Secretariat
			Document and Automate the complaints handling procedure
			Review the Advocates Disciplinary Tribunal regulations 1990
			Review of the Advocates sentencing guidelines
			Produce a compendium of the disciplinary tribunal decisions
			Establish a Performance Management framework for the Disciplinary Tribunal.
		Ensure sustainable structure for acquiring legal knowledge by members and paralegals	Statute based curriculum subject to periodic review by stakeholders
			Develop an accreditation policy for organizations offering CPD earning courses.
			Develop CPD accreditation guidelines under the CPD Rules 2014
			Undertake a survey on the status of legal education in Kenya
		Ensure realization of a transformed legal profession; mentorship; award and talents	Review appropriate legislations
			Establish Mentorship programs
			Awarding achievements and recognizing talent
			Facilitate Induction of newly elected Disciplinary Tribunal members
5.	To enhance sound financial, budgeting and risk management systems	Establish sustainable funding regime	Develop fund raising strategy
			Pursue tax exemption
			Promote efficiency by reducing waste
		Establish Sound financial management systems	Review the financial management policy
			Installation of Enterprise Resource Planning (ERP)
			Integrate financial and operational management systems
			Provide assurance on the internal control systems
			Undertake Financial planning, budgeting and reporting
			Build finance capacity
			Strengthen partnerships with development partners
		Ensure Sound budgeting principles	Prepare annual budgets and analysis thereof
			Put in place budgeting and budgetary control measures
		Establish sound investment strategies	Develop investment policy
			Implement investment policy

	STRATEGIC OBJECTIVE (2017-2021)	STRATEGY	ACTIVITY
		Ensure optimum utilization of assets	Develop assets management strategy Implement the assets management policy
		Ensure Minimum impact of risk	Develop risk management strategy Implement risk management strategy Enhance risk management protocols
		Increase in the Society's financial resources	Market and conduct CPD outside the membership

2.4. STAKEHOLDER ANALYSIS AND MATRIX

The Society has a variety of stakeholders across many sectors and located at the county, national, regional and international levels. The Society will, therefore, invest in nurturing strategic partnerships in order to succeed in implementing this strategic plan. The Society shall especially consider high influence actors who are ready and willing to collaborate and those that are hesitant to collaborate. The Society will undertake an analysis of both stakeholders to determine suitable engagement strategies for sustainable partnerships.

STAKE HOLDER	FUNCTIONS	LSK EXPECTATION FROM STAKEHOLDER	STAKEHOLDER EXPECTATION	WHAT LSK WILL DO WITHIN THE PLAN PERIOD
Office of the Attorney General and DOJ	Chief government Advisor; and Promote, protect and uphold the rule of law and defend the public interest	Advise government on law and legislation Support PIL processes Amicus curiae	Assist in review and analysis of bills; Support constitutionalism and rule of law; Regulate legal professional; and Promotes practice standards	Improve working relationship
Parliament (National Assembly & Senate)	Law making; Changing law; Revenue allocation; and Oversight of state organs	Legislations in accord with the constitution; Participatory and consultative law making process; Prioritization of public interest; and Special requests from LSK on public interest and rule of	Analyze bills and submit comments; Lobbying parliamentarians on public interest; and Provide capacity building	Hold Parliament accountable; Provide advisories on legislations; Enhance working relations

STAKE HOLDER	FUNCTIONS	LSK EXPECTATION FROM STAKEHOLDER	STAKEHOLDER EXPECTATION	WHAT LSK WILL DO WITHIN THE PLAN PERIOD
		law and human rights.		
Judicial Service Commission/ NCAJ	Promote independence and accountability of the Judiciary and the efficient, effective and transparent administration of justice. Review the conditions of service of judicial officers	Promote and facilitate independence and accountability of the Judiciary; Recommend persons to be appointed Judges; Accept LSK nominees to sit at JSC; and Discipline errant officers.	Consistent consultations; Collaborate in promoting the just rule of law; and Collaborate in administration of justice including processing of practice certificates.	Representation by LSK nominee at JSC Provide assistance to JSC in the realization of its mandate Research on issues of administration of justice
Judiciary and tribunals	Administration of justice; Disputes adjudication; Interpretation of law; Jurisprudence on PIL matters; and Issuance of Advisory opinions.	Uphold justice, the rule of law, and constitutionalism; Timely delivery of judgments and rulings; Independence, transparency, impartiality; Promote access to justice; and Promote ADR.	Assist courts in matters relating to legislation, administration of justice and practice of law; Capacity building; Contribute to development of policies, practice rules and procedures; Hold courts accountable; and Monitor courts and give feedback.	Consistent consultations on court and court systems; Development of rules, regulations, and practice directions Participation in cases touching on public interest We assist courts as amicus curiae Promote ADR; Improve bar-bench relations; Probono services.
Kenya Law Reform	Receive proposals for law reform; Undertake the drafting of Bills;	Timely review of bills and law; Advise on areas that need reforms.	LSK will assist in advocating for reforms; and LSK will speak out on matters of public importance.	Support reform processes; Provide technical assistance.
Director of Public Prosecutions	Investigate and assess merits of criminal cases Institute and undertake prosecution	Independent and credible investigations; Merit based prosecution.	Closer collaboration as amicus; Highlight incidents of abuse of rule of law.	Develop collaboration strategy; Provide pro bono services; Collaborate on access and administration of justice;
Advocates Complaint	Investigate complaints against Advocates;	Timely judicial processes; Proper investigation,	LSK to assist in investigative processes; Support prosecutive services	Improve working relations; collaborate to enhance professional ethics;

STAKE HOLDER	FUNCTIONS	LSK EXPECTATION FROM STAKEHOLDER	STAKEHOLDER EXPECTATION	WHAT LSK WILL DO WITHIN THE PLAN PERIOD
Commission (ACC)	Undertake reconciliation of the parties; Referral of complaints to the Disciplinary Committee; and Prosecution of disciplinary cases	referral and prosecution of cases; and Effective penalties for errant advocates		Hold the commission accountable
Disciplinary Tribunal	Hear and determine complaints touching on professional misconduct against advocates	Timely determination of cases; Transparency and accountability;	Sit at the disciplinary tribunal; Assist in investigation of cases; and Support the disciplinary tribunal in exercising its mandate	Secretariat to the tribunal Enforcement of judgments; enforcement of tribunal orders; Secretarial and administrative support.
Constitutional Commissions and Independent Offices	Policy formulation; Policy execution	Formulate sound policies; Fair implementation of policies; Support rule of law and good governance;	Strategic advice on policy formulation; Monitor implementation and governance framework	Hold them accountable; Improve working relations; Engage and participate in their initiatives
Council of Governors	Policy making; Coordination of county governments; and Lobbying county government on county affairs	Promote rule of law; Promote constitutionalism; and Protect human rights	Provide leadership on rule of law and good governance; Capacity building on legislative processes; and Effective collaboration in county affairs	Develop COG engagement strategy; Enhance working relations and Hold COG accountable
County Assemblies	Make law and policy; Provide effective services and goods; and Promote public participation	Effective legislative processes; Effective service delivery; Promote rule of law and constitutionalism; Enhance public participation	Capacity building on law making; Review and analysis of bills; Civic education for citizens to assert and claim their rights	Hold assemblies accountable; Provide advisories on legislations; Enhance working relations
Non-State Actors	Watchdog role on rights violations and rule of law; Lobbying for constitutionalism, rule of law, and fair administration of justice; and Advocacy for	Support and uphold rule of law Collaborate on issues of access to justice and law reforms Execute professionalism Share research	Provide effective sector leadership; Research based collaboration ; Initiate law reforms; Lead on PIL cases; Nurture their growth and protect them from iridescence; and	Protect and uphold the rule of law and administration of justice; Develop engagement strategies; Broaden partnership bases; and Enhance branding; Collaborate on programs

STAKE HOLDER	FUNCTIONS	LSK EXPECTATION FROM STAKEHOLDER	STAKEHOLDER EXPECTATION	WHAT LSK WILL DO WITHIN THE PLAN PERIOD
	Legislative and policy reforms	based information and analysis Generate health criticism of the LSK	Capacity building.	of civic education; and Collaborate with them.
Media	To inform, educate and entertain the public; Guide public discourse in regards to rule of law, access to justice; Report and document human rights violations; and Promote standards and best practices in the sector.	Consistent professionalism; Independence and incorruptible; Effective profiling of LSK and its mandate; Guide discourse on topical rule of law issues; Exposing injustice and abuse of rights;	Provide leadership on rule of law and rights violations; Defend media freedom of expression; Comment on topical issues; Provide capacity on legal reporting; Influence law and policy;	Develop media engagement strategy; Uphold the bill of rights in particular the right of expression; Hold media accountable; Collaborate on programs of civic education; and Provide consistent media briefs.
Private Sector	Engine of economic development; Generates employment; and Influences business policy formulation.	Facilitate formation of PPPs; Consistent feedback on rule of law; Create standards in business; and Establish governance codes.	Provide leadership on good governance and rule of law; Protection of rights and interests; Drive legislations on business; Enhance capacity to claim human rights; and Drive policy reforms.	Enhance working relations; Provide technical assistance; and Forge greater opportunities for lawyers in private sector; Represent, protect and assist members in matters relating to practice and welfare.
Development Partners	Support targeted projects; Provide technical assistance; and Undertake systemic support	Disbursements according to contract; Promote good governance and accountability.	Implementation according to agreed work plan; and Uphold integrity, transparency and accountability.	Enhance collaboration through structured partnership agreements, MOUs.
LSK Staff	Implement the strategic plan; Implement council policies and directives; Implement work plans to achieve set targets.	Competence and diligence; Professionalism and integrity; Loyalty and compulsion to achieve set goals.	Motivation, monetary and non-monetary; Adequate remuneration; Secure and healthy work environment;	Provide secure working environment; Provide facilitative tools and equipment; Develop necessary policy framework; Provide capacity building; Establish human resource department; and Enhance staff welfare matters.

STAKE HOLDER	FUNCTIONS	LSK EXPECTATION FROM STAKEHOLDER	STAKEHOLDER EXPECTATION	WHAT LSK WILL DO WITHIN THE PLAN PERIOD
Bar Associations societies and other professional associations	Promote exchange of information; Nurture independence of the judiciary; Nurture professional development Protect human rights of lawyers worldwide.	Contribute towards development of the legal profession in the country; Continue supporting human rights for lawyers worldwide. Facilitate an environment for exchange programs	Closer collaboration for continuous development of the legal education in Kenya.	Enhance collaborations; Develop collaboration strategy; Support exchange programs.
Institutions providing legal education in Kenya	Training, licensing, development of standards as well as monitoring and evaluations.	Develop high standards in legal education Sustainable training systems Nurture professionalism	Review the legal framework from time to time;	Provide technical support; Enhance working relations with CLE; and Provide standards and guidelines on professional development.
Law Society of Kenya Branches	Deal with practice and welfare issues within branches. Engages council on topical issues	Address practice and welfare matters. Promote rule of law and administration of justice	Guidance and regulations Licensing and disciplinary matters	Develop regulations; and Enhance interactions.
LSK Committees	Deal with specific thematic issues	Assist in implementation of LSK policies	Offer guidance; and Maintain a good working relationship	Provide technical support

It is envisaged to establish a formal and structured engagement framework with strategic stakeholders that will nurture the relationships, put in place feedback and accountability mechanism.

CHAPTER THREE

OPERATING CONTEXT

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- GLOBAL, REGIONAL AND NATIONAL LEVELS
 - LSK SWOT ANALYSIS-INTERNAL ENVIRONMENT AND
 - IMPLICATIONS
 - OUR APPROACH TO WORK
-

3. CHAPTER THREE : OPERATING CONTEXT

This strategic plan shall be implemented in the context of a dynamic and fast-changing global, regional and national context as highlighted in the following analysis:

3.1. GLOBAL, REGIONAL, AND NATIONAL LEVELS

GLOBAL CONTEXT

The key issues that make foreign Bar Associations compelling and distinct are quite different from the aspirations of the Kenyan Bar. For instance, the foreign Bars are critically involved in sustaining a legal framework that makes business sense to their members. The legal practice must be made relevant both to Kenyan and global context. Room needs to be provided for the formation of alliances across the globe. The shifting trends in donor attitudes must be studied and appropriately responded to with a view to consolidate, attract, and manage funds in a harmonized way. The Sustainable Development Goals (SDGs) must be upheld in Kenya's legal framework. In particular, the SDG No. 16 Promote peaceful and inclusive societies for sustainable development provide access to justice for all and build effective, accountable and inclusive institutions at all levels must be upheld and implemented. Target 16.3 of the same SDG calls for promoting the rule of law at the national and international levels and ensure equal access to justice for all. Other key challenges that Kenya's legal framework must endeavor to effectively respond to include the war on terror and money laundering which continue to pose great threat to national security and the economy respectively.

REGIONAL LEVEL

There are several political, social and economic dimensions that directly affect and impact Kenya's legal sector and the rule of law. These factors must be taken into account when the Society develops her strategies and response at all these levels. First and foremost, the African Union (AU)

policies on regional integration; observance of human rights and strengthening of the African legal and policy framework (African Court of Justice, African Commission, E.A Court of Justice). Kenya is a key player in East Africa Community (EAC) and an enthusiastic participant at the East African Law Society. Kenya has pushed for the realization of cross border practice. The mutual recognition agreement is an ongoing process. There are challenges such as the historical fear of Kenya by her neighbours which are ultimately perception based and require to be addressed. The constant threat to exit International Criminal Court (ICC) augurs badly for the region's advocacy on human rights, adherence to the rule of law, and political accountability.

NATIONAL LEVEL

There are a number of factors relevant to the formulation of this plan, chief among them are the following:

DEVOLUTIONS

The devolved system of government has distributed resources and responsibilities between the national and county governments. The public is expected to participate in the governance processes within the county from a position of knowledge. In response, the Society has established a committee on devolution and county legislation charged with the responsibility to monitor, analyze, advise and recommend current and proposed legislation in all the County Assemblies in Kenya, to ensure consistency of the laws amongst all the Counties and confirm that they are not in conflict with the national laws and Constitution of Kenya. Additionally, the Society has established and operationalized eight branches as provided for under the Law Society of Kenya Act. The branches have brought the services of the Society closer to members practicing in such regions. The Society has been

engaging the Council of Governors, and further plans to enhance such collaboration in the next five years through the Council of the Society with a view to providing legal and drafting support in county legislations. In the year 2013, the Society held its annual conference whose theme was devolution as one way to create visibility and enhance support towards subject.

Legislative and policy trends

Since the promulgation of the Constitution in 2010, the Society established the law reform and constitutional implementation committee that monitors the implementation of the constitution and provides technical oversight. The Society membership has participated and continues to participate in task forces on reforms, policy and legislation. The Council of the Society together with members and secretariat are directly involved in

providing position papers, strategies and summaries of legislative and policy trends. The Society has enhanced the legal and policy framework with technical support from the Council, secretariat and the membership. The Society has greatly participated in the constitution implementation at its nascent stages. While Constitution Implementation Commission was a strategic partner, many members of the Society have labored to help in the implementation. Now the focus has shifted to monitoring the process while at the same time securing gains made. There is further need to audit the schedule five legislation to determine which legislation has passed and why.

Public interests litigation

The government, as the duty bearer in implementing the Constitution is expected to roll out various programs/strategies to meet the threshold of realization of human rights under the constitution. However, there have been challenges in the implementation of the Constitution

especially in areas relating to socio economic rights, gender rights, and community rights. The government has also in certain instances violated the provisions of the Constitution. In situations such as these, the Society has established public interest, legal aid, and human rights committee charged with the mandate to promote the administration of justice and rule of law by proposing legal reforms on matters relating to the protection of human rights and legal aid in Kenya; mainstreaming the delivery of legal aid services within the membership of the Law Society of Kenya; assisting in the implementation of LSK legal aid initiatives; assisting in the development of Human Rights Reports; and advising the Council on matters relating to legal aid and human rights which are of public interest. In this connection, the Society has filed several public interest litigation (PIL) cases while seeking to collaborate with other actors in the sector in promoting advocacy initiatives. Alternative Dispute Resolution (ADR) has gained traction in the country. Pursuant to article 159 of the Constitution, the Judiciary has embraced the ADR mechanism by establishing an alternative justice system taskforce to develop policy and rules that govern traditional dispute resolution. The Judiciary has further introduced court facilitated mediation in commercial and family law disputes. The Society has an ADR committee with mandate to promote the use of ADR mechanisms and processes in the administration of justice in Kenya. The Society members have been absorbed in the court annexed mediation accreditation committee. The Society through its continuous professional development program (CPD) supports members' sensitization. The Society will continue to develop initiatives, strategies and interventions in promoting effective PIL and ADR advocacy while working with other partners in the sector.

The two-thirds gender principle is enshrined in article 27(8) of the constitution and provides that this principle shall be applied in both elective and

appointive positions. The National Assembly has failed to enact a law governing the 2/3rds gender principle. The executive has also made appointments that offend this principle. While the court has clearly supported the implementation of this principle, the political will to implement is wanting. The Society has established gender and child law committee, charged with the mandate to advise the Council on all issues relating to gender and children and particularly law reform, promote the equitable participation of men and women in the legal profession. The Society will, therefore, continue to partner with other organizations to establish a lasting solution for the 2/3rd gender principle.

Technology and Legal Practice

Within the global sphere, there are emerging trends that affect the practice of law leading to new practice models. Policy development needs to appreciate changes in technology the same way that the government has embraced new technology to ease service provision in procurement, e-learning, e-payments among others. Reforms in the legal processes include acceptance of electronic pleadings; provision for e-service, and e-submissions. A lot more need to be done in terms of creating regulatory frameworks. To this extent, the Society established the ICT and intellectual property committee with mandate to liaise with the government, Judiciary and Parliament in the creation of legislation and Bills touching on Information, Communication and Technology in Kenya and to advise the Law Society of Kenya Council on the same. Already, the Society is aware of business models that provide contracts, wills, business formation documents, bankruptcy filings and conveyancing outcomes which is a preserve of lawyers in Kenya.

The reality of artificial intelligence replacing lawyers in some aspects of work cannot be overlooked. In response, the Society in conjunction with the council of legal education (CLE) and law schools should find ways to prepare young lawyers to enter the workforce with skills for legal jobs that will exist in a couple of decade's time when the

technologies for these jobs have been invented.

Reforms within the Justice Sector

Judiciary has undertaken various initiatives towards reforming the justice sector. The Attorney General established a task force on justice sector reforms. Some of the key activities include the launch by the chief justice of the strategic blue print that builds on the judiciary transformation framework; digitalization of records and processes; increase of courts and judicial officers; improved policy framework; enhanced regulatory frameworks; and enhanced access to justice. The Society has supported these processes through bar – bench liaisons and participates in court users committees (CUCs) across the country. The Society has representation in key judicial institutions. The Society will continue to partner with the Judiciary to improve access to legal services by the public. Further, the Society has been involved in the Rules Committee which develops rules for the operationalization of various statutes. The Bar-bench committees which are spearheaded by LSK and its branches serve to address challenges of practice at court station level.

Partnerships and linkages

No organization exists in isolation and LSK is not exception. The Society will undertake a stakeholder analysis to appreciate the multiple roles of partnerships from organizational networking to research and training. Actors at various levels can influence management practices in diverse ways, helping to strike a balance between systemic flaws and sustainability protocols. The LSK will seek to develop a partnership strategy since current engagements are mostly ad hoc. Key partnerships will involve Government agencies, departments, academic institutions, civil society, constitutional commissions and development partners.

3.2. LSK SWOT ANALYSIS - INTERNAL ENVIRONMENT AND IMPLICATIONS

This section explores the strengths and weaknesses as well as opportunities and strength of the internal systems, procedures, and structures.

STRENGTHS

	STRENGTH	STRATEGIC IMPLICATION	STRATEGIC RESPONSE
1.	Strong and diverse membership	Multiple dimensions of skills and competencies	As at January 2017, there were 13,536 registered members; Render advisory services and provide legal opinions; Tap professional database to create opportunities for membership; Provide targeted training on new and emerging areas of practice; and Export excess capacity to the region.
2.	Enjoys credibility and goodwill from government and public	Enjoys influential position	Enhance strategic partnerships; Translate the goodwill to secure donor support; Influence legislation; and Promote just rule of law.
3.	LSK is a strong brand in the region	Enormous goodwill	Promote cross border practice; Encourage integration of legal systems across the region; Influence policy and decisions affecting members; and Sustain skill, depth, research, commitment and integrity across all processes.
4.	Lawyers in leadership position across the country	Access to government, civil society the private sector, and development partners; Networking opportunities.	Use networks for effective advocacy; Use links to generate funds and other resources; Use links to improve legislation and legislative reforms; and Use networks to improve access to justice and just rule of law.
5.	A statutory body enacted by the Law Society of Kenya act, 2014	Independence and impartiality	Improved institutional framework including branches; Improved secretariat from departments to directorates; Establishment of committees as and where necessary; Establishment of branches of the Society; Efficient and effective services provided closer to members; and Expanded statutory mandate.
6.	Committed council	Strong council operating outside the box	Conceptualize thematic and strategic issues; Consistent review of policies and legislations; Continuous monitoring and periodic evaluations; Strategic/ timely response to topical issues that concern the public and the constitution; and Fund raising and ambassadors of good will.
7.	Embracing new technology	Improved institutional capacity	Improve service delivery; Enhance digitalization of services, records, and systems
8.	Ownership of assets Weakness (dilapidated Secretariat infrastructure)	Financial stability	Self-regulated organization capable of opening new frontiers; Invest in prudent financial management systems; Consolidate traditional sources of income and invest in nontraditional sources; Enhance savings from CPD earnings Develop investments strategy

WEAKNESSES

	WEAKNESS	STRATEGIC IMPLICATION	STRATEGIC RESPONSE
1.	Inadequate internal capacity and staff to execute key programs	Underperformance; High staff turnover; Limited growth opportunity Poor reward system.	Recruit more experienced staff including head of human resources; Strategically tap into internships; Provide training and capacity building for staff; Recruit program officers to manage donor programs; and Improve salary and allowance as staff motivators.
2.	Weak M&E framework	Inadequate feedback on strategy implementation; Poor tracking and reporting	Assign M&E responsibility to a specific committee; and Train members of the Council and heads of programs on M&E.
3.	Policy gaps	Lack of direction	Fill existing gaps in policy framework in particular Develop human resources development policy; review financial management policy; Develop occupational health and safety policy; Develop gender policy; Develop policy against sexual harassment at the work place; Develop communication policy; and Develop resource development policy.
4.	Failure to provide annual work-plans	incoherent implementation of the strategic plan	Provide resources for annual preparation of work plans; Work on budgets for annual work plans; Provide M&E framework and identify smart indicators for all activities.
5.	Inadequate communication	Disconnect in programs implementation	Develop communication policy;
6.	Inadequate Infrastructure	Ill health and slowed programs articulation	Construct ultramodern office complex and let out extra room
7.	Inadequate working tools	Underperformance	Procurement of requisite working tools for each directorate
8.	Limited financial resources	Program funding inadequacies and Poor staff remuneration	Recruit a fund raising program officer; Implement cost saving measures to enhance efficiency; Explore nontraditional sources of funds; and Develop investment strategy.
9.	Manual systems	Susceptibility to fraud Non optimal performance	Automation of systems and processes Digitization of records and library
10.	Poor public relations	Reduced visibility	Invest in corporate social responsibility; Recruit public relations officer; Enhance outreach and advocacy through media engagement; and Train front office on public relations.

OPPORTUNITIES

	OPPORTUNITIES	STRATEGIC IMPLICATION	STRATEGIC RESPONSE
1.	Large membership especially among young lawyer	Multidimensional resources and skills	Explore new areas of practice; Provide framework for cross border practice; Provide exchange programs with more advanced legal economies; and Provide startup business support.
2.	Expanded mandate	Enhanced services Just rule of law	Tailor programs to respond to all public legal concerns; Enhance access to justice and legal aid programs; Provide advisories to government, private sector, and the public.
3.	Positioned to attract donor funding	Expand program scope and reach	Recruit fundraising program officer; Business Development Officer (expanded roles) Train program officers on fund raising and proposal development; Respond to calls for proposals nationally and internationally; Assign fund raising to relevant committee of the council; and Align accountability and control systems to international standards.
4.	Availability of partners willing to collaborate	Enhanced resource base Enhanced technical capacity	Carry out stakeholder analysis to place partners at certain levels; Develop partners engagement strategies;
5.	ICT	Enhanced efficiency Improved communication	Develop ICT policy; Develop internal capacity of staff to improve ICT outcomes Establishment of an ICT Department; Automate systems and processes; and Digitize records (having all advocates' files in digital format), info, and library among others. Online applications of PCs, online registration of CPD's, online payments of all services E meetings where necessary Online voting system
6.	Diversity of talent	Strategic linkages Networking	Identify, nurture, and exploit talent; Connect professionals with opportunities locally and internationally; Engage senior counsel in developing advisories; and Strengthen legal aid under PIL Department

THREATS

	THREATS	STRATEGIC IMPLICATION	STRATEGIC RESPONSE
1.	Political interference	Loss of independence Conflict with professionalism	Jealously safeguard independence, impartiality and objectivity; Promote just rule of law and constitutionalism.
2.	Extrajudicial killings	State of fear	Protect human rights for all; Advocacy on role of advocates in the justice system;
3.	Hard economic times affecting legal practice	Reduced earnings Closure of practices	Promote an environment for sustainable legal practice; Open new areas of trade including consultancies; Promote in-house lawyering.
4.	Rogue lawyers	Poor representation Taint image of advocates	Establish inspectorate units; and Prosecute those found practicing without authorization.
5.	Falling practice standards	Professional misconduct Dissatisfied public	Enhance CPD programs; Enhance work of inspectorate units; Mentor young lawyers; Implement the code of conduct Develop regulations for the LSK Act, 2014 Enforce the code of ethics and conduct for advocates
6.	Endemic corruption	No regard for professionalism	Collaborate with institutions charged with combating corruption; Support enforcement of corporate code of conduct; and Promote anti-corruption initiatives and advocacy.
7.	Weak regional integration	Challenges on cross border practice	Support the cross border practice integration processes Partnership with regional professional bodies for example East African Law Societies
8.	Judicial inadequacies (incompetence, inept, corrupt, lazy)	Challenges on practice	Partnerships and collaboration Continuous training

3.3. OUR APPROACH TO WORK

We state, express, and affirm in this strategic plan our conceptual, ideological, and theoretical basis of our work at the Law Society of Kenya. From deep within our experience, we narrate the strategic steps that we must follow to elevate each member of the legal profession and other stakeholders to experience the interconnected support we provide to guarantee a successful practice environment.

The Legal Profession

The legal profession is our key focus nationally, regionally and internationally. We are the solid voice behind the legal profession. We aim high and set realistic standards of practice. Our reputation is our brand; we work to make it shine ever brighter. As a regulatory body, we provide

members with strategic advice to imbue compliance based on sound legal principles. We provide specialized training products for professional development. We advance competency and professionalism in all our engagements with members and stakeholders alike. Ultimately we deliver a sound working environment for the benefit of our members and the public at large.

We recognize that lawyers constitute a common constituency and exercise a strong agency and voice. However, within this constituency exists great diversity in terms of opportunities, age, sex, gender, education, religion, perceptions, and race, location as well as focus areas. We appreciate diversity and engage our members while working through various established committees. We are conscious that these diversities do not impede our

objectives to secure a vibrant practice environment and to facilitate constitutionalism and the just rule of law.

Partnerships and Alliance Building

We nurture strategic alliances with key organizations and pace setters. We do not operate in isolation, we make every effort to challenge and interrogate global issues that impact Kenya's legal profession through liaison with international and legal associations such as the International Bar Association, Commonwealth Bar Association, Canadian Bar, Pan African Lawyers Association, the African Court Coalition, and the East Africa Law Society among others.

Gender, Disability and Marginalized Groups

We strongly believe not just in advocating for gender equality, but more specifically in advancing substantive equality, promoting the rights of people living with disability as well as the marginalized groups. We strategically focus our programming from formal equality to equality of outcomes. We interrogate how lawyers (women and men) interact at the outcome level of deciding on policy outcomes and its implications for the legal practice. We mainstream gender and disability across our work and the legal profession. We provide support to the government and the courts through strategic public interest litigation in the search for a sustainable way to solve the two thirds gender rule riddle.

Synergy Building

In the past, our work has coalesced around building strategic alliances and constructing proactive responses affecting members, the government and the wider public; rallying them towards important objectives such as the constitutional changes, rule of law, governance, and human rights violations. We have become a voice, trusted nationally and regionally to speak for the undermined, the voiceless, and the membership. We must, nevertheless, continue to consistently restate our ideology, repositioning

ourselves as a social movement for structural change; outlining our commitment to justice and the rule of law to visualize a unified force moving in consonance towards realizing shared goals and objectives

Human Rights Based Approach

We embrace the rights based approach to programming as envisaged in our progressive Constitution and the Medium Term Plan II. We are strong advocates for human rights standards conceptually based on the international human rights protocols. We seek to analyze inequalities which lie at the heart of development problems and redress discriminatory practices and unjust distributions of power that impede development progress.

Transparency and Accountability

We believe in strong systems that promote transparency and accountability. We open our systems to internal and external scrutiny to walk the talk and enhance good governance. We commit our representatives to the various commissions, boards, and taskforces to uphold the same standards of transparency and accountability in implementing their specialized mandates. We support and urge all our stakeholders and partners to carry high the banner of transparency and accountability.

Research

We base all our interventions on the solid ground of research. This facilitates effective and timely response. Research based interventions aid stability, continuity, and sustainability. We undertake incisive researches that reveal fundamental trends that affect the legal professional's work.

Assisting Government in legislation

We aim to assist the Government and the courts in all matters affecting legislation and the administration and practice of the law.

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CHAPTER FOUR

IMPLEMENTATION CONTEXT

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- RESOURCE REQUIREMENTS AND MOBILIZATION
 - LAW SOCIETY OF KENYA PROJECTED INCOME (2017 –2021)
 - PROJECTED DEPARTMENTAL & GENERAL EXPENSES (2017 –2021)
 - CRITICAL SUCCESS FACTORS
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4. CHAPTER FOUR : IMPLEMENTATION CONTEXT

4.1 RESOURCE REQUIREMENTS AND MOBILIZATION

The Society is a self-regulated statutory body but drawing no funds from the government. The Society has a constrained resource base and must employ multi-prong approach to meet funding gaps. The Society will, therefore, develop a vibrant fund raising/ robust resource mobilization and investment strategies to improve financial sustainability while positioning its assets to generate additional funds. The major sources of income include practice fees, donations and funds generated from the Continuous Professional Development program. In order to successfully implement this strategic plan, additional sources of funds will have to be established on a sustainable basis, including support from development partners. The projected funding for the period **2017 – 2021** is as follows:

4. LAW SOCIETY OF KENYA PROJECTED INCOME (2017 - 2021)

		2017	2018	2019	2020		Totals
1	Practicing Certs	37,008,000.00	40,708,800.00	44,779,680.00	49,257,648.00	54,183,412.80	
2	Subscription Fees	54,511,800.00	59,962,980.00	65,959,278.00	72,555,205.80	79,810,726.38	
3	Back fees	1,200,000.00	1,320,000.00	1,452,000.00	1,597,200.00	1,756,920.00	
4	LSK Levy(Building Levy)	10,120,000.00	11,132,000.00	12,245,200.00	13,469,720.00	14,816,692.00	
5	Donations-CRS fund	100,000.00	110,000.00	121,000.00	133,100.00	146,410.00	
6	CLE–Income	80,630,000.00	88,693,000.00	97,562,300.00	107,318,530.00	118,050,383.00	
7	DCC Income/ Costs	3,050,000.00	3,355,000.00	3,690,500.00	4,059,550.00	4,465,505.00	
8	JCT Sponsorship & Participation Fees	2,200,000.00	2,420,000.00	2,662,000.00	2,928,200.00	3,221,020.00	
9	Legal Week	630,000.00	693,000.00	762,300.00	838,530.00	922,383.00	
10	Car Stickers	3,500,000.00	3,850,000.00	4,235,000.00	4,658,500.00	5,124,350.00	
11	Identification Cards	1,900,000.00	2,090,000.00	2,299,000.00	2,528,900.00	2,781,790.00	
12	Promotional, Public	100,000.00	110,000.00	121,000.00	133,100.00	146,410.00	
13	Notice Fees	1,500,000.00	1,650,000.00	1,815,000.00	1,996,500.00	2,196,150.00	
14	Finance Income / Investment	6,700,000.00	7,370,000.00	8,107,000.00	8,917,700.00	9,809,470.00	
15	Fines & Cost	162,000.00	178,200.00	196,020.00	215,622.00	237,184.20	
16	SIRD Project	5,000,000.00	5,500,000.00	6,050,000.00	6,655,000.00	7,320,500.00	
17	Annual Conference	45,500,000.00	50,050,000.00	55,055,000.00	60,560,500.00	66,616,550.00	
18	AGM Income	250,000.00	275,000.00	302,500.00	332,750.00	366,025.00	
19	Gala Dinner	350,000.00	385,000.00	423,500.00	465,850.00	512,435.00	
20	Other Conferences	4,500,000.00	4,950,000.00	5,445,000.00	5,989,500.00	6,588,450.00	
	Total	258,911,800.00	284,802,980.00	313,283,278.00	344,611,605.80	379,072,766.38	1,580,682,430

KEY

1. Projected income has been progressed by the ratio of 1.1 for the next five (5) years. It is presumed that this will be the increment of new members at the LSK.

2. Total projected income in the next five years (5) = **Ksh 1,580,682,430**

4.3 PROJECTED GENERAL EXPENSES (2017 – 2021)

DEPARTMENT	2017	2018	2019	2020	2021	Totals
New activities	21,800,000	42,250,000	33,310,000	27,681,000	8,514,000	
New & major Activity (construction of ultra modern offices)		200,000,000	200,000,000	200,000,000	250,000,000	
Administrative expenses	259,107,957	285,018,752	313,520,628	344,872,690	379,359,959	
Strategic Plan Development	7,500,000				7,500,000	
TOTAL	288,407,957	527,268,752	546,830,628	572,553,690	595,373,959	2,579,134,986

KEY

1. New activities: These are new activities that have not been factored in the administrative expenses. They require some capital so that they can be implemented.
2. New and major activity will be construction of ultra modern offices for LSK.
3. Administrative expenses: These are expenses that arise from day to day administration of the council affairs, secretariat affairs, inclusive of salaries, branches and members related services etc. It is presumed that they are done by LSK staff.
4. The total expenses for the next five (5) years will come to **Ksh 2,579,784,986**

Projected total income = Ksh 1,580,682,430/=

Projected total expenses = Ksh 2,579,134,986/=

Deficit = Ksh 998,452,556/=

It is important to come up with specific financial interventions to mobilize adequate resources to meet the deficit.

4.4. CRITICAL SUCCESS FACTORS

These are the critical success factors that must be met for the Plan to succeed:

Innovative in resource mobilization

The Society must urgently identify diversified

revenue streams that will generate the expected finances. The traditional revenue streams may not be sufficient to support the strategic objectives.

Effective human resources

Staff must be able to appreciate and articulate the aspirations of this strategic plan, and drive them to actualization. The Society must develop appropriate structures for attracting and retaining competent and committed employees, including through remunerating, training and motivating them appropriately.

Responsive organizational structures

The transition from departments to directorate must also be treated with utmost urgency to ensure that service delivery is not only enhance, but also done optimally. This should be done hand in hand with the provision of office space for any additional staff required. Provision of excellent working conditions in term of permanent location and premises for the national secretariat and the branches.

Supportive operational policy framework

This includes but is not limited to operational manuals, national Secretariat and Branch linkages and Committee engagements.

Triumph in collaborative partnerships

The Society will at the same time carry out a stakeholders' analysis to determine the best strategies of identifying critical partners, how to engage with them, and the specific gaps they fill in the scheme of things. This will provide a way for the Society to efficiently invest in nurturing strategic alliances. The good will of the strategic stakeholders must continue to be nurtured, through the establishment of stakeholder's engagement framework.

Risk Analysis, Mitigation and Management

A number of key risks have been identified, and these must be mitigated and managed. Firstly, the stakeholders must be engaged, and so a stakeholders' engagement strategy has been identified as an activity under the office of the CEO. Secondly, in order to track progress and gauge the effectiveness of the processes, a monitoring and evaluation activity must become part of the Society's culture, with perhaps an external consultant brought in periodically to strengthen internal expertise and commitment. A robust and comprehensive performance management system that includes a Balanced scorecard kind of assessment is key to driving the LSK program and indeed enhancing the prospects for funding. A good performance management system starts at the overall organizational level and cascades down to the individual level and to the associated staff appraisal and development system. It promotes effective policy changes and the accountability of stakeholders. Fourth, there is a need to fill all the policy gaps highlighted under this strategic plan as well as sealing the systemic loopholes.

Staff require an ample and secure working environment in order to deliver on their mandate to the fullest. This will require the total commitment of the Council and the goodwill of members to search for and identify a strategic investor in developing the office block. The current

building is in very poor condition, has no room for accommodating the expanding number of staff, and poses health and environmental risks.

Last but not least is the risk of inadequate financial resources. As currently constituted, the traditional sources of funds – earnings from investments and support from development partners – are inadequate for the implementation of this strategic plan. The Society will therefore double its efforts to raise the additional funds from non-traditional sources– hence the need to invest in a strong resource mobilization or business development resource, supported by appropriate systems.

Monitoring and Evaluation – Performance Tracking and Management

This Strategic Plan covers a period of five years, beginning in 2017 and ending in 2021. The Society shall remain transparent, vigilant and focused in monitoring and evaluating progress and driving performance. From the outset, it is recommended that the Society establishes a performance management culture which is critical in enhancing transparency and accountability; tracking and managing progress; benefitting from knowledge management and the sharing of lessons learnt. The M&E function will support the general performance management culture, carrying out continuous monitoring and systematic evaluation to ascertain what works, what does not; what is on-track and what is off-track, and working with all involved to get off-track items back on track. The function will remain alert to improved data collection and analysis to institutionalize knowledge building, reporting and sharing. The progress management will further seek to determine the outcome and impact of LSK activities, to update the implementation framework. This strategic plan shall benefit from quarterly review meetings, prior to which the various departments will submit their reports. Annual review meetings will

be held to review implementation of the plan and its impact for the year as well as to form the basis for work plans for the coming year. To create and sustain focus, the monitoring and evaluation function will consider the following:

- i. Areas where the Society made the most progress (social change indicators);
- ii. The outcomes and impact of the society's work (evidence, data);
- iii. Factors that helped the society to accomplish goals (game changers, drivers, accelerators);
- iv. Challenges and obstacles to the Society's goals (demotivators, inhibitors); and
- v. Lessons learnt (context, cost benefit analysis, value for money)

Mid-term and end of plan evaluations will be carried out, possibly by external evaluators, using the following parameters:

- i. Alignment with the Strategic Plan in addressing the key objectives. ('Relevance')
- ii. The extent to which resources are utilized optimally to achieve the desired results. ('Efficiency')
- iii. The extent to which the desired outputs and impacts are realized. ('Effectiveness')
- iv. Ensuring there is capacity to continue implementing the Strategic Plan. ('Sustainability')

4.5 ASSUMPTIONS

The implementation of this plan will be carried out according to the strategic objectives, and are based on a number of assumptions:

- Partners' collaboration
- Sector coordination
- Stakeholders are bound by key issues and committed
- Funds are available
- Political will is sustainable
- Rule of law is maintained

- Motivation to act is sustained
- Sector commitment is sustained

CHAPTER FIVE

IMPLEMENTATION PLAN

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- STRATEGIC OBJECTIVE 1: TO PROVIDE TRANSFORMATIVE MEMBER SERVICES/WELFARE
 - STRATEGIC OBJECTIVE 2: TO IMPROVE ADMINISTRATIVE, GOVERNANCE AND POLICY STRUCTURES
 - STRATEGIC OBJECTIVE 3: TO PROMOTE CONSTITUTION IMPLEMENTATION, THE RULE OF LAW AND ADMINISTRATION OF JUSTICE
 - STRATEGIC OBJECTIVE 4: TO ENHANCE STANDARDS OF LEARNING, PROFESSIONAL COMPETENCE AND CONDUCT
 - STRATEGIC OBJECTIVE 5: TO ENHANCE SOUND FINANCIAL, BUDGETING AND RISK MANAGEMENT SYSTEMS
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5.1. STRATEGIC OBJECTIVE 1: TO PROVIDE TRANSFORMATIVE MEMBERS' SERVICES / WELFARE

Expected Results	Activities	Objectively Verifiable Indicators	Sources and Means of Verification (Targets)	Who is responsible	Costs 2017	Costs 2018	Costs 2019	Costs 2020	Costs 2021
Transformed legal profession that is cohesive and independent	Redesign organization website including linking up Branch Websites	Launching of the Branch Websites	New website	ICT Department	-	-	-	-	300,000
	Establish members service unit	Unit established	Desk, Officers, Reports, reviews	Council	1,000,000	1,100,000	1,210,000	1,331,000	1,464,100
	Review and implement organizational structure incorporating legal program officer at Branch Level	Structure	Reports, officers, reviews	Council	-	2,000,000	-	-	-
Easy access to LSK products	Automation and digitization of systems and processes	Practice certificate processed online application and provision for LSK services	Software and Hardware, Officers, Reviews	Council /Branches ICT department	-	4,000,000	3,000,000	-	-

5. CHAPTER FIVE : IMPLEMENTATION PLAN

5.1. STRATEGIC OBJECTIVE 1: TO PROVIDE TRANSFORMATIVE MEMBERS' SERVICES / WELFARE

Expected Results	Activities	Objectively Verifiable indicators	Sources and Means of Verification [Targets]	Who is responsible	Costs 2017	Costs 2018	Costs 2019	Costs 2020	Costs 2021
	Design and implement online application and processing of Practice certificates	Availability of online application	Report	ICT	Administrative Cost	Administrative Cost	-	-	-
	Revitalize LSK publications	Installed anti-plagiarism software	Software	Secretariat	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
	Production and issuance of practicing certificates at the secretariat	Number of Certificates Produced	Certificates issued	Council Secretariat	1,000,000	1,100,000	1,200,000	1,300,000	1,400,000
	Avail Frequently Asked Questions with responses online	Fact sheet	Updated website	Council	50,000	50,000	50,000	50,000	50,000
Enhanced Communication	Develop and implement communication policy	Consultant hired	Policy document	Secretariat	-	1,000,000	-	-	-
	Equip the Communications Department	Gadgets and equipment's procured	Inventory	Secretariat / Program Officers	-	500,000	-	-	-

5.1. STRATEGIC OBJECTIVE 1: TO PROVIDE TRANSFORMATIVE MEMBERS' SERVICES / WELFARE

Expected Results	Activities	Objectively Verifiable Indicators	Sources and Means of Verification (Targets)	Who is responsible	Costs 2017	Costs 2018	Costs 2019	Costs 2020	Costs 2021
Enhanced quality assurance	Design appropriate performance management strategy for Council, secretariat and Committees	Strategy	Performance Management Strategy	Secretariat / Council	-	-	1,000,000	-	-
	Deploy quality management systems	System in place	Annual reports	Secretariat	-	-	500,000	-	-
Enhanced equal outcomes for all legal practitioners	Develop gender equality policy	Policy	Reports	Council	-	-	1,000,000	-	-
Enhanced equal outcomes for all legal practitioners									
	Develop a strategy for mainstreaming disability and marginalized persons needs	Strategy	Policy Reports	Council	-	-	1,000,000	-	-
	Enhance human rights based	Strategy	Policies, Reports, Reviews	Council	Administrative cost & Continuous	Administrative cost & Continuous	Administrative cost & Continuous	Administrative cost & Continuous	Administrative cost & Continuous

5.1. STRATEGIC OBJECTIVE 1: TO PROVIDE TRANSFORMATIVE MEMBERS' SERVICES / WELFARE

Expected Results	Activities	Objectively Verifiable Indicators	Sources and Means of Verification (Targets)	Who is responsible	Costs 2017	Costs 2018	Costs 2019	Costs 2020	Costs 2021
	approach in all programs								
Promoted open, transparent and democratic systems	Review of LSK voting system	Review done	Report	Council	-	1,000,000	-		
	Review of LSK legislations and regulations	Number of legislation reviewed and regulations reviewed	Reports	Council	-	Administrative cost & Continuous	-	-	-
Responsive welfare conditions and services provided	ABA supported in order to fill systemic gaps including strategic planning	Strategic plan	Reports	Council	-	Administrative cost & Continuous	-	-	-
	Negotiate discounted or special rates for the membership	Number of subscriptions	Policy documents	Council and Branches	-	-	Administrative cost & Continuous	-	-
	1. Insurance Covers 2. Group Pension Schemes 3. Motor vehicle 4. Professional Indemnity Cover		Signed Memorandum of Understandings signed. Monitoring and Evaluation						
			Members Register						

5.1. STRATEGIC OBJECTIVE 1: TO PROVIDE TRANSFORMATIVE MEMBERS' SERVICES / WELFARE

Expected Results	Activities	Objectively Verifiable indicators	Sources and Means of Verification (Targets)	Who is responsible	Costs 2017	Costs 2018	Costs 2019	Costs 2020	Costs 2021
	5. Personal Accident Cover								
	6. Last Respect Expenses								
	Negotiate support for members beyond bereavement	Number of members	Report	Council	-	-	Administrative Continuous	-	-
	Establish Welfare Programs at the Branch Level	Register of assistance	Program policies, rules and regulations	Branches	-	-	500,000	-	-
	Keep members well informed of upcoming events and activities	Constant communication	Report	Communication	Administrative cost & Continuous	Administrative cost & Continuous	Administrative cost & Continuous	Administrative cost & Continuous	Administrative cost & Continuous
Improved record management	Establish Lawyer Assistance Program	Number of members	Reports	Council, secretariat	-	500,000	-	-	-
	Review information, records and archives management practices	Policy, Archive in place	Report	Council	-	200,000	-	-	-
	Develop Policy		Software	Council	-	-	1,000,000	-	-

5.1. STRATEGIC OBJECTIVE 1: TO PROVIDE TRANSFORMATIVE MEMBERS' SERVICES / WELFARE

Expected Results	Activities	Objectively Verifiable Indicators	Sources and Means of Verification (Targets)	Who is responsible	Costs 2017	Costs 2018	Costs 2019	Costs 2020	Costs 2021
	on archiving and destruction of old files.	Number old files destroyed							
	Integrate records and information management processes and policies	Integrated records			Administrative cost & Continuous	Administrative cost & Continuous	Administrative cost & Continuous	Administrative cost & Continuous	Administrative cost & Continuous
	Digitize all documentation processes	Number of document processes digitized	Software	Council	-	-	-	500,000	-

5.2 STRATEGIC OBJECTIVE 2: TO IMPROVE ADMINISTRATIVE, GOVERNANCE, AND POLICY STRUCTURES

Expected Results	Activities	Objectively Verifiable indicators	Sources and Means of Verification (Targets)	Who is responsible	Costs 2017	Costs 2018	Costs 2019	Costs 2020	Costs 2021
Institutionalized performance management system (PMS)	Develop and implement PMS	PMS Systems in place	PMS Report	Human Resource Dept.	-	200,000	-	-	-
	Develop, disseminate and monitor LSK service delivery charter	Service Charter	Dissemination reports	Human Resource Dept.	-	-	1,000,000	-	-
Restructured organization	Review the existing organizational structure	Restructuring plan	Operational departments Organizational structure	Secretary/CEO	-	1,000,000	-	-	-
	Undertake a Job design including needs assessment	Job design done	Report	HR. Dept	-	-	Administrative Cost	-	-
	Develop restructuring plan	Plan	Report	Council/CEO	-	-	1,000,000	-	-
	Undertake a job evaluation and Job grading	Job evolution done	Report	HR Dept	-	-	Administrative Cost	-	-
	Provide change management strategy	Strategy	Report	CEO	-	1,000,000	-	-	-

5.2 STRATEGIC OBJECTIVE 2: TO IMPROVE ADMINISTRATIVE, GOVERNANCE, AND POLICY STRUCTURES

Expected Results	Activities	Objectively Verifiable indicators	Sources and Means of Verification (Targets)	Who is responsible	Costs 2017	Costs 2018	Costs 2019	Costs 2020	Costs 2021
	Undertake work force planning	Plan	Report	CEO	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
	Undertake Salary Grading	Salary graded	Report	HR Dept.	-	- Administrative Cost	Administrative Cost	-	-
	Maintain transparent recruitment procedures	HR Policy in place	Recruitment reports Recruitment minutes	Human Resource Dept.	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
	Provide a conducive working environment	Good working station	Secretariat offices Working tools and equipment	Secretary/CEO	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
	Hold regular consultative meetings	Number of meeting	Meeting minutes	Secretary/CEO	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
Institutionalized good governance and accountability framework	Review Council Charter	Charter reviewed	Report	Council	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
	Maintain sound financial management procedures	Finance system in place	ERP system Financial reports	Chief Accountant	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
	Undertake continuous monitoring and evaluation	Monitoring done	Report	CEO	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous

5.2 STRATEGIC OBJECTIVE 2: TO IMPROVE ADMINISTRATIVE, GOVERNANCE, AND POLICY STRUCTURES

Expected Results	Activities	Objectively Verifiable indicators	Sources and Means of Verification (Targets)	Who is responsible	Costs 2017	Costs 2018	Costs 2019	Costs 2020	Costs 2021
	Open financial accounting procedures	System in place	Report	Chief Accountant	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
	Ensure transparency in all systems and processes	Open process	Report	CEO	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
	Responsive to the priorities of members, public and stakeholders	Assign someone to deal with member service issues	Report	Secretariat/ CEO	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
	Healthy internal policy framework that enhances integrity and transparency	Develop gender equality policy	HR reports	Human Resource Dept.	-	-	1,000,000	-	-
		Develop sexual harassment policy	HR reports	Human Resource Dept.	-	1,000,000	-	-	-
		Develop occupational health and safety policy	HR reports	Human Resource Dept.	-	-	-	1,000,000	-
		Review financial management policy	Financial reports	Chief Accountant	-	1,500,000	-	-	-
	Develop Communication and Media Policy	Policy in place	Communication reports	Communication officer	-	1,000,000	-	-	-

5.2 STRATEGIC OBJECTIVE 2: TO IMPROVE ADMINISTRATIVE, GOVERNANCE, AND POLICY STRUCTURES

Expected Results	Activities	Objectively Verifiable indicators	Sources and Means of Verification (Targets)	Who is responsible	Costs 2017	Costs 2018	Costs 2019	Costs 2020	Costs 2021
	Develop policy regulating committee affairs	Policy in place	Committee reports	Secretary/CEO	–	–	1,000,000	–	–
	Develop procurement policy	Policy in place	Procurement reports	Procurement officer	–	1,000,000	–	–	–
	Review ICT policy	Policy in place	ICT reports	ICT officer	300,000	–	–	–	–
	Develop CSR strategy	Strategy	Repor	Secretariat	–	–	500,000	–	–
	Develop performance management policy	Policy in place	HR reports	Human Resource Dept.	–	1,000,000	–	–	–
Developed and Improved physical infrastructure	Construct and furnish ultra modern office complex	Office in place	New Structure	Secretary/CEO	–	200,000,000	200,000,000	200,000,000	250,000,000
	Identify key investor to facilitate and guarantee construction	Investors identified	Agreement	Council	–	–	Administrative Cost & Continuous	–	–

5.2 STRATEGIC OBJECTIVE 2: TO IMPROVE ADMINISTRATIVE, GOVERNANCE, AND POLICY STRUCTURES

Expected Results	Activities	Objectively Verifiable indicators	Sources and Means of Verification (Targets)	Who is responsible	Costs 2017	Costs 2018	Costs 2019	Costs 2020	Costs 2021
Enhanced human resource capacity	Provide adequate office equipment and furniture	Equipment procured	Report	Council					-
	Implement work place occupational health and safety policy	Policy Implement	Report	Secretariat	-	-	-	Administrative Cost & Continuous	-
	Align organizational structure from departments to directorates	Organization al structure	Feedback, Report	HR dept.	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
	Develop and implement recruitment and retention policy	Policy in place	HR reports	HR dept.	-	1,000,000	-	-	-
	Undertake capacity development and mentoring programs	Programs in place	Capacity building reports	HR dept.	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous

5.2 STRATEGIC OBJECTIVE 2: TO IMPROVE ADMINISTRATIVE, GOVERNANCE, AND POLICY STRUCTURES

Expected Results	Activities	Objectively Verifiable indicators	Sources and Means of Verification (Targets)	Who is responsible	Costs 2017	Costs 2018	Costs 2019	Costs 2020	Costs 2021
	Develop and implement secretariat welfare policy	Welfare policy	Welfare reports	HR dept.	-	-	1,000,000	-	-
	Provide clear grading and progression strategy	Grading structure	Job groups/grades	HR dept.	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
	Review the LSK Human Resource policy	Human Resource policy reviewed	Report	HR dept.	-	-	Administrative cost	-	-
	Enhance Staff Motivation	Staff motivated	Feed back	Council/CEO	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
	Develop remuneration strategy and improve staff salaries and allowances	Strategy	Report	Council	-	1,000,000	-	-	-
	Develop committee's management policy	Policy in place	Report	Council	-	-	1,000,000	-	-
	Develop performance management plan	Plan	Report	Council	-	1,000,000	-	-	-
	Organize	Team	Team building	HR dept.	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000

5.2 STRATEGIC OBJECTIVE 2: TO IMPROVE ADMINISTRATIVE, GOVERNANCE, AND POLICY STRUCTURES

Expected Results	Activities	Objectively Verifiable Indicators	Sources and Means of Verification (Targets)	Who is responsible	Costs 2017	Costs 2018	Costs 2019	Costs 2020	Costs 2021
	regular team building activities	building	reports						
Highly visible Society Brand	Develop and implement corporate social responsibility (CSR) policy	CSR Policy	CSR report	Secretary/CEO	-	-	-	1,000,0000	-
	Provide effective probono legal services	Number of cases done	Report	PIL	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
	Enhance quality of legal awareness week activities	Awareness week	Awareness week reports	Secretary/CEO	100,000	100,000	100,000	100,000	100,000
	Undertake strategic public interest litigation (SPL)	Public interest litigation undertaken	Public interest reports	Public interest program officer	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
	Develop collaborations and partnerships with key stakeholders	Established collaborations	Collaborations reports	Secretary/CEO	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous

5.3. STRATEGIC OBJECTIVE 3: TO PROMOTE CONSTITUTION IMPLEMENTATION, THE RULE OF LAW & ADMINISTRATION

Expected Results	Activities	Objectively Verifiable indicators	Sources and Means of Verification (Targets)	Who is responsible	Costs 2017	Costs 2018	Costs 2019	Costs 2020	Costs 2021
Promoted independence of the legal practitioners	Liaise with state agencies to review the Advocates Act and Regulations	Advocate Act reviewed	Periodic reports	Parliamentary and legislative affairs department	-	Administrative Cost & Continuous	Administrative Cost & Continuous	-	-
	Develop LSK(General) Regulations to operationalize the LSK Act	Regulation Developed	Report	Council	-	Administrative Cost	-	-	-
	Secure and protect legal practitioners by lobbying and advocating for the relevant state agencies to exercise their mandate of recognizing and enforcing Bill of Rights and	No. of direct engagements with relevant state agencies and documented commitments	Reports on correspondences with relevant state agencies published and commitments Reportson conducted	LSK Council / Secretariat	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
		No. and type of trainings							

5.3. STRATEGIC OBJECTIVE 3: TO PROMOTE CONSTITUTION IMPLEMENTATION, THE RULE OF LAW & ADMINISTRATION

Expected Results	Activities	Objectively Verifiable indicators	Sources and Means of Verification (Targets)	Who is responsible	Costs 2017	Costs 2018	Costs 2019	Costs 2020	Costs 2021
	rights of practicing lawyers Sensitize and train lawyers to identify and urgently escalate perceived or real threats to their person and/or profession to the Secretariat and relevant authorities	and lawyers participating in the trainings	trainings and feedback received from participating lawyers Reports of resolved incidences		Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
Implemented Constitution, which is monitored	Provide technical support to Parliament, Senate and County Governments	No. of engagements and involvements with relevant National Assembly committees	Progress reports Annual report	Parliamentary and legislative affairs department	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous

5.3. STRATEGIC OBJECTIVE 3: TO PROMOTE CONSTITUTION IMPLEMENTATION, THE RULE OF LAW & ADMINISTRATION

Expected Results	Activities	Objectively Verifiable indicators	Sources and Means of Verification (Targets)	Who is responsible	Costs 2017	Costs 2018	Costs 2019	Costs 2020	Costs 2021
	Review and critic bills to ensure that they are in compliance with the Constitution	No. of bills critiqued, reviewed and amended	Progress reports Annual report	Parliamentary and legislative affairs/Public Interest department	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
	Undertake legal and policy research	No. of researches conducted on specific thematic areas	Progress reports Annual report	Parliamentary and legislative affairs/Public Interest department	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
	Undertake constitutional, legislative, policy and law reforms	No. of specific law reform initiatives undertaken	Progress reports and updates Annual report	Parliamentary and legislative affairs department	200,000	200,000	200,000	200,000	200,000
	Undertake public advocacy initiatives	No. of public advocacy programs initiated	Progress reports Annual report	Parliamentary and Legislative Affairs/ Public Interest department	-	-	100,000	-	-

5.3. STRATEGIC OBJECTIVE 3: TO PROMOTE CONSTITUTION IMPLEMENTATION, THE RULE OF LAW & ADMINISTRATION

Expected Results	Activities	Objectively Verifiable Indicators	Sources and Means of Verification (Targets)	Who is responsible	Costs 2017	Costs 2018	Costs 2019	Costs 2020	Costs 2021
	Undertake continuous monitoring and periodic evaluations	No. of surveys conducted on implementation at both national and county level	Progress reports and updates Annual reports	LSK Secretariat	-	-	-	500,000	-
Access to law and justice	Develop regulations and policies for implementing ADR	No. of regulations, policies and initiatives developed and undertaken	Periodic reports Annual reports	ADR Committee	-	-	1,000,000	-	-
	Train members on different methods of ADR mechanism including adjudication (small claims)	No. of trainings and seminars undertaken No. of participating lawyers and feedback received	Periodic reports Annual reports MOUs entered with accredited training institutions	ADR Committee	-	-	500,000	500,000	-

5.3. STRATEGIC OBJECTIVE 3: TO PROMOTE CONSTITUTION IMPLEMENTATION, THE RULE OF LAW & ADMINISTRATION

Expected Results	Activities	Objectively Verifiable indicators	Sources and Means of Verification (Targets)	Who is responsible	Costs 2017	Costs 2018	Costs 2019	Costs 2020	Costs 2021
	Develop a remuneration and billing structure for ADR practitioners	Remuneration structure developed and approved	Progress reports Annual reports	ADR Committee	-	-	-	500,000	-
	Sensitize members on procedures of court mandated mediations	No. of seminars held No. of participating lawyers and feedback received	Periodic updates and reports	ADR and CLE Department	-	-	-	200,000	-
	Provide a framework for operationalization of pro-bono legal scheme	No. of engagements with pro bono advocates Draft framework	Periodic updates and reports	ADR and PIL departments	-		200,000	-	-
	Lobby for establishment of more courts and hiring of more judges	No. of courts established and judges hired	Progress reports Annual reports	Council / Secretariat	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous

5.3. STRATEGIC OBJECTIVE 3: TO PROMOTE CONSTITUTION IMPLEMENTATION, THE RULE OF LAW & ADMINISTRATION

Expected Results	Activities	Objectively Verifiable indicators	Sources and Means of Verification (Targets)	Who is responsible	Costs 2017	Costs 2018	Costs 2019	Costs 2020	Costs 2021
	Upgrade from a legal aid desk to a fully pledged legal aid scheme	Legal aid Scheme in place	Annual	Council	-	-	Administrative Cost	-	-
	Improve and undertake strategic public interest Litigation	No. of strategic public interest litigation initiated and undertaken	Periodic updates and reports Annual reports	SPIL department	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
	Undertake stakeholders' analysis	No. and categories of stakeholder engagements undertaken	Periodic updates and reports Annual reports	LSK Secretariat	-	-	-	200,000	-
	Build strategic	No. of							

5.3. STRATEGIC OBJECTIVE 3: TO PROMOTE CONSTITUTION IMPLEMENTATION, THE RULE OF LAW & ADMINISTRATION

Expected Results	Activities	Objectively Verifiable indicators	Sources and Means of Verification (Targets)	Who is responsible	Costs 2017	Costs 2018	Costs 2019	Costs 2020	Costs 2021
	partnerships and promote networking	partnerships entered into No. of networking activities held	Quarterly reports Annual reports	Council/LSK Secretariat	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
	Develop pro-bono service providers data base	Database developed and updated	Progress reports Annual report	PIL Department	-	-	500,000	-	-
	Lobby for representation in key public and private sector institutions	No. of members in key public institutions	Progress reports Annual reports	Council/LSK Secretariat	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
	Develop a compendium on PIL Case	Compendium in place	Annual Report	PIL Director	-	-	650,000	-	-
	Promote the use of alternative dispute resolution (ADR) mechanisms	No. of TDRM trainings and engagements with practitioners and stakeholders	Progress reports Annual reports	ADR Committee	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
Improved access to justice for members of the public	Create Awareness on the LSK Legal	Awareness created	Report	Council / Secretariat					

5.3. STRATEGIC OBJECTIVE 3: TO PROMOTE CONSTITUTION IMPLEMENTATION, THE RULE OF LAW & ADMINISTRATION

Expected Results	Activities	Objectively Verifiable indicators	Sources and Means of Verification (Targets)	Who is responsible	Costs 2017	Costs 2018	Costs 2019	Costs 2020	Costs 2021
	Aid Program				Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
	Implement the Legal Aid Scheme	Scheme Implemented	Report	Council/ Secretariat	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
	Undertake strategic civic education programs	No. of programs undertaken and targeted groups	Progress reports and updates	PLD Department	-	-	200,000	-	-
	Mapping and building networks with partners in the justice sector	No. of engagements and partnerships entered	Progress reports Annual reports	Council/ADR Committee	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
	Fully legislative and administrative support given to	Provide advisories and legal opinions on topical issues	No. of legal opinions and advisories tendered	Reports and updates Annual reports	LSK Secretariat	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous

5.3. STRATEGIC OBJECTIVE 3: TO PROMOTE CONSTITUTION IMPLEMENTATION, THE RULE OF LAW & ADMINISTRATION

Expected Results	Activities	Objectively Verifiable indicators	Sources and Means of Verification (Targets)	Who is responsible	Costs 2017	Costs 2018	Costs 2019	Costs 2020	Costs 2021
state organs to enhance administration of justice									
	Provide legal aid services to government and the courts	Number of time legal aid service is sought	Report	Council	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
	Provide legal research services to government and courts	Number of time the research is done	Report	Council	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
	Provide legal drafting services to MDAs	Number of time the services are provided	Report	Council	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
	Provide technical assistance as amicus curiae	Number of cases enjoined as amicus	Reports and updates Annual reports	Council / Secretariat	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
	Provide	Number of	Annual report	PIL					

5.3. STRATEGIC OBJECTIVE 3: TO PROMOTE CONSTITUTION IMPLEMENTATION, THE RULE OF LAW & ADMINISTRATION

Expected Results	Activities	Objectively Verifiable indicators	Sources and Means of Verification (Targets)	Who is responsible	Costs 2017	Costs 2018	Costs 2019	Costs 2020	Costs 2021
	pro bono services when called upon through the membership	cases done on probono			Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
Presence of rule of law and fair administration of justice	Promote independence of the judiciary	Number of engagements with stakeholders	Progress reports and updates	Council / Secretariat	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
		Number of commitments received from state agencies	Annual reports						
	Promote independence transparency and accountability of public institutions	Number of engagements with stakeholders	Progress reports and updates	Council / Secretariat	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
	Monitor Civil and criminal trials for fair trial guarantees	Number of cases monitor	Annual report	Council / Secretariat	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
	Monitor law	Forensic	Annual report	Council					

5.3. STRATEGIC OBJECTIVE 3: TO PROMOTE CONSTITUTION IMPLEMENTATION, THE RULE OF LAW & ADMINISTRATION

Expected Results	Activities	Objectively Verifiable indicators	Sources and Means of Verification (Targets)	Who is responsible	Costs 2017	Costs 2018	Costs 2019	Costs 2020	Costs 2021
	enforcement and forensic standards	standard done		Secretariat					
	Monitor the judiciary, including prosecution and advocates, to ensure compliance with international human rights and rule of law standards	Adherence to rule of law	Report	Council	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
	Review and implement human rights legislations	Number of legislative reviewed	Annual report	Parliamentary and Legislative department	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
	Monitor strategic public interest cases	No. of cases monitored	Progress reports and updates	Secretariat	500,000	500,000	500,000	500,000	500,000

5.3. STRATEGIC OBJECTIVE 3: TO PROMOTE CONSTITUTION IMPLEMENTATION, THE RULE OF LAW & ADMINISTRATION

Expected Results	Activities	Objectively Verifiable Indicators	Sources and Means of Verification (Targets)	Who is responsible	Costs 2017	Costs 2018	Costs 2019	Costs 2020	Costs 2021
			Annual reports						
	Monitor operations and processes at correction centers	No. of engagements with prisons	Progress reports and updates Annual reports	PLL department	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous

5.4. STRATEGIC OBJECTIVE 4: TO PROMOTE CONSTITUTION IMPLEMENTATION, THE RULE OF LAW & ADMINISTRATION

Expected Results	Activities	Objectively Verifiable Indicators	Sources and Means of Verification (Targets)	Who is responsible	Costs 2017	Costs 2018	Costs 2019	Costs 2020	Costs 2021
Improved professional competence	High standards of learning guaranteed through legislation	New gazetted CPD Rules (2014). Recognizes currently law lecturers and commissioners working in legal capacities	Enforcement of the Rules, Accreditation & exemptions	CPD Directorate CPD Committee Branches	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
		legal publications get CPDs							
	Develop standards and practice guidelines	Established Practice Standards and Ethics Committee Draft Regulations	Set practice rules on new and emerging areas of laws Have set TORS	Practice Standards and Ethics Committee	-	-	1,000,000	-	-
	Promote standards and practice guidelines	Establish the Compliance and Ethics Directorate	Assist in the implementation practice rules in line with the Committee's set TORS	Practice Standards and Ethics Committee Compliance & Ethics Dept Council	-	-	200,000	-	-
	Invest in new and emerging areas of practice	Offer trainings on new areas of the law like Agric. Law, Sports Law	Carrying out of seminars on these new areas	CPD Directorate CPD Committee Branches	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
	CLE points are competitive and merit based	Accreditation of Organizations offering professional development.	Accreditation process	CPD Directorate CPD Committee	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
	Undertake research on	To have an Internal	Concept note in place	Practice Standards	-	-	100,000	-	-

5.4. STRATEGIC OBJECTIVE 4: TO PROMOTE CONSTITUTION IMPLEMENTATION, THE RULE OF LAW & ADMINISTRATION

Expected Results	Activities	Objectively Verifiable Indicators	Sources and Means of Verification (Targets)	Who is responsible	Costs 2017	Costs 2018	Costs 2019	Costs 2020	Costs 2021
Enhanced standards of learning Training programs for legal practitioners effectively enhanced	In-House Dispute Resolution Mechanism	Disputes Resolution of complaints received from the public	To resolve issues before escalating the same to the Tribunal	and Ethics Committee Compliance & Ethics Dept Council					
	Set up an In-house Dispute Resolution Committee	Committee in place	Report	Council	-	-	Administrative Cost & Continuous	-	-
	Provide e-learning platform	Proposal stages - discussions are at the CPD Committee level	To offer a digital platform to attend the seminars	CPD Directorate CPD Committee	-	-	Administrative Cost & Continuous	-	-
	Enhance Security and efficiency in management of CPD Programs	Maintained efficiency	Report	CPD	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
	Research on new and emerging areas of practice	Liaise with the Parliamentary and Legislative Affairs Dept that review new laws and developments thereof	Incorporation into the calendar of seminars of around these new developments	CPD Directorate CPD Committee	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous

5.4. STRATEGIC OBJECTIVE 4: TO PROMOTE CONSTITUTION IMPLEMENTATION, THE RULE OF LAW & ADMINISTRATION

Expected Results	Activities	Objectively Verifiable Indicators	Sources and Means of Verification (Targets)	Who is responsible	Costs 2017	Costs 2018	Costs 2019	Costs 2020	Costs 2021
	Provide relevant, specific, and in-depth training content	Develop CPD Calendar for each year	Contributions and views from members	CPD Directorate CPD Committee & Council	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
	Provide responsive CPD Regulations and calendar	Vibrant seminars	Evaluation forms filed out after every seminar	CPD Directorate CPD Committee & Members	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
	Implement Biometric Member Registration System	Number of members registered	Biometric Kits, Software, Register	Secretariat	500,000	500,000	500,000	500,000	500,000
	To enhance exchange programs with advanced legal economies	International seminars	Partnership with stakeholders from outside example International Bar Association Trainings	CPD Directorate CPD Committee & Council	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
Enhanced	Disseminate	Online link	N/A	Compliance	-	-	-	-	

5.4. STRATEGIC OBJECTIVE 4: TO PROMOTE CONSTITUTION IMPLEMENTATION, THE RULE OF LAW & ADMINISTRATION

Expected Results	Activities	Objectively Verifiable Indicators	Sources and Means of Verification (Targets)	Who is responsible	Costs 2017	Costs 2018	Costs 2019	Costs 2020	Costs 2021
Standards of professional and ethical conduct for the legal profession in Kenya	and sensitize advocates on the Code of Standards of Professional Practice and Ethical Conduct.	to the gazetted Code		& Ethics Dept Practice Standards & Ethics Committee					
	Develop a simplified version of the Code of Standards of Professional Practice and Ethical Conduct.	Code in place	Report	Council, Secretariat	-	Administrative Cost	-	-	-
	Develop a Hand book bringing together the key regulatory	Hand book developed	Report	Council/ Secretariat	-	-	Administrative Cost	-	-

5.4. STRATEGIC OBJECTIVE 4: TO PROMOTE CONSTITUTION IMPLEMENTATION, THE RULE OF LAW & ADMINISTRATION

Expected Results	Activities	Objectively Verifiable Indicators	Sources and Means of Verification (Targets)	Who is responsible	Costs 2017	Costs 2018	Costs 2019	Costs 2020	Costs 2021
	frameworks								
	Establish Compliance Units	To establish the inspectorate units and calendar visits	To rid the profession of quacks	Council	-	3,000,000	-	-	-
	Develop and implement inspection calendar	Calendar in place	Report	Council/ Secretariat	Administrative Cost	Administrative Cost	Administrative Cost	Administrative Cost	Administrative Cost
	Facilitate induction of the newly elected Tribunal Members and undertake and periodic trainings of Tribunal members and Secretariat	Number of members induced Number of times	Report	Council	-	2,000,000	-	2,000,000	-

5.4. STRATEGIC OBJECTIVE 4: TO PROMOTE CONSTITUTION IMPLEMENTATION, THE RULE OF LAW & ADMINISTRATION

Expected Results	Activities	Objectively Verifiable indicators	Sources and Means of Verification (Targets)	Who is responsible	Costs 2017	Costs 2018	Costs 2019	Costs 2020	Costs 2021
	Document and Automate the complaints handling procedure	Documented procedure	Report	Council/ Secretariat	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
	Review the Advocates Disciplinary Tribunal Regulations 1990	Review done	Reports	Council/ Secretariat	-	Administrative Cost	-	-	-
	To harmonize and standardize of the DT sentencing guidelines	To push for establishment of Sentencing Guidelines	Reports	Attorney General/ Council/ Secretariat	-	-	500,000	-	-
	Produce a compendium of the disciplinary tribunal decisions	Compendium in place	Report	Attorney General/ Council/ Secretariat	-	-	Administrative Cost	Administrative Cost	-
	Establish a Performance	Guideline in place	Report	Attorney General/	-	-	Administrative Cost	-	-

5.4. STRATEGIC OBJECTIVE 4: TO PROMOTE CONSTITUTION IMPLEMENTATION, THE RULE OF LAW & ADMINISTRATION

Expected Results	Activities	Objectively Verifiable Indicators	Sources and Means of Verification (Targets)	Who is responsible	Costs 2017	Costs 2018	Costs 2019	Costs 2020	Costs 2021
	Management framework for the Disciplinary Tribunal.			Council/ Secretariat					
Sustainable structure for acquiring legal knowledge by members and paralegals	To establish statute based curriculum subject to periodic review by stakeholders	Number of statutes	Reports	Secretariat	-	2,000,000	-	-	-
	To accredit of institutions providing CPD points	On Going	Reports	Council / Secretariat	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
	Develop CPD accreditation guidelines under the CPD Rules 2014	Guide in place	Report	CPD	-	Administrative Cost &	-	-	-
	Undertake a survey on the status of	Survey done	Reports	Council/ Secretariat	-	Administrative Cost &	Administrative Cost &	-	-

5.4. STRATEGIC OBJECTIVE 4: TO PROMOTE CONSTITUTION IMPLEMENTATION, THE RULE OF LAW & ADMINISTRATION

Expected Results	Activities	Objectively Verifiable Indicators	Sources and Means of Verification (Targets)	Who is responsible	Costs 2017	Costs 2018	Costs 2019	Costs 2020	Costs 2021
	legal education in Kenya								
Transformed legal profession; mentorship; award and talents	To review appropriate legislation	Number of laws reviewed	Feed back Reports	Secretariat	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
	To promote Mentorship programs	To Promote professional Development from an early onset For posterity within the profession.	Country wide Moot Competitions And Sit Downs	YL Committee Council	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
	To award achievements and recognizing talent	To recognize members who through their works give back to the society.	Pro-bono Lawyer of the Year Award	PIL Committee/ Secretariat/ Other Stakeholders	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
	Facilitate Induction of newly admitted advocates	Number of induction	Reports	Council	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous

5.5. STRATEGIC OBJECTIVE 5: TO ENHANCE SOUND FINANCIAL, BUDGETING AND RISK MANAGEMENT SYSTEMS

Expected Results	Activities	Objectively Verifiable Indicators	Sources and Means of Verification (Targets)	Who is responsible	Costs 2017	Costs 2018	Costs 2019	Costs 2020	Costs 2021
Sustainable funded regime	Develop resource mobilization strategy	Strategy in place	Financial reports	Chief Accountant	-	1,000,000	-	-	-
	Pursue tax exemption	Tax exemption obtained	Reports	Chief Accountant	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
	Enhance efficient use of available funds	Increased efficiency	Financial reports	Chief Accountant	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
Sound financial management systems in place	Review the financial management policy	Policy in place	Financial reports	Chief Accountant	-	1,500,000	-	-	-
	Purchase and implement the Enterprise Resource Planning (ERP)	ERP in place	Financial and management reports	Chief Accountant	7,000,000	2,000,000	5,000,000	-	-
	Installation of Enterprise Resource Planning	ERP installed	Report	ICT	Administrative Cost	Administrative Cost	-	-	-

5.5. STRATEGIC OBJECTIVE 5: TO ENHANCE SOUND FINANCIAL, BUDGETING AND RISK MANAGEMENT SYSTEMS

Expected Results	Activities	Objectively Verifiable Indicators	Sources and Means of Verification (Targets)	Who is responsible	Costs 2017	Costs 2018	Costs 2019	Costs 2020	Costs 2021
	(ERP)								
	Provide assurance on the internal control systems	Internal Control system	Internal audit reports	Internal audit department	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
	Undertake financial planning, budgeting and reporting	Financial policy	Annual budgets Financial reports	Chief Accountant	-	-	1,000,000	-	-
	Build capacity for finance department	Capacity building	Capacity building reports	Chief Accountant	-	2,000,000	-	-	-
	Strengthen partnerships with development partners	Meeting stakeholders	Feed Back, Report	Council, Secretariat	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous
Availability of sound budgeting principles	Prepare annual budgets and analysis thereof	Budget analysis done	Report	Chief Accountant	Administrative Cost	Administrative Cost	Administrative Cost	Administrative Cost	Administrative Cost
	Put in place budgeting and budgetary control measures	Budgetary measure in place	Report	Chief Accountant	-	Administrative Cost	-	-	-
Sound investment	Develop and implement	Investment policy	Investment reports	Chief Accountant	-	1,200,000	-	-	-

5.5. STRATEGIC OBJECTIVE 5: TO ENHANCE SOUND FINANCIAL, BUDGETING AND RISK MANAGEMENT SYSTEMS

Expected Results	Activities	Objectively Verifiable Indicators	Sources and Means of Verification (Targets)	Who is responsible	Costs 2017	Costs 2018	Costs 2019	Costs 2020	Costs 2021
strategies	investment policy								
Optimized utilization of assets	Develop assets management strategy	Strategy in place	Report	Secretariat	-	-	500,000	-	-
	Implement the assets management policy	Strategy implemented	Report	Secretariat	-	-	Administrative Cost	-	-
Minimized impact of risk	Develop and implement risk management framework	Risk management framework in place	Risk management policy Risk management register Risk management committee Risk champions	Internal audit department	1,500,000	-	-	-	-
Increased Society funds	Market and conduct CPD outside the membership	Strategy in place	Report	Council/secretariat	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous	Administrative Cost & Continuous

CHAPTER SIX

LSK ORGANOGRAM

