



THE LAW SOCIETY
OF KENYA

STRATEGIC
PLAN

2020
2027



A vibrant LSK focusing on justice, the rule of law, law reform, status and dignity of the legal profession, supporting and advocating for our Members¹, regulation, education, law reform, networking and cooperation, and assisting the public with impartiality.

Foreword

From ancient times, communities developed mechanisms to settle disputes and deliver justice. In modern societies, the right to justice is both a human right and an essential means for the realization of other rights. Today, the law permeates every corner of our lives, from the way we relate with each other in society, the daily consumption of goods to how we work.

The Society is on a mission to empower a vibrant legal profession, offer quality member services and promote the rule of law, through advocacy and good governance. In this period, and the coming future, our Members need to feel supported by their professional body, while the general public must see that we are committed to championing reforms, modernising legal operations and enhancing the Society as a professional body responsible for standards setting and professional conduct.

As we forge ahead, there is a critical need to develop a blueprint to pursue this growth, tackle old and new challenges and innovate for the future. Further, to maintain our effectiveness and authority, we must maintain independence through impartiality and eliminate subversion by any of the arms of government, so as to grow and maintain social esteem and public capital, for the cause of justice.

According to recent trends, legal functions are on a journey to Future Law² with the adoption of technology in their operations. Due to this paradigm shift, the LSK stands at pole position, in a race that will see us go through positive changes, that will lead to robust workflows, enhanced revenue mobilisation and enhanced efficient service delivery to our Members and the public.

This will be activated through our five-year Strategic Plan, which seeks to enable the organisation to transition to new ways of working by leveraging on the immense goodwill our brand carries, data-driven decision making, the efficiencies presented by technology, and a robust leadership led by our Council and the national secretariat.

At the heart of our new strategy, is to innovate customer-centric ways to support our Members to thrive, in a well-regulated sector. The LSK 2023-2027 Strategic Plan, will set out how we will influence our communities, enhance the legal profession, improve access to justice, public protection and the independence of the Kenyan legal system.



Mr. Eric Theuri
President, Law Society of Kenya



¹ An LSK Member is an Advocate, a lawyer who is admitted to the Bar who is licensed by The Law Society of Kenya to practice

² <https://kpmg.com/xx/en/home/insights/2020/12/future-of-legal-article-series.html>

We have established ourselves through a strong, clear governance & leadership structure that is professional and functional, bearing fiscal responsibilities, providing Member services, and reinforcing our CLE and CPD programs.

Preface

The legal profession is central to ensuring an effective justice system, it is not plausible to conceive a world without it. Our Members, through their work provide individuals and organisations with access to justice and work towards the realisation of their constitutions, which are universally recognised human rights.

The Law Society of Kenya, through its Secretariat, helps in ensuring that everyone has effective and equal access to legal services and that Advocates are able and empowered to advise, assist and represent their clients in accordance with the law, through recognised professional standards and ethics.

As a secretariat, through the able guidance of our decision-making Council, we have established ourselves through a strong and clear governance and leadership structure that is professional and functional, bearing fiscal responsibilities, providing everyday Member services, and reinforcing our Continuing Legal Education (CLE) and Continuing Professional Development (CPD) programs.

Through our situational analysis and in light of our future endeavours coupled with advancement in technology, we learnt that the Society is in need of people capacity. This presents the LSK leadership with a transformational challenge to upskill and reskill our staff, build capacity and talent, and enhance our culture in line with corporate maturity standards and global best practice.

Our current organisation structure has been scrutinised in view of the critical role that we play in matters affecting the legal sector, and the ever-expanding size of our membership, which currently stands at 24,000. This has created growing demands for better and quicker services, which has increased our workloads significantly, exerting more pressure on the existing members of staff.

The administrative staff have qualifications which are relevant for the tasks they perform but there have been significant gaps in training and development, posing a significant risk on the performance of the organisation, of which we have prioritised the enhancement of our Secretariat operations to drive positive change. We invite you to embrace this new path to excellence.

Ms. Florence Muturi
Secretary/Chief Executive Officer



Definition of Terms

Term	Description
Core Values	The fundamental rules by which we conduct business.
Goal	High level statements of achievements of a strategic objective.
Mission	The reason for our existence.
Outputs	The product or service we deliver.
Performance Indicator	A measure used to assess the performance of LSK or our departments in service delivery.
Service Delivery Targets	Specific outputs needed to achieve the Strategic Priorities.
Situational Analysis	It is the assessment of our internal and external environment. It's from this analysis that strategic issues become apparent.
Strategy Matrix	Set out the parameters that lead to fulfilling our vision and goals. It contains three Strategic Priorities, goals, strategic initiatives, and activities.
Strategic Priorities	Broad, long-term targets designed to achieve our mission.
Strategic Initiative	Actions for achieving the Strategic Priorities.
Vision	A vibrant, compelling image of the desired future of LSK or the impact we desire to create in the legal sector.

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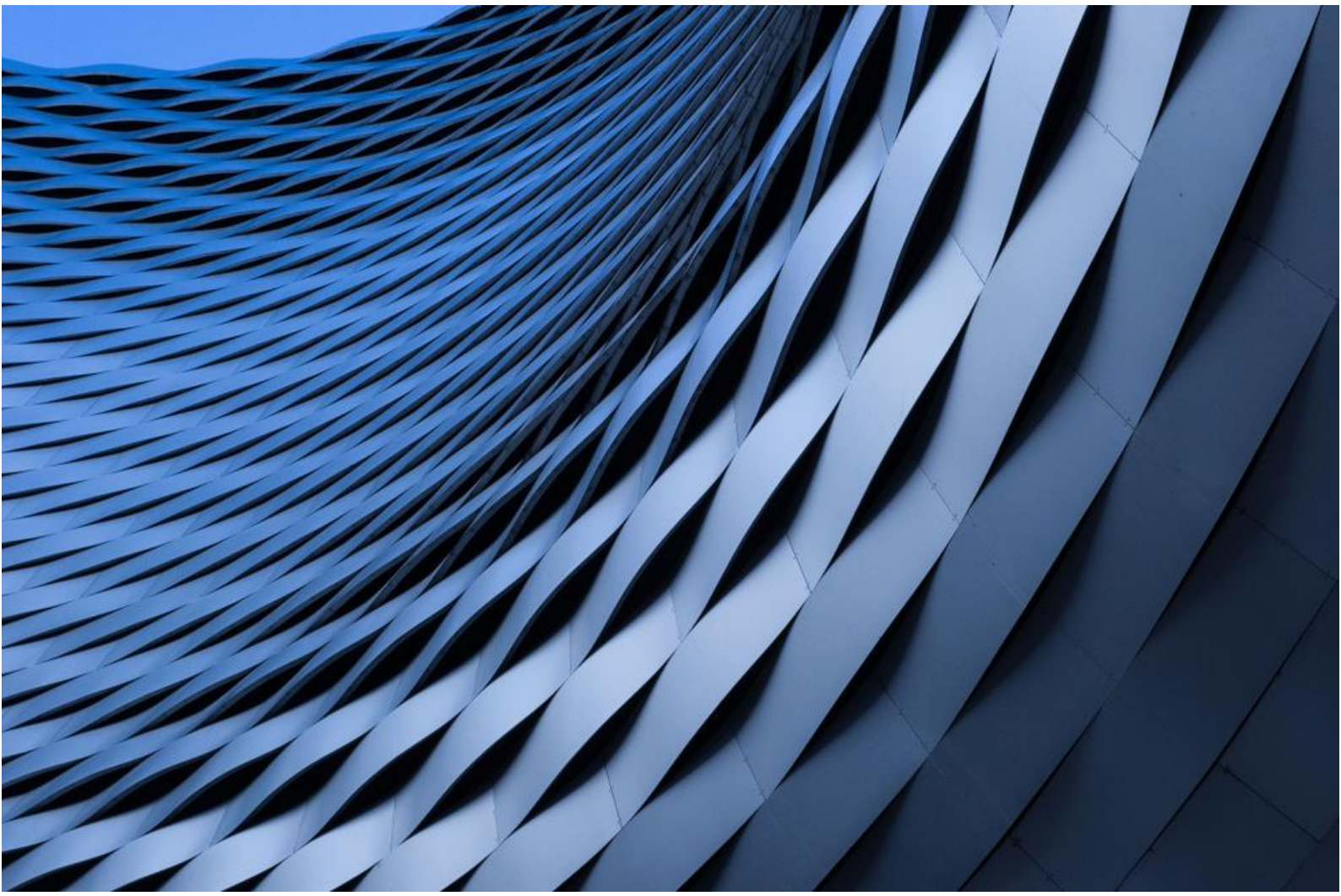
Acronyms

ADR	Alternative Dispute Resolution
AI	Artificial Intelligence
ATL	Above-the-line Advertising
BAME	Black, Asian and Minority Ethnic
BTL	Below-the-line Advertising
CAPEX	Capital Expenditure
CLE	Continuing Legal Education
CPD	Continuing Professional Development
CTA	Call-to-action
E2E	End-to-end
ERP	Enterprise Resource Planning (Software/Application/Platform)
FMCG	Fast Moving Consumer Goods
FC	Fundraising Committee
ICT	Information and Communication Technology
IoT	Internet of Things
KES	Kenya Shillings
KII	Key Informant Interviews
LMS	Law Management System
LSK	Law Society of Kenya
M&E	Monitoring and Evaluation
MFC	Member Fundraising Committee
MTP	Medium Term Plan
OCAI	Organizational Culture Assessment Instrument
OPEX	Operations Expenditure
OPS	Operations
PIL	Public Interest Litigation
RACE	Reach Activate Convert Engage
RACI	Responsible Accountable Consulted Informed
SaaS	Software as a Service
SEM	Search Engine Marketing
SEO	Search Engine Optimisation
SER	Search Engine Ranking
SDG	Sustainable Development Goals
SLA	Service Level Agreement
SLT	Senior Leadership Teams
SPIC	Strategic Plans Implementation Committee
TBD	To Be Determined
ToMA	Top of Mind Awareness
VLA	Virtual Legal Assistants
WIP	Work in Progress

Acknowledgements

The 2023-2027 edition of the strategic plan has been developed by the Law Society of Kenya (LSK) with the assistance of the Jomo Kenyatta University of Agriculture & Technology's consultancy division, JKUAT Enterprises Ltd (JKUATES). We thank Members of the Law Society of Kenya, for their invaluable feedback and insights on matters affecting the sector in the course of providing legal services, the LSK Council for providing their guidance, validation, and ratification, the Society's Branches and their leadership for taking time to shed light on matters legal practice as well as Senior Counsel(s) without whom this Strategic Plan would not have been realised. We thank members of the Secretariat's Management Team and Staff, under the guidance of the Secretary/CEO, who gave their input, time and efforts to the development and publication of this Strategic Plan.

Introduction



Our Strategic Objectives

1



Transformative Member Services

Provide sufficient and timely support for our Members to thrive in delivering the highest quality legal services in Kenya and overseas, advocating for their welfare, health and wellbeing and promoting a vibrant and respected legal profession.

2



Legislation & Public Interest

Promote and protect the public interest, grow public trust and drive legislative reforms to enhance our justice system, for the benefit of the public.

3



Financial Sustainability & Risk Management

Adopt a resilience-based approach to ensure a financially sound organisation with the capacity to fund its operations and aspirations.

4



Council & Secretariat Operations and Capacity Building

Streamline operations in line with corporate global best practice, build a capable workforce by reskilling and upskilling them for the future, and enable effortless workflows for effective and efficient service delivery.

5



Brand Awareness & Equity

Participate in communities to earn engagement and loyalty, make the LSK brand top-of-mind, a thought leader, memorable and talkable, while focussing on opportunities with high visibility, to fuel important conversations across channels.

1 Introduction

1.1 Overview

The LSK 2023-2027 Strategic Plan, has been developed in line with the LSK Act, 2014, Advocates Act, Cap 16 Laws of Kenya, LSK (General) Regulations, 2020, Kenya's Vision 2030, the Constitution of Kenya 2010, and Sustainable Development Goals — SDGs³ 5, 8, 10, and 16. The implementation of this strategic plan is based on stakeholder participation, good governance, and a professional approach to institutional management, through linkages and collaborations, to achieve the set strategic objectives. This new strategy aspires to support the Society's Members better in a respected legal profession and a well-regulated sector, while influencing and impacting society through better access to justice, public protection, and the independence of the Kenyan legal system.

The historical, legal, and institutional framework presents the rationale and methodology of this strategy, presenting an agenda for tackling our organisational challenges in the dynamic environment that operate in. The situational analysis stipulates our previous achievements, challenges and opportunities that lie ahead. It also interrogates the operational environmental and how it affects the LSK, using the SWOT and PESTEL tools, where stakeholders were identified, interviewed and requirements acknowledged.

During this Strategic Plan's period, our strategy will focus on five (5) Strategic Priorities:

- Transformative Member Services
- Legislation & Public Interest
- Financial Sustainability & Risk Management
- Council and Secretariat Operations & Capacity Building
- Brand Awareness & Equity

1.2 Background

The Law Society of Kenya (LSK) is Kenya's premier bar association, with membership of all practicing advocates, currently numbering over twenty-three thousand. It has the mandate to advise and assist members of the legal profession, the government and the larger public in all matters relating to the administration of justice in Kenya, regulate the legal profession in Kenya among other key objectives. The Society 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 formed in 1948 by section 3 of the Law Society of Kenya Ordinance, 1949. That Act was later repealed by the current Law Society of Kenya Act, which came into force on 30th October, 1992, which was consequently repealed by the Law Society of Kenya Act, No. 21 of 2014 Laws of Kenya.

It has the mandate to advise and assist members of the legal profession, the government and the larger public in all matters relating to the administration of justice in Kenya. The Law Society of Kenya membership consists of all practicing advocates in Kenya, currently numbering in excess of twenty-three thousand. By law, one must be a member of the Law Society of Kenya in order to practice as an advocate

³ The 17 Goals— <https://sdgs.un.org/goals>

of the High Court of Kenya. The Law Society of Kenya also has special and honorary membership that can be considered and conferred by the Council upon meeting the requisite qualifications.

1.3 Rationale for the Strategic Plan

In 2017, we developed a 5-year strategic plan to guide our operations for the period 2017 to 2021, which aimed to enhance the monitoring of advocates' compliance with statutory requirements, relating to professional practice standards and ethical conducts. This was geared towards improving professional conduct with a view to promoting high professional standards in legal practice.

Key among the Society's aspirations was to enhance discipline, especially among young advocates, as well as reduce the number of complaints against advocates and clear the backlog at the Advocates Disciplinary Tribunal. Other goals that were set include:

FIGURE 1: SNAPSHOT OF PROGRESS IN IMPLEMENTING THE 2017-2021 STRATEGIC PLAN

Activity	Achieved YES/NO	Reason/Remarks
Set up Inspectorate Unit	NO	Scarcity of resources including staffing
Enhance PIL and SIL	NO	Scarcity of resources
Promote ADR and ADR Law reform	Partially	Work in Progress
Develop gender policy and strategy, and fill all organizational policy gaps	NO	Work in progress- planned for 2023
Provide Legal Aid	YES	
Establish Legal Aid Call Centre	NO	Scarcity of resources
Implement Biometric Voter Registration IBVRI	YES	
Develop a media platform for public education and sensitization	NO	Work in progress with the new website
Provide a platform for conducting online training	YES	
Implement Enterprise Resource Planning (ERP System)	YES	Though not fully implemented but 80% complete
Digitize documents	NO	Scarcity of resources
Develop an internal communication strategy	NO	Work in progress
Undertake systems audit	YES	
Establish Human Resource Unit	NO	Work in progress
Review Financial Management policy	YES	
Review Investment policy	NO	Work in progress
Institutionalize the budgeting process	YES	
Construct ultra-modern office block	NO	Awaiting Members' Consensus
Define effective organization structure	NO	Work in progress

1.4 The Strategic Planning Process

This strategic plan is set to guide our operations for the period 2022/23 – 2026/27. Its development followed a 3-phase sequential approach:

Phase I

The first phase involved an institutional assessment that included key informant interviews with Members, the Council, Senior Counsel, leadership at the Branches, Management, and Staff at the LSK Secretariat, and a comprehensive desk review. The insights garnered from these activities underpinned the development of this strategic plan.

Phase II

The strategic plan was conceptualized in phase two over a three-day workshop with the Council and members of the senior leadership team. The institutional assessment report and the environmental assessment were interrogated during the workshop. Key highlights and insights emanating from these reports were outlined in the situational assessment section of this strategic plan. At the workshop, the participants shall review our corporate ideology and DNA in addition to consensus on the Strategic Priorities for this planning period.

Phase III

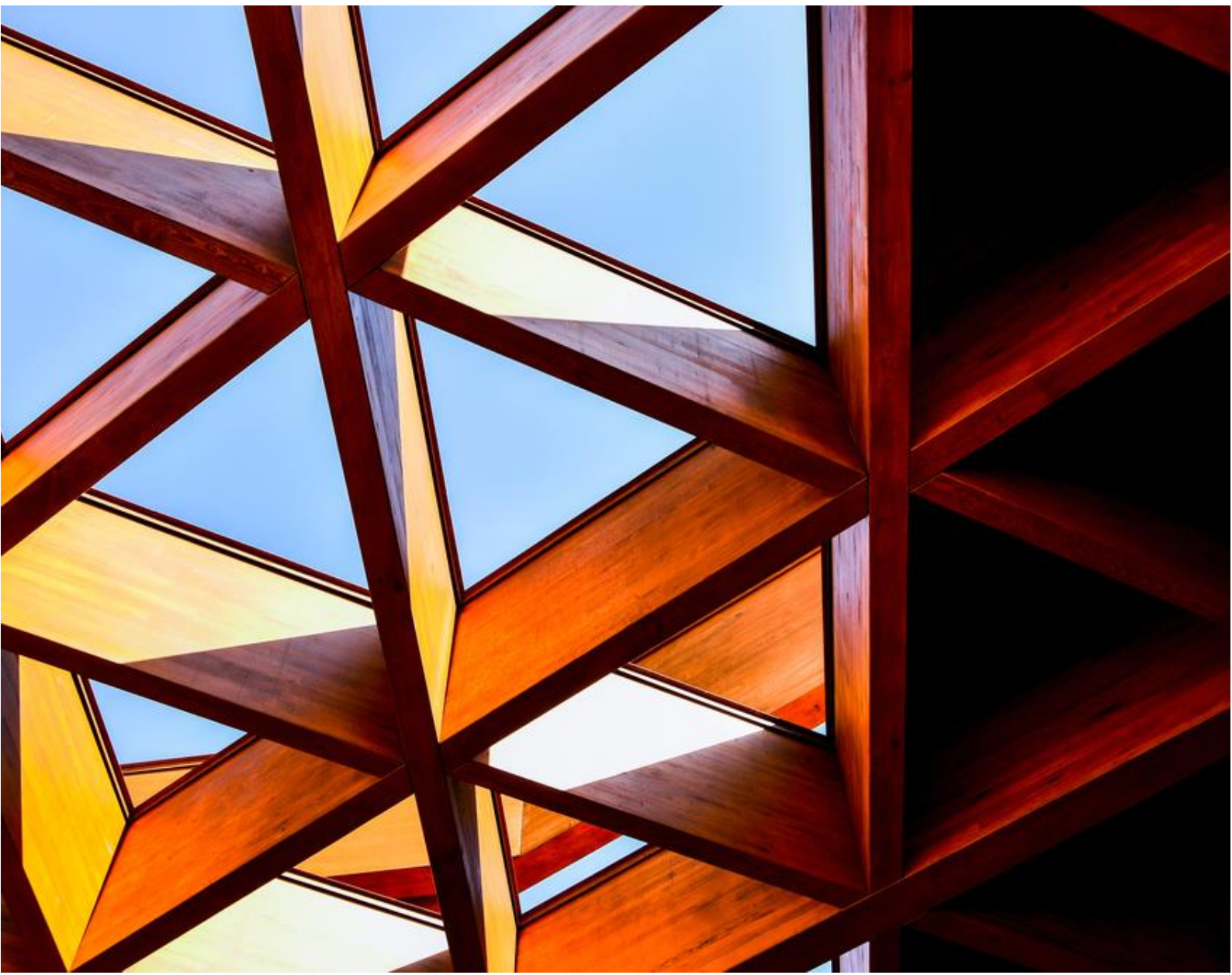
After the workshop, the strategic plan will have champions nominated by the management team. These discussions will focus on operationalizing the Strategic Priorities agreed upon during the workshop by coming up with initiatives and activities that will comprise the implementation plan. Individual departments will come up with budgetary estimates for the various initiatives, which the finance team will then rationalize.

1.5 Organisation of the Strategic Plan

The strategic plan is structured as follows:

Section	Description
1. Situational Analysis	This includes an overview of LSK’s current state; an evaluation of the Society’s performance under its previous strategic plan; and a SCOT analysis.
2. Strategic Direction	This details the Society’s core ideology brand DNA. It also presents the high-level Strategic Priorities as well as key focus areas, initiatives, and granular activities that will drive the achievement of the Strategic Priorities.
3. Implementation and coordination framework	The implementation plan is presented in this section and consists of the resource requirements needed to implement this strategic plan’ risk management and mitigation framework; and the capacity building requirements needed to develop the plan.
4. Monitoring, Evaluation & Reporting	This presents our monitoring and evaluation framework, performance assessment and reporting structure as well as key performance indicators.
5. Annexures	Supplementary information containing essential background details including but not limited to articles, reports, and reference links.

Executive Summary



2 Executive Summary

The legal sector and its affiliated ecosystem have for centuries been typically national. But the world has changed, and organizations can no longer maintain relevance unless they adapt and become increasingly global. While the LSK serves lawyers and advocates (Members) in Kenya, it is critical to visualize and prepare for a future that broadens our scope beyond our borders to ensure that legal professionals borne and trained locally earn relevance, trust, and respect globally.

Individuals, organizations, and institutions from all continents are globalizing and growing into new markets – which affects how legal professionals work. They are increasingly looking for global legal services to help them grow and manage their business interests worldwide, of which Kenya is a citizen. The LSK must, therefore, build a global, outward-looking Society based on the realities of the rise in global culture, to create a powerful platform for the growth of our Members, to innovate and increase efficiency in our service delivery, enhance the legal profession, and expand access to justice.

At the centre of this strategy is an aspiration to become a dedicated resource to provide help and guidance to build the capacity of our Members and strengthen their financial position from legal practice, as well as inspire and instil best practices so they can reduce risk and complaints in this essential sector. Our mission is for the Law Society of Kenya to be a respected and trusted organization in Kenya, regionally and globally, while serving our members and the public.

2.1 Our DNA – Core Ideologies

Our Identity – Who we are versus what others think we are

The LSK's brand identity is made up of what our brand says, what our values are, how we communicate, and what we want people to feel when they interact with us. Essentially, our brand identity is the personality of our organisation and a promise to our customers. This will be achieved through an intentional and consistent brand awareness program, in order to achieve growth through a wider reach and foster trust among our staff, stakeholders, members and the public.

Core Ideology, Corporate Identity and Aspirations

People opt for products and services from a particular organisation over another, even when easier or cheaper options exist, because of the values which are expressed in their mission statement, the way their brand communicates and makes them feel, and the aspirations that they fire up in their audiences.

As consumers, human beings like to patronize organisations, products and brands that have values they believe in. As we practise our mission through the execution of various responsibilities in our mandate, we will also consciously work towards becoming an exemplary, globally respected corporate body, and we must therefore coin values that inspire our Members.

In the pursuit of our vision and mission, the principles below will provide guidance to the LSK on how we project ourselves and our brand, how we work, and how we behave and treat both our colleagues and industry stakeholders. Further, these principles form pillars that define the culture that we want to foster and entrench within LSK.

Our Brand DNA is:

<p>Our Brand Personality</p> <ul style="list-style-type: none"> • Bold • Confident • Firm and Assertive • Mature • Approachable 	<p>Our Brand Offering</p> <ul style="list-style-type: none"> • Support • Empowerment • Partnership • Convenience • Expertise
<p>Our Brand Voice and Tone</p> <ul style="list-style-type: none"> • Authentic • Engaging • Clear • Sincere • Formal 	<p>Our Brand Promise</p> <ul style="list-style-type: none"> • Impartiality • Service Excellence • Transparency • Accessibility • Reliability & Dependability

Our Purpose (Mission) Statement is:

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

Our Vision is:

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

- Rule of law and administration of justice
- Democracy and good governance
- Prudence and probity in the use of resources
- Learning and growth

We maintain this set of ideologies that will enable the LSK to:

- 1) Connect with Members and pivot them to thrive.
- 2) Make smarter, data driven decisions, and improve governance.
- 3) Attract top talent, inspire teams, build their capacity, and keep them focused.

2.2 The Strategic Issues

Overview

The design of this Strategic Plan is necessitated by the expiry of the Law Society of Kenya 2017-2022 Strategic Plan. Following a thorough situational assessment and environmental scan, we have gained valuable insights shaping the priorities we will focus on over the next five years (2023 – 2027).

The Strategic Choices – Summary

Based on the findings of our analysis, we have structured our strategy around four key priorities (Strategic Priorities) to guide our operations over the next three years.

- Transformative Member Services

Provide sufficient and timely support for our Members to thrive in delivering the highest quality legal services in Kenya and overseas, advocating for their welfare, health, and well-being and promoting a vibrant and respected legal profession.

- Legislation & Public Interest

Promote and protect the public interest, grow public trust, and drive legislative reforms to enhance our justice system for the benefit of the public.

- Financial Sustainability & Risk Management

Adopt a resilience-based approach to ensure a financially sound organization that can fund its operations and aspirations.

- Council and Secretariat Operations & Capacity Building

Streamline operations in line with corporate global best practices, build a capable workforce by reskilling and upskilling them for the future, and enable effortless workflows for effective and efficient service delivery.

- Brand Awareness & Equity

Participate in communities to earn engagement and loyalty, make the LSK brand top-of-mind, a thought leader, memorable, and talkable while focusing on opportunities with high visibility to fuel important conversations across channels.

2.3 Our Strategic Plan Resource Requirements

PROJECTED IMPLEMENTATION BUDGET

PROJECTED REVENUE	
YEAR	AMOUNT
2023	398,516,900
2024	388,510,517
2025	427,361,569
2026	470,097,726
2027	517,107,499
	2,377,002,231

PROJECTED EXPENSES	
YEAR	AMOUNT
2023	384,790,262
2024	382,631,174
2025	420,894,292
2026	462,983,721
2027	509,282,093
	2,160,581,542

In the year 2024, the LSK plans to construct an ultra-modern office block at a cost of Kshs. 2 Billion. The total amount required to implement the 2023-2027 Strategic Plan over the five-year period is Kshs. 4,160,581,542 against a projected income of Kshs. **2,377,002,231** over the same period.

Strategic Plan Rationalisation



3 Strategic Plan Rationalization

3.1 Overview

The legal sector and its affiliated ecosystem have for centuries been typically national. But the world has changed, and organizations can no longer maintain relevance unless they adapt and become increasingly global. While the LSK serves lawyers and advocates (Members) in Kenya, it is critical to visualize and get ready for a future that broadens our scope beyond our borders to ensure that legal professionals borne and trained locally earn trust and respect globally.

Individuals, organizations, and institutions from all continents are globalizing and are growing into new markets – which in turn affects the way legal professionals work. They are increasingly looking for global legal services to help them grow and manage their business interests around the world, of which Kenya is a citizen.

The LSK must, therefore, build a global, outward-looking Society based on the realities of the rise in global culture, to create a powerful platform for the growth of our Members, to innovate and increase efficiency in our service delivery, enhance the legal profession and expand access to justice.

This chapter gives a rationalization of our strategic plan and crystalizes LSK’s alignment with Kenya, Africa, and the World’s Development Agenda.

FIGURE 2: STRATEGIC PLAN ALIGNMENT MAP AND LINKAGES



3.1.1 Vision 2030 (MTP III)

The LSK’s mandate, sits at the centre of Vision 2030, which is Kenya’s development blueprint to becoming an upper middle-income economy by 2030.

The attainment of this vision is heavily dependent on the successful implementation of development projects outlined therein, which are in turn underpinned by the nine governance principles — Constitutional Reform, Sovereignty of the People, Gender Equality, National Values, Goals & Ideology, A Bill of Rights, A Viable Political Party System, Public Participation in Governance, Separation of Powers and Decentralisation — of which the legal sector is both a catalyst and an enabler.

3.1.2 Sustainable Development Goals

The Sustainable Development Goals (SDGs) provide a framework for stakeholders to collaboratively advance various issues such as environmental sustainability, clean energy, education, food security, health including sexual and reproductive health and rights, poverty eradication, peaceful and inclusive societies, gender and equity, and address inequalities within and between countries.

The SDGs include the following legal-related linkages:

- **Goal No. 16⁴** — Promoting peaceful and inclusive societies for sustainable development, providing access to justice for all and building effective, accountable, and inclusive institutions at all levels. Compassion and a strong moral compass are essential to every democratic society. Yet, persecution, injustice and abuse still run rampant and is tearing at the very fabric of civilization. We must ensure that we have strong institutions, global standards of justice, and a commitment to peace everywhere.
- **Goal No. 5** — Achieve gender equality and empower all women and girls.
- **Goal No. 10** — Reduce inequality within and among countries.

3.1.3 Africa Agenda 2063

The Africa Union Agenda 2063 provides a strategic framework for the socio-economic transformation of the African continent. It builds on and seeks to accelerate the implementation of past and existing continental initiatives for growth and sustainable development.

The agenda 2063 includes the following legal-related linkages:

- 1) **Aspiration No. 3** — An Africa of Good Governance, Democracy, Respect for Human Rights, Justice, and the Rule of Law
- 2) **Aspiration No. 5** — Africa with a Strong Cultural Identity, Common Heritage, Values and Ethics
- 3) **Goal No. 11** — Democratic values, practices, universal principles of human rights, justice and the rule of law entrenched.
- 4) **Goal No. 17** — Full Gender Equality in All Spheres of Life

⁴ The Global Goals — <https://www.globalgoals.org/goals/16-peace-justice-and-strong-institutions>

Situational Analysis



4 Situational Analysis

4.1 Environmental Scan

4.1.1 PESTLE Analysis

This is an analysis of the key external factors (Political, Economic, Sociological, Technological, Legal and Environmental) that influence the LSK, its Members, and the public at large. It will be used to guide the Society's leadership in strategic decision-making.

Political, Policies and Laws

- Currently, Kenya's political environment can be termed as stable. General elections were held in Kenya on Tuesday, 9 August 2022, and were peaceful and relatively fair, unlike in the past. Voters elected the president, governors, senators, members of the National Assembly, and members of county assemblies. This was the third general election and the fourth presidential one since the promulgation of the 2010 constitution. According to the constitution, the incumbent president was not eligible for a third term, nor county governors who had served two terms.
- Kenya is at a crossroads with a new administration and a new Parliament. The country is at the axis of economic and development concerns, and the leadership is striving to find solutions that would enable Kenya to grow and play a role at the forefront of the world stage, where it concerns promotion of democracy and human rights and the implementation of new conditions for peace and freedom, the gauge of sustainable development. However, the LSK has in the past not held the arms of government to accountable due to political leanings and biases. To be a trusted organization, we have to delink ourselves from government and political alignments.
- How the country's challenges are tackled is crucial, and political considerations influence the Executive's policy decisions, which could impair our capacity to effectively drive the legal sector's broad agenda. Past politically driven decisions in the justice system — such as the selection of judges and passing of laws — have weakened the nation's stability and access to justice. The LSK, therefore, has a duty to champion action that enhances our legal sector and the justice system.

Economic Context

- The impact of economic fluctuations in the performance of our economy has affected the legal profession immensely. Firstly, it has reduced advocates' incomes due to a reduction in the economic power of their individual clients, which high taxation, high interest rates, and runaway inflation have occasioned.
- Current economic conditions have required organizations to cut budgets, including their legal budgets. This dynamic has required law firms to reassess their rates and fee structures. As a Society, we must guide our Members in understanding how to weather such shocks.
- As we think about our Members' financial welfare, we cannot ignore the impact of the 2020 COVID-19 pandemic, the 2021 economic recession, and disastrous Kenya shilling exchange rates due to the government's increased borrowing.

- Outsourcing is an interesting phenomenon that is a double-edged sword for the legal profession. On one hand, it increases efficiencies and reduces costs; on the other, it affects jobs. From our desk study, we have learned that there is a thriving market in outsourcing legal services in India, providing legal services to the United States and Europe. With trends like these, our legal sector will soon face this as a real prospect. The LSK must innovate early to shield the Members.
- Due to harsh economic realities, corporate and individual loan facility default has increased exponentially. Due to this situation, debt recoveries have increased, and businesses have gone bankrupt and closed down, increasing civil litigation. Further, defaults on project contracts in sectors such as real estate have occasioned a rise in class action suits.

Societal Context

- From our social analysis, we looked into trends and how they affected societal attitudes and shifts in values. This showed a growing awareness of many matters of legal and general public opinion because of much exposure to technology and social media. On a holistic scale, we took into account social differences based on status, influence, culture, religion, and demographics and how these have influenced habits when it comes to seeking legal services.
- Crime increased during the past two-year downturn, as per daily crime reports by police and the press. LSK must increase efforts and advocate for all-inclusive initiatives as per global best practices and precedence, as seen with legal aid programs targeting the poor, especially marginalized BAME groups.
- Uncertainty about the future, loss of income, inability to pay bills/repay debts, inflation, and unemployment are some key causes that affect mental health. We are experiencing increased anxiety, depression, insomnia, social withdrawal, physical ailments, and other conditions. This is contributing to societal ills such as domestic violence.
- The legal profession is a noble profession. In Kenya, however, the profession has, for many instances, been castigated for enablement of corrupt political governance that aids vices such as state capture, administrative malpractices, organized crime, and nepotism in government and political leadership. The perceived enablement is the legal representation of political leaders who perpetrate these acts in the public's eye, oftentimes with impunity.
- Because of this misconception and blanket condemnation of the profession, it is paramount for the LSK to defend its Members through public sensitization and education. Further, the Society must engage the Members ever more intimately to seek an understanding of these and other challenges that legal professionals face and work to address those issues.
- The COVID-19 pandemic exacerbated existing strains and economic disparity, making poverty and inequality a persistent challenge for the government and adding pressure to social care. The inadequacy of legal aid has continued to undermine citizens' access to justice, and this can be seen as a major failure on our part.
- With the biting shortage of funds to run legal aid programs, fewer advocates and law firms are taking up legal aid work. The LSK must recognize this need and implement fundraising programs to sustain the demand.

Technological Angle

- Digital platforms are changing how organizations interact with their stakeholders. Social media has become a huge tool for consumer engagement and promoting public awareness.
- Additionally, online digital platforms and applications can be utilized to promote efficiency, for instance, in PC application and issuance, which the LSK has partially implemented.
- Aside from digital advancements, people and organizations are increasingly adopting emerging technologies to boost efficiency. Introducing taxi-hailing, driverless cars, telemedicine, digital lending, and other smart technologies and inventions presents the need for a more robust legal framework and guidelines to foster the adoption of these innovations.
- Electronic filing, access to cross-border databases, and rapid identification of lawyers across borders are developing rapidly. The revolution brought about by technology and innovation will carry on relentlessly and impact how our Members practice.
- The Society must be future-ready to help Members take advantage of technology and protect them from the negative effects of the same.
- Unethical use of technology can affect the authenticity of documents, evidence, and other tools the legal sector relies on to deliver justice.
- Data Sanctity and Security is a big concern, especially in highly sensitive data applications such as healthcare, with particular note on telemedicine and the legal sector must legislate around the sanctity of data.
- Rollout of Citizen Services through a Whitebox e-government platform essentially changing the way public services are delivered
- Fake news has become rampant and introduces perception and bias in legal processes instead of relying on facts and evidence.

Environmental

- Corrupt practices in the management of Kenya's forests
- Challenges facing the energy, minerals, and extractive industries in Kenya
- Grabbed forest land, road reserves, and riverine reserves. Illegal settlers in forests and other protected areas
- The changing lifestyle of forest-dwelling communities affecting forests Abuse of forest zonation resulting in the introduction of irregular settlements and large-scale public infrastructure developments
- The limited capacity of the enforcement and compliance division of KFS and the lack of clear separation in the forest protection and forest exploitation functions of KFS have made law enforcement in the protection of forest resources ineffective.

- Commercial Forest Plantations are characterized by poor-quality planting materials, delayed re-planting, poor silvicultural and management regimes, inefficient harvesting operations, and inaccurate forest stock valuation and disposal processes.
- Policy direction indicates that the focus of emissions management will not be on absolute emissions but on production efficiency, leading to increased output per emission unit. This can make the agriculture sector part of the emission reduction solution if appropriate measures are taken.
- Earth's changing climate has big implications for individuals, businesses, and policymakers. As a Society, we will continue to play a critical role in advising government and the private sector on physical climate risk, sustainability, the energy transition, and approaches to face the challenges climate change brings.

Legal

- New legislation due to technological applications
- There is limited mention of access to justice and silence on the budgetary allocation to access to justice and recognition of the work of paralegals.
- Entrenched inequalities, discrimination, and the judiciary's independence show little emphasis on all these aspects in the context of SDG 16.3, other than corruption.
- The government should adopt alternatives that offset both direct and indirect high costs of access to legal services. This includes the direct costs of legal fees and indirect costs such as transportation, opportunity, and childcare costs.
- A deliberate study that identifies all the barriers to access to justice is important in developing initiatives to deal with them.

4.2 SCOT Analysis — Strengths, Challenges, Opportunities and Threats

Below is a summary of our key strengths, challenges, opportunities, and threats based on research and insights from key informants and stakeholders across the legal sector. While not all the impressions can be substantiated in each case, the uniformity with which they are reported and the knowledgeability of the KIs justifies acceptance of their truth as the basis for our working assumption.

4.2.1 Strengths

FIGURE 3: THE SOCIETY'S STRENGTHS

Strength	Strategic Implication	Strategic Response
<ul style="list-style-type: none"> Member Numbers 	<p>Unlike some jurisdictions in the world, LSK’s membership is mandatory for one to practice, making it an almost certainty when it comes to building Member numbers. A 23,000-member strong Society stands poised to have legitimacy and bargaining muscle to support a thriving profession of:</p> <ul style="list-style-type: none"> ▪ Great quality and professional services ▪ Trustworthiness ▪ Prestige for the profession attracting new talent 	<ul style="list-style-type: none"> ▪ Use our numbers and our legitimacy to pronounce ourselves in matters that affect the legal profession and access to justice for our population. ▪ Take advantage of the big numbers to lobby for modern and effective legislation – progressive laws ▪ Position ourselves as the defacto thought leader on matters of law and the profession. ▪ Assert ourselves and hold powers to account
<ul style="list-style-type: none"> Member Facilitation 	<ul style="list-style-type: none"> ▪ Extensive consultation during the regulatory development process ▪ Clearance Certificates for Good Standing & Clearance for Tenders or applying for Jobs 	<ul style="list-style-type: none"> ▪ Creates better workflow for lawyers and advocates by eliminating hurdles
<ul style="list-style-type: none"> Welfare Programs 	<ul style="list-style-type: none"> ▪ The Society’s Welfare programs such as the Benevolent Fund and the Sacco are attractive benefits, especially to younger newly admitted members candidates. ▪ LSK Sacco comes in very handy and creates financial independence and dignity for our Members who are able to manage their domestic obligations such as utility bills, school fees, cars, investments in real estate and other forms of savings ▪ Emergency loans enable our Members to mitigate urgent and unexpected needs, giving them peace of mind to practice without unwarranted stress and/or strain ▪ Dignity to earn a living and thrive 	<ul style="list-style-type: none"> ▪ Increase Welfare Programs and adopt new Member benefits to attract young talent. ▪ Partner with service providers to offer Members prestigious and bespoke opportunities that they would otherwise find cost-prohibitive when acquired individually
<ul style="list-style-type: none"> Partial Automation: 	<ul style="list-style-type: none"> ▪ Some level of automation has been implemented which has in turn helped improve on timeliness in the issuing of PCs. In 2023 year – for the 	<ul style="list-style-type: none"> ▪ Since we are aware that every few months we will admit more Members, default processes should be digitised and automated through

Strength	Strategic Implication	Strategic Response
	<p>first time – over 5,000 PCs were issued in January alone due to this automation.</p> <ul style="list-style-type: none"> ▪ M-Pesa and other ways to pay ▪ E-Learning for both CLE and CPD has seen rise in enrolment 	<p>integrated hybrid systems to shorten the PC issuance lifecycle</p> <ul style="list-style-type: none"> ▪ Implement E2E lifecycles in the partially automated processes to create a one-stop platform for Member services e.g. the TIMS, BRS and other e-Government services
<ul style="list-style-type: none"> • Mandatory Induction 	<ul style="list-style-type: none"> ▪ Unlike some jurisdictions in the world, LSK’s membership is mandatory for one to practice, making it an almost certainty when it comes to building Member numbers 	<ul style="list-style-type: none"> ▪ Since we are aware that every few months we will admit more Members, default processes should be digitised and automated through integrated hybrid systems
<ul style="list-style-type: none"> • Robust Continuing Professional Development (CPD) 	<ul style="list-style-type: none"> ▪ Some level of automation has been implemented which has in turn helped improve on timeliness in the issuing of PC. ▪ In 2023 year – for the first time – over 5,000 PCs were issued in January alone due to this automation 	<ul style="list-style-type: none"> ▪ Since we are aware that every few months we will admit more Members, default processes should be digitised and automated through integrated hybrid systems. ▪ Implement E2E lifecycles in in processes
<ul style="list-style-type: none"> • Robust Continuing Professional Development (CPD) and Continuing Legal Education (CLE) 	<ul style="list-style-type: none"> ▪ Maintaining Existing Knowledge for a growing profession and help Advocates stay current on the latest legal developments as well as sharpen their skills. ▪ Maintain competence and professionalism, protecting clients' interests, and avoiding disciplinary action. ▪ Expanding Knowledge and Skills as per Industry Updates, Trends, and Best Practice ▪ Building Confidence and Credibility resulting in Promotion of Career Advancement 	<ul style="list-style-type: none"> ▪ Expand enrolment of these programs by moving them online to increase accessibility. ▪ Create career days for new Advocates from insights gathered through CLE and CPD, to help them find direction for their new career. ▪ CLE and CPD give practical insights into tough cases and other complexities of the legal practice. ▪ These programs help Advocates expand their networks by meeting other practitioners
<ul style="list-style-type: none"> • Robust PIL and Legal Aid Programs 	<ul style="list-style-type: none"> ▪ This will restore the vibrance and relevance of the LSK. ▪ Attract donors. ▪ Increase access to justice for the public 	<ul style="list-style-type: none"> ▪ Centralise PIL Data collection. ▪ Create Legal Aid Case Origination Framework ▪ Assess the Quality and sustainability of legal aid being provided through. ▪ Create a platform for sharing experiences on legal aid
<ul style="list-style-type: none"> • Many of our Members serve 	<ul style="list-style-type: none"> ▪ The specialisations within the various government bodies ensures that LSK plays a central role in 	<ul style="list-style-type: none"> ▪ Harness the power of influence through those Members serving in

Strength	Strategic Implication	Strategic Response
<p>in executive and policy making positions in government</p>	<p>shaping policy that affects the laws of the land and access to justice</p>	<p>important positions within government MDAs</p>
<ul style="list-style-type: none"> Partnerships 	<ul style="list-style-type: none"> ▪ The LSK has deep collaborations with the Justice System that include the Judiciary, The Police, and the ODPP. This partnership includes advancing practice standards and ethical practice through the issuance of practice directions; collaboration in highlighting the practice of unqualified individuals; and the prosecution of unethical practice. ▪ Enhanced goodwill through partnerships and engagements by different LSK departments with stakeholders like Parliament, PIL partners with different organisation on matters that touch on Kenyans welfare, other bar associations, partnerships with members of the media, resulting in goodwill for the Society 	<ul style="list-style-type: none"> ▪ Actively engage our Members who are in these positions and create a continuous rapport that will enable us to tap into the resources available with these organisations.

4.2.2 Challenges & Weaknesses

FIGURE 4: OUR CHALLENGES

#	Challenge	Strategic Implication	Strategic Response
<p>1.</p>	<p>Lack of continuity and synergy in integrating new Council leadership after the expiry of their tenure</p>	<ul style="list-style-type: none"> ▪ Friction in workflow ▪ Gaps in execution ▪ Lack of follow through on past organisational plans ▪ Abrupt changes in strategic direction ▪ Impromptu exits 	<ul style="list-style-type: none"> ▪ Create an Orientation Plan for future Councils aimed at creating a soft landing for both staff and Council Members ▪ Interrogate the two-year corporate term limits, their pros and cons and institute a working group to reform the same
<p>2.</p>	<p>People resourcing - Understaffed</p>	<ul style="list-style-type: none"> ▪ Slow workflow ▪ Difficult working conditions ▪ Loss of Member recruitment momentum enrolment numbers ▪ Brand damage through a decrease in work quality ▪ Unhappy employees resulting to premature exits, negative feedback to stakeholders, potential partners and members of the public. 	<ul style="list-style-type: none"> ▪ Create a People and Culture Policy ▪ Look at staff members not as employees but as talent, and enablers in the realisation of our mandate

#	Challenge	Strategic Implication	Strategic Response
3.	Fundraising Few avenues of fundraising other than traditional sources such as collections from practicing certificates	<ul style="list-style-type: none"> ▪ Increased costs ▪ Few fundraising efforts other than traditional sources such as fees from practicing certificates ▪ The effects of the ongoing economic recession has created a more challenging funding environment and diminished prospects 	<ul style="list-style-type: none"> ▪ Innovate – use less resource intense fundraising avenues such as new non-traditional avenues such as online platforms. ▪ Have a dedicated resource to focus on funding and utilisation
4.	Visibility The Society’s visibility is shy	<ul style="list-style-type: none"> ▪ A passive and alienating brand image making LSK to be a misunderstood organisation 	<ul style="list-style-type: none"> ▪ Increase visibility through education. ▪ Increase scope of reach, beyond Kenyan borders to cement our place as the region’s leader on all matters legal
5.	A disjointed work/corporate culture	<p>The LSK seems to have an existence of values and beliefs that are not strongly and widely shared within the Organisation i.e. Values shared at the top (the Council), but not the middle (Management) and bottom (Staff), thus creating a situation where:</p> <ul style="list-style-type: none"> ▪ There is unfriendly employee competition ▪ Employees often work late or don’t take lunch breaks. If people often work through lunch, it’s either because they feel they don’t have time to stop working, or they believe management doesn’t condone taking breaks ▪ No workplace incentives and motivation initiatives exist ▪ Little or no hiring from within ▪ Public internal & external criticism ▪ Non-inclusivity ▪ Lack of trustor teamwork and infighting ▪ High stress levels 	<p>Conduct an Organizational Culture Assessment Instrument (OCAI) to:</p> <ul style="list-style-type: none"> ▪ Remedy the culture gaps and instead create a collaboration culture for better productivity and innovation ▪ Create good governance structures ▪ Increase interactions with senior leaders, middle and junior members of staff to cascade values vertically and horizontally ▪ Instil non-negotiables in our hiring policy ▪ Ensure people are acknowledged and rewarded for the work they do ▪ Put in place a workplace mode where senior leaders institute more feedback sessions with their direct reports, this time can be used to provide constructive criticism ▪ We must start paying attention to performance reviews and develop questions that help staff discern and wants to move up the ranks ▪ Senior leaders at the LSK must praise in public and correct in

#	Challenge	Strategic Implication	Strategic Response
			private, presenting the errors as an opportunity to learn and grow, thus eliminating the notion of public shaming and harassment by leaders
6.	Organisational Maturity	<p>Lack of organisational maturity in line with best practices in both public sector or private-run enterprises</p> <p>Like with many Member Organisations, there is an assumption that LSK is not a corporate entity creating:</p> <ul style="list-style-type: none"> ▪ A <u>lack of identity</u> as to who we are – Are we Public, Private, a Club? ▪ A <u>notion</u> that professionalism isn't a true requirement of existence or survival in the organisation ▪ Due to lack of identity, the organisation has many <u>gaps in governance</u> as it does not have the structures to run professionally like a mature public sector organisation or private company 	<ul style="list-style-type: none"> ▪ Align people and structures/roles to have the right people in the right roles ▪ Align people ratio and workloads to ensure fair working ▪ Develop a clear Compensation and Benefits policy
7.	Poor Physical Working Conditions	<ul style="list-style-type: none"> ▪ Poor working conditions characterised by non-optimal office space. ▪ Slow productivity ▪ Low morale 	<p>Invest in the construction of an ultra-modern office building to accommodate:</p> <ul style="list-style-type: none"> ▪ LSK working offices and meeting areas. ▪ Working offices and meeting areas for external rental ▪ Event spaces ▪ Training rooms ▪ Filing and storage
8.	Lack of PIL and Legal Aid Capacity	<ul style="list-style-type: none"> ▪ Understaffed PIL and Legal Aid Departments ▪ Inadequate budgets to meet the demand for legal aid creating a lack of prioritisation and sustainability for these programs. 	<ul style="list-style-type: none"> ▪ Design a policy and smart process on how to generate PIL initiatives. ▪ Identify PIL priorities through a needs assessment, which can inform evidence-based policy making.

#	Challenge	Strategic Implication	Strategic Response
		<ul style="list-style-type: none"> ▪ We do not know the exact current demand for legal aid such as: <ul style="list-style-type: none"> a) Number of applicants b) Types of cases or services required. c) Geographic distribution of cases d) Levels of interaction of legal aid service providers with informal justice mechanisms (traditional/customary justice systems and alternative dispute resolution mechanisms) e) Some of the strengths and weaknesses of current systems and what are the major challenges facing legal aid provision 	<ul style="list-style-type: none"> ▪ Create public awareness of the availability of legal aid services and how to access them as a critical pillar in delivering legal aid services, particularly for marginalized and vulnerable populations. ▪ Intensify countrywide lobbying, legal education and outreach as an integral part of a national legal aid strategy. ▪ We must make Legal Aid services in rural areas a bigger priority in our aid strategy, because the acute shortage of representation outside urban areas is one of the biggest impediments facing the delivery of legal aid services
<p>9.</p>	<p>Lack of PIL and Legal Aid Awareness Programs</p>	<ul style="list-style-type: none"> ▪ While we are heavily involved in many PIL and Legal Aid undertakings, LSK often does not initiate these initiatives. ▪ We have no policy on how to actively initiate these initiatives ▪ People and organisations outside LSK generate public interest interventions while the reverse should be the case 	<ul style="list-style-type: none"> ▪ Design a policy and smart process on how to generate PIL initiatives ▪ Create public awareness of the availability of legal aid services and how to access them as a critical pillar in delivering legal aid services, particularly for marginalized and vulnerable populations ▪ Intensify countrywide lobbying, legal education and outreach as an integral part of a national legal aid strategy ▪ We must make Legal Aid services in rural areas a bigger priority in our aid strategy, because the acute shortage of representation outside urban areas is one of the biggest impediments facing the delivery of legal aid services

#	Challenge	Strategic Implication	Strategic Response
10.	Inadequate logistical and financial support to the branches	<ul style="list-style-type: none"> ▪ Expression of inadequate financial support 	<ul style="list-style-type: none"> ▪ Review structures of resource distribution
11.	Working Mechanisms	Inadequate flow of working mechanisms between the Council and Branches	<ul style="list-style-type: none"> ▪ Create working mechanisms between the different units
12.	Adherence to ethical practices	Ensuring ethical practice is adhered to given the increased number of advocates and the widening of the areas of practice across the country. The underfunding of the operationalisation of the Compliance Monitoring Unit has led to inadequate enforcement of practice standards across the country.	<ul style="list-style-type: none"> ▪ Operationalise the Compliance Monitoring Unit by building investigative capacity through enhanced training, monitoring tools and staffing levels.

4.2.3 Opportunities

FIGURE 5: THE OPPORTUNITIES

#	Opportunity	Strategic Implication	Strategic Response
1.	Thought leadership and Legal Journals	<ul style="list-style-type: none"> ▪ Insights on the Legal Sector will be based on credible sources – the LSK ▪ Originality in the ideas, insight and story ▪ Clear and compelling narratives with solutions to address specific legal-business challenges do not currently exist (except for a few traditional publications such as Nairobi Law Monthly) ▪ Case studies based on our Members’ exposure in their day-to-day legal work as well as LSK’s PIL and Legal Aid wealth of data and knowledge - In some key areas, such as Fintech, junior practitioners are naturally closer to the topics – and the technologies; thus, many thought leadership initiatives in such areas will be led by younger Advocates rather than the more senior ones. 	<ul style="list-style-type: none"> ▪ Build a Thought Leadership App, Website, Blog and social media that will be the go-to platform to: <ol style="list-style-type: none"> a) Shape the thinking and ensure that LSK is at the cutting edge of issues that matter to our Members’ clients, wider stakeholders and sometimes the public at large b) Engage with local and global political leaders to influence opinion on specific areas of law, reforms and legal policy. c) Encompass all opinion-forming interactions, including seminars, round tables and other resources via our digital to share essential insights. d) Help our Members build deeper client relationships; the importance of this cannot be over-emphasized. It raises their profile within the sector and helps them build vital networks
2.	Technology adoption	<ul style="list-style-type: none"> ▪ Technology enables human beings to do things. With this new paradigm, we must prepare our members for a new wave of legal 	<ul style="list-style-type: none"> ▪ It can be used to carry out repetitive tasks like checking contracts for missing clauses which is often very time-consuming.

#	Opportunity	Strategic Implication	Strategic Response
		<p>and tech synergies, enabling careers for legal talent, the LSK should prepare its Members for Future Law, where opportunities in many new areas of practice as a result of human technology interaction such as;</p> <ul style="list-style-type: none"> ▪ e-Payments ▪ Blockchain a) e-Currency (Bitcoin) ▪ Machine Learning a) Driverless Cars b) Maps and Traffic alerts using (Google Maps) c) Drones and other autonomous aircraft d) Chatbots (Online Customer Support) e) Language Translation f) Prediction, Extraction and Statistical Arbitrage g) Facial detection and recognition ▪ IoT – Internet of things ▪ Smart Home Appliances ▪ Wearables ▪ Big Data 	<ul style="list-style-type: none"> ▪ Adopt objects used in daily tasks and plug into the internet to provide real-time data which can be used as evidence in legal cases. ▪ Adopt VLAs - AI-based chatbots will remove the need for a human reply and increase efficiency in communications, they don't replace humans, they just cut the need for a human response and increase operational capacity. ▪ Adopt Voice Technology: People can speak faster than they can type or write, voice dictation and other voice assistants will increase productivity, both in legal practice and for the courts. ▪ Voice Technology can also be used to automatically transcribe in court proceedings which will shorten case lifecycles.
<p>3.</p>	<p>e-Legal Services Adoption</p>	<p>Consider AI & Automation:</p> <ul style="list-style-type: none"> a) A big percentage of a lawyer's work can be automated to reduce time-consuming and administrative tasks. b) Document automation to organise and track progress. c) Automated include data collection, reporting, daily tasks and billing. d) The Society should consider Artificial Intelligence e) Virtual Legal Assistants (VLAs) f) Voice Technology for Courts ▪ Internet of things (IoT) ▪ Voice technology for Advocates ▪ Voice technology for Courts ▪ e-Filing 	<ul style="list-style-type: none"> ▪ It can be used to carry out repetitive tasks like checking contracts for missing clauses which is often very time-consuming. ▪ IoT allows objects used in our daily lives to be plugged into the internet to provide real-time data which can be used as evidence in legal cases. ▪ Adopt VLAs - AI-based chatbots will remove the need for a human reply and increase efficiency in communications, they don't replace humans, they just cut the need for a human response and increase operational capacity. ▪ Adopt Voice Technology: People can speak faster than they can type or write, voice dictation and other voice assistants will increase

#	Opportunity	Strategic Implication	Strategic Response
		<ul style="list-style-type: none"> ▪ Case Research ▪ Document Retrieval ▪ Skip-Trace ▪ Rush/Immediate Service ▪ e-Notices ▪ Courtroom Animation ▪ Digital Exhibit Presentations 	<p>productivity, both in legal practice and for the courts.</p> <ul style="list-style-type: none"> ▪ Voice Technology can also be used to automatically transcribe in court proceedings which will shorten case lifecycles.
4.	Human-Machine Interactions	<p>New technologies can introduce interesting ethical and legal issues, while this is considered progressive, it will be a cause of personal injury, physical and non-physical, which will result in a surge of litigation cases due to damages in areas such as;</p> <ul style="list-style-type: none"> ▪ e-Payments ▪ Telemedicine ▪ Cyber Bullying ▪ Access to Electronic Medical Records ▪ Medication Adherence ▪ Remote Monitoring ▪ Robotics ▪ Clinical Systems ▪ Wearables and Mobile Fitness 	<p>Guide our Members to adopt and build capacities in new areas of practice surrounding:</p> <ul style="list-style-type: none"> ▪ Data access and use ▪ Data sanctity ▪ Data security ▪ Imaging and use
5.	e-Government Services Systems Integrations	<ul style="list-style-type: none"> ▪ Virtual Courts ▪ Huduma ▪ eCitizen 	<ul style="list-style-type: none"> ▪ LSK to find synergies and technology integrations with eGovernment Platforms such as BRS to shorten statutory/legal processes. ▪ Integrations will drive traffic to the LSK's service WhiteBox which will have a host of e-Legal Services for uptake, acting like a Super App for the sector. ▪ With increased companies' compliance, the legal sector will benefit from an expanded traffic of corporate clients
6.	Strong Member communities for audience listening, data and intelligence mining	<ul style="list-style-type: none"> ▪ Our over 23,000 strong Membership community is the most-effective medium for both qualitative and quantitative data collection and this gives the LSK a powerful platform to mine data and intelligence 	<ul style="list-style-type: none"> ▪ Create a Members portal to interact with Members ▪ Use Members to create online communities of law reform evangelists and access to justice advocacy.

#	Opportunity	Strategic Implication	Strategic Response
			<ul style="list-style-type: none"> Use Members to create online communities of brand evangelists for the LSK
7.	New optimized office building	<ul style="list-style-type: none"> Better working conditions for staff members New revenue stream from rental income Optimised and customised real estate for training spaces and other events 	<ul style="list-style-type: none"> Prioritise mobilisation of funds to erect the new building. Unlock potential from unutilised assets such as land and other lucrative divestures

4.2.4 Threats

FIGURE 6: THE SOCIETY'S THREATS

#	Threat	Strategic Implication	Strategic Response
1.	Fundraising	<ul style="list-style-type: none"> The potential risk we face in implementing this strategy will be the inability to mobilize requisite financial resources. Currently, the LSK only generates enough income from traditional sources which is only sufficient to cover OpEX 	<ul style="list-style-type: none"> Create more focus on fundraising by developing a 2-year fundraising campaign and a five-year utilisation plan Create a position of Fundraising Officer and a supporting committee drawn from the secretariats
2.	Lack of Capacity	<ul style="list-style-type: none"> Due to low staff ratios and inadequate compensation policies, we will not be competitive in the near future in terms of retaining talent 	<ul style="list-style-type: none"> Align people and structures/roles to have the right people in the right roles. Align people ratio and workloads to ensure fair working. Develop a clear Compensation and Benefits policy
3.	Formation and Formalisation of Sector Splinter Groups	<ul style="list-style-type: none"> Paralegals are on a path to create their own association and this could challenge the LSK's position in the sector. Opposing views that could end LSK's accreditation monopoly 	<ul style="list-style-type: none"> Reach out to like-minded groupings and lead a process of incorporating other legal related services and service providers in the LSK
4.	Disadvantaged Members	<ul style="list-style-type: none"> Our Members are highly disadvantaged due to the fact that their colleagues in East Africa and other regions have less hurdles practicing in our jurisdiction while the reverse is not true 	<ul style="list-style-type: none"> Develop a reciprocity strategy and policy. Enhance our legal education to meet criteria set by other jurisdictions
5.	Lack of Impartiality	<ul style="list-style-type: none"> Disregard to the rule of law by our Members Ineffectiveness due to compromised alliances and biases Mistrust by the citizens we are meant to serve 	<ul style="list-style-type: none"> To maintain our effectiveness and authority, LSK must maintain independence through impartiality and eliminate subversion by any of the arms of government, so as to grow and maintain social esteem

#	Threat	Strategic Implication	Strategic Response
			and public capital, for the cause of justice ▪ Credibility of elections in electing a new Council
6.	Practice Standards Directorate Skilling and Tooling	▪ Officers not trained in police work being attacked during the operations to arrest masquerades. The risk of interference by advocates or people of influence in the arrest of masquerades negatively affects the implementation by the practice standards directorate.	▪ Develop a security training program in partnership with the Kenya Police ▪ Collaborate closely with the police in operations to ensure back-up is always available during stakeouts and sting operations

5 Our Strategic Direction

5.1 Strategy Matrix: Priorities, Goals, Focus Areas & Activities

Our strategic direction was informed by the issues highlighted in the situational analysis and the environmental scan. To realize the intended outcomes embedded within these Strategic Priorities, we have disaggregated the Strategic Priorities into strategic goals and focus areas, which will activate the execution of this strategy. To actualize successful strategy execution, enhancement of the organization structure has been proposed to ensure that the organization is fit-for-purpose and well-positioned to implement the various initiatives. Furthermore, several risks that could compromise successful implementation have also been identified, coupled with corresponding mitigation strategies to neutralize their impact.

FIGURE 7: STRATEGY IMPLEMENTATION MATRIX: KEY FOCUS AREAS, ACTIVITIES AND OUTCOMES

Strategic Priorities	Strategic Objectives	Initiatives to Support the Objectives	Activities to Support the Initiatives	Proposed Channels and Tools	Performance Indicators	Timeline	Implementing Actors <i>RACI—Responsible, Accountable, Consulted, Informed</i>	Resources – Budget Estimates (KES)
1. Transformative Member Services Provide sufficient and timely support for our Members to thrive in delivering the highest quality legal services in Kenya and overseas, advocating for their welfare, health and wellbeing and promoting a vibrant and respected legal profession.	→ To achieve Service Operations Excellence	→ Simplicity: Make it easier for our Members, stakeholders and MoP to access us	→ Create a dedicated chatbot on the homepage of our website for quick chats and resolutions.	Website Chat Integration Subscription	A fully functional automated virtual assistant (Chatbot)	November Q1 – 2024	P.O ICT – R/A HRO – R/A Deputy Secretary, Administration – C/I	100,000
	→ To offer timely and quality services to members	→ Enhancement of query handling and increased query resolution capacity	→ Train multiple staff from various departments on query handling to decentralise queries from the reception and pilot line, add VoIP lines.	In-person CRM Training Mobile VoIP for Primary call handling and PABX Secondary	An agile operation in query handling with a pilot line capable of routing calls to the next available number	April Q2 – 2024	P.O ICT – R/A HRO – R/A Deputy Secretary, Administration – C/I	200,000
	→ Maintain standards of professional and ethical conduct for the legal profession in Kenya	→ Access to justice by members of the public. protect and assist the public in Kenya in all matters touching on the law. Improve standards of conduct. Collaboration with stakeholders in the administration of justice i.e Judiciary, ACC. The Directorate to ensure that Complaints are handled efficiently and	→ Process the 21 days letter within 7 days. Process the self-explanatory letter within 7 days. ACC letter to be processed within 7 days. Further, in order to ensure efficiency and effective service delivery, the Directorate to develop complaints google sheet. The Google sheet to contain the date of the letter of complaint from	Processed and Approved Documentation	The Directorate receives and process about twenty complaints and/or follow ups per week. The Directorate seeks to have a turnaround time of 7 days. The Directorate to process 10-15 complaints per	July Q3 – 2024	P.O ICT – R/A HRO – R/A Deputy Secretary, Administration – C/I P.O ICT – R/A HRO – R/A Deputy Secretary, Administration – C/I	2,000,000

Strategic Priorities	Strategic Objectives	Initiatives to Support the Objectives	Activities to Support the Initiatives	Proposed Channels and Tools	Performance Indicators	Timeline	Implementing Actors <i>RACI—Responsible, Accountable, Consulted, Informed</i>	Resources – Budget Estimates (KES)
		satisfactorily. Incorporate ADR.	LSK and name the complainant and advocate against whom the complaint is made. This will aid in following up complaints upon the lapse of the prescribed time. The Directorate aims to eventually have the ERP System automate the process, including having the documents uploaded for easy retrieval.		week. Resolve 20 complaints per quarter through voluntary ADR			
		→ Application of agile technologies and capabilities to drive productivity throughout the Society’s Member operations	→ Develop a super app that advocates can use for multiple functions from queries, payments, document generation, complaints and more	Website & Mobile App	A mobile app on Apple and Android Platforms and web app on the 3 main OS Windows, Mac and Linux	October Q4 - 2024	P.O ICT – R/A HRO – R/A Deputy Secretary, Administration – C/I	1,820,000
		→ Enhance Capacity (People) more staff to verify due diligence documents and shorted the PC cycle. Automate E2E integration for time-sensitive services to be real-time e.g., issuance of recommendation/confirmation letters for tenders and other time-sensitive activities	→ Apply CRM/ERP/LMS applications on a trial basis, to manage enquiries and queuing and eventually build in these functions into full-service applications. Push similar solutions to our Members via the LSK super app and web platform.	Odoo LMS Caret Legal	An open-source Law Management System available on the LSK website subdomain available to members on subscription basis	January - 2025	P.O ICT – R/A HRO – R/A Deputy Secretary, Administration – C/I	550,000
	→ To Improve on Professional Competence of Members	→ Implement the 2023 CPD Calendar, Source for Facilitators, Logistics, CPD Venues, Prepare Notices, Renew Zoom Subscriptions, Raise Requisitions for	→ Host 95 CPD Webinars at a cost of KES 1,500 per participant for Webinars and KES 4,500/3,500 for Physical Events, Uploaded CPD Points, Compliance of Members	Webinars and Physical Events	Notices, E-Fliers, liaison with facilitators, logistics, requisitions, enquiries, Registrations, CPD	Continuous Q1-Q4 2023-27	CPD Department	OPB

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	→ Strengthen Professional Partnerships & Fundraising	→ Meetings, communication and engagement with prospective sponsors towards raising funds to support CPD & Society activities	Offer specialised CPDs to Parliamentary Legal Counsel, County Attorneys and In House Lawyers		Units Uploaded, income generation			
	→ To Improve Staff Training	Training on Management, Customer Care, Report Writing and Fundraising	Certificates of Training, improved service delivery		Certificates of Training, improved service delivery			
	→ Supporting the Operations of the Advocates Disciplinary Tribunal	→ Review and update Regulations. Smooth and better operations of the Tribunal.	→ Contribute towards the review of the Advocates Disciplinary Committee Rules 1990 by the Law Reform Taskforce.	Desk Review	Smooth operation of the Advocates Disciplinary Tribunal. Collaboration with the Taskforce on Legal Reform. Representation in the Taskforce.	Q4-2023	Practice Standards Committee	OPB
	→ Develop a Compendium of Judgments on professional misconduct cases/ existing judgments in the Disciplinary Tribunal	→ Collaboration with the Compliance and Ethics Directorate, the Practice Standards Directorate, the Disciplinary Tribunal, the Practice Standards & Ethics Committee	→ Engage Personnel, partnership organisations and fundraising, consultant, Design and printing of the compendium, Launch meeting preparation	Quarterly Committee Meetings	A finalised compendium published and made available to Members both online and on hard copy	Q4-2023	ADT, Judiciary	OPB

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	→ An up-to-date Register of members struck off the roll	→ Update the register of members struck off the roll	→ Collaboration with the Compliance and Ethics Directorate, the Practice Standards Directorate, the Disciplinary Tribunal, the Practice Standards & Ethics Committee	Stakeholder and Committee Meetings	A real-time publicly accessible online Register of members struck off the roll	Q2-2024	Practice Standards Committee	OPB
	→ To Enhance Members welfare	→ Create Awareness of existing Membership Benefits to widen the enrolment base via Thematic and Tactical Advertising → Enhance membership benefits for retention of existing Members by partnering with service providers to offer rewards and incentives such as discounts, flexible payment plans	→ Develop and Design IEC materials Communicating benefits and distribute them to both active and prospective Membership → Engage banks, FMCGs, Investments companies, real estate companies, luxury goods providers et.al. and negotiate discounts, interest rates, investment opportunities and other incentives	Email/eShots, WhatsApp, Website, Pamphlets/Flyers attached to PC Correspondence Physical partner engagement meetings, E-mail correspondence Samsung East Africa 2023-2024 PR & Outreach Strategy	Member Benefits IEC Materials Production & Distribution TVC – Infomercial and Tactical Videos Production and Promotion for continuous Member Recruitment	February 2024 Q2 2024 to Q2 2026 Continuous	P.O, Communication R/A	1,450,000 OPB OPB
	→ To improve our understanding & responsiveness to Members needs and grievances	→ Stakeholder mapping and engagement policy → Continuous industry intelligence gathering and audience listening	→ Annual Member satisfaction surveys → Develop and implement stakeholder communication and engagement strategy	Online Surveys (Survey Monkey) Kills Annual Conference (Special session for member grievances)	Member Satisfaction Online Surveys and KII Findings	July 2024	P.O, Communication R/A Deputy Secretary, Compliance and Members Services – C/I	80,000 120,000 OPB
	→ To achieve Practice Reciprocity in	→ Develop a policy to ensure Reciprocity and the mutual exchange of practicing privileges between East African	→ Draft a policy paper on reciprocity → Distribute the policy paper among key stakeholders	Focus Groups Publish the draft bill online	Advocates to be allowed to practice across the Eastern Africa jurisdiction	Continuous 2024-2026	Deputy Secretary, Compliance and Members Services – R/A	TBD

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	Foreign jurisdictions	states, nations, businesses, or individuals	such as other Bar Associations, the East African Parliament and key Diplomatic Attaches	Attend Diplomatic circle events to promoted our agenda				
2. Legislation and Public Interest Promote and protect the public interest, grow public trust and drive legislative reforms to enhance our justice system, for the benefit of the public.	→ To become the most Influential Voice on Public Interest Litigation and Legal Aid advocacy → To establish Legal Aid Call Centre	→ Influential voice that enhances our legal sector and the Kenyan justice system → Policy reform to enhance the legal aid sector and expand access to justice for everyone → Independent critical evaluation of law makers’ policies, we will defend the rule of law and separation of powers → Draft and develop new laws affecting legal practice in consultation, the Judiciary, the Executive & Parliament → Develop instruments to guide committees → Actively review bills being drafted by Parliament	→ Create and publish a calendar of bills affecting legal practice that the LSK is lobbying and drafting → Distribute instruments to Committees → Review of bills being passed by parliament → Communicate to MoP what the LSK is doing on matters regarding PIL	Public Participation Townhalls TV & Radio Interviews, Press Releases	Fill existing gaps in the legislative frameworks via extensive consultations with stakeholders, and corresponding intervention programs. A road map for the coordinated implementation of interventions across development sectors by the Law Society of Kenya membership and other actors (donor funded)	Continuous Continuous	The Council – C CEO – A Deputy Secretary, Legislation and Public Interest Litigation – R Director, Litigation & Advocacy – A P.O, Communication – R/A	TBD (donor funded) TBD (donor funded)
	→ To enhance access to justice, by providing pro bono services to the indigent in the society	→ A pro bono of the year dinner award event to honour Public Interest Jurist of the year	→ Audio Visual Services, Hotel Facility, 25 Pax Corporate décor/branding, Photography, MC&PA Awards Plaques	Half Day Indoor Event	Highly Publicised Pro-Bono Awards Event dubbed LSK Pro-Bono Awards	Q4-2023	Director, PIL & Advocacy P.O, Communication – R/A	700,000

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	<ul style="list-style-type: none"> → To become impartial and independent to defend the rule of law and separation of powers → Promote ADR and ADR Law reform 	<ul style="list-style-type: none"> → Laser-focus on our relationship and interactions with parliament and other key stakeholders to enhance sound public policy decision making in all aspects of our jurisdiction → Identify strategic impact litigation cases and seek donor funding to carry out the litigation. → Institute joint PIL matters and instruct the Advocates in liaison with the PIL Committee and the office of the CEO → Create tactical campaigns to sell ADR 	<ul style="list-style-type: none"> → Publish our Manifesto and our stand on matters impartiality, PIL, Legal Aid → Attend numerous Press Briefings for message consistency → Identify the thematic areas by looking at gazette notices, executive orders, news from reliable sources and General Research. PIL cases in court with LSK as party. → Issue periodic notices informing members of the progress and outcomes → Referenced files of PIL, Watching Briefs, Joint matters as Amicae Curae cases → Strategic Impact Litigation to address gaps in policy, legislation, and case handling abetting GBV violations, and influence public opinion, jurisprudence, and ‘bench activism’ on SGBV (preparation and execution) 	<ul style="list-style-type: none"> LSK Website social media Promote on LSK Social Media Handles (Paid Media) Gazette Notices Executive Orders News Sources 	<ul style="list-style-type: none"> Manifesto published and promoted on all our social handles 1. 20 instruction letters per month, 4. proposals, 5 grant applications and 60 instruction letters 2. Walk in legal aid clients a day. Monthly (12 bulletins per year) case Bulletin. Indicating New Cases and ongoing casers. Well informed members on the outcomes of the cases and jurisprudence developed on matters undertaken by the LSK 3. Five (5) thematic Advocacy Campaigns that can lead to increase positive social and policy change 3. Increased visibility and 	<ul style="list-style-type: none"> Q4 2023 to Q2 2024 Spread promotions evenly from October 2023 to March 2024 Continuous Q1-Q4 2024 to 2026 	<ul style="list-style-type: none"> The Council – C CEO – A Deputy Secretary, Legislation and Public Interest Litigation – R Director, Litigation & Advocacy – C/I Director, PIL & Advocacy P.O, Communication – R/A 	<ul style="list-style-type: none"> 200,000

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					appreciation of the LSK in PIL matters by the members of the public. Harmonization of laws on minimum sentencing (Donor funded)			
	→ Thematic Advocacy	→ Multi-pronged initiatives to look into enforced disappearances and extra-judicial killings alongside MVSN, IMLU, and Amnesty. KHRC, IJM, HRD and Kituo cha Sheria	→ Identify areas that require legal sensitisation and awareness and carry out campaign projects. → Programs tailored physical/digital security management, gendered monitoring, documentation and reporting on EJKs and enforced disappearances, community meetings on HRs violations, on advocacy skills (preparation and execution)		More manpower for the PIL unit (Two Program Officers and Two program assistants for the Public Interest Litigation and Legal Aid Program and the thematic Advocacy and Research Program respectively	Q1-Q3 2024	Director, PIL & Advocacy – C/I P.O, Communication – R/A	3,800,000
		→ Collaborative activities with the Department of Justice, EALS, Action Aid and A4ID to strengthen Business and Human Rights	→ To create awareness on the United Nations Guiding Principles on Business and Human Rights (UNGPs) and other international frameworks relevant to lawyers in advising businesses for responsible business practices. → To support the Kenyan National Action Plan on Business and Human Rights (NAP) and the role of lawyers in supporting	Written Correspondence	50 Letters to stakeholders	Q1 and Q3 2024		1,100,000

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			<p>businesses to institutionalize policies and practices towards compliance with their corporate responsibility to respect human rights.</p> <p>→ Peer to peer learning on framework, approaches and best practices in embedding human rights due diligence and non-financial reporting (what, how, why)</p> <p>→ Networking towards creating community of practice and incorporating business and human rights as an area of practice for lawyers in Kenya.</p>					
		<ul style="list-style-type: none"> Legal Awareness week 	<p>→ Legal Aid report and publication</p> <p>→ Return forms from all branches,</p> <p>→ Reports from all 8 branches</p>	<p>Audio Visual IEC Materials Events</p>	<p>1. 100 letters to potential sponsors in pursuit of resource mobilisation</p> <p>2. Mass Legal Aid</p> <p>3. Greater assistance to the members of the public/remandees on Legal Aid</p> <p>4. Enhanced correspondence from the LSK</p>	<p>Q2 2024</p>		<p>3,500,000</p>

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<p>3. Financial Sustainability & Risk Management</p> <p>Adopt a resilience-based approach to ensure a financially sound organisation with the capacity to fund its operations and aspirations.</p>	<p>→ To increase efficiency in the management of LSK revenue</p>	<p>→ Processing PC applications-verification, posting</p> <p>→ Processing CPD bookings & payments</p> <p>→ Processing DTC payments</p> <p>→ Processing JCT team payments & partnerships</p> <p>→ Processing AC delegate payments</p> <p>→ Negotiating for competitive investment deals</p> <p>→ Processing project funding</p> <p>→ Processing ABA payments</p> <p>→ Processing COG application & payments</p> <p>→ Processing Grant, Devolution, Equalization fund</p> <p>→ Drafting of Investment policy</p> <p>→ Staff Training on Enhanced Financial Reporting</p>	<p>→ Updated revenue status of the society</p> <p>→ Generated Receipts and PC</p> <p>→ Generated CPD payment receipts</p> <p>→ Generated DTC payment receipts</p> <p>→ Generated JCT payment receipts</p> <p>→ Generated conference payment receipts</p> <p>→ Generated sponsorship receipts</p> <p>→ Negotiated FD confirmation deal receipts Posted fund receipts</p> <p>→ Generated PC/ABA payment receipts</p> <p>→ Generated COG payment receipts</p> <p>→ Generated Devolution funds receipts policy document</p>	<p>High-level Financial Reports</p> <p>Granular General Ledger</p> <p>Analytics: 1. Comparative statements, 2. Common size statements, 3. Trend analysis, 4. Ratio analysis, 5. Funds flow analysis 5. ash flow analysis</p>	<p>Periodic timely financial reports</p> <p>Active Members</p> <p>Updated CPD compliance member status</p> <p>Updated DTC compliance member status</p> <p>Updated team roster for JCT</p> <p>Competitive investments rates</p> <p>Timely donor reporting</p> <p>Timely ABA reporting</p> <p>Timely issuance of COGs</p> <p>Timely submission of Devolution funds to Comm Approved policy</p>	<p>Continuous Q1-Q4 2024/25</p>	<p>Council - C/I</p> <p>CEO-C/I</p> <p>P.O., Procurement R/A</p> <p>Finance-R</p>	<p>3,000,000</p>

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	→ To achieve Financial Soundness via non-traditional sources	→ Enhance resource mobilization to fund CAPEX on key aspirations through revenue Diversification	→ Develop a fund raising and utilisation strategy → Create a Fundraising Officer position	Policy Documentation Fuzu.com LinkedIn.com	Approved Fundraising Strategy CAPEX programs prioritisation matrix/list with indicative costs	Q2-2024 Q2-2026	Council – C/I CEO-C/I P.O., Procurement R/A Finance-R	OPB
	→ To Mobilise Resources through mainstream programs → To Review Investment Policy	→ To Generate revenue from CPD Activities to expand and fund OPEX → Enhance resource mobilization to fund CAPEX → Enhance resource mobilization to fund CAPEX via online mediums → Revenue Diversification	→ Facilitate an average of 50 webinars and 45 seminars → Recruit fundraising officer → Explore other fundraising non-traditional fundraising avenues	Live Seminars Fuzu.com LinkedIn.com SaaS GoFundMe.com	95 Webinars and 46 seminars on various thematic areas with an average of 600 participants in Nairobi and 150 participants outside Nairobi Onboard the hired Fundraising Officer Non-traditional Revenue Streams	Q1-Q4 2024 Q2 2024 Q4 2025	Council-I CEO-R Finance-R/A	OPB
	→ To Mobilise 250M by 2025 from non-traditional sources	→ SaaS Platform → TedEX Content for sale	→ Develop proposal to fund the SaaS platform via instruments like Sweat Equity partnership with Developers and recruit an in-house Web Developer to maintain the platform	Web App Mobile App Amazon Cloud	A fully functional SaaS platform with a pricing model & content for sale	Q4 2024	Council-R/A CEO-R/A	5,000,000
4. Council and Secretariat Operations & Capacity Building Streamline operations in line	→ To develop and strengthen the skills, instincts, abilities, processes and resources that LSK needs to	→ People development through reskilling and upskilling → Examine and evaluate performance criteria and standards compliance to	→ Design and implement training paths → Develop and rollout trainings and workshops	Performance and Capacity Management Consultant	A People Development Strategy Annual Training Calendar	Q2-2024	CEO-C/I HR-R/A P.O, Procurement – R/A	3,000,000

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with corporate global best practice, build a capable workforce by reskilling and upskilling them for the future, and enable effortless workflows for effective and efficient service delivery.	survive, adapt, and thrive in a fast-changing legal sector, strengthen our institutional performance and enhance staff engagement and productivity → Establish Human Resource Unit → Develop gender policy and strategy, and fill all organizational policy gaps → Define effective organization structure	ensure that new and amended systems, interface with people skills to perform as desired → Development and OPS plan with focus on both the functional and non-functional job requirements against a technical acceptance criterion → Utilize performance tools, analysing results, resolving performance related issues, including optimization and tuning of the HR function → Excite and motivate fellow practitioners and set them up for success in completing their scope of work	with business, functional or technical experts → Design, develop and deploy training materials → Train the trainers or deliver key/end user training sessions → Continuously improve and update training materials → Determine overall change approach & planning → Communication & stakeholder management → Monitor and report change progress & adoption and report → Perform coaching/training activities	Training Materials	Gender Strategy and Policy Tech enablement for all the staff (Tooling)			
	→ To enhance the Physical Work Environment	→ Construct a state-of-the-art office building for Secretariat use and surplus rental	→ Feasibility Study for the construction the HQ and OPS Centre → Write an Infrastructure Funding Strategy to help LSK take full advantage of the existing bring and mortar and land assets → Fundraise → Construction	HQ Construction Select Committee Multiple Fundraising Events	Construction Feasibility Report Final Budget for Phase 1 & BOQs Infrastructure Funding Strategy Construction of a new state-of-the-art, smart office building - Phase 1	Q1-2024 Phase 1 Q2-2024 Q1-2025 Q4 2026	HQ Construction Select Committee – R Outsourced to external Experts & Consultants – R/A CEO-C/I/R/A P.O, Procurement – R/A HQ Construction Select Committee Finance – R/A	Infrastructure Fund (2,000,000,000)

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	<ul style="list-style-type: none"> → To enhance ICT Infrastructure 	<ul style="list-style-type: none"> → Upgrade to new tech and tools to ease operations and streamline workflows such as the Document Management System → Enhance ICT – Hardware and Software and Fix system glitches → Install Biometrics System → Install CCTV System → Digitize Documents 	<ul style="list-style-type: none"> → Integration between Judiciary and LSK systems → Integration with Equity Bank → MPESA STK Push → Preventive Maintenance → Server Air Conditioner Maintenance → Software License Renewals → Documents Digitization and Management System (DDMS) implementation → Backup and recovery strategy - Cloud backup and system redundancy → ERP System Support. → ERP System improvement → ERP System upgrade → Additional ICT Equipment 	<ul style="list-style-type: none"> Policy Document 	<ul style="list-style-type: none"> ICT Strategy Fully Functional Equity UI Functional M-Pesa STK Prompter Pre-emptive Maintenance Timeline SaaS renewals with 0% downtime 100% mirrored documentation Approved Redundancy Plan Upgraded ERP System 	<ul style="list-style-type: none"> Q2-2024 Continuous 	<ul style="list-style-type: none"> HQ Construction Select Committee – R/A Outsourced to external Experts & Consultants CEO-C/I P.O, Procurement – R/A Finance - A 	<ul style="list-style-type: none"> 6,000,000
	<ul style="list-style-type: none"> → Establish a Compliance Monitoring Unit (CMU) 	<ul style="list-style-type: none"> → Design a Compliance Monitoring Strategy 	<ul style="list-style-type: none"> → Phased implementation/operation alization of the Compliance Monitoring Unit (CMU) under the practice standards directorate. 	<ul style="list-style-type: none"> Policy Document 	<ul style="list-style-type: none"> A fully operational Compliance Monitoring Unit 	<ul style="list-style-type: none"> Q2-2024 		<ul style="list-style-type: none"> 7,000,000

LSK 2023 – 2027 Strategic Plan

Strategic Priorities	Strategic Objectives	Initiatives to Support the Objectives	Activities to Support the Initiatives	Proposed Channels and Tools	Performance Indicators	Timeline	Implementing Actors <i>RACI—Responsible, Accountable, Consulted, Informed</i>	Resources – Budget Estimates (KES)
	→ Establish an Inspectorate Unit	→ Standard operating procedure for the Inspectorate Unit and a yearly Inspection Calendar →	→ Develop Guidelines of the Inspectorate Unit, develop an inspection calendar with the assistance of Branches	Policy Document	A workplan to identify and resource expert consultants Consultative meetings with stakeholders TORs for the consultant	Q1-2024 Q2-2024 Q3-2024	Inspectorate Technical Committee – R/A Outsourced to external Experts & Consultants CEO-C/I Finance - A	3,000,000
	→ ESG	→ Develop Environmental, Social and Governance Report	→ ESG Alignment → SDG Alignment	Policy Documents	ESG Report	Q1-2024	CEO-R/C/I Finance – A Deputy Secretary, Administration – C/I	400,000
	→ To have seamless Council transition, onboarding and continued implementation of programs	→ Orientation of subsequent Council for consistency and continuity	→ Design Council Orientation Policy in line with the Society’s long-term aspirations	Technical Committee	Council orientation Policy and Strategy	Q1-2024	CEO-R/C/I Finance – A Deputy Secretary, Administration – C/I	1,000,000
	→ To create an Enabling work environment	→ Undertake employee engagement survey and implement recommendations	→ Team building, staff empowerment and motivation sessions	Events Surveys	Enhanced staff productivity and engagement	Q1-2025	Deputy Secretary, Administration – R/A HR Officer – A	OPB
	→ To institute corporate planning & performance	→ Implementation of the 2023 – 2027 Strategic Plan → Performance contracting	→ A corporate governance training for all staff levels	Team Training	Aligned Staff	Q1-2025	Deputy Secretary, Administration – R/A HR Officer – A	350,000
	→ To Monitor and Evaluate Progress	→ Quarterly and Annual strategy reviews and	→ Re-aligned strategy implementation matrix based on performance	Strategy Paper Workplans	Strategy M&E Harmonization of Budgets based on	Q3-2024 to Q2-2025	Deputy Secretary, Administration – R/A	OPB

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	Quarterly and Annually	strategic plan adjustments → Budget reviews based on what is working			activities that are bearing results		HR Officer – A	
5. Brand Awareness and Equity Participate in communities to earn engagement and loyalty, make the LSK brand top-of-mind, a thought leader, memorable and talkable, while focusing on opportunities with high visibility, to fuel important conversations across channels.	→ To project the brand and image of LSK in high visibility circles by Senior Leaders (SLT) for enhanced brand visibility and brand equity leading to a more positive perception of the Society	→ Develop a Media Engagement Plan to improve Media Relations → Develop a Communications Plan, PR and Brand Reputation Plan → Subscribe to strategic audience listening to understand where the action is so that the LSK can be represented → Conduct a Brand Audit	→ Develop and implement a media relations plan for continued engagement with the media through proactive communication and events to encourage consistent favourable coverage → Develop and implement a single thematic brand awareness campaign to last two years → Develop short-term Tactical campaigns targeting our Members, MoP and Partners & Donors	Mainstream Media – TVCs Mainstream Media – Radio Interviews, Spots and Activations YouTube – Thematic and Tacticals TikTok Media Events Media packs Interviews	12-Month Sustained PR Activity A high brand-score Viral Talkability Sought after by Media for lead content Popular tactical ads that will become popular memes Virality of our rich content	Q1-Q4 2024 Monthly Retainer	SLT – R P.O, Communication – R/A Outsourced to external Experts & Consultants	6,000,000
	→ Rebrand the LSK’s visual image	→ Develop a new modern and global Brand Identity	→ Design a new modern and global logo for the LSK → Develop a new Brand Identity & Key Visuals	Adobe Creative Cloud	New Brand Identity Rolled out on all brand systems	Q1-Q4 2024	SLT – C P.O, Communication – A Outsourced to external Experts & Consultants R	2,500,000
	→ To amplify our digital media presence	→ Design a Digital Marketing Plan and Annual Calendar	→ Push promoted graphical and video content → Reactivate relevant social media handles with	YouTube LinkedIn Facebook WhatsApp	Percentage increase in viewership, followership and likes	Q1-Q4 2024	P.O, Communication – R/A CEO – I	1,750,000

Strategic Priorities	Strategic Objectives	Initiatives to Support the Objectives	Activities to Support the Initiatives	Proposed Channels and Tools	Performance Indicators	Timeline	Implementing Actors <i>RACI—Responsible, Accountable, Consulted, Informed</i>	Resources – Budget Estimates (KES)
		<ul style="list-style-type: none"> → Enhance Search Engine Optimization (SEO) and key digital engagement → Train In-house Staff on Digital Marketing for inhouse management 	<ul style="list-style-type: none"> promoted content and SEM/SER → Develop SEO Keywords 	<ul style="list-style-type: none"> Bulk SMS Roadshows 			Outsourced to external Experts & Consultants	
	<ul style="list-style-type: none"> → To activate Thought Leadership Conversations 	<ul style="list-style-type: none"> → PR – Lobby for column writing in mainstream newspapers and their digital versions 	<ul style="list-style-type: none"> → Create a content calendar for thought leadership conversations → Upload content on YouTube → Create Infomercials or Mini-docus with the video cutdowns 	<ul style="list-style-type: none"> Nation Online Capital Online Standard Digital Tuko News Business Today Citizen Digital 	<ul style="list-style-type: none"> Thought leadership videos with 10K plus views Attend all legal debate, talk shows, and townhalls 	Q3-2024	<ul style="list-style-type: none"> P.O, Communication – R/A CEO – I Outsourced to external Experts & Consultants 	2,000,000
	<ul style="list-style-type: none"> → Track gains on Brand Visibility, Reputation and Equity 	<ul style="list-style-type: none"> → Media Monitoring 	<ul style="list-style-type: none"> → Develop and implement a media monitoring framework 	<ul style="list-style-type: none"> ReelForge Cambridge Analytica 	<ul style="list-style-type: none"> Upward trajectory in online presence and share of voice 	Q3-2024	<ul style="list-style-type: none"> P.O, Communication – R/A Outsourced to external Experts & Consultants 	565,000
	<ul style="list-style-type: none"> → Acquire semi-pro audio-visual equipment 	<ul style="list-style-type: none"> → Budgetary allocation for the equipment 	<ul style="list-style-type: none"> → Request specs, quotes and estimates 	<ul style="list-style-type: none"> Semi-pro 4K audio-visual camera 	<ul style="list-style-type: none"> Professional in-house productions and rich content on our socials Professional decks for Stakeholders, Partners and Donors Faster dissemination of newsclips to media houses and other media consumers 	Q4-2024	<ul style="list-style-type: none"> P.O, Communication – R/A Outsourced to external Experts & Consultants 	2,000,000

LSK 2023 – 2027 Strategic Plan

Strategic Priorities	Strategic Objectives	Initiatives to Support the Objectives	Activities to Support the Initiatives	Proposed Channels and Tools	Performance Indicators	Timeline	Implementing Actors <i>RACI—Responsible, Accountable, Consulted, Informed</i>	Resources – Budget Estimates (KES)
	→ To develop a media platform for public education and sensitization	→ Create web platform to host topics	→ Develop annual calendar of sensitization topics and areas	Web Platform	A fully populated online media repository	2024	P.O, Communication – R/A Outsourced to external Experts & Consultants	300,000
	→ To Enhance Internal Communication	→ Develop an internal communication strategy	→ Conduct training on Internal Company Culture	Training	Internal communication policy	2024	P.O, Communication – R/A Outsourced to external Experts & Consultants	200,000

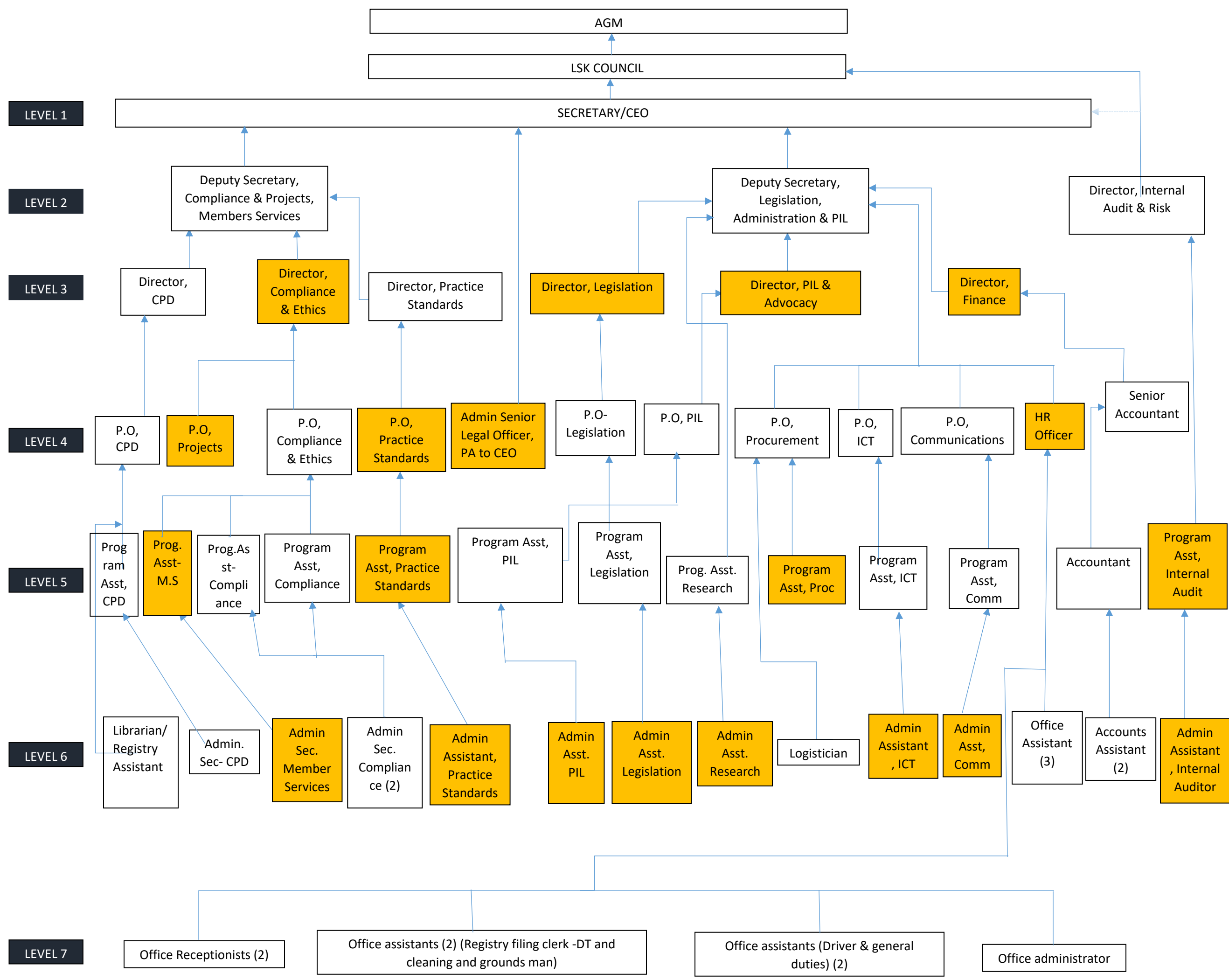
6 Implementation and Coordination Framework

6.1 Overview

The successful implementation of this Strategic Plan will be highly dependent on the measures that we take to ensure alignment between the strategy, our infrastructure and resources. In the pursuit of effectiveness and efficiency during execution, perhaps the most critical step will be to break our goals into smaller manageable blocks, a pragmatic and critical approach to successful strategy implementation. This will involve the development of annual work plans which will be cascaded from the top at Council level, down to the directorate, departmental and subsequently employee level – all guided by the government’s broader annual performance contracting framework. This ensures that our personnel will be held accountable for delivering the aspirations of this strategic plan.

6.2.1 Structure of the Organisation

At the heart of successful execution of our strategy, is having the right people, and the appropriate structure to ensure efficient coordination and implementation of the various strategic initiatives. The organisation structure is not expected to fundamentally change, save for a few departments which may be created, elevated or repositioned. All adjustments are geared towards enhancing performance; and capacity to accomplish our strategic aspirations. The proposed organisation structure is presented overleaf with justification for the suggested changes tabled thereafter.



NOTES:

- Existing Positions
- Proposed Additions

6.2.2 Justification of Realigning the Organisation Structure Realignment

FIGURE 8: ORGANISATION STRUCTURE CHANGES RATIONALIZATION

Proposed Change	Justification
<p>Overall Governance Structure Amplify the overall structure to increase adaptability and staff capacity</p>	<ul style="list-style-type: none"> ▪ Aspire to adopt a new governance model that will reflect LSK’s commitment to staying relevant to our Members and the legal profession in Kenya and globally
<p>CEO’s Office Amplification from a CEO to The CEO’s Office. Structure the same like a department with additional staff and roles.</p>	<ul style="list-style-type: none"> ▪ The CEO’s office, in line with best practice standards is a department and not an individual, it should be able to run in the absence of the CEO him/herself ▪ The CEO must utilize their time on high-level work, and not granular day to day domestic issues ▪ The CEO’s office must have a set budget and agenda ▪ The CEO must have a Program Officer and an Executive Assistant <ul style="list-style-type: none"> ▪ The Liaison officer is the person who builds and maintains mutually beneficial relationships, facilitates the CEO’s communications and coordinates activities among staff, partners, agencies or organizations. ▪ The Liaison Officer creates accessibility and availability in a CEO’s schedule, synchronize that schedule, draft the CEO’s emails, and other write-ups et.al, do follow-ups, organize events, and even attend some low-key meetings on the CEO’s behalf whenever needed. ▪ As confidants to the CEO, the Liaison Officer and Executive Assistance identify, mediate and solve disputes before they can reach the Chief Executive Officer, acting as the problem-solver in the organization and assisting the CEO with daily operations.
<p>Creation of a HR Department within a Corporate Services Directorate</p>	<ul style="list-style-type: none"> ▪ Dedicate the People Operations and Talent Development functions ▪ Unburden the office of Deputy CEO, Compliance & Ethics
<p>Addition of a Fundraising Officer</p>	<p>Funds Mobilization for Capital Projects is underperforming and this new role will focus on funds mobilization through the following initiatives:</p> <ul style="list-style-type: none"> - Develop a fundraising strategy. - Telling our Story and show impact to attract funding. - Setting fundraising and utilization deadlines - Promoting trust through transparency via constant engagement with donors
<p>All other additional roles</p>	<p>To attain the optimum staff establishment levels</p>

6.3 Operational Budget

The table below presents a breakdown of the funds required to run the Law Society of Kenya day to day operations.

FIGURE 9: OPERATIONAL BUDGET

Operations Revenue	Actor	ACTUAL YR 2021	ACTUAL YR 2022	BUDGET 2023	PROJECTION YR 2024
Practising Fees	FAS	53,546,000.00	58,776,000.00	69,000,000.00	72,000,000.00
Subscription Fees	FAS	78,149,800.00	85,910,150.00	100,390,000.00	104,890,000.00
Levies		-		-	-
Levy-LSK Library Fund	FAS	758,280.00	834,840.00	960,000.00	1,020,000.00
Levy - LSK Journal	FAS	6,319,000.00	6,982,000.00	8,000,000.00	8,500,000.00
Levy - Building	FAS	4,245,000.00	7,383,500.00	6,000,000.00	10,364,266.00
Back Fees LSK	FAS	-		3,500,000.00	11,846,417.00
Devolution Levy	FAS	-		-	
Operations Revenue Total		143,018,080.00	159,886,490.00	187,850,000.0	208,620,683.00
Project Funds				-	
BAF	PRO	-		-	
SIRD Project	PRO	11,632,248.00	10,293,813.05	9,000,000.00	
AMKENI PLEAD PROJECT	PRO	-			
URAI	PRO	-	2,500,000.00		
GIZ	PRO	-		1,024,000.00	
Ford Foundation-Katiba	PRO	-		-	
Total Project Funds		11,632,248.00	12,793,813.05	10,024,000.00	-
CPD Income				-	
CPD Income - Seminars	CPD	28,230,500.00	50,934,000.00	107,100,000.00	65,250,000.00
CPD Income - Accreditation Org.	CPD	1,700,000.00	2,220,000.00	3,100,000.00	2,100,000.00
CPD Income - Exemptions	CPD	1,897,500.00	1,790,335.00	1,600,000.00	1,600,000.00
CPD Income - Accreditation Member	CPD	339,000.00	1,171,000.00	1,200,000.00	1,200,000.00

CPD Luncheon	CPD	-		300,000.00	100,000.00
CPD Revenue Total	CPD	32,167,000.00	56,115,335.00	113,300,000.0	70,250,000.00
DTC Revenue				-	
DTC LSK Fines	DTC	536,000.00	470,000.00	950,000.00	1,573,000.00
DTC - Sale of Proceedings	DTC	17,500.00	25,375.00	50,000.00	23,100.00
DTC LSK Costs	DTC	330,000.00	528,000.00	700,000.00	331,320.00
DTC Revenue	DTC	883,500.00	1,023,375.00	1,700,000.00	1,927,420.00
PIL Revenue				-	
Legal Awareness Week	PIL	-	764,300.00	3,500,000.00	3,558,903.70
PIL Revenue Total		-	764,300.00	3,500,000.00	3,558,903.70
Conferences Income				-	
Annual Conference Income	CEO	-	41,317,237.90	47,600,000.00	69,250,000.00
Annual Dinner Dance	CEO	-	312,000.00	1,050,000.00	1,000,000.00
Annual Members Retreat	CEO	-		-	
Regional Conference	CEO	-		-	
Annual General Meeting	CEO	-	155,000.00	300,000.00	300,000.00
Annual Conferences Total		-	41,784,237.90	48,950,000.00	70,550,000.00
JCT Income		-		-	
JCT - Sponsorship	CEO	-	350,000.00	366,800.00	2,000,000.00
JCT - Participation fee	CEO	-	2,087,500.00	2,240,000.00	2,500,000.00
JCT Revenue Total		-	2,437,500.00	2,606,800.00	4,500,000.00
Other Revenue				-	
Car Parking Income	FAS	1,302,038.00	1,050,000.00	1,050,000.00	1,050,000.00
Last Expense Income	FAS	-		-	
Identification Cards Income	FAS	3,286,000.00	3,899,000.00	4,000,000.00	2,000,000.00
Promotional Material	FAS	2,500.00	5,000.00	22,400.00	2,240.00
Notice Fees	FAS	577,509.00	1,487,659.90	1,600,000.00	1,472,605.20

Publications	FAS	-	1,000.00	200,000.00	20,000.00
Forex gains	FAS	-		-	
Gain on Assets	FAS	-		200,000.00	200,000.00
CSR Fund-Contributions	FAS	968,872.00	5,773.00	84,560.00	-
Certificate of Good Standing - Member	FAS	2,423,000.00	1,793,000.00	2,688,000.00	-
Certificate of Good Standing - Firm	FAS	611,500.00	763,000.00	800,000.00	400,000.00
Tender Document Sales	FAS	-	378,000.00	-	-
Sponsorships					
Other Revenue Total	FAS	9,171,419.00	9,382,432.90	10,644,960.00	5,144,845.20
Investment Revenue				-	
CFC Stanbic Investment	FAS	-		-	
Treasury Bills	FAS	687,711.00	366,933.85	582,400.00	752,500.00
KCB Invest	FAS	582,026.00			
SBM Interest	FAS	663,768.00		-	
SCB FD Interest	FAS	-		-	
Fixed Deposits	FAS		4,839,685.00	19,358,740.00	23,206,166.00
Finance Income Total		1,933,505.00	5,206,618.85	19,941,140.00	23,958,666.00
Revenue Total		198,805,752.00	289,394,102.70	398,516,900.0	388,510,517.90
Staff Remuneration Costs					
Basic Salaries	FAS	42,604,077.00	56,782,985.00	57,879,120.00	86,729,065.85
Travel Allowances	FAS	921,840.00	1,091,307.00	1,101,840.00	1,193,700.00
House Allowance	FAS	6,310,500.00	8,250,052.00	8,316,000.00	10,573,000.00
Telephone Allowance	FAS	817,968.00	963,710.00	983,568.00	1,999,752.00
Entertainment Allowance	FAS	183,540.00	183,700.00	240,000.00	240,000.00
Pension-Society Contribution	FAS	4,268,298.00	5,637,355.00	5,787,912.00	8,197,655.00
NSSF-Society Contribution	FAS	59,980.00	83,400.00	81,600.00	604,800.00
Leave Allowances	FAS	122,100.00	162,000.00	204,000.00	730,289.40

Transport reimbursements- Interns/OT	FAS	-	1,244,096.00	1,920,000.00	2,160,000.00
Annual Bonus	FAS	-	957,057.00	5,316,760.00	7,282,735.89
Machine Allowance	FAS	33,600.00	48,000.00	48,000.00	300,000.00
Overtime	FAS	188,618.00	979,484.00	500,000.00	-
Other Allowances	FAS	7,500.00	97,386.00	60,000.00	300,000.00
Taxable Allowances & Per diems	FAS	10,000.00		-	
Non practice allowances	FAS	1,716,000.00	2,012,832.00	2,280,000.00	3,105,000.00
Housing Levy				-	1,734,581.32
NITA Levy					30,000.00
Staff Remuneration Costs Total		57,244,021.00	78,493,364.00	84,718,800.00	125,150,579.44
Staff Other Benefits		22,098,449.00		24,549,350.10	
Staff Recruitment Costs	FAS	-	2,837,406.35	250,000.00	600,000.00
Staff Professional Subscriptions	FAS	237,200.00	269,560.00	329,120.00	400,000.00
Staff Club Membership	FAS	-		-	
Staff Medical Insurances	FAS	8,634,306.00	8,837,729.87	9,600,000.00	11,000,000.00
Staff Training	FAS	-	286,976.00	2,899,655.00	3,189,620.50
Staff Welfare Expenses	FAS	280,818.00	775,760.00	744,400.00	1,000,000.00
Staff Retreat	FAS	-	1,036,760.00	4,214,320.00	4,000,000.00
Staff Benefits Total		9,152,324.00	14,044,192.22	18,037,495.00	20,189,620.50
Corporate Governance Costs				-	
Council Retreat	COUN	-	3,854,098.20	3,000,000.00	4,000,000.00
Council Subsistence	COUN	157,143.00	4,173,296.00	3,771,428.00	3,771,428.00
Council Training	COUN	-	575,833.00	3,000,000.00	3,134,000.00
Council Accommodation	COUN	48,000.00	1,710,760.00	1,600,000.00	1,600,000.00
Council Travelling	COUN	21,748.00	1,528,726.04	2,526,368.00	1,528,726.04
Council Insurance Cover	COUN	345,411.00	122,423.50	450,000.00	300,000.00

Corporate Social Responsibility & partnership	COUN	-		300,000.00	150,000.00
Council meeting refreshment	COUN	-	341,486.00	400,000.00	400,000.00
Council Telephone	COUN	78,572.00	968,152.00	942,852.00	1,015,380.00
Council Courtesy CALLS & partnership	COUN	27,650.00	270,940.00	360,000.00	360,000.00
Council General Expenses/tents	COUN	(342.00)	1,857,641.14	500,000.00	500,000.00
Council Committee Expenses-Staff n bgt+Devol	COUN	-	1,736,422.00	3,000,000.00	612,000.00
LSK Prayer day					1,000,000.00
Total Corporate Governance Costs		678,182.00	17,139,777.88	19,850,648.00	17,371,534.04
Professional Costs				-	
Consultancy	FAS	-		1,000,000.00	1,000,000.00
External audit	FAS	910,303.00	3,134,121.72	2,200,000.00	2,200,000.00
Legal Disbursements Fees	PIL	-	3,150,550.00	1,500,000.00	2,954,858.50
Accounting & Valuation	FAS	-	128,813.00	100,000.00	100,000.00
Legal Charges	FAS	1,399,217.00			
Total Professional Costs		2,309,520.00	6,413,484.72	4,800,000.00	6,254,858.50
Administrative Costs				-	
Office Expenses & Welfare	FAS	-	14,640.00	52,800.00	58,080.00
Office Meetings	FAS	-	315,774.00	612,992.60	674,291.86
Water	FAS	209,188.00	367,337.54	476,000.00	523,600.00
Electricity	FAS	783,344.00	858,819.99	990,000.00	1,089,000.00
Security	FAS	1,167,674.00	1,064,980.00	1,069,728.00	1,176,700.80
General Maintenance	FAS	681,173.00	754,399.90	1,754,000.00	1,929,400.00
PC processing Costs	FAS	339,219.00	952,070.00	-	
General Insurance	FAS	146,345.00	173,615.53	264,000.00	290,400.00
Generator Fuel & Maintenance	FAS	33,000.00	155,700.00	132,000.00	145,200.00

Telephone	FAS	16,260.00	59,000.00	349,800.00	384,780.00
Office Stationery	FAS	2,641,347.00	3,048,563.06	4,008,325.00	4,008,325.00
Advertising	FAS	-	765,252.00	844,800.00	929,280.00
Office-Staff Travel	FAS	264,557.00	141,054.00	1,159,000.00	1,274,900.00
Postage	FAS	340,455.00	205,950.00	438,000.00	481,800.00
Motor Vehicle Maintenance	FAS	245,836.00	1,192,740.00	1,574,000.00	1,731,400.00
Land Rent and Rates	FAS	187,250.00	187,250.00	380,000.00	418,000.00
Car Stickers Expenses	FAS		58,000.00	75,000.00	82,500.00
Identification Cards Expense	FAS	890,764.00	1,137,208.00	1,339,800.00	1,473,780.00
Protective clothing Uniform	FAS	-		-	50,000.00
LSK Lounge expenses	FAS	58,995.00	14,965.00	286,440.00	315,084.00
Voting & Elections Expenses	FAS	-	9,037,093.00	150,000.00	12,000,000.00
Subscription to Affiliate Bodies	FAS	919,137.00	850,925.00	968,000.00	1,064,800.00
Printing & Publication Expenses	FAS	4,000.00	211,937.60	6,083,600.00	5,845,000.00
Video and Photography,Media	COMM	-	5,758.40	618,000.00	618,000.00
Staff out of office expenses	FAS	-	14,500.00	396,000.00	1,000,000.00
Strategic plan implementation expenses	FAS	-	2,546,167.32	3,570,000.00	3,570,000.00
Practice standards expenses					2,500,000.00
Total Administrative Costs:		8,928,544.00	24,133,700.34	27,592,285.60	41,134,321.66
Computer Expenses				-	
Software Support/sla	FAS	-	97,556.00	1,124,000.00	2,025,000.00
Software licenses	FAS	1,123,774.00	1,900,794.73	2,040,000.00	913,600.00
Internet & Website/Bulk Email/sms	FAS	2,152,343.00	3,327,800.63	2,579,280.00	3,150,800.00
Computer Maintenance	FAS	26,700.00	536,914.00	748,000.00	748,000.00

Total Computer Expenses:		3,302,817.00	5,863,065.36	6,491,280.00	6,837,400.00
Finance Costs:				-	
Interest on Loans & Overdrafts	FAS	-		-	
Bank charges & Commissions	FAS	668,095.00	558,065.34	858,000.00	1,115,400.00
Mpesa Commissions	FAS	-		-	
Bad Debts Provision	FAS	-		-	
Bad debts written off	FAS	186,320.00	2,402,076.00	2,200,000.00	2,000,000.00
Total Finance Costs:		854,415.00	2,960,141.34	3,058,000.00	3,115,400.00
Depreciation & Amortization				-	
Amortization on Leasehold	FAS	2,000,000.00	1,500,000.00	2,200,000.00	2,200,000.00
Amortisation of Intangible Assets	FAS	949,821.00	779,893.00	1,540,000.00	1,540,000.00
Depreciation on Buildings	FAS	376,477.00	281,386.00	407,000.00	407,000.00
Depreciation on Furniture & Fittings	FAS	544,659.00	326,796.00	495,000.00	495,000.00
Depreciation on Computers	FAS	2,348,469.00	1,784,082.00	2,750,000.00	2,750,000.00
Depreciation on Equipment	FAS	41,619.00	30,222.00	38,500.00	38,500.00
Depreciation on Library	FAS	29,626.00	22,576.00	35,200.00	35,200.00
Depn Motor Vehicles	FAS	594,844.00	472,406.00	847,000.00	847,000.00
Amortization IAC	FAS	-		-	
Amortization DTC Receivables	FAS	1,921,043.00		-	
Total Depreciation & Amortization		8,806,558.00	5,197,361.00	8,312,700.00	8,312,700.00
CPD Seminars Expenses				-	
CPD-Conference Hall	CPD	-			
CPD-Publications/legal week/Luncheon	CPD	-		180,000.00	800,000.00
CPD-Accommodation Expenses	CPD	-	884,260.00	8,122,000.00	3,000,000.00
CPD-Out of office Allowance Expense	CPD	-	195,400.00	1,860,000.00	1,120,000.00
CPD-Meals & Refreshments Expenses	CPD	-	5,603,955.00	53,200,000.0	10,000,000.00

CPD-Hire of Equipment Expenses	CPD	-			200,000.00
CPD-Facilitator Expenses	CPD	1,070,000.00	1,670,000.00	3,760,000.00	4,000,000.00
CPD-Communication/Zoom	CPD	410,755.00	298,614.34	572,000.00	572,000.00
CPD-Committee Expenses	CPD	-	176,360.00	240,000.00	280,000.00
CPD-Travelling expenses	CPD	-	969,520.00	4,907,000.00	2,500,000.00
CPD - Other Expenses	CPD	-	66,350.00		50,000.00
CPD- Stationery	CPD	-		100,000.00	100,000.00
CPD Retreat expenses& CMA Taskforce retreat	CPD	-	4,017,197.00	4,491,000.00	4,296,000.00
CPD Wage Expenses	CPD	22,098,449.00		24,549,350.10	11,717,435.00
Seminars Expenses		23,579,204.00	13,881,656.34	101,981,350.1	38,635,435.00
Programs Events	VAR			-	
Branch Compliance expenses-Internal Audit	AUD	-	263,269.00	600,000.00	600,000.00
Branch Council Expenses	COUN	-		9,500,000.00	9,715,000.00
Branch 1M Grants Reimbursements	FAS	8,000,000.00	7,000,000.00	8,000,000.00	8,000,000.00
Branch Devolution Kitty	COUN	-		-	
DTC Expenses+PES	DTC	307,463.00	1,139,619.24	3,182,550.00	3,500,805.00
Justice Cup Expenses	CEO	-	2,867,129.00	2,560,250.00	4,500,000.00
Branches and Programs Expenses		8,307,463.00	11,270,017.24	23,842,800.00	26,315,805.00
Conferences Costs				-	
Annual Conference Expenses	CEO	-	41,246,814.18	47,600,000.00	43,000,000.00
Annual General Meeting(AGM)	CEO	1,433,064.00	20,799,719.03	9,100,000.00	14,190,000.00
EALS AGM	CEO	-	3,386,191.29	2,500,000.00	-
Annual Cocktail	CEO	-	2,600,000.00	3,256,000.00	4,000,000.00
Legal Week Expenses	PIL	28,360.00	2,053,886.20	3,558,903.70	3,558,903.70
International Bar association	CEO	-	133,831.48		

Conference Stationeries	CEO	-		60,500.00	
Conference Registration	CEO	-	1,616,900.92	2,000,000.00	2,200,000.00
Conference Travel	CEO	-	417,261.00	3,000,000.00	3,300,000.00
Conference Accommodation	CEO	-		2,000,000.00	2,200,000.00
Conference Refreshments	CEO	-		143,000.00	-
Conference Allowances	CEO	-	1,868,584.50	2,000,000.00	2,357,300.00
Conference Hire of Halls	CEO	-		-	
Conference Telephone & Internet	CEO	-		71,500.00	78,650.00
Conference Other Expenses	CEO	-		165,000.00	181,500.00
Conferences Costs Total		1,461,424.00	74,123,188.60	75,454,903.70	75,066,353.70
Project Costs				-	
AMKENI PLEAD PROJECT	PRO	(7,104.00)			
BAF-Regulation costs	PRO	-		-	
SIRD projects Expenses	PRO	7,171,603.00	20,176,777.11	9,000,000.00	
Uraia Project	PRO	-	1,964,997.00	-	
GIZ Expenses	PRO	-			
Unep program expenses	PRO	-		-	
Ford Katiba Expenses		-		-	
Project Costs Total		7,164,499.00	22,141,774.11	9,000,000.00	-
Committees and Meeting Expenses				-	
Committee Travel	VAR	-	49,962.00	250,000.00	275,000.00
Committee Refreshments	VAR	-	201,969.99	900,000.00	222,166.99
Committee Zoom Meeting charges	VAR	-	15,000.00	250,000.00	275,000.00
Committee Accommodation	VAR	-	34,000.00	250,000.00	275,000.00
Committee Allowances	VAR	-		-	200,000.00
Committee and Meetings Total		-	300,931.99	1,650,000.00	1,247,166.99
Taxes & Tax liabilities				-	

Income Tax	-		-	8,000,000.00
V.A.T	-		-	5,000,000.00
With Holding Tax	-		-	
Tax penalties- P.A.Y.E	399,229.00		-	
Penalties NSSF	11,960.00		-	
Total Tax expenses	411,189.00	-	-	13,000,000.00
Total Expenses	132,200,160.00	275,962,655.14	384,790,262.4	382,631,174.83
Operating Surplus/(Deficit)	66,605,592.00	13,431,447.56	13,726,637.60	5,879,343.07

6.3.1 Funding Framework and Resource Mobilization Strategies

Our budget proposals should be prepared in line with the strategic plan and sector performance standards, delivery of Vision 2030 flagship projects and other relevant national policy guidelines. We must also enhance cost control measures i.e., ensuring the utilization of allocated resources efficiently and eliminating wastage. It is also expected of us, to entrench prudent cash management to avoid cases of cash shortfalls.

Some of our revenue sources during the implementation period include:

- 1) Internally generated: We will rely on internally generated revenues from PC fees.
- 2) Development partners: The Society will explore financing mechanisms and funding from development partners especially for key flagships programs and capital projects.
- 3) Foreign investors: The LSK will need to foster partnerships and establish MoUs with foreign investors to support the implementation of our projects. The MoUs could include provision of finances and technical expertise.

6.3.2 Exploring other non-traditional fundraising sources

Private Sources

- Individual Gifts
- Planned Giving
- Building an Endowment
- Capital Campaigns
- Special Events
- Foundation and Corporate Grants
- Funding from Religious Institutions
- Fee for Service Projects
- Direct Mail

- E-mail Marketing
- Text-to-Give
- Crowdfunding
- Partnerships/Sponsorships/Grants
- Peer-to-Peer Fundraising

Public Sources

1. Pro-bono Awards
2. Court Fees and Fines
3. Other Possible Public Sources

Strategies

1. Develop private fundraising campaigns.
2. Develop a strategic resource development plan via a Fundraising Officer.
3. Help our Council members to develop their fundraising skills and interest in fundraising..
4. Appoint a Fundraising Champion in the executive team.

There exists numerous donors and grant-making groups in the world, many of whom offer recurring grant opportunities in human rights, access to justice and legal empowerment fields which include but are not limited to:

1. Open Society Foundations
2. The Ford Foundation
3. The Asia Foundation
4. Global Fund for Human Rights
5. American Jewish World Service
6. Global Fund for Women
7. The Norwegian Human Rights Fund
8. Grassroots Institute for Fundraising Training
9. Impact Fund Grants Program
10. The Special Fund – A Focus on Torture Prevention

Online Sources

- Go Fund Me
- Arca Foundation - <http://www.arcafoundation.org/>
- Ford Foundation - <https://www.fordfoundation.org/about-us/>
- Guerilla Foundation - <http://guerrillafoundation.org/what-we-fund/>
- Tiet Foundation - <http://www.tietfoundation.org/>
- Wallace Global Fund - <http://wgf.org/>

6.4 Risk Analysis & Mitigation Strategies

We will have to contend with several risks in executing this strategy. The table below outlines identifies these risks and potential mitigation strategies that we will use to counter their impact on the successful implementation of this strategy.

FIGURE 10: RISK ANALYSIS MATRIX

Potential Risks	Risk Rating	Mitigation Strategies
Conflicting government directives driven by political motivations	Low	1. Proactive engagement with government through the respective ministry and the relevant committees in parliament.
Relevance – A seemingly weak Society that is not bold and impartial to stand to power yet still relevant	High	2. Institute Manifesto, publish it, distribute it in form of IEC materials and promote it as one of our brand awareness initiatives—whose ideologies will be around these themes: <ul style="list-style-type: none"> a. Speak truth to power b. Courageously confront all ills affecting the rule of law, access to justice c. Call out injustices in real-time for relevance d. Lead law reform from the front e. Advocacy for the legal profession f. Taking action on what we believe in
Emergence of Splinter Groups	Low	3. Create a cooperation mechanism
Short Council Tenure	High	4. The tenure of the Council is deemed too short to carry out their manifesto fully. It has been proposed that we have two 2-year renewable terms. The nature of the renewable term must be strictly based on elections and not arbitrary.
Friction between the Council, Branch Leadership and Management	High	5. Friction between the Council, Branch Leadership, and Management exists between due to misperceptions of each other when they perceive each other as obstacles in their

Potential Risks	Risk Rating	Mitigation Strategies
		<p>path to success. To mitigate this, the LSK Council must:</p> <ol style="list-style-type: none"> a. Prioritise Members’ and MoP interests over the Council’s b. Listen and Learn from experts, partners, and management c. Assess Conflicts of Interest d. Make risk a mandatory agenda item at every board meeting e. Difference of opinion about the LSK’s strategic direction must be interrogated, assessed and validated and not argued out
Lacklustre performance in implementing policies and plans	High	<ol style="list-style-type: none"> 6. Implement an organizational structure that supports the strategy 7. Set reasonable and transparent performance standards 8. Appoint Strategy Implementation Champions 9. Link KPIs to Strategy Deliverables 10. Bi-monthly staff sensitisation to ensure the whole organisation has a clear understanding of set priorities and expected outcomes
Weak HR Policies	High	<ol style="list-style-type: none"> 11. Sensitise the Council on the need for proper HR Policies, with emphasis on Hiring Policies, Compensation and Benefits 12. Job Evaluation 13. Involve all employees in the development, implementation, and revision of rewards programs and base reward determinations on objective performance data 14. Set reasonable and transparent performance standards
Friction between Management and Staff	Medium	<p>Friction between Management and Staff exists due to bad governance, wrong structures and weak corporate culture. To mitigate this, the Society’s Management must:</p> <ol style="list-style-type: none"> 15. Put measures in place for employees to feel safe 16. Eliminate governance malpractices such as Nepotism 17. Address cross-team communication silos 18. Foster a culture of collaboration through team building 19. Provide Flexible Working Opportunities

Potential Risks	Risk Rating	Mitigation Strategies
		20. Protect Positive Mental Health and Wellbeing. 21. Promote and actively practice Mentorship
Funds Mobilization for Capital Projects is currently underperforming due to: <ul style="list-style-type: none"> - Uninspired partnerships - Overreliance on donations - Influence of Global Trends - Organization Level Problems - Process Level Problems - Cut-backs on traditional funding - Lack of in-house resources - Lack of multichannel donor engagement 	High	22. Create a dedicated fundraising resource 23. Develop a fundraising strategy 24. Telling our Story and show impact to attract funding 25. Set fundraising deadlines 26. Create trust through transparency 27. Liquidate non-performing assets like land to fund CapEx
Poor Visibility: <ul style="list-style-type: none"> - The LSK is well known, but for the wrong things 	High	28. Rebrand the LSK in line with global standards 29. Create Brand Awareness programs 30. Develop a Communications & PR plan 31. Dedicate resources for Brand Awareness in our budgeting process 32. Publish thought leadership articles

How we will manage Risk

Assessment:

- Identify Risk
- Evaluate impact on LSK and its stakeholders
- Evaluate environmental vulnerabilities

Control:

- Reduce Risk
- Transfer Risk
- Contain Risk

Report:

- Document Risk

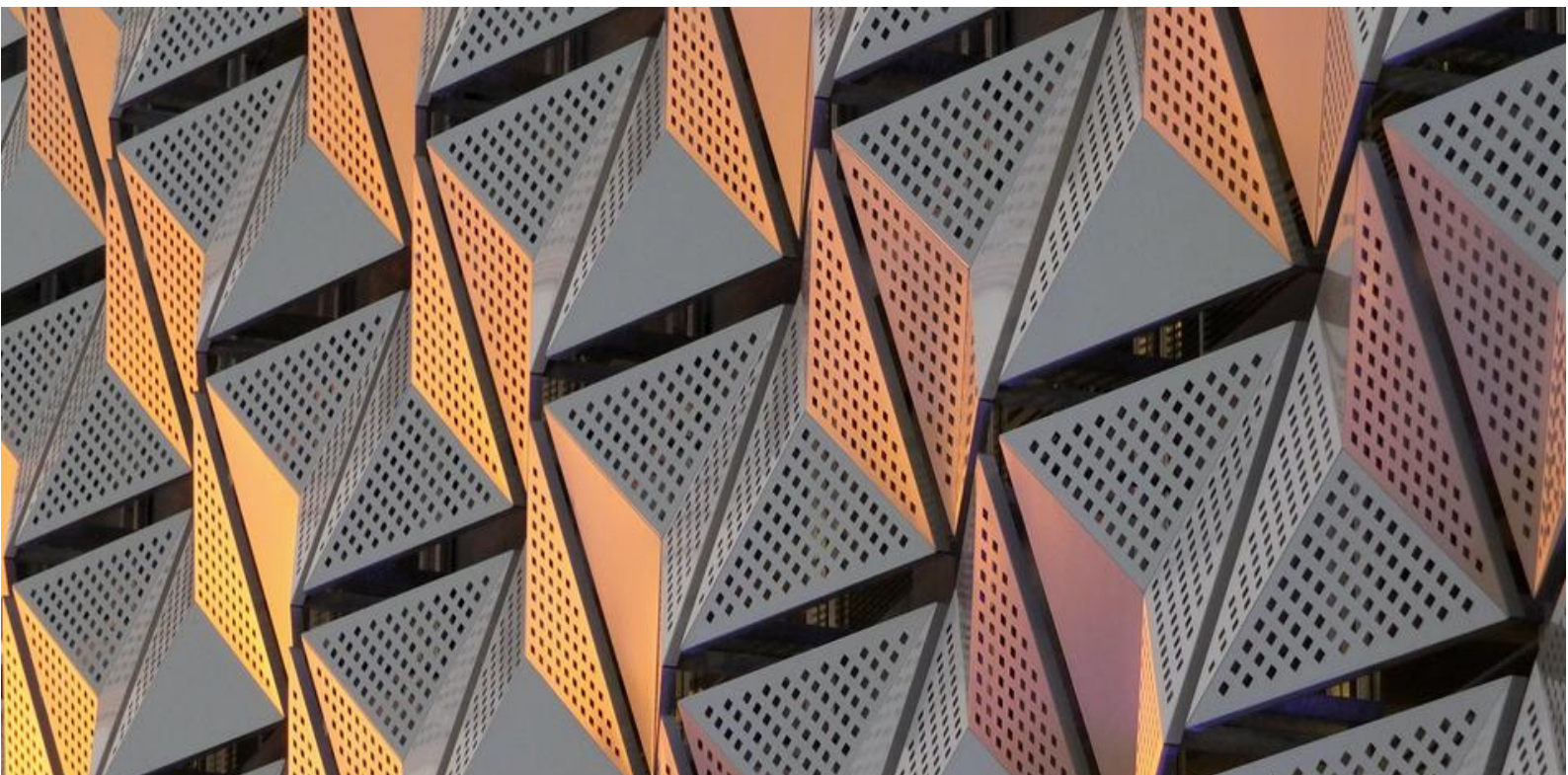
- Report Risk
- Continuous Monitoring

6.5 Building Capability to Implement this Strategy

Efficiently achieving our desired strategic outcomes depends on our staff's capabilities. Staff capacity building should be implemented systematically and guided by our strategic aspirations. Given its importance to successful execution, this is our core priority. Training needs assessment is one of the key activities we will undertake under the fourth objective – enhancing the LSK's institutional capacity. Beyond developing the required skills and capabilities, we will seek to identify other critical technical and soft skills gaps that, if bridged, will enhance our chances of successful strategy execution.

The development of some of these capabilities may be undertaken from our resources, but with the right incentives, we will support staff who wish to take it upon themselves to invest in their skill development. Capacity-building programs sponsored by the organization should be closely monitored to ensure that staff acquire and apply the desired skills in the workplace. As part of our resource mobilization efforts, we will explore scholarship opportunities that can be awarded to select staff as part of broader institutional capacity-building goals.

Monitoring, Evaluation & Reporting



7 Monitoring, Evaluation and Reporting

7.1 Overview

This section covers our monitoring and evaluation framework; performance assessment and reporting structure; critical success factors as well as how it will go about carrying out periodic reviews.

7.2 Monitoring & Evaluation

Monitoring and Evaluation (M&E) of our Strategic Plan is crucial to ensuring observance of lessons learnt, tracking progress, and providing insights on necessary adjustments to implement the strategy successfully. Based on the KPIs of the identified activities, the plan will be monitored using both qualitative and quantitative approaches.

Our approach to M&E will be variance analysis, whereby various departments compare performance targets against actual results, investigate reasons for variances, and come up with tactics to bridge those variances. Such variance analyses should be done as frequently as possible (at least quarterly), and the identified tactics should be implemented within the next evaluation period.

Performance Assessment & Reporting Structure

The CEO’s Office and a Strategic Plans Implementation Committee (SPIC) shall be responsible for monitoring and evaluation of the implementation of the Strategic Plan. Members of the SPIC will be the CEO, Deputy Secretary, Compliance and Member Services, Deputy Secretary, Legislation and Public Interest Litigation and Deputy Secretary, Administration.

To ensure that there is continuous monitoring and reporting, our directorates will be expected to prepare bi-monthly reports on the activities and key performance indicators being implemented. The Deputy Secretary, Administration will consolidate those reports which will then be shared at Council, the SLT, Staff and stakeholder meetings and workshops and review working groups.

The KPIs below are detailed in the Strategy Matrix.

FIGURE 11: KEY PERFORMANCE INDICATORS

KPI Annual (Q1 to Q4)	2023				2024				2025				2026				2027			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
A fully functional automated virtual assistant (Chatbot)					✓															
Auery query handling with a pilot line capable of routing calls						✓														
Receive and process 20 complaints and/or follow ups per week							✓													
LSK Mobile & Web App on Mac, Android, Windows and Linux								✓												
Open-source LMS on the LSK website subdomain for subscription									✓											

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Notices, E-Fliers, facilitators, logistics, Registrations, CPD Units Uploaded				✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Support the Annual Conference and specialised CPD activities				✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Certificates of Training, improved service delivery				✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Smooth operation of the Advocates Disciplinary Tribunal					✓														
Finalised compendium published and distributed to Members				✓															
A real-time publicly accessible online Register of members struck off the roll						✓													
Member Benefits IEC Materials Production & Distribution					✓														
TVC – Informercial and Tactical Videos Production and Promotion						✓	✓	✓	✓	✓	✓	✓	✓						
Member Satisfaction Online Surveys and KII Findings					✓														
Advocates able to practice across the Eastern Africa jurisdiction					✓	✓	✓	✓	✓	✓	✓	✓							
Fill existing gaps in the legislative frameworks	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Road map for implementation of interventions across LSK Member sectors	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Highly Publicised Pro-Bono Awards Event dubbed LSK Pro-Bono Awards				✓															
Manifesto published and promoted all our social handles as paid media				✓	✓	✓													
20 instruction letters monthly, 4 proposals, 5 grant applications & 60 instruction letters					✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			
2 Walk in Legal Aid clients a day, 12 detailed case bulletins per year					✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			
5 thematic Advocacy Campaigns to increase positive social and policy change					✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			
Increased visibility and appreciation of the LSK in PIL matters by MoP					✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			
More manpower for the PIL unit (2 Program Officers and 2 Program Assistants)					✓	✓	✓												
50 Letters to stakeholders					✓		✓												
100 letters to potential sponsors in pursuit of resource mobilisation						✓													
Finance & Accounts - Periodic timely financial reports			✓				✓				✓			✓					✓
Finance & Accounts - Up to date Active Members			✓				✓				✓			✓					✓
Finance & Accounts - Updated CPD compliance member status			✓				✓				✓			✓					✓
Finance & Accounts - Updated DTC compliance member status			✓				✓				✓			✓					✓
Finance & Accounts - Updated team roster for JCT			✓				✓				✓			✓					✓
Finance & Accounts - Competitive investments			✓				✓				✓			✓					✓

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Finance & Accounts - Timely donor reporting			✓		✓			✓			✓			✓
Finance & Accounts - Timely ABA reporting			✓		✓			✓			✓			✓
Finance & Accounts - Timely issuance of COGs			✓		✓			✓			✓			✓
Finance & Accounts - Timely submission of Devolution funds to Comm Approved policy			✓		✓			✓			✓			✓
Finance & Accounts - Approved Fundraising Strategy					✓						✓			
Finance & Accounts - CAPEX programs prioritisation matrix/list with indicative costs					✓						✓			
CPD - 95 Webinars and 46 Seminars on various thematic areas				✓	✓	✓	✓							
Funding CAPEX - Onboard the hired Fundraising Officer					✓									
Financial Soundness - Non-traditional Revenue Streams									✓					
Fully functional SaaS platform with a pricing model & content for sale							✓							
A People Development Strategy					✓									
HQ Construction Phase 1 - Feasibility Report, BOQs, Final Budget				✓										
HQ Construction Phase 1 - Funding Strategy					✓									
HQ Construction Phase 1 - of a new state-of-the-art, smart office building							✓	✓	✓	✓	✓	✓	✓	✓
LSK ICT - Strategy				✓	✓	✓	✓	✓	✓					
LSK ICT - Fully Functional Equity UI				✓	✓	✓	✓	✓	✓					
LSK ICT - Functional M-Pesa STK Integration				✓	✓	✓	✓	✓	✓					
LSK ICT - Pre-emptive Maintenance				✓	✓	✓	✓	✓	✓					
LSK ICT - Timeline SaaS renewals with 0% downtime				✓	✓	✓	✓	✓	✓					
LSK ICT - 100% mirrored documentation				✓	✓	✓	✓	✓	✓					
LSK ICT - Approved Redundancy Plan				✓	✓	✓	✓	✓	✓					
LSK ICT - Upgraded ERP System				✓	✓	✓	✓	✓	✓					
LSK ICT - Inspectorate Unit workplan to identify and resource expert consultants				✓										
ESG Report					✓									
Governance - Council Onboarding and Orientation Policy and Strategy					✓									
Governance - Enhanced staff productivity and enhancement								✓						
Strategic Plan M&E - Review					✓	✓	✓	✓						
Strategic Plan M&E - Harmonization of Budgets based on working activities									✓					
12-Month Sustained PR Activity				✓	✓	✓	✓							
Comms - A high brand-score				✓	✓	✓	✓							
Brand Reputation & Viral Talkability				✓	✓	✓	✓							

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Share of Voice seeing LSK sought after by Media for lead content					✓	✓	✓	✓												
Popular tactical ads that will become popular memes					✓	✓	✓	✓												
New Brand Identity Rolled out on all brand systems					✓	✓	✓	✓												
Percentage increase in viewership, followership and likes to the tune of 100K							✓	✓	✓	✓										
Thought leadership videos with 10K plus views							✓	✓	✓	✓										
100% attendance of all legal discussions, debate, talk shows and townhalls											✓									
Upward trajectory in online presence with Position 1 in SEO, searches and display ads												✓								
Professional audio visual in-house productions												✓								
Professional decks & presentations for SLT, Staff, Stakeholders, Partners and Donors				✓	✓															
Faster dissemination of content & news to media houses and other media consumers						✓														

FIGURE 12: M&E RESPONSIBILITY MATRIX

Responsible	Roles & Responsibilities
-------------	--------------------------

- | | |
|--------------------|--|
| <p>The Council</p> | <ul style="list-style-type: none"> • Monitor execution and implementation of the Strategic Plan against set targets • Receive specific reports on delivered performance • Make high-level decisions and approvals |
|--------------------|--|

- | | |
|--|---|
| <p>Office of the Chief Executive Officer (CEO) and the Strategic Plans Implementation Committee (SPIC)</p> | <ul style="list-style-type: none"> • Provide executive leadership and foster commitment and support for all our implementation efforts • Act as a focal point for resolution of issues • Approve key decisions and final outputs • Empower the SLT and departmental heads to make critical strategy decisions |
|--|---|

- | | |
|---------------------------|--|
| <p>Departmental Heads</p> | <ul style="list-style-type: none"> • Guide implementation efforts and secure high-level sponsorship as necessary • Ensure efficient coordination of the various departments and teams. • Tackle obstacles and resolve issues threatening successful implementation • Provide status updates on implementation progress • High-level execution of tasks and activities |
|---------------------------|--|

All Staff

- Execution of assigned tasks and activities and pursuit of set targets for the Strategic Plan
-

7.3 Critical Success Factors

The successful implementation of this strategy is dependent on the following key factors:

- a) A good rapport and the support of the respective Council members
- b) Timely and adequate availability of financial resources
- c) Attainment of the optimum staff establishment levels
- d) The imparting of the requisite skills to existing personnel as well as hiring of new personnel with the requisite expertise and experience to bolster our capabilities in line with the expanded mandate
- e) An enabling work environment characterized by an enabling physical work environment, unity of purpose, trust and teamwork
- f) The cooperation and support of Members and other critical industry stakeholders, of which enhancing stakeholder engagement is essential in this regard

7.4 Strategic Plan Review

Rather than conduct a mid- and end-term review, we will evaluate the Strategy's performance more regularly, at least quarterly, and proactively, to enhance the likelihood of realizing the intended outcomes. This will increase the likelihood of realizing our strategic aspirations.

These amendments shall improve activity–outcome alignment rather than lowering set performance standards and targets. In addition, the value-add from such changes shall be weighed against the potential disruptiveness of the suggested alterations to other strategy initiatives and activities, which will be abandoned if deemed unnecessarily disruptive. A comprehensive assessment of the performance of this three-year Strategic Plan will form a core component of the situational analysis of the 2023 - 2027 Strategic Plan.

8 Annexures

8.1 The LSK Act Cap 18

FIGURE 12: THE LSK MANDATE DESCRIPTION

The Law Society of Kenya (LSK) is Kenya's premier bar association, with membership of all practicing advocates, currently numbering in excess of twenty thousand. The body corporate established by section 3 of the Law Society of Kenya Ordinance, 1949 (No. 10 of 1949) (now repealed), shall continue in existence by virtue of this Act as a body corporate by the name of the Law Society of Kenya with perpetual succession and a common seal and with power to sue and be sued in its corporate name.

Our Mandate:

- 1) to maintain and improve the standards of conduct and learning of the legal profession in Kenya;
- 2) to facilitate the acquisition of legal knowledge by members of the legal profession and others;
- 3) to assist the Government and the courts in all matters affecting legislation and the administration and practice of the law in Kenya;
- 4) to represent, protect and assist members of the legal profession in Kenya in respect of conditions of practice and otherwise;
- 5) to protect and assist the public in Kenya in all matters touching, ancillary or incidental to the law;
- 6) to acquire, hold, develop and dispose of property, whether movable or immovable, and to derive capital or income therefrom, for all or any of the foregoing objects;
- 7) to raise or borrow money for all or any of the foregoing objects in such manner and upon such security as may from time to time be determined by the Society;
- 8) to invest and deal with moneys of the Society not immediately required in such manner as may from time to time be determined by the Society; and
- 9) to do all such other things as are incidental or conducive to the attainment of all or any of the foregoing objects.

8.2 References

LSK 2023 – 2027 Strategic Plan

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Contact Information

