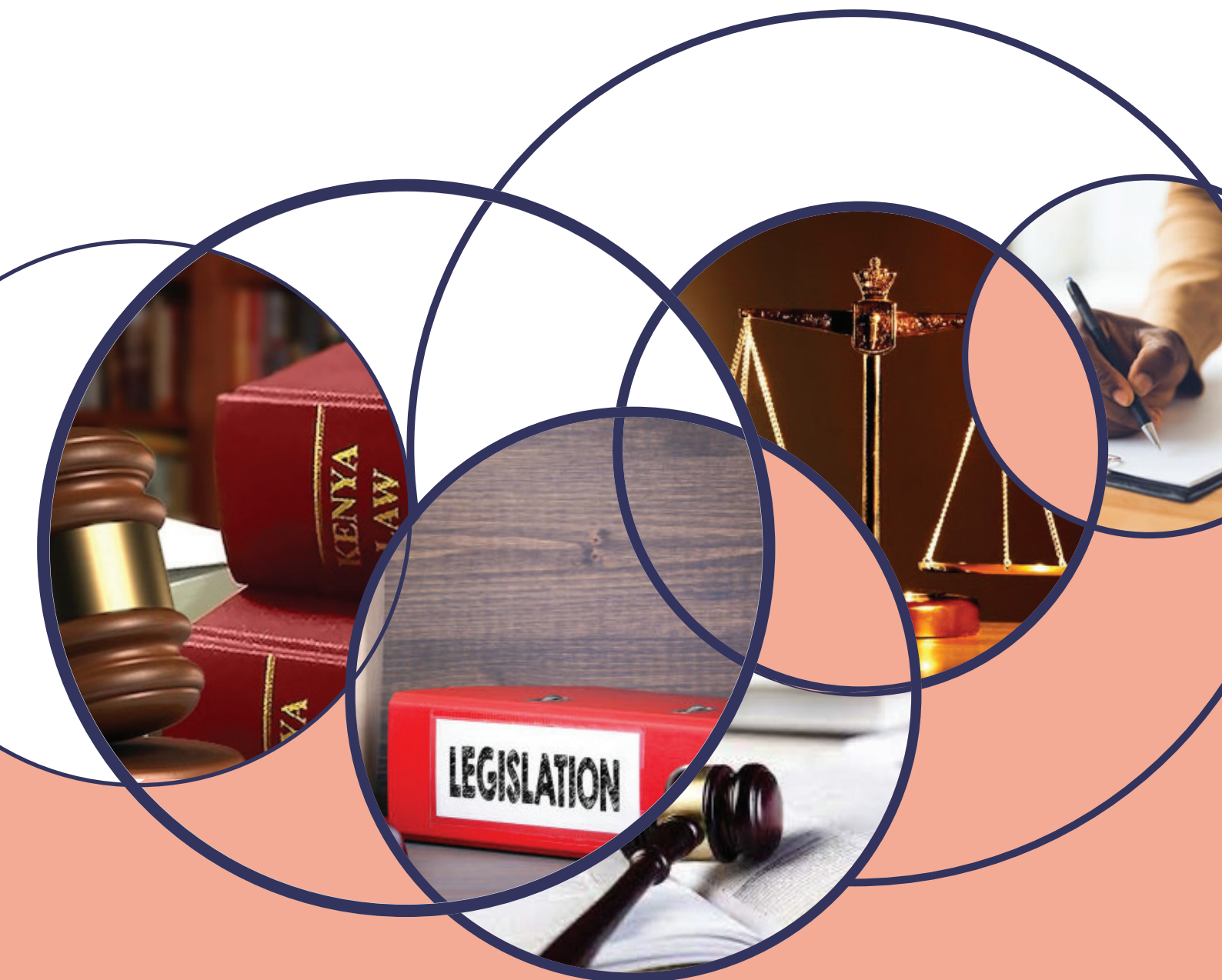


REPUBLIC OF KENYA



KENYA LAW REFORM COMMISSION



2023/24 – 2027/28
STRATEGIC PLAN

Kenya
VISION 2030

Vision

A dynamic and responsive agency for progressive law reform

Mission

To provide leadership in law reform through the continuous review of the law, ensuring its systematic development and reform in conformity with the Constitution.

Core Values



Professionalism



Integrity



Inclusivity



Innovation



Collaboration

Foreword



The Commission has developed this Strategic Plan to respond to the demands for the continuous review and reform of law by state and non-state actors

It is a great pleasure to present the Strategic Plan 2023-2028 for the Kenya Law Reform Commission. The constitutive Act places on the KLRC the expansive responsibility of keeping all law in Kenya under review and to make recommendations for its reform, having due regard to various guiding principles and parameters spelt out in the Constitution and the Act. The reform of the law, which should ultimately culminate in improving the substance of the law in a significant way, involves a broad spectrum of functions, responsibilities and actors, in line with global best practices for law reform. The Commission has developed this Strategic Plan to respond to the demands for the continuous review and reform of law by state and non-state actors, to ensure progressive law review and reform that responds to the realities and challenges presented by the constitutional dispensation, and to the aspirations and demands of the discerning Kenyan public.

The strategic priorities and interventions in the Plan are intended to ensure that the KLRC achieves its strategic goals in the following key result areas, namely, legislative reform and development, legal research, public education, stakeholder collaboration and institutional strengthening. The Commission plans to revitalize the KLRC to be a dynamic and responsive institution, able to effectively meet the demands for its services for the review and reform of the law by both the national and county levels

of governments. The Commission recognizes that consultations with state and non-state actors is the fulcrum of law reform. Our commitment to streamlining the review and reform of law in Kenya by deepening collaborative engagement with key actors, stakeholders and the public, is demonstrated in this Plan.

This Plan builds on the KLRC's past achievements, which include, the critical role in the effective constitutional implementation of the Constitution of Kenya, 2010; the continuous reform and development of legislation towards realization of Kenya's Vision 2030; the review and reform of laws and regulations to support the implementation of the national and county governments' development agenda, the transformative role that law reform plays in socio-economic development and governance and just as importantly, the growth of KLRC as an institution. Through the successful implementation of this plan, KLRC aims to cement the Commission's position as the primary law reform agency in Kenya, able to provide leadership in law reform, through the continuous review of the law, and ensuring its systematic development and reform in conformity with the Constitution.

CHRISTINE AGIMBA
Chairperson
Kenya Law Reform Commission

Acknowledgement



Our stakeholders, both state and non state actors, have been active partners in this process by giving critical insights that shaped our strategic choices.

The development of this Strategic Plan is the culmination of many hours of reflection conceptualization and discourse right from the Commission, Management team and the staff of the Kenya Law Reform Commission. Special thanks go to the Chairperson and Members of the Commission who have been the guiding force behind this strategic endeavor. Under the leadership of the Chairperson, the Commission has set ambitious strategic goals to advance the Commission's vision and mission and ensure that the Strategic Plan aligns with the national development goals.

I also acknowledge the senior management and members of staff for the crucial role they played in the planning process. Your diverse perspectives, strategic insights, and commitment to excellence have enriched our discussions. Your day-to-day contributions from analyzing data to formulating actionable strategies, and administrative support have demonstrated unwavering dedication. You have diligently gathered information, facilitated workshops, and ensured that this Plan reflects the realities on the ground. I recognize your tireless efforts in shaping

a roadmap that will propel us toward our desired outcomes. Our stakeholders, both state and non-state actors have been active partners in this process by giving critical insights that shaped our strategic choices. We acknowledge your role in ensuring that our Strategic Plan is responsive to the needs of the people we serve.

I extend my sincere appreciation to the United Nations Development Programme (UNDP) – Kenya, through the Amkeni Wakenya project for the unwavering commitment, financial support and shared vision, during the development of this Plan. Our Consultant, Dr. Robert Ng'ang'a of the Kenya School of Government, deserves special recognition for his advisory services, which helped guide the Commission in developing an inspirational and actionable Strategic Plan. I conclude by urging our partners and stakeholders to embrace the spirit of collaboration, innovation, and shared responsibility as we embark on the Strategic Plan implementation phase.

JOASH DACHE, MBS
Secretary/Chief Executive Officer

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Acronyms and Abbreviations

AU	African Union
BETA	Bottom-up Economic Transformation Agenda
CEO	Chief Executive Officer
DLR	Director Legal Research
DLS	Director Legislative Services
EAC	East African Community
HRM	Human Resource Management
ICT	Information Communications Technology
IEC	Information Education and Communication Materials
ISO	International Organization for Standardization
KLRC	Kenya Law Reform Commission
KRA	Key Result Area
M&E	Monitoring and Evaluation
MDAC	Ministries Departments, Agencies, and Counties
MDAs	Ministries Departments and Agencies
MTP	Medium Term Plan
NGLA	National Government Legislative Agenda
PESTEL	Political Economic Social Technological Environmental Legal
PFMA	Public Finance Management Act, 2012
QMS	Quality Management Systems
SCM	Supply Chain Management
SDG	Sustainable Development Goals
SOP	Standard Operating Procedures
SWOT	Strengths Weaknesses Opportunities and Threats
UNSDGs	United Nations Sustainable Development Goals

Executive Summary



One of the most beautiful qualities of true Partnership is to understand and to be understood. Yesterday is not ours to recover, but tomorrow is ours to win or lose. We will change the world now.

The Kenya Law Reform Commission is established by the Kenya Law Reform Commission (KLRC) Act, Cap 3 as a body corporate with the statutory mandate to keep all the law under review and recommend its reform in conformity with the Constitution.

The Commission has been in existence for more than 40 years, since its establishment in 1982 by the Law Reform Commission Act. This Act was repealed with the enactment of the Kenya Law Reform Commission Act (Cap 3) in 2013. According to the Executive Order No. 1 of 2023 on the Organization of Government of Kenya, the Kenya Law Reform Commission and the law reform function is placed

under the State Law Office under the leadership of the Hon. Attorney-General.

The KLRC Strategic Plan (2023-2028) provides a roadmap that the KLRC will pursue within the next five years. This Plan builds on the achievements of the previous fourth-generation Strategic Plan (2018-2022). This Plan aligns the KLRC's aspirations and strategic goals to the Kenya Vision 2030, the Bottom-up Economic Transformation Agenda, and the Fourth Medium Term Plan 2023-2027. The Strategic Plan also takes cognizance of the risks and challenges identified during the implementation of the previous Plans.

The Vision of the Commission is to be “**A dynamic and responsive agency for progressive law reform**”.
The Commission’s Mission is ‘**to provide leadership in law reform through continuous review of the law, ensuring its systematic development and reform in conformity with the Constitution**’.

The Commission has adopted five core values, namely:



Professionalism



Integrity



Inclusivity



Innovation



Collaboration

The Strategic Plan sets out the following five strategic goals that the Commission seeks to achieve during the Plan period:

- 01** Legal framework conforming to the Constitution
- 02** Strengthened evidence-based law reform
- 03** Informed citizenry on law reform
- 04** Inclusive and sustainable law reform; and
- 05** A model law reform agency.

This Plan also outlines the following five Key Results Areas that will be critical to the implementation of the Plan:

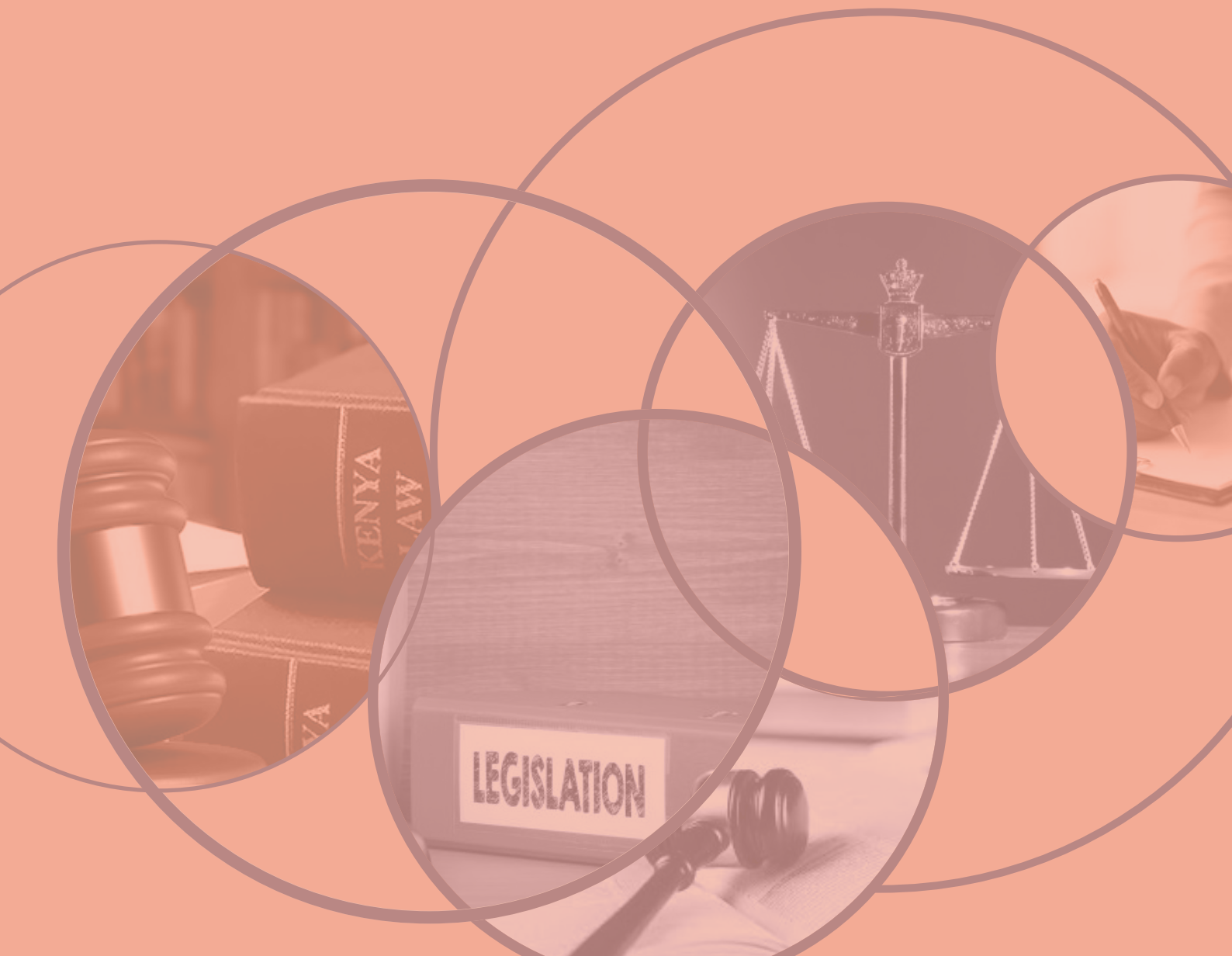
- 01** Legislative Reform and Development;
- 02** Legal Research;
- 03** Public Education;
- 04** Stakeholder Collaboration and Engagement; and
- 05** Institutional Strengthening.

This Plan is comprised of eight chapters outlined as follows:

- Chapter One** provides an overview of KLRC's role, including the background and the mandate as currently formulated. It also highlights the global, regional and national development issues as well as KLRC's role, contribution in the priority national development goals by facilitating the development of the supporting legal framework, sector policies and Laws and Methodology of developing the strategic plan
- Chapter Two** explains in detail KLRC's mandate, its Vision, Mission, quality service statements and ties them to the Commission's strategic goals, core values and quality service delivery.
- Chapter Three** provides an outline of the situational analysis by reviewing the Commission's performance in the previous plan period (2018-2022) in terms of achievements, challenges, lessons learnt and emerging issues during the implementation period. The Chapter also presents a summary of the internal and external analyses embodied in PESTEL, the SWOT and stakeholder analysis.
- Chapter Four** presents the Strategic Model by illustrating the interface between KLRC's Key Result Areas, Strategic Issues, Strategic Goals and Strategies through a Strategy Matrix.
- Chapter Five** spells out the strategic objectives. This chapter provides for outcomes and annual projections in respect of each KRA. This chapter also sets out the strategic choices for the five KRAs.
- The strategic objectives are:
- (a) To align laws to the Constitution;
 - (b) To provide quality advice and technical assistance in law reform to the National and County Governments;
 - (c) To undertake and provide evidence-based law reform and policy advisories;
 - (d) To be the ultimate repository/depository of law reform initiatives
 - (e) To enhance public awareness in law reform;
 - (f) To enhance strategic collaboration for law reform;
 - (g) To strengthen corporate governance for enhanced service delivery;
 - (h) To strengthen financial sustainability;
 - (i) To strengthen strategic human resource management;
 - (j) To improve internal operational efficiency;
 - (k) To improve KLRC infrastructure for operational efficiency;
 - (l) To strengthen corporate performance management;
 - (m) To leverage on ICT for enhanced operational efficiency; and
 - (n) To improve KLRC records management service.
- Chapter Six** analyzes how the Strategic Plan will be operationalized. The Chapter focuses on the implementation and coordination framework, analysis of the human and financial resources requirements and speaks to resource flow and risk management framework. A detailed implementation matrix sets out all the activities, including indicative cost and time frames within which the activities shall be carried out, the expected outputs and annual targets.
- Chapter Seven** presents estimates of resource requirements and budget for the implementation of this strategic plan on financial year basis, anticipated financial gaps, resource mobilization and management strategies.
- Chapter Eight** highlights the Monitoring and Evaluation Framework, Performance Standards and Reporting Framework and Feedback Mechanism. Further, this chapter explains how the annual, mid-term and end-term evaluations of the strategic plan will be undertaken.

CHAPTER ONE

Introduction



Introduction

1.0. Overview

This chapter presents the rationale for the Strategic Plan, the context within which it is developed, a brief history of KLRC, and the strategic plan development methodology.

1.1 Strategy as an Imperative for Organizational Success

The development of this strategic plan is informed by the need to align KLRC's strategic direction with the Government's policy priorities in the MTP IV and the BETA plan. This plan is prepared in response to the challenges that ensue in the Commission's quest to ensure effective implementation of the Constitution and responding to requests for technical assistance from MDAs and County Governments. Cognizant of this fact, the Commission has developed the Strategic Plan 2023-2028 to realize the following imperatives:

- (a) Enhanced performance and results: Strategic planning will enable the Commission develop clear objectives, prioritize actions, and allocate resources effectively. This leads to improved performance and measurable results.
- (b) Alignment with global, regional and national development goals: By KLRC aligning its strategic plans with development goals such as United Nations Sustainable Development Goals, AU Agenda 2063, Kenya Vision 2030, Fourth Medium Term Plan, and the Bottom-up Economic Transformation Agenda,
- (c) Resource Optimization: KLRC will optimize resource allocation by identifying key strategic priorities and programmes. This will ensure that limited resources will be efficiently utilized to achieve desired outcomes.
- (d) Improved Decision-Making: Strategic planning provides a framework for informed decision-making. This encourages the Commission and management to consider long-term implications and weigh various options before taking action.
- (e) Stakeholder Engagement: Involving stakeholders in the planning process fosters collaboration, transparency, and accountability and allows the Commission to address diverse perspectives and build consensus around its strategic goals and objectives.
- (f) Risk Mitigation: Strategic plans allow the Commission to anticipate risks and develop contingency measures. This proactive approach minimizes potential disruptions and enhances resilience.
- (g) Performance Measurement and Evaluation: A robust framework will make it possible for the KLRC to track progress against strategic goals, assess outcomes, and adjust strategies as needed. Regular monitoring ensures accountability and continuous improvement.

1.2 The Context of Strategic Planning

This Strategic Plan has been developed in consideration of the national, regional and international frameworks and has been aligned with the national development goals and priorities. The implementation of this plan will draw inspiration from the United Nations 2030 Agenda for Sustainable Development, the African Union Agenda 2063, the East African Community Vision 2050, the Constitution of Kenya, 2010, Kenya Vision 2030, Bottom-Up Economic Transformation Agenda and the Fourth Medium Term Plan, and Sector Policies

1.2.1 United Nations 2030 Agenda for Sustainable Development

The sustainable development goals are a global call to end poverty, protect the earth's environment and climate and ensure that people everywhere can enjoy peace and prosperity. They are a collection of 17 interlinked objectives adopted in 2015 by the United Nations as a shared blueprint for peace and prosperity of people and the planet. These objectives were articulated and adopted in a United Nations General Assembly (UNGA) resolution called the 2030 Agenda commonly referred to as Agenda 2030.

Kenya has made progress in the localization and implementation of the SDG's.

According to the UN Sustainable Development report 2021, Kenya is on track with the implementation of SDG 13 (Climate action), with moderate improvement on SDG 1 (No poverty), SDG 3 (Good health and well-being), SDG 5 (Gender equality), SDG 7 (Affordable and clean energy), SDG 8 (Decent work and economic growth) and SDG 9 (Industry, innovation and infrastructure). In light of this, KLRC commits to continue enabling the means of implementation of SDG 5 on achieving gender equality and empowering all women and girls, through adopting and strengthening sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.

1.2.2 Africa Union Agenda 2063

Africa Agenda 2063 is the continent's strategic framework that aims to deliver on its goal for inclusive and sustainable development including high standards of living, well-educated and healthy citizens transformed economies, modern agriculture and promotion of blue/ocean economy for accelerated economic growth. This Strategic Plan aligns with the Africa Union (AU) Agenda 2063 and aspirations by promoting the development of sector specific legal frameworks to facilitate the realization of the broader continental goals. Key among these is technical assistance to line Ministries in the development of laws in support of the agriculture, health education and blue economy sectors.

1.2.3 East African Community Vision 2050

The East Africa Community (EAC) Vision 2050 articulates the aspirations of the East African peoples and makes a commitment to what they will do to achieve these dreams. Among others, the vision focuses on regional integration and the inter-contentedness of people and economies. EAC has identified human capital development and a focus on quality and access to education as one of the key enablers of Vision 2050. KLRC will continue to review, harmonize Kenya's law in the context of the East African Community Treaty to promote regional integration, trade facilitation, and cooperation in all the identified sectors.

1.2.4 The Constitution of Kenya

It is the stated mandate of the KLRC to ensure that all laws are in conformity with the letter and spirit of the Constitution as well as ensuring that the legislation is consistent, harmonized, just, simple, accessible, modern and cost effective in application and responsive to the social, cultural and economic needs of the society. This Strategic Plan places the KLRC to purposefully continue with the process of constitutional implementation through the continuous review of the law to ensure that it is aligned with the Constitution. This mandate is discharged through provision of technical advice and assistance to the national government (MDAs) and County Governments in law reform matters, legal research and development of legislative proposals and through own law reform initiatives.

1.2.5 Vision 2030, BETA Plan and Fourth Medium Term Plan

The Kenya Vision 2030 is the long-term development blueprint for the country aimed at making Kenya a globally competitive and prosperous country with a high quality of life by the year 2030. The Vision is anchored on the Economic, Social, and Political pillars which are based on foundations for socioeconomic transformation and a strong macroeconomic framework.

The Vision is implemented through a series of successive five-year Medium-Term Plans. The Fourth Medium Term Plan covers the period 2023-2027 and is aligned to the government's *Bottom-Up Economic Transformation Agenda* (BETA) Plan and will transition the country to the next long-term development plan.

Pursuant to its mandate, KLRC consults with the State and non-State organs in the formulation of legislation to give effect to the social, economic and political policies for time being in force. To support the implementation of the national and county governments' development agenda, KLRC consults and collaborates with MDACs in the formulation of legislation. Since the launch of the Kenya Vision 2030 in 2008, the KLRC has provided technical support to MDACs in development of the legal frameworks required for its implementation. The KLRC is cognizant that the current MTP IV underpins the government's *Bottom-Up Economic Transformation Agenda* (BETA) towards Kenya's economic turnaround. In this regard the KLRC will discharge its mandate as by law required to enable MDAs develop the necessary legal frameworks to give effect to policies underpinning the following five pillars:

- (a) *Agricultural Transformation and Inclusive Growth;*
- (b) *Micro, Small, and Medium Enterprises;*
- (c) *Housing and Settlement;*
- (d) *Healthcare; and*
- (e) *Digital Superhighway and Creative Industry.*

KLRC will also provide support for law reform initiatives to implement the National Government Legislative Agenda, through a collaborative framework together with the Office of the Prime Cabinet Secretary and the Office of the Attorney-General, which seeks to translate the BETA pillars and priorities into actionable legislative interventions by MDAs.

1.2.6 Sector Legal Frameworks

Pursuant to its mandate of providing technical assistance to MDAs and county governments, the KLRC is committed to give effect to the relevant government policies in the formulation and review of sector policies and laws. This mandate has been discharged through translating policies into legislative proposals while ensuring that the national values contained in the Constitution are upheld.

The KLRC takes note of the *Bottom-Up Economic Transformation Agenda* (BETA), which is geared towards economic turnaround and inclusive growth by targeting sectors with high impact to drive economic recovery, namely: Agriculture; Micro, Small and Medium Enterprise (MSME) Economy; Housing and Settlement; Healthcare; Digital Superhighway and Creative Economy.

Consequently, KLRC has prioritized providing technical assistance to MDAs falling within these sectors to enable them to come up with legal frameworks to support these sectors. KLRC is already in the process of developing legislative proposals in support of each of the above sectors. Other sectors prioritized by the KLRC for development of enabling legislation include Administration of Justice, Land reforms, Electoral reforms, Gender Mainstreaming, Strengthening Devolution, support to the Education Sector and Police reforms.

1.2.7 History of the Organization

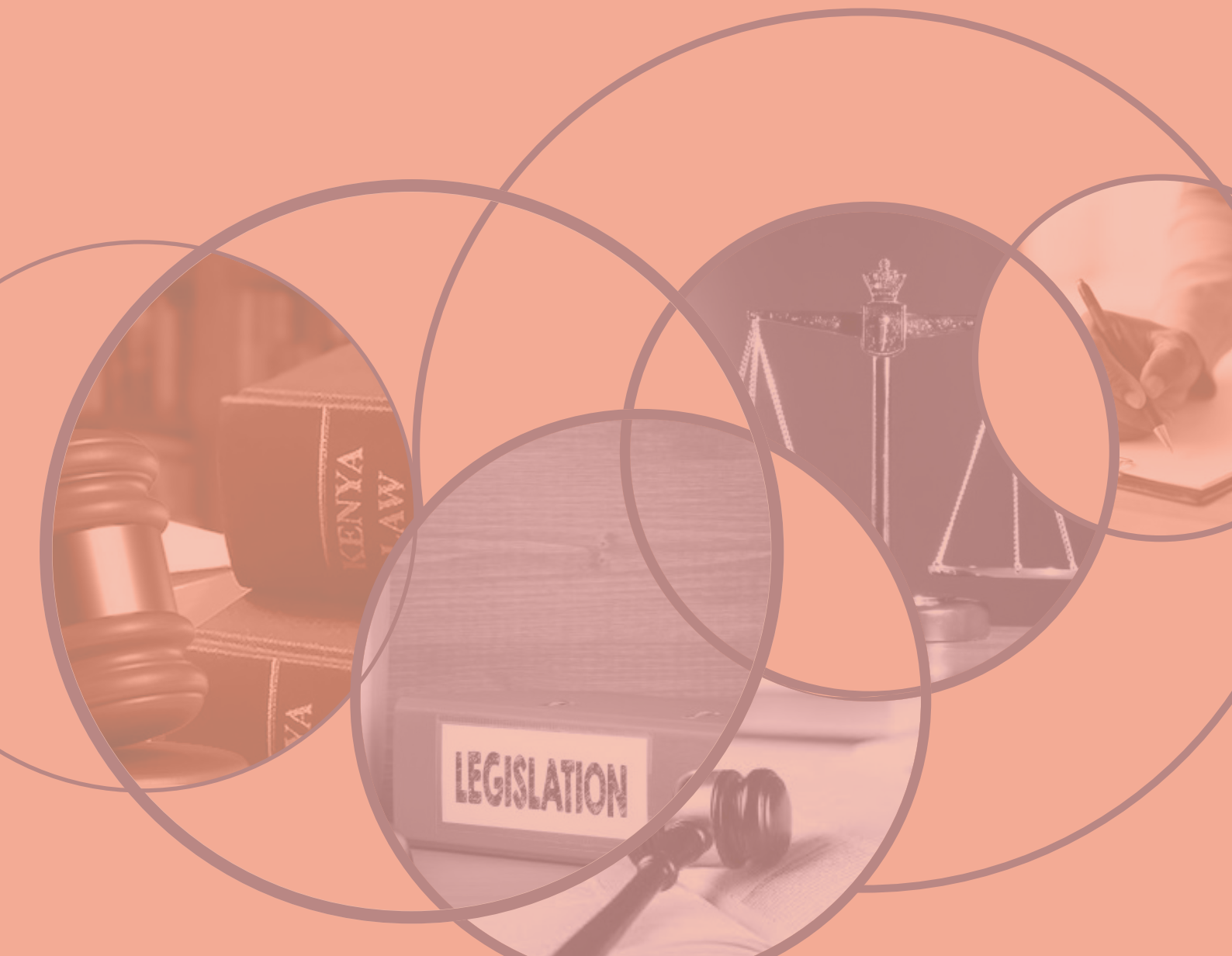
The KLRC is established by the Kenya Law Reform Commission Act, Cap 3 as a successor to the Law Reform Commission formerly established under the repealed Law Reform Commission Act, 1982. In 1982, KLRC was a department under the Office of the Attorney General. In 2003, the then Ministry of Justice, National Cohesion and Constitutional Affairs was established under Executive Order No. 1 of January 2003 and the Law Reform Commission was placed under to this ministry. The Kenya Law Reform Commission Act established the KLRC as a body corporate with perpetual succession and an expanded mandate. Pursuant to the Executive Order No. 1 of 2023, the KLRC is administratively under the State Law Office headed by the Hon. Attorney-General.

1.3 Methodology of developing the Strategic Plan

The preparation of this strategic plan was based on the revised guidelines for the preparation of the fifth-generation strategic plan 2023-2027 issued by the State Department of Economic Planning. The Commission was at the forefront in providing the overall policy and strategic direction for KLRC. A Strategic Plan Development Committee was formed drawn from various directorates and departments with clear Terms of Reference (TORs) to review the 2018-2022 Strategic Plan and steer the development of the Strategic Plan for the 2023-2028 planning period. The Commission was involved in a consultative manner to ensure that the Strategic Plan is aligned with the Commission's strategic vision and mission of KLRC. KLRC sought technical input from the Kenya School of Government as well as editorial support from an expert sponsored by the UNDP. The draft Strategic Plan was subjected to internal staff input and validation and an external stakeholder validation and later launched with an approval from the State Department of Economic Planning.

CHAPTER TWO

Strategic Direction



Strategic Direction

2.0. Overview

This chapter outlines KLRC's mandate, the vision and mission statements, its strategic goals and core values and quality policy statement.

2.1 Mandate

The KLRC draws its mandate from the Constitution, the Kenya Law Reform Commission Act, and the County Governments Act. Specifically, section 6 (1) of the Kenya Law Reform Commission Act, No. 19 of 2013 states that the Commission shall:

- (a) keep under review all the law and recommend its reform to ensure that:
 - (i) *the law conforms to the letter and spirit of the Constitution;*
 - (ii) *the law systematically develops in compliance with the values and principles enshrined in the Constitution;*
 - (iii) *the law is, among others, consistent, harmonized, just, simple, accessible, modern and cost-effective in application;*
 - (iv) *there is respect for and observance of treaty obligations in relation to international instruments that constitute part of the law of Kenya by virtue of Article 2(5) and (6) of the Constitution;*
 - (v) *the public is informed of review or proposed reviews of any laws; and*
 - (vi) *an updated database of all laws passed by Parliament is kept.*
- (b) *work with the Attorney-General and the Commission for the Implementation of the Constitution in preparing for tabling in Parliament the legislation and administrative procedures required to implement the Constitution;*
- (c) *provide advice, technical assistance and information to the national and county governments with regard to the reform or amendment of a branch of the law;*
- (d) *upon request, or on its own motion, undertake research and comparative studies relating to law reform;*
- (e) *formulate and implement programmes, plans and actions for the effective reform of laws and administrative procedures at national and county government levels;*
- (f) *consult and collaborate with State and non-State organs, departments or agencies in the formulation of legislation to give effect to the social, economic and political policies in force for the time being;*
- (g) *formulate, by means of draft Bills or otherwise, any proposals for reform of national or county government legislation;*
- (h) *upon request or on its own motion, advise the national or county governments on the review and reform of national or county government legislation;*

- (i) upon request, or on its own motion, advise the national or county governments on the review and reform of their legislation;
- (j) undertake public education on matters relating to law reform; and
- (k) perform such other functions as may be prescribed by the Constitution, the Act or any other written law.

2.2 Vision

A dynamic and responsive agency for progressive law reform.

2.3 Mission

To provide leadership in law reform through continuous review of the law, ensuring its systematic development and reform in conformity with the Constitution.

2.4 Strategic Goals

The strategic plan sets out the following five strategic goals formulated with an aim of addressing strategic issues identified in the process of developing the Strategic Plan:

(a) Legal framework conforming to the Constitution

It is the goal of KLRC to ensure that through alignment of the law to the Constitution, Kenya's legal framework will ultimately reflect the constitutional aspirations and effectively respond to the societal socioeconomic and political requirements. The realization of this goal will result in a legal framework that is consistent, harmonized, just, simple, accessible, modern and cost-effective in application to support a newly industrializing country as contemplated in the Kenya Vision 2030 blueprint.

(b) Strengthened evidence-based law reform

KLRC seeks to promote quality and excellence in law reform through initiatives informed by policy and legal research. The Commission is committed to ensure that law reform initiatives are evidence-based and geared towards achieving well-intentioned outcomes through responsive legal research for socio-economic development

(c) Informed citizenry on law reform

Conduct of public education in law reform will be implemented as a component of the broader requirement for public participation in law-making process by KLRC. The realization of this goal will result to not only a well-informed citizenry but also a legal framework that reflects the wishes of the people.

(d) Inclusive and sustainable law reform

Bringing together mainstream government agencies, civil society organizations, private sector, the public and marginalized groups, to ensure their voices are heard in the law reform process resulting in laws which resonate with the people.

(e) A model law reform agency

Another goal of KLRC is to strengthen its institutional capacity and position itself as the reference point for law reform initiatives in the country. The realization of this goal will result in a country with a centre known for excellence in law reform.

2.5 Core Values

The KLRC shall continue to promote and uphold values that guide institutional and individual beliefs, attitude, practices, and desired culture. The implementation of the KLRC 2023-2028 Strategic Plan will be guided by the following core values:

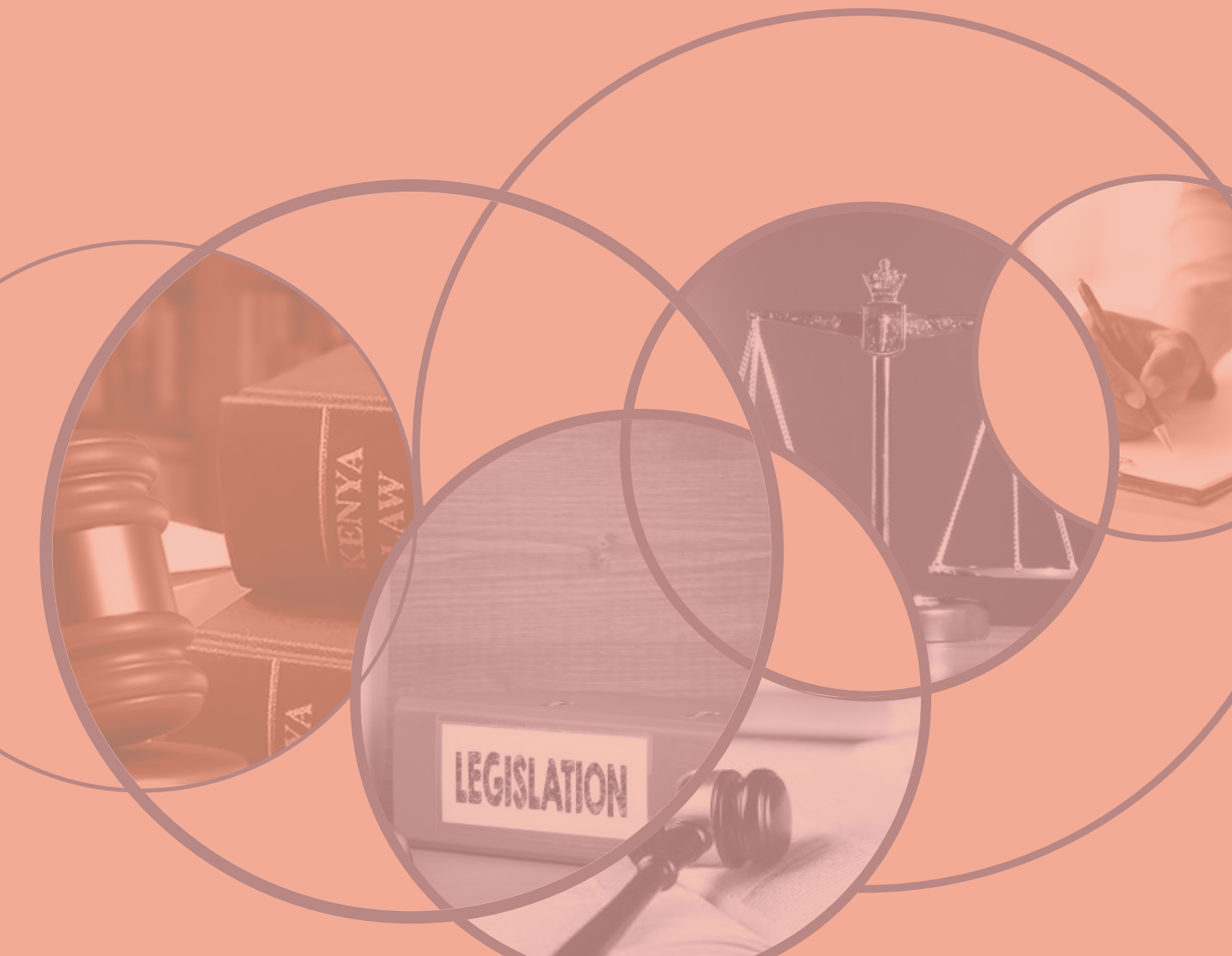
- (a) **Professionalism:** KLRC will promote competence, skills and knowledge, accountability, ethics, appropriateness, courtesy and positive attitude;
- (b) **Integrity:** KLRC will promote, protect, and always maintain integrity in its dealings with citizens and stakeholders. KLRC is committed to resist any undue or external influence that may otherwise interfere with the execution of its mandate;
- (c) **Inclusivity:** KLRC will ensure that each employee feels included and actively engage with its internal and external stakeholders to ensure their voices are heard in the law reform process;
- (d) **Innovation:** KLRC will promote innovation by developing a clear plan of action which leverages the right people and the right business processes and procedures to support creativity and innovation; and
- (e) **Collaboration:** KLRC will promote strategic partnerships and engage, motivate, and retain external and internal stakeholders by aligning its strategic priorities around stakeholder expectations.

2.6 Quality Policy Statement

The Kenya Law Reform Commission is committed to excellence in legal research, public education, legislative development and policy recommendations. Our mission is to ensure that the law is consistent, harmonized, just, simple accessible, modern, and cost-effective in application. We achieve this through provision of advise, technical assistance and information to national and county governments. We embrace consultation and collaboration with State and non-State organs in legislative development. We develop own initiatives to address topical and emerging law reform issues based on policy and legislative gaps while working towards getting ISO certification to improve our internal operational efficiencies. Our work is guided by the national values and principles of governance and our commitment in ensuring that our recommendations reflect the highest standards considering the social, economic and political policies for the time being in force. The KLRC shall regularly review this Quality Policy Statement for continued relevance and shall make it available to the stakeholders.

CHAPTER THREE

Situational and Stakeholder Analysis



Situational and Stakeholder Analysis

3.0. Overview

This chapter describes the achievements, challenges, and lessons learned during the implementation period. Further it describes Strengths, weaknesses opportunities and threats in respect of Political, Economic, Social, Technological, Environmental and Legal (PESTEL) factors.

3.1 Situational Analysis

3.1.1 External Environment

The implementation of this strategic plan is likely to be affected by the dynamics in the Commission's external environment as explained in the following sections.

3.1.1.1 Macro Environment

Effective legal reforms contribute to Kenya's progress and the well-being of its citizens hence the Commission should improve its effectiveness in navigating the (PESTEL) factors while fulfilling its mission of facilitating law reform for Kenya's social, economic, and political development. This section examines external factors that impact on decision making and performance of the Commission, using the PESTEL analysis. The output of this process is presented as follows:

- (a) **Political Factors:**
 - (i) **Political stability and leadership transitions:** Political stability ensures continuity in law reform efforts, while leadership transitions may impact the commission's priorities and focus.
 - (ii) **Government policies and legal reforms:** Changes in government policies directly affect the KLRC's mandate. The Commission must adapt to new policy directions and align its recommendations accordingly.
- (b) **Economic Factors:**
 - (i) **Resource allocation and funding:** Economic conditions significantly impact the KLRC's resources. Adequate budget allocations are essential for conducting comprehensive legal research, consultations, and drafting.
 - (ii) **Financial stability:** Economic downturns or budget constraints may hinder the KLRC's effectiveness. Sustainable funding ensures the commission's ability to carry out its law reform initiatives.
- (c) **Social Factors:**
 - (i) **Cultural norms and public expectations:** Understanding cultural norms and societal expectations is crucial for understanding and proposing relevant legal reforms.

- (ii) **Human rights and inclusivity:** The Commission must consider human rights principles and ensure that legal reforms promote inclusivity, equity, and social justice.
- (d) **Technological Factors:**
 - (i) **Digital transformation and legal processes:** The KLRC must embrace digital advancements, such as electronic legal research, online consultations, and efficient data management.
 - (ii) **Access to justice:** Leveraging technology ensures that legal services are affordable and accessible to all citizens, regardless of their location or socioeconomic status.
- (e) **Environmental Factors:**
 - (i) **Environmental laws and sustainability:** Environmental concerns impact legal frameworks formulation and implementation. Climate change, natural resource management, and conservation require responsive laws.
 - (ii) **Environmental justice:** The KLRC's role includes addressing environmental challenges through legal reforms, promoting sustainable development, and safeguarding natural resources.
- (f) **Legal Factors:**
 - (i) **Constitutional alignment:** The KLRC operates within the legal framework of Kenya, primarily guided by the Constitution of Kenya, 2010. Rapid changes in the legal environment may lead to creating the need to establish mechanisms for continuous monitoring of legal developments to be reviewed.
 - (ii) **Court decisions and precedents:** Legal constraints and court decisions shape KLRC's recommendations. Staying informed about judicial interpretations is essential.

Table 3.1: Summary of Opportunities and Threats

PESTEL FACTORS	OPPORTUNITIES	THREATS
Political	<ul style="list-style-type: none"> A Commission membership with diverse knowledge on core mandate; Creation of Devolved system of governance; Establishment of law reform frameworks e.g. Steering Committee on the Government Legislative Agenda and Parliamentary Liaison, Government Legislative Agenda ; Establishment of stakeholders' interaction frameworks and platforms e.g. Establishment of The Council of County Governors under Section 19 of the Intergovernmental Relations Act (IGRA 2012), Development of Guidelines on the Framework for Coordination and Supervision of Government Business across Ministries, State Departments and Agencies; and Increased partnership and collaboration at regional and international levels. 	<ul style="list-style-type: none"> Change in Government policies and priorities; Lack of uniformity and consistency in law making; Lack of streamlined approach Standard Operating Procedures for law reform; Conflict of interests among stakeholders; and Failure to get required technical support.

PESTEL FACTORS	OPPORTUNITIES	THREATS
Economic	<ul style="list-style-type: none"> Establishment of frameworks to mobilize financial resources to support realization of KLRC projects and programs e.g. the Development Partners' Engagement Framework on Resource Mobilization for Training and Capacity Building for the Public Service; and Increasing demand for review of laws in the financial sector to spur economic growth following new fiscal and monetary policies, trade and business regulations, investment and labor laws among others. 	<ul style="list-style-type: none"> Inadequate and delayed allocation of funds by the exchequer; Failure by partners to honor obligations; Destabilization of economy due to impact of globalization; and Scarcity of resources to meet increased demands.
Socio-Cultural	<ul style="list-style-type: none"> Increasing demand for review of laws to create inclusivity for diverse categories in the population e.g. cultural diversity, demographics, public opinion, human rights, education and youth, gender equality, technological impact, and social orientation among others; A good platform to sensitize Kenyans on new/ reviewed laws; 	<ul style="list-style-type: none"> Likelihood of exclusion of some categories of the population; High costs associated with initiatives under socio-cultural factors; and Insufficient coordination and collaboration frameworks among stakeholders.
Technological	<ul style="list-style-type: none"> Enhanced service delivery; and Increasing demand for law reform to cater for constantly changing technological developments e.g. data protection. 	<ul style="list-style-type: none"> Budget constraints given rapid technological changes; Risks on integrity of Commission data through cybercrimes and related attacks; and Inability of the law reform processes to keep pace with the dynamic nature of technology.
Environmental	<ul style="list-style-type: none"> Heightened necessity for policy analysis and formulation of laws to cater for emerging environmental issues such as the global warming, natural resource management, land use planning, waste management and recycling, environmental impact assessments, marine and coastal protection, air and water quality, green infrastructure, and climate change awareness. 	<ul style="list-style-type: none"> Failure to incorporate all environmental issues in new or reviewed laws.
Legal	<ul style="list-style-type: none"> Demand for law reform given the current constitutional dispensation e.g. Devolution and Bill of Rights; Increasing demand to harmonize and modernize legal frameworks; A platform to sensitize Kenyans on the Constitution and diverse laws and regulations in varied fields; Increasing demand to align organizational policies and SOPs for different organizations with the Constitution and prevailing laws and regulations; and High demand for governance and legal compliance audit. 	<ul style="list-style-type: none"> Dynamic legal and regulatory framework; Increasing litigation; and Non-compliance with regulatory frameworks.

3.1.2. Internal Environment

Analysis of the internal environment revolves around variables such as resource capabilities, skills competencies and analysis of various areas to determine their relative contribution to the realization of the Commission mandate. The factors are categorized into three cadres namely, governance and administrative structures, internal business processes, resource and capabilities and are explained in the following sections.

3.1.1.1 Unique structure of KLRC as a law Reform Agency:

Across the Commonwealth jurisdictions, Law Reform Agencies by whatever name called, bear certain unique characteristics which enable them to discharge their responsibilities effectively. These characteristics include being permanent, authoritative, full-time, independent, generalist, consultative and implementation-minded Factors which were identified are explained below:

3.1.1.2 Internal Business Processes

- (a) **Review and Reform:** KLRC keeps all laws under review and recommends reforms. It collaborates with the Attorney-General and the Commission for the Implementation of the Constitution.
- (b) **Technical Legal Advice:** The Commission offers technical legal advice to government agencies during law reviews.
- (c) **Annual Reports:** KLRC publishes annual reports capturing its mandate, goals, achievements, and financial statements.

3.1.1.3 Resources and Capabilities.

The commission analyzed factors that enhances its strategic advantages based on examination of its distinct combination of the assets, skills and capabilities. This was done against the criteria of being valuable, scarce and durable. These factors were identified and are explained below:

- (a) **Human Resources:** KLRC relies on skilled legal professionals, researchers, and administrative staff.
- (b) **Financial Resources:** Funding is essential for research, consultations, and implementation of reforms.
- (c) **Research Capabilities:** KLRC conducts in-depth legal research to inform its recommendations.
- (d) **Collaboration:** Partnerships with other legal bodies enhance KLRC capabilities.

3.1.3. Summary of Strengths and Weaknesses

The strengths and weaknesses shape KLRC's effectiveness and areas for improvement. The strengths and weaknesses of the Commission as informed by the internal environment are outlined in Table 3.2.

Table 3.2: Summary of Strengths and Weaknesses

Factors	Strengths	Weaknesses
Governance and administrative structure	<ul style="list-style-type: none"> • Clear mandate as stipulated in the KLRC Act; • Supportive management; • Qualified, competent and committed staff; • Robust policy, legal and regulatory framework to manage project and programs of the Commission; and • Well established mechanisms for collaboration and stakeholder engagement. 	<ul style="list-style-type: none"> • Inadequate resources; and • Inadequate staffing levels.
Internal Business processes	<ul style="list-style-type: none"> • A Strategic and Transformational Organizational Structure; • Effective resource allocation mechanisms; • Effective internal controls; • Existence of Standard Operating Procedures; • Automation systems; • Elaborate risk management mechanism; • Strong vendor and supplier relationships; and • Robust performance measurement mechanism. 	<ul style="list-style-type: none"> • Delayed funding • Austerity measures
Resources and capabilities	<ul style="list-style-type: none"> • Strong institutional reputation • Competent legal expertise including drafting regulations for different sectors. • Robust international collaborations • Dynamic public education strategies • Comprehensive collaboration framework - Support from partners and Stakeholder Engagement. 	<ul style="list-style-type: none"> • Inadequate staff levels. • Budget constraints

Analysis of Past Performance

The 2018-2022 KLRC Strategic Plan was anchored on five main KRAs namely Implementation of the Constitution of Kenya, 2010 and implementation of the government's Big Four Agenda; Research and Advisory functions in KLRC for informed law reform; Effective public education on law reform matters in Kenya, Institutional Capacity and Profile of the Commission for strategic positioning in the country; and Human resource capacity building for quality service delivery.

The key achievements were realized over the implementation period as indicated below:

3.1.1.4 Key Achievements

1) KRA 1: Implementation of the Constitution of Kenya, 2010 and implementation of the government's Big Four Agenda

Under this KRA, the following legislative proposals were either developed or reviewed:

Big Four Agenda Programmes

Pillar	KLRC Project
Enhanced manufacturing	(i) Business Laws (Amendment) Bill, 2020 (Completed and enacted into law) (ii) Employment (Amendment) Bill, 2020; (Ongoing) (iii) Insurance Law (Amendment) Bill, 2020 (Ongoing) (iv) Insolvency (Amendment) Bill, 2020; (Ongoing) (v) Land (Electronic Transactions) Regulations, 2020 (Completed and published into law).
Food Security and Nutrition	(i) Kenya Food and Drug Authority Bill, 2020; (ii) Breast Milk Substitute Regulations, 2020; (iii) Livestock Bill, 2020; (iv) Livestock Regulations; and (v) Nyandarua County Agriculture and Livestock Bill, 2020.
Universal Health Coverage	(i) Draft Social Health Insurance Policy (Submitted to Ministry of Health); (ii) NHIF (Amendment) Bill, 2020 (Submitted to Ministry of Health) (iii) Public Health (Prevention, Control and Suppression of Covid-18 Rules, 2020 (completed and gazette into law)
Affordable Housing	(i) Review of the Sectional Properties Act, 2020 (Completed and enacted into law) (ii) Development of the Sectional Properties Regulations, 2021 (Completed and submitted to Ministry of Lands for gazette)ment) (iii) Draft Slum Upgrading and Prevention Bill, 2020 (Draft submitted to the State Department of Housing) (iv) The National Building Code, 2020

- In addition, a total of 69 bills were developed/reviewed and 82 national subsidiary legislation reviewed to enable implementation of the Constitution;
- 24 Bills and 4 policies were developed or reviewed to enable the implementation of the Big Four Agenda; and
- Under provision of technical assistance to MDAs and county governments, some 85 Bills including 35 County Bills were developed or reviewed and 20 sets of county subsidiary legislation prepared and submitted to the county governments.

KRA 2: Research and advisory functions in KLRC for informed law reform

During the last plan period, KLRC undertook several research projects and developed research papers on various aspects including the following:

- (a) Various desk comparative studies informing the development of the aforesaid legislative proposals;
- (b) Research on Audit of the first 150 Chapters of the Laws of Kenya.
- (c) Research on Ending Hospital Detention for Non-Payment of bills in Kenya.
- (d) Research on use of penalty and fee units: A case for Sentencing Law Reform in Kenya.
- (e) Research on the policy, legal, and institutional framework of associations and partnerships among county governments in Kenya-County regional blocs;
- (f) Research on improving Service Delivery in Magistrates Courts in Kenya.

2) KRA 3: Effective public education on law reform matters in Kenya

KLRC developed and distributed 51 County model laws on agriculture, health, county tourism, planning, animal control, pollution and water provision and sanitation. Other county model laws developed during the last plan period included Revenue administration laws, Trade licensing, finance and county property rating laws. In addition, KLRC distributed branded copies of the Constitution and the copies of the Guide to Legislative Process in Kenya whose content was intended to build county legislative development and policy formulation capacities. KLRC also developed and disseminated IEC materials, including brochures and fliers on law reform.

3) KRA 4: Institutional capacity and profile of the Commission for strategic positioning in the country

To enhance the institutional capacity and profile for strategic positioning in Kenya, the Commission developed various promotional materials and paid courtesy calls to the governors in the following counties; Kitui, Machakos, Makueni, Kisii, Migori, Nyamira, Kisumu, Nandi, Kericho, Uasin Gishu, Bomet, Elgeyo-Marakwet, Baringo, Trans Nzoia, Mombasa, Kilifi, Kwale, Meru, Tharaka-Nithi, Nyeri, and Laikipia. KLRC also increased its internet bandwidth and revamped its online presence which resulted in growth in its social media presence. The Commission also implemented an ERP system for supply chain management and accounts departments.

4) KRA 5: Human resource capacity building for quality service delivery

The implementation of the 2018-2022 Strategic Plan couldn't have been possible without a motivated workforce. In accordance with the Salaries and Remuneration Commission guidelines, KLRC implemented a new salary structure in 2018. Further, a job evaluation was done in 2020 and a skills gap analysis to determine the skills that needed enhancement for effective service delivery. Moreover, an automated staff performance management was adopted. KLRC also undertook vaccination for staff to mitigate the adverse effects of Covid-19 pandemic which came mid-way during the implementation of the 2018-2022 Strategic Plan.

3.1.1.5 Challenges

During the implementation of the last Strategic Plan, KLRC faced the challenges listed in Table 3.3 below with respective mitigation measures:

Table 3.3. Challenges and Mitigation Measures

Challenge	Mitigation Measures
Multiplicity of law reform initiatives	<ul style="list-style-type: none"> Establishing a streamlined law reform framework through preparation and approval of regular law reform programs to address flagship projects; Collaboration with other agencies in legislative process; and Positioning KLRC as reference point and Centre for law reform initiatives.
Inadequate office space	<ul style="list-style-type: none"> Securing additional office space; and Undertaking office re-partitioning
Inadequate staffing levels	<ul style="list-style-type: none"> Recruiting staff to replace those exiting the Commission; and Reviewing human resource instruments.
Inadequate funding from the exchequer	<ul style="list-style-type: none"> Continuous development and submission of annual budgets and work plans to the National Treasury; Developing and implementing a resource mobilization strategy; and Partnering with MDACs in funding law reform projects.
Inadequate post enactment scrutiny	<ul style="list-style-type: none"> Carrying out continuous audit of laws Developing a comprehensive monitoring and evaluation of enacted legislation
Covid-19 pandemic	<ul style="list-style-type: none"> Adherence to specified health protocols; and Leveraging on technology to conduct Commission business.

Lessons learnt

The following are the lessons learnt during the plan period under review:

- The significance of involving stakeholders in the strategic planning process by adopting a participatory and consultative approach. This has helped the Commission to gain new insights and perspectives and tap into collective wisdom, identify blind spots, and ensure that the strategic plan resonated with the needs of various stakeholders.
- An effective strategic plan requires ownership by all parties. This ownership fosters commitment and accountability for effective and efficient implementation.
- The strategic plan should be aligned to the budget that is, aligned to the available resources, timelines, and organizational capacity. Commission has emerged stronger, having navigated budget constraints, staff changes, and external disruptions.
- The KLRC recognized the importance of consistent leadership for successful implementation. Ensuring strategic leadership, a smooth transition and continuity of leadership is vital for sustained progress. Continuous capacity building of staff is key in the implementation of a Strategic Plan;
- Alignment of Strategic Plan to priority national goals creates synergies with other public agencies. Alignment of the departmental work plans, budgets, and procurement plans to the Strategic Plan enhances implementation;
- Sustained collaboration with stakeholders is key to successful law reform;
- Leveraging on ICT allows efficiency and effectiveness in service delivery;
- Knowledge management enhances capacity and performance in the implementation of the Plan; and
- Regular review of Strategic Plan to align the activities of KLRC with the prevailing environment is necessary.

3.1 Stakeholder Analysis

The Commission undertook a stakeholder analysis to determine the role of each stakeholder, their expectations, and its expectations from each of the stakeholders. The outcome of this analysis is outlined in Table 3.4.

Table 3.4 Stakeholder Analysis

Name of Stakeholder	Role	Stakeholder's expectation of KLRC	KLRC expectation of the stakeholders
INTERNAL STAKEHOLDERS			
Chairperson and Commissioners	<ul style="list-style-type: none"> Governance Oversight Approvals of policies, plans and budget. To provide Strategic direction 	<ul style="list-style-type: none"> Timely implementation of approved strategies and policies Prudent management of resources Creativity and innovation Transparency and accountability Compliance with legal requirements High level of professionalism Timely and quality reports Continuous performance improvement 	<ul style="list-style-type: none"> Uphold good corporate governance Provide strategic and policy direction Support in resource mobilization and networking Timely approval of operational policies Approve key policies and plans
KLRC Staff	Implementers of this Strategic Plan	<ul style="list-style-type: none"> Career growth Competitive remuneration Conducive working environment Fair administrative processes Compliance with relevant legislation, regulations, and policies. Training and Development 	<ul style="list-style-type: none"> High performance Uphold high professional standards Compliance with relevant legislation, regulations, and policies. Demonstrate continuous improvement Adherence to the KLRC's core values
EXTERNAL STAKEHOLDERS			
The Executive	<ul style="list-style-type: none"> Policy Oversight Budget provision Appointment of the Chairperson 	<ul style="list-style-type: none"> Compliance with the relevant provisions of the law Proper and prudent utilization of allocated resources 	<ul style="list-style-type: none"> Timely appointments Adequate budgetary provision
Parliament	Legislation, policy development, oversight, budget and resource allocation	<ul style="list-style-type: none"> Technical assistance Pre-publication scrutiny of Bills and statutory instruments Development of legislation Legal Public education Advisory opinions. 	<ul style="list-style-type: none"> Enactment of bills Public education Legal Research Advisory opinions Review of legislation Training Public participation. Funding support

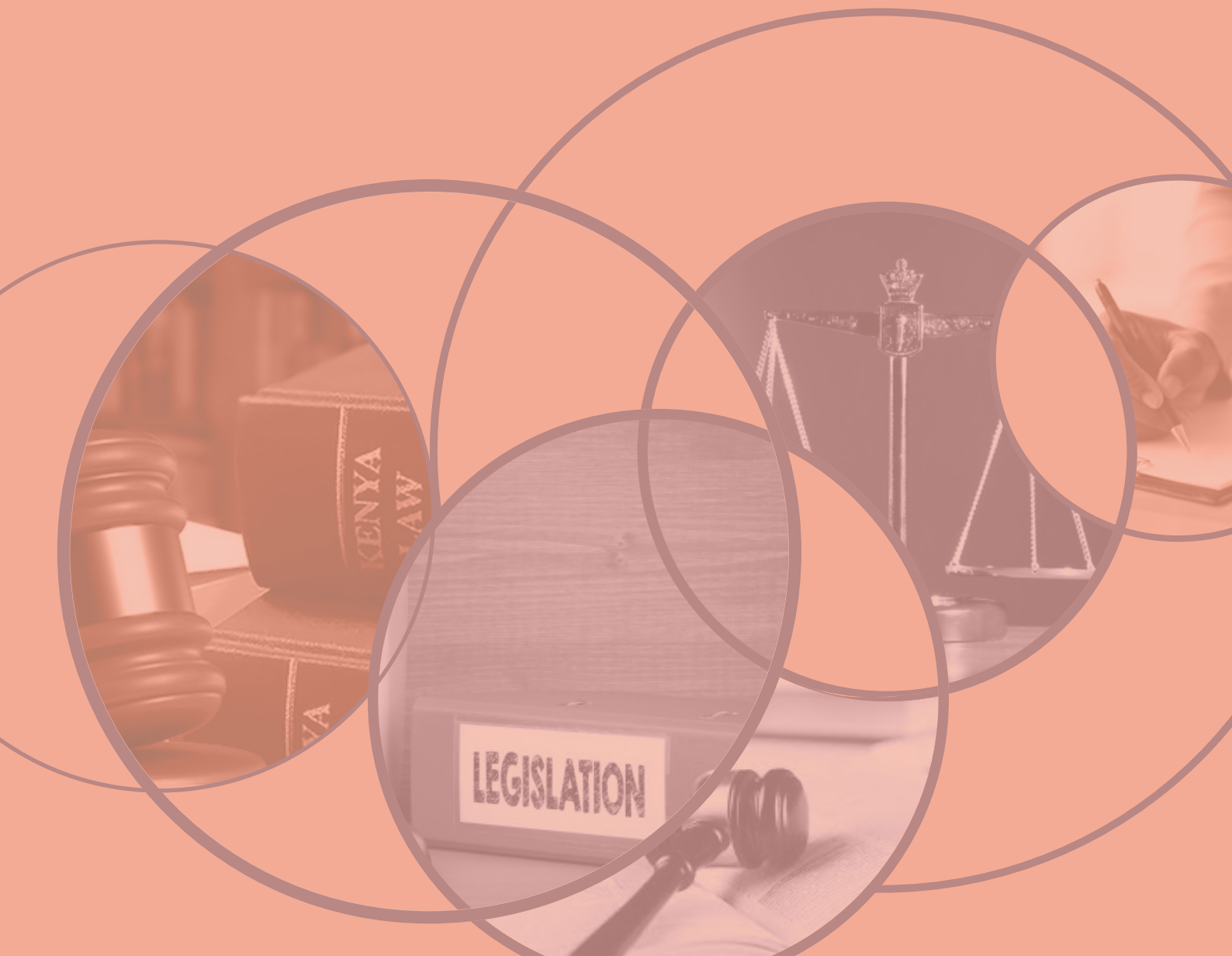
Name of Stakeholder	Role	Stakeholder's expectation of KLRC	KLRC expectation of the stakeholders
Office of the Attorney-General and Department of Justice	Principal legal advisor to government, and budget facilitation. References for law reform.	<ul style="list-style-type: none"> High performance of mandate as provided for in the KLRC Act. Prudent management of resources Promote transparency and accountability Timely submission of reports 	<ul style="list-style-type: none"> Provide strategic and policy directions Timely disbursements of Government of Kenya funds Resource mobilization Intervene on allocation of funds to the KLRC
Office of Prime cabinet Secretary	Coordination of government legislative agenda across all MDAs	<ul style="list-style-type: none"> Collaboration and political support Facilitation 	<ul style="list-style-type: none"> Facilitation in law reform process Collaboration
The National Treasury and Planning	Economic policy formulation and provision of financial management guidelines, capacity building on planning and financial management. Allocation of budgetary resources	<ul style="list-style-type: none"> Prudent management of allocated resources. Compliance with applicable policies, circulars, guidelines, laws, and regulations. Mobilize resources to supplement government allocation. Timely completion of projects and programmes Timely submission of quality reports 	<ul style="list-style-type: none"> Timely provision of financial resources to fund KLRC's projects and programs Timely approval of proposed projects/programs Mobilization of additional resources Timely approval of budget requests
Development Partners	Collaborations and partnerships, Technical, Financial support and knowledge sharing	<ul style="list-style-type: none"> Alignment of KLRC's projects and programmes to their priority areas Prudent financial management. Timely completion of projects and programmes. Timely submission of relevant reports Opportunities for collaborations and linkages 	<ul style="list-style-type: none"> Provision of financial and technical resources for the programmes Opportunities for collaborations and linkages
County Governments	Law reform and Policy development	<ul style="list-style-type: none"> Provision of legal technical assistance Quality legal public education and dissemination of IEC materials on law reform 	<ul style="list-style-type: none"> Opportunities for collaboration and linkages Reasonable timelines on requesting for legal assistance
Council of Governors	Coordination of county functions	<ul style="list-style-type: none"> Provision of legal technical assistance Quality legal public education and dissemination of IEC materials on law reform 	<ul style="list-style-type: none"> Partnerships in law reform Reference of law reform issues

Name of Stakeholder	Role	Stakeholder's expectation of KLRC	KLRC expectation of the stakeholders
Inter-Governmental Relations Technical committee	Unbundling and allocation of functions between Counties and National Government	<ul style="list-style-type: none"> Provision of legal technical assistance 	<ul style="list-style-type: none"> Partnerships in law reform
National Council on the Administration of Justice (NCAJ)	Sector player on actualization on the access to justice	<ul style="list-style-type: none"> Provision of legal technical assistance in review and drafting of bills Public participation in policy making Timely submission of requisite reports 	<ul style="list-style-type: none"> Reasonable timelines in requesting for legal technical assistance. Opportunities for collaborations and linkages
Law Society of Kenya (LSK)	Industry Representatives for lawyers, issuance of advisories on public interest matters	<ul style="list-style-type: none"> Quality legal reform services Relevant legal technical advice to respective MDAs 	<ul style="list-style-type: none"> Opportunities for partnerships and collaborations Public participation in policy making Perform their role as stipulated in the KLRC Act Oversight of KLRC staff who are members of LSK
Judiciary	Interpretation of laws, dispute resolution,	<ul style="list-style-type: none"> Technical assistance in reviewing laws, Public participation in public policy making Collaboration 	<ul style="list-style-type: none"> Law reform reference emanating from judgments Reasonable timelines when requesting for legal technical assistance Collaboration and partnerships
Constitutional Commissions and Independent Offices	<ul style="list-style-type: none"> Protect the sovereignty of the people Ensure adherence to democratic values and principles Promote constitutionalism 	<ul style="list-style-type: none"> Collaboration and partnerships in policy making Technical assistance in review and drafting election laws Compliance with regulations, circulars, national values and principles of governance Commitment to high performance and productivity 	<ul style="list-style-type: none"> Set ethical standards and enforce rules of conduct Collaboration and partnerships in law reform
Ministries, Departments, and Agencies (MDAs)	Implementation of government agenda, collaboration on legislation/policy making processes	<ul style="list-style-type: none"> Provision of legal technical assistance Public participation in public policy making 	<ul style="list-style-type: none"> Reasonable timelines when requesting for legal technical assistance Collaboration and partnerships
Office of Director of public prosecution (ODPP)	Prosecution of criminal cases	<ul style="list-style-type: none"> Provision of legal technical assistance Public participation in public policy making 	<ul style="list-style-type: none"> Reasonable timelines when requesting for legal technical assistance Collaboration and partnerships
Media	Publicity and awareness	<ul style="list-style-type: none"> Objective reporting on issues relating to law reform Public participation, education & awareness Mainstreaming law reform issues in public debates 	<ul style="list-style-type: none"> Timely information on major Commission's activities Prepare and disseminate IEC materials for public education on law reform

Name of Stakeholder	Role	Stakeholder's expectation of KLRC	KLRC expectation of the stakeholders
Research Institutions	Collaboration on legal research,	<ul style="list-style-type: none"> Technical legal assistance Collaboration framework 	<ul style="list-style-type: none"> Research Partnerships Open communication channels
Private sector	Partnerships,	<ul style="list-style-type: none"> Partnerships in resource mobilization. Provision of investment and technology. Leverage and research on socio-economic issues. 	<ul style="list-style-type: none"> Develop programs on law reforms Participation and collaboration in law reform Create enabling environment for service delivery
NGOs and Civil Society groups	Public interest's advocates	<ul style="list-style-type: none"> Timely communication on their queries Action on their law reform issues Collaborations in legal and policy formulations 	<ul style="list-style-type: none"> Partnerships in projects execution Participation and collaboration in law reform Feedback on law reform
Public	Feedback	<ul style="list-style-type: none"> Quality service and value for money Timely response to public complaints Timely information sharing and dissemination Prudent utilization of resources opportunities for engagements Good corporate image 	<ul style="list-style-type: none"> Informed and timely provision of feedback Proposal for law reform
Service providers	Provision of various services	<ul style="list-style-type: none"> Timely communication, and payments for their services Fairness 	<ul style="list-style-type: none"> Timely delivery of quality services and products Professionalism in undertaking their obligations Integrity
Regional and International Organizations	Spearhead regional and international interests	<ul style="list-style-type: none"> Implementation of their law reform proposals 	<ul style="list-style-type: none"> Communication on law reform issues

CHAPTER FOUR

Strategic Issues, Goals and Key Result Areas



Strategic Issues, Goals and Key Result Areas

4.0. Overview

This Chapter presents strategic issues arising from situational and stakeholder analyses and forms the basis of strategic goals and key result areas. The Commission is expected to address these strategic issues to achieve the mission and realize the vision.

4.1 Strategic Issues

These issues form the basis for the formulation of strategic goals and respective Key Results Areas. The strategic issues are:

- (a) Multiplicity of law reform initiatives;
- (b) Misaligned laws to the Constitution;
- (c) Misaligned laws to the national development agenda;
- (d) Review of unconstitutional laws;
- (e) Demand for evidence-based law reform;
- (f) Responsiveness to emerging areas of the law;
- (g) Post enactment scrutiny and assessment of legislation;
- (h) Conformity with public participation legal framework;
- (i) Sensitization of the public on law reform;
- (j) Unstructured stakeholder engagement;
- (k) Un-streamlined approaches to law reform
- (l) Compliance with the principles of good corporate governance;
- (m) Inadequate institutional capacity.

4.2 Strategic Goals

This Strategic Plan sets out the following five strategic goals to be pursued during the planning period:

- a) Legal framework conforming to the Constitution
- b) Strengthened evidence-based law reform
- c) Informed citizenry on law reform
- d) Inclusive and sustainable law reform; and
- e) A model law reform agency.

4.3 Key Result Areas

1) KRA 1: Legislative Reform and Development

Under this KRA, KLRC shall provide quality advice, technical assistance and information to the national and county governments with regard to the reform or amendment of a branch of the law. This entails facilitating development of legislative proposals in form of draft Bills and preparing reports in form of recommendations for law reform. This exercise is discharged either on KLRC's own motion or upon request by the respective agencies of the national or county government. This assistance MDAs also includes working with the Ministry responsible for EAC matters in the

development of legislative proposals for the implementation of the EAC Treaty.

2) KRA 2: Legal Research

KLRC shall, upon request or on its own motion, undertake research and comparative studies relating to law reform. The research reports shall be the basis of preparing legislative proposals and recommendations and shall be disseminated through public education fora and publication in the KLRC journal. Research by other agencies including universities shall complement KLRC's own research. KLRC shall also equip and modernize its Resource Centre to internally facilitate this initiative. The scope of research will be on contemporary legal and social issues relevant to law reform.

3) KRA 3: Public Education

KLRC shall undertake public education on matters relating to law reform through various methodologies including conducting workshops, public *barazas* to explain the content of proposed law reform initiatives, dissemination of research reports and IEC materials and engagement with the public through the media and regular publication of the KLRC Journal on law reform. Public education on law reform is undertaken as a component of public participation in law-making and therefore KLRC shall adhere to public participation principles such as adequate notice, inclusivity, and innovation.

4) KRA 4: Stakeholder Collaboration and Engagement

KLRC shall consult and collaborate with State and non-State organs, departments or agencies in the formulation of legislation to give effect to the social economic and political policies. KLRC shall take deliberate steps to forge working partnerships with key stakeholders in the legislative development process including MDACs, devolved institutions, Judiciary, professional bodies, Civil Society and development partners.

5) KRA 5: Institutional Strengthening

In order to position itself to best deliver on its mandate, KLRC will transform itself into a Centre of excellence through institutional strengthening. This will entail strengthening its corporate governance, continuous human resource and infrastructural capacity building, internal process re-engineering, leveraging on ICT, resource mobilization, increasing its visibility and enhancing its collaborative frameworks to gain synergies.

4.4. Strategic Issues, Goals, and Key Result Areas

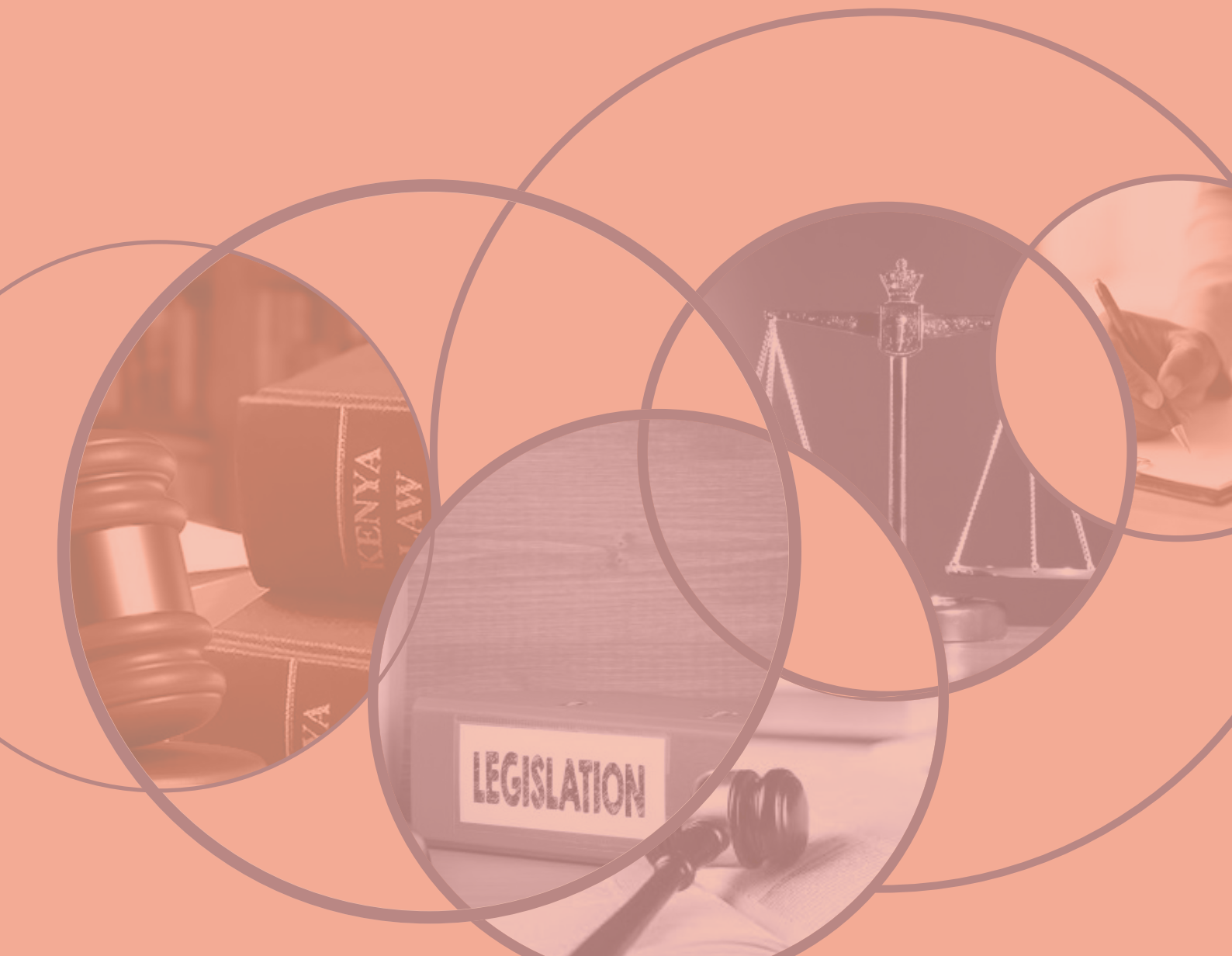
Situational and stakeholder analyses were undertaken in line with the mandate of the Commission. The outcome of the analysis is highlighted in Table 4.1 outlining the Strategic Issues, Goals and Key Result Areas.

Table 4.1. Strategic Issues, Goals, and KRAs

Strategic Issue	Goal	Key Result Areas (KRAs)
(i) Multiplicity of law reform initiatives; (ii) Misaligned laws to the Constitution; (iii) Misaligned laws to the national development agenda; (iv) Review of unconstitutional laws;	A robust legal framework that conforms to the Constitution.	Legislative Reform and Development.
(i) Demand for evidence-based law reform; (ii) Responsiveness to emerging areas of the law; (iii) Post enactment scrutiny and assessment of legislation;	A Centre of excellence for evidence-based law reform.	Legal Research.
(i) Conformity with public participation legal framework (ii) Inadequate sensitization of the public on law reform	An informed citizenry on matters relating to law reform.	Public Education.
(i) Unstructured stakeholder engagement (ii) Un-streamlined approaches to law reform	An inclusive and sustainable law reform.	Stakeholder Collaboration and Engagement.
(i) Compliance with the principles of good corporate governance; (ii) Inadequate institutional capacity.	A model law reform agency.	Institutional Strengthening.

CHAPTER FIVE

Strategic Objectives and Strategies



Strategic Objectives and Strategies

5.0. Overview

This Chapter presents strategic objectives, strategies, outcomes, and annual projections as well as Strategic choices that the Commission needs to address to actualize the mission and vision.

5.1. Strategic Objectives

Guided by the strategic goals and KRAs, KLRC has set the strategic objectives shown below which will transform KLRC and re-engineer its approach to law reform to meet the high demand for reform and review of legislation, grow and sustain its own law reform initiatives and strengthen the institution to ensure its people, processes, policies are geared for transformation.

Table 5.1. Outcomes and Annual Projections

Strategic Objective	Outcome	Outcome Indicator	Projections				
			Y1	Y2	Y3	Y4	Y5
KRA 1: Legislative Reform and Development							
To align laws to the Constitution.	Enhanced alignment of law to the Constitution.	Ensuring 100% compliance of laws targeted for review	100	100	100	100	100
	Enhanced development of subsidiary legislation	% Of laws and subsidiary legislation developed	100	100	100	100	100
To provide quality advice and technical assistance to the MDACs	Quality advice and legislative frameworks for MDCA's	% Of Bills developed/ reviewed	100	100	100	100	100
KRA 2: Legal Research							
To undertake evidence-based law review and policy advisories	Enhance legal research framework	Approved legal research policy and procedures manual	1	-	-	-	-
	Enhanced legal research activities	No. of research legal activities (Research works, conferences, and journals)	2	2	2	2	2
KRA 3: Public Education							
To enhance public awareness in law reform	Enhanced public awareness on law reform	% Increase in public awareness on law reform	5	10	15	20	25
KRA 4: Stakeholder Collaboration and Engagement							
To enhance strategic engagement for law reform	Enhanced collaboration with stakeholders	No. of new partnerships established	1	1	1	1	1

Strategic Objective	Outcome	Outcome Indicator	Projections				
			Y1	Y2	Y3	Y4	Y5
KRA 5: Institutional Strengthening							
To strengthen corporate governance for enhanced service delivery	Enhanced compliance with the legal and regulatory framework	Level of compliance	100	100	100	100	100
To strengthen financial sustainability	Enhanced financial sustainability	% Increase in exchequer allocation	5	5	5	5	5
		% Increase in grants from development partners	3	5	7	8	10
To strengthen strategic human resource management	Enhanced institutional performance and productivity	Level of satisfaction on the staff	5	5	5	5	5
To improve internal operational efficiency	Enhanced internal working procedures	Level of compliance with international standards	100	100	100	100	100
To improve KLRC infrastructure for operational efficiency	Improved efficiency in service delivery	% Increase in client satisfaction	5	10	15	20	25
To strengthen corporate performance management	Improved compliance with the legal and regulatory framework	% in compliance	100	100	100	100	100
To leverage on ICT for enhanced operational efficiency	Enhanced efficiency in service delivery	Level of digitalization	5	5	5	5	5
To improve KLRC records management service	Improved records management	% Increase in records management	10	15	20	25	30

5.2. Strategic Choices

The strategic choices of this Strategic Plan are in accordance with the strategic objectives outlined in section 5.1 above and outlined in table 5.2 below:

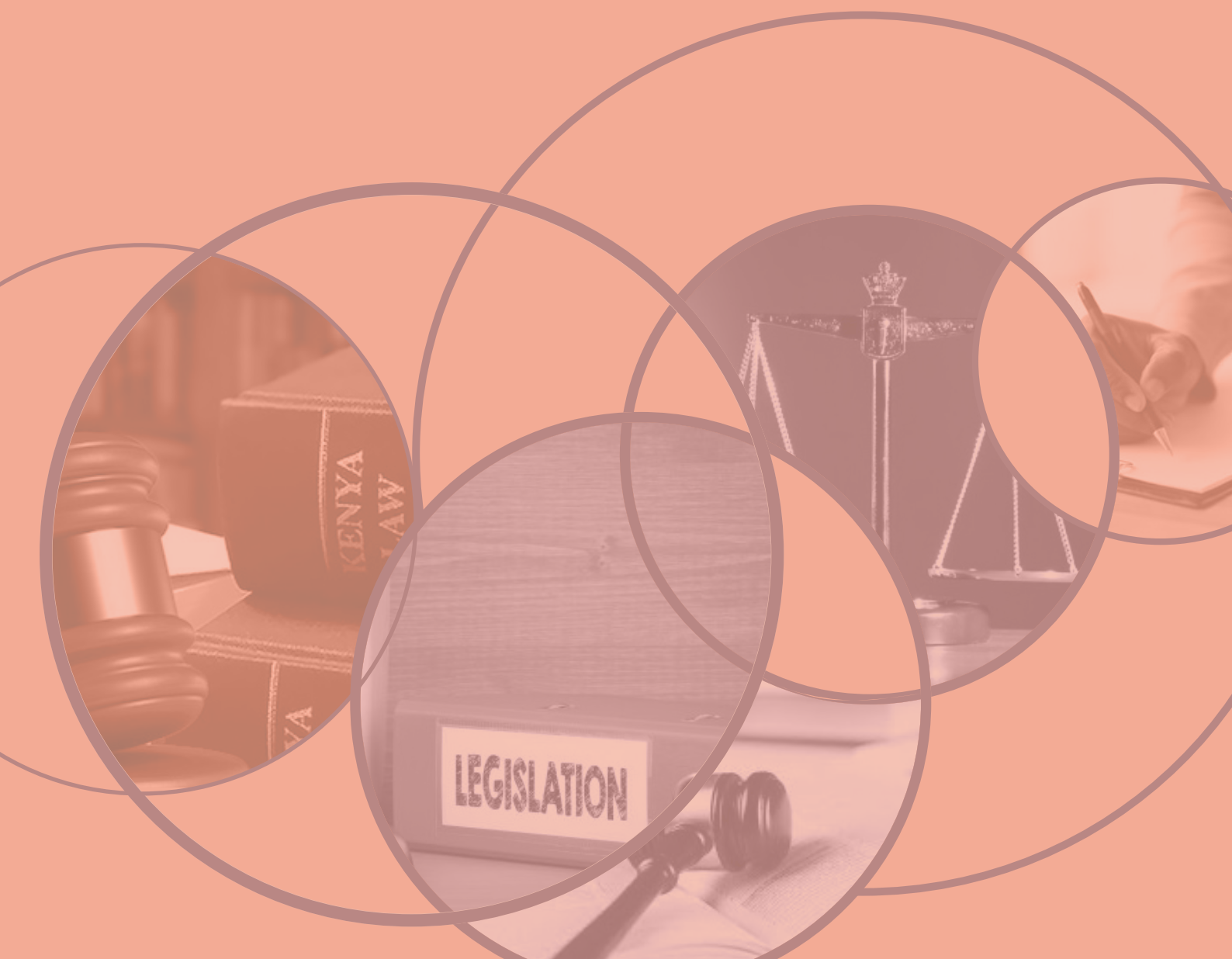
Table 5.2. Strategic Objectives and Strategies

Key Result Areas	Strategic Objective (s)	Strategies
Legislative Reform and Development	To align laws to the Constitution	Review laws for reform
		Determine laws for reform and make recommendations for reform
	To provide quality advise and technical assistance to the MDACs	Support the development of the Government Legislative Agenda (GLA)
		Formulate quality legislative proposals to implement BETA/MTP IV upon request
		Support county governments to review or develop legislation
Legal Research	To undertake evidence-based law review and policy advisories	Enhance capacity of the Commission for quality legal research and law reform methodologies.
		Develop and implement the framework for the Commission's own law reform program
		Strengthen knowledge management and Information Resource Centre
	To be the ultimate repository/ depository of law reform initiatives	Repository for law reform initiatives in Kenya
		Disseminate knowledge and research outputs
Public Education	To enhance public awareness in law reform	Strengthen public education framework
Stakeholder Collaboration and Engagement	To enhance strategic collaboration to facilitate engagement for law reform	Establish strategic partnership and collaborations

Key Result Areas	Strategic Objective (s)	Strategies
Institutional Strengthening	To strengthen corporate governance for enhanced service delivery	Enhance the effectiveness of the Commission
		Enhance the policy and legal framework of the Commission
		Enhance audit and risk management framework
	To strengthen financial sustainability	Enhance Resource mobilization
		Ensure prudent utilization of financial resources
	To strengthen strategic human resource management	Undertake human resource planning
		Develop employee competencies
		Improve staff welfare
	To improve internal operational efficiency	Improve internal working procedures and policies for ISO certification
	To improve KLRC infrastructure for operational efficiency	Enhance infrastructure
	To strengthen corporate performance management	Enhance implementation, monitoring, and evaluation of corporate programs
		Review the corporate performance management framework
	To leverage on ICT for enhanced operational efficiency	Automation and digitization of KLRC processes
	To improve KLRC records management service	Strengthen the records management systems

CHAPTER SIX

Implementation and Coordination Framework



Implementation and Coordination Framework

6.0. Overview

This chapter outlines the implementation plan, highlights the Strategic Plan operationalization, accountability framework and the organizational structure to aid in the implementation of the Plan.

6.1 Implementation Plan

The Commission has developed a framework to operationalize the Strategic Plan. This framework consists of the action plan, budgeting, and performance contracting. The elements of this framework are discussed in the sections that follow.

6.0.1. Action Plan

The action plan for implementing the strategic plan is captured in the implementation matrix (Annex 1), which constitutes the Strategic Issues, Strategic Goals, KRA, Outcomes, Strategic Objectives, Strategies, Key Activities, Expected Outputs, Output Indicators, Annual Targets, Annual Budgets, and responsibility for execution of the activities.

6.0.2. Annual Work Plan and Budget

The Commission will prepare annual work plans that are aligned with annual budgets to ensure that all the activities under this Plan are adequately funded, and resources allocated optimally.

6.0.3. Performance Contracting

The Commission is cognizant of the performance contracting regulations and will align the annual work plans with the objectives set out in this Strategic Plan.

6.2. Coordination Framework

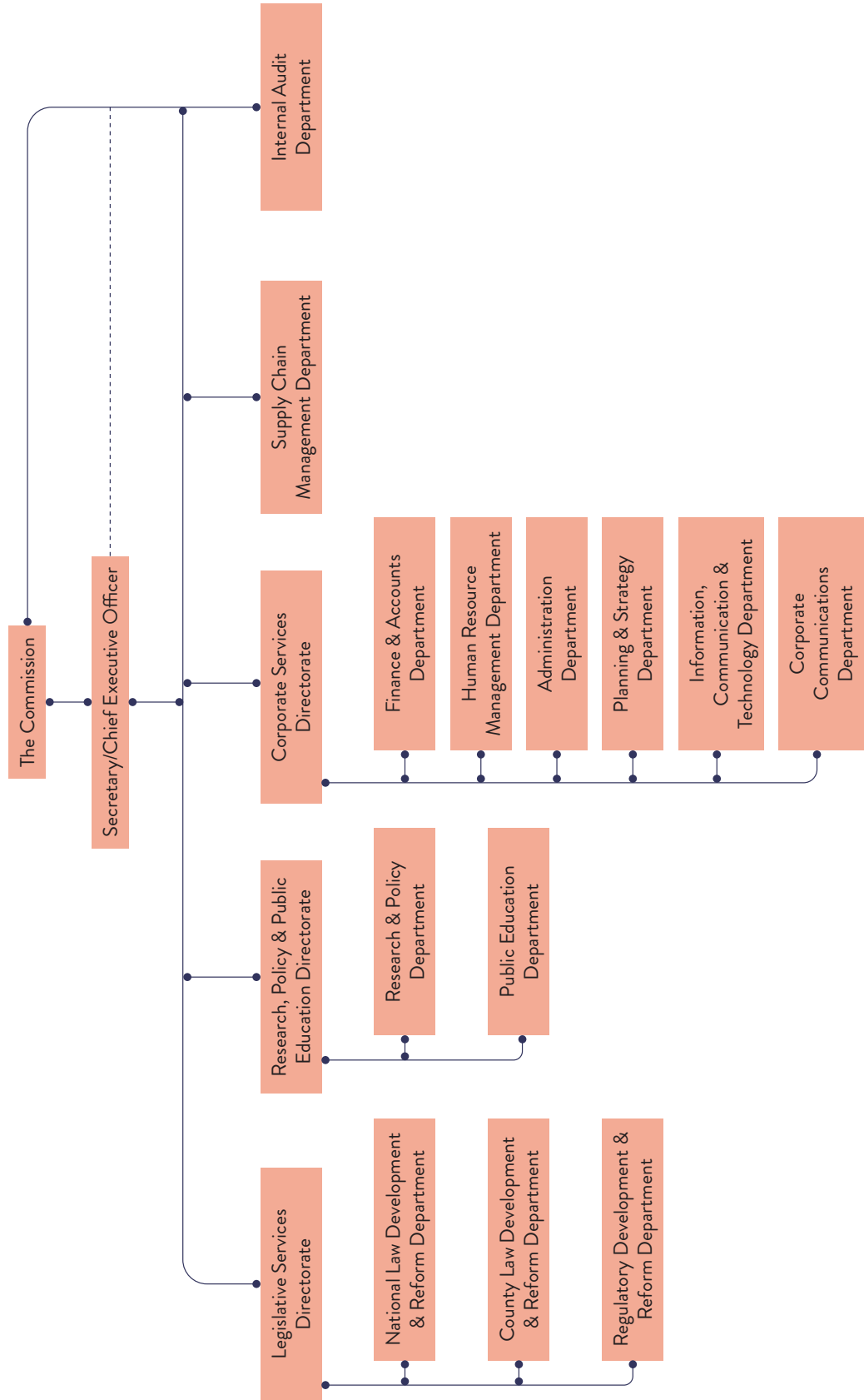
This Strategic Plan will be implemented through cascading of responsibilities to relevant offices. The Secretary/CEO will develop and cascade annual work plans to the heads of Directorates for implementation in their respective departments. The departments will be charged with responsibility of planning and implementing projects and programs specific to them. An implementation matrix has been prepared to facilitate allocation of tasks and responsibilities across all Directorates in the Commission.

6.2.1 Institutional Framework

The Commission, comprising of the Chairperson and Members, is the governing organ responsible for providing policy and strategic direction as well as oversight for the delivery of the KLRC's mandate. The Secretary/Chief Executive Officer heads the Secretariat and is responsible for day-to-day administration and supervision of staff.

The Commission has developed the organizational structure, figure 6.1, on which the implementation of this Plan is anchored. This structure outlines reporting relationships in the Commission.

Figure 6.1 –Organization Structure



6.2.2 Staff Establishment, Skills Set and Competence Development

Successful implementation of the Strategic Plan requires optimally staffed organization. The Commission has a staff establishment of 291 members of staff. However, only 66 positions are occupied, leaving a staff variance of 76.23% percent as presented in the staff establishment table. The Commission will endeavor to achieve an optimal staff establishment that ensures operational efficiency in the discharge of its mandate and functions and achievement of the strategic programmes and priorities of the Commission. Regular reviews will be conducted to assess and adjust the staffing levels as necessary. The annexed table 6.2 illustrates the detailed status of KLRC staffing distributed by grade and cadre.

Summary of Staff Establishment

Cadre	Approved Establishment (A)	Optimal Staffing Levels (B)	In-Post (C)	Variance (B-C)
KLRC 1	1	1	1	0
KLRC 2	3	3	0	3
KLRC 3	4	4	1	3
KLRC 4	4	4	2	2
KLRC 5	42	42	13	29
KLRC 6	45	45	12	53
KLRC 7	46	46	15	26
KLRC 8	48	48	6	33
KLRC 9	33	33	9	19
KLRC 10	23	23	4	15
KLRC 11	25	25	0	25
KLRC 12	17	17	4	13
	291	291	69	222

Table 6.3: Skills set and competencies

Cadre	Skills set	Skills gap	Competence development
KLRC 1	<ul style="list-style-type: none"> Track history of creativity, innovation, self-drive, result orientation and ability to handle a sensitive public or private institution. Exceptional visionary leadership and negotiations skills Excellent interpersonal and communication skills, strong analytical and team capacities and high professional and ethical standing. Demonstrated familiarity with donor funding and resource mobilization. 	<ul style="list-style-type: none"> Financial Management Stakeholder engagement Change Management 	<ul style="list-style-type: none"> Leadership and strategic vision Policy analysis and development Governance and stakeholder management Financial Management Research and development Team building and staff management Networking and fundraising
KLRC 2	<ul style="list-style-type: none"> Leadership skills Negotiation skills People management skills Communication skills Problem-solving skills Presentation skills Adaptability Innovative Critical thinking Strategic thinking 	<ul style="list-style-type: none"> Strategic Leadership Policy analysis and research Communication and stakeholder engagement Financial management 	<ul style="list-style-type: none"> Leadership Strategic planning Policy development and analysis Research and data analysis Financial management Advocacy and communication Public policy and development
KLRC 3	<ul style="list-style-type: none"> Leadership skills Negotiation skills People management skills Communication skills Problem-solving skills Presentation skills Critical thinking Strategic thinking. 	<ul style="list-style-type: none"> Policy development and analysis Financial management Team management 	<ul style="list-style-type: none"> Leadership Strategic planning Public policy analysis and research Financial management Stakeholder engagement
KLRC 4	<ul style="list-style-type: none"> Leadership skills Strategic management skills Problem-solving skills Conflict management Supervisory skills Communication skills Interpersonal skills Organizational skills Team building; and Analytical skills Critical thinking Ability to work under pressure 	<ul style="list-style-type: none"> Leadership Strategic thinking Policy analysis and development Stakeholder engagement 	<ul style="list-style-type: none"> Leadership Policy analysis and research Financial management Stakeholder engagement Advocacy and public relations Project planning and management Change management
KLRC 5	<ul style="list-style-type: none"> Communication skills Strategic management skills Problem-solving skills Interpersonal skills Organizational skills Analytical skills Presentation skills Computing skills Negotiation skills 	<ul style="list-style-type: none"> Technical skills Managerial skills Interpersonal skills 	<ul style="list-style-type: none"> Strategic management and planning Policy research and analysis Leadership and management Stakeholder engagement and networking Financial management

KLRC 6	<ul style="list-style-type: none"> Functional skills Computing skills Communication skills Supervisory skills Creativity Innovativeness Professional Ethics and Values. 	<ul style="list-style-type: none"> Leadership and strategic thinking Policy development and analysis Stakeholder management Financial and resource management Team building and management. 	<ul style="list-style-type: none"> Basic data analysis Knowledge of public policy Policy analysis and development Leadership skills Stakeholder engagement Organizational management Networking and relationship building Ethical Conduct Planning, monitoring and evaluation
KLRC 7	<ul style="list-style-type: none"> Communication and interpersonal skills Attention to detail and accuracy. Presentation skills Computer skills Negotiation skills Conflict management skills Organizational skills 	<ul style="list-style-type: none"> Communication skills Safety and emergency procedures Customer service Adaptability and problem-solving skills 	<ul style="list-style-type: none"> Technical skills Communication skills Customer service Integrity and discipline
KLRC 8	<ul style="list-style-type: none"> Communication and interpersonal skills Presentation skills Computer skills Organizational skills Information management Problem-solving skills Decision-making skills Stress tolerance 	<ul style="list-style-type: none"> Customer service First Aid and Emergency response Adaptability and time management Road safety regulations 	<ul style="list-style-type: none"> Safety awareness Customer service Vehicle maintenance Ethical conduct
KLRC 9	<ul style="list-style-type: none"> Communication and interpersonal skills Attention to detail and accuracy Computer skills Conflict management skills Organizational skills Information management Problem-solving skills 	<ul style="list-style-type: none"> Administrative skills Technology proficiency Communication skills Problem solving abilities Flexibility and adaptability 	<ul style="list-style-type: none"> Administrative skills Time management Customer service Problem-solving Adaptability and flexibility Attention to detail. Professionalism Teamwork
KLRC 10	<ul style="list-style-type: none"> Communication and interpersonal skills Attention to detail and accuracy Presentation skills Computer skills Organizational skills Information management Problem-solving skills 	<ul style="list-style-type: none"> Administrative skills Technology proficiency Communication skills Problem solving abilities Teamwork and Collaboration Flexibility and adaptability 	<ul style="list-style-type: none"> Administrative skills Communication skills Time management Organizational skills Customer service Problem-solving Adaptability and flexibility Attention to detail. Professionalism Teamwork

KLRC 11	<ul style="list-style-type: none"> • Communication and interpersonal skills • Attention to detail and accuracy • Presentation skills • Computer skills • Conflict management skills • Organizational skills • Information management • Problem-solving skills 	<ul style="list-style-type: none"> • Administrative skills • Technology proficiency • Communication skills • Problem solving abilities • Teamwork and collaboration • Flexibility and adaptability 	<ul style="list-style-type: none"> • Administrative skills • Communication skills • Time management • Organizational skills • Customer service • Problem-solving • Adaptability and flexibility • Attention to detail. • Professionalism • Teamwork
KLRC 12	<ul style="list-style-type: none"> • Communication and interpersonal skills • Attention to detail and accuracy • Computer skills • Organizational skills • Information management • Problem-solving skills 	<ul style="list-style-type: none"> • Administrative skills • Technology proficiency • Communication skills • Problem solving abilities • Teamwork and collaboration • Flexibility and adaptability 	<ul style="list-style-type: none"> • Administrative skills • Communication skills • Time management • Organizational skills • Customer service • Problem-solving • Adaptability and flexibility • Attention to detail. • Professionalism • Teamwork

6.2.3 Leadership and Management

The Commission will provide strategic direction of the KLRC. The Secretary/CEO will provide will be in charge of day-to-day management of the Secretariat in the discharge of its operational responsibilities, through three directorates namely: Legislative Services Directorate; Research, Policy and Public Education Directorate and Corporate Services Directorate. Each directorate has functional departments, whose staff will carry out duties to discharge the Commission's mandate and functions and implement this Strategic Plan.

Reporting to the Chief Executive Officer, the functional heads of the directorates and departments are responsible for the successful implementation of the Strategic Plan and achievement of the Key Result Areas, through their teams, by developing annual work plans, assigning tasks and targets to measuring performance, and creating, communicating, and enforcing the reporting schedules and finally evaluating individual performance.

6.2.4 Systems and Procedures

KLRC will work to fully automate its procedures and re-engineer its systems in line with the BETA to digitalize government services and increase efficiency and effectiveness. KLRC will be able to shorten turnaround times, increase accuracy, and boost customer satisfaction by automating its systems. Automation will also make it easier to retrieve legal papers, lower operation expenses, and ultimately increase efficiency and effectiveness. Through system re-engineering, KLRC will also be able to enhance internal communication, increase output, which will result in more reviewed laws, and manage resources more effectively. KLRC will be able to manage resources more effectively and enhance internal communication mechanisms because of the system re-engineering. Therefore, KLRC will;

- (a) Digitize records and automate processes to improve efficiency and effectiveness in service delivery: This will include the development of online portals and platforms to enable citizens to access reviewed laws, reducing the need for physical interactions and improving turnaround times.
- (b) Re-engineer the Commission's systems and services to accommodate new and emerging technologies: This will enable KLRC to keep up with technological advancements and provide stakeholders with up to-date services.

- (c) Optimize and enhancing the automation of internal operational processes such as monitoring and evaluation tools, audits, inspections, licensing, billing and supply chain management will lead to increased efficiency, reduced costs and improved accuracy.
- (d) Institutionalize knowledge management and information sharing within KLRC. This will include the establishment of knowledge management system to capture and share best practices, identify challenges, document experiences, and disseminate lessons learned.
- (e) Provide a conducive working environment that supports remote and flexible working. This will improve staff morale, productivity, and work-life balance, ultimately leading to better service delivery.

6.3 Risk Management

KLRC appreciates that its operational environment is replete with potential risks which could derail the implementation of the strategy. This calls for an objective mapping of the risks and subsequent prescription of interventions that would effectively mitigate their adverse effects. KLRC risk management efforts and strategies will entail identification, assessment, and prioritization of risks. The strategic plan development process conducted internal and external environment scanning and identified the following as possible risk areas that will require risk management instituted for successful implementation of the plan.

Table 6.4 Risk Management

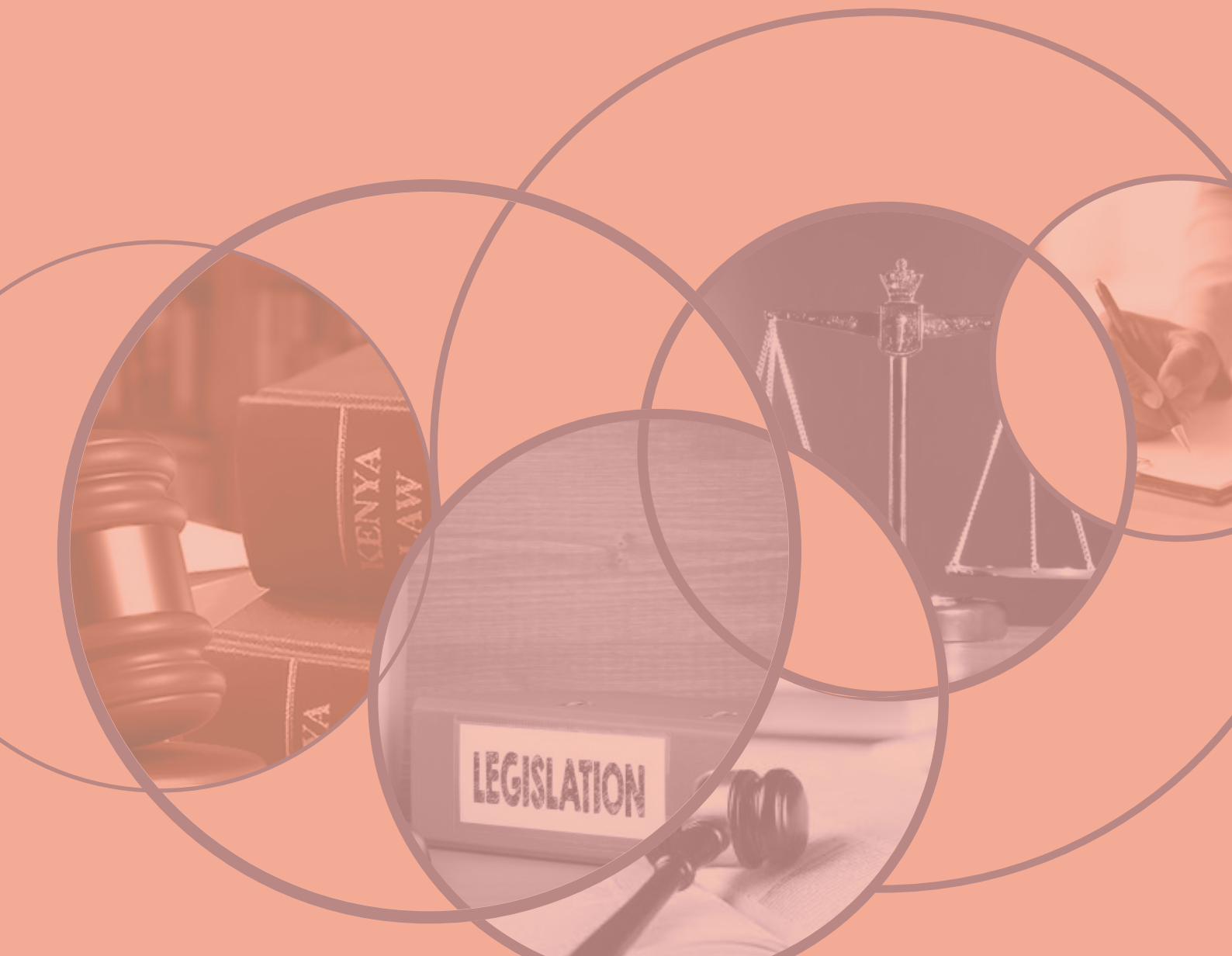
Risk Class/ Category	Risk and Description	Likelihood (L/H/M)	Impact (L/H/M)	Overall Risk Level (L/H/M)	Mitigation Measure (s)	Risk Owner*
Strategic/Policy	KLRC enjoined in lawsuits relating to law reform	H	H	H	Enhance capacity building on legal personnel to deal with litigation issues	Management
	Incomplete Implementation of the Strategic Plan	M	M	M	Structured sensitization of KLRC staff on the new strategic direction.	Management
	Inadequate M&E reporting	M	M	M	Allocation of adequate resources to Implement, monitor and evaluate the Strategic Plan.	Management
					Develop/implement the Monitoring and Evaluation Policy	Management/ Planning & Strategy Department
					Increase funding towards Monitoring and Evaluation of the Strategic Plan	Management
					Develop/implement a KLRC Performance Management Framework	Management
	Failure of staff and strategic stakeholders to buy into the vision and strategy	M	M	M	Stakeholder inclusion and participation in the visioning and strategic planning process to ensure understanding and embracing of the vision and strategy	Management
	Statutory compliance	H	H	H	Mainstream government circulars and directives into KLRC operations as and when received.	Management
					Regular monitoring by the accounting officer on compliance.	Management
	Constitutional changes and changes in government policy	H	H	H	Reviewing the KLRC Act to conform to any constitutional changes	Management

Risk Class/ Category	Risk and Description	Likelihood (L/H/M)	Impact (L/H/M)	Overall Risk Level (L/H/M)	Mitigation Measure (s)	Risk Owner*
Organizational/ Operational					Align the strategic objectives to government policies.	Management
					Sensitize stakeholders and staff on government policies.	Management
	Government re-organization may affect the KLRC mandate	L	L	L	Aligning with the new reorganization structure and government agenda	Management
	High staff turnover	M	M	M	Enhance succession planning and management	HRM
					Timely recruitment	HRM
					Develop and implement a retention Strategy	HRM
					Staff training and development	HRM
	Inadequate office space and occupational Hazards				Acquire more physical assets such as computers, vehicles, office space	ADM
	Service delivery disruption due to disaster	L	L	L	Develop/Review and implement Disaster Recovery Plan and Business Continuity Plan (BCP)	ADM/ Management

Risk Class/ Category	Risk and Description	Likelihood (L/H/M)	Impact (L/H/M)	Overall Risk Level (L/H/M)	Mitigation Measure (s)	Risk Owner*
Financial	Inadequate financial resources	H	H	H	Prudent and programmatic utilization of allocated funds	Finance
	Government austerity measures	H	H	H	Engage both parliament and the National Treasury for increased Funding	Finance
	Delayed release of exchequer funds	H	H	H	Develop/implement the resource mobilization strategy to diversify diversification of income streams partnership and collaborations	Finance
	Rapid changes in technology	H	H	H	Foster strategic relationship with the National Treasury and Sector Representatives	Finance
Technological	Vulnerability to technological risks	H	H	H	Conduct regular training of ICT staff and upgrading of equipment in accordance with prevailing ICT trends Upgrading of ICT infrastructure	ICT
	Inadequate ICT equipment	H	H	H	Invest in Information Security e.g., access controls, firewalls, and anti-virus.	ICT
	Inadequate skills and competencies in emerging technology	M	M	M	Allocation of adequate funds to procure ICT equipment Continuous sensitization of KLRC staff on emerging trends in ICT	ICT

CHAPTER SEVEN

Resource Requirements & Mobilization Strategies



Resource Requirements & Mobilization Strategies

7.0. Overview

This chapter details the required financial resources for implementing the strategic plan by Key Result Area, resource flows and gaps, resource mobilization strategies and resource management.

7.1 Financial Requirements

The costing is based on implementation of activities derived from the KRAs and related administrative costs for each of the financial year in the plan period. A breakdown of the projected resource requirements is outlined in Table 7.1.

Table 7.1 Financial Requirements for Implementing the Strategic Plan in Millions (KShs)

KRA	PROJECTED RESOURCE REQUIREMENTS					
	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Legislative Reform and Development	210	210	208	203	203	1034
Legal Research	13	12	18.5	14.5	14.5	77.5
Public Education	0	4.8	2.8	2.8	4.8	15.2
Stakeholder Collaboration and Engagement	2	4	2	2	2	12
Institutional Strengthening	83	341.1	183.4	91.2	239.9	938.6
Administrative Costs	200	205	210	215	220	1050
Total	508	776.9	761.4	528.5	684.2	3127.3

Successful implementation of this strategic plan will require an estimated KShs. 3.2 billion against an allocation of KShs. 1.6 billion. This gives a deficit of KShs. 1.7 billion. A breakdown of the variances between estimated financial requirements and estimated allocations for each of the financial year is shown in Table 7.2:

Table 7.2 Resource Gaps

FINANCIAL YEAR	ESTMATED FINANCIAL REQUIREMENTS (KSH MN)	ESTIMATED ALLOCATIONS (KSH MN)	VARIANCES (KSH MN)
Year 1	308	306.85	(1.15)
Year 2	571.9	308.98	(262.92)
Year 3	414.7	324.25	(90.45)

FINANCIAL YEAR	ESTMATED FINANCIAL REQUIREMENTS (KSH MN)	ESTIMATED ALLOCATIONS (KSH MN)	VARIANCES (KSH MN)
Year 4	393.5	337.53	(55.97)
Year 5	464.2	371.28	(92.92)
Total	2152.3	1648.89	(503.41)

7.2 Resource Mobilization Strategies

To ensure that KLRC is able to effectively and efficiently discharge its mandate, functions and strategic goals, there is need for various financial interventions. The specific interventions will vary, depending on the complexity and scope of law reform activities, including law reform initiatives that respond to demand for technical advice and assistance by MDAs and County Governments, the law reform programmes and plans that KLRC will implement on its own volition to keep the law under continuous review. This includes will require robust infrastructure and automated support services.

Below are some key financial requirements which KLRC will consider:

- (a) Enhancing existing capacity of the KLRC to ensure the timely review of law and development of quality laws, by recruiting additional law reform counsel to address human resource constraints. Competitive remuneration will be essential for retention and attraction of competent staff.
- (b) Legal and inter-disciplinary research will require adequate funding to inform law reform decisions. This includes funding for staff undertaking research projects, subscriptions to research databases, academic journals, and other resources necessary for evidence-based law reform;
- (c) Public engagement and participation are crucial for a transparent and accountable law reform process. A robust public education mechanism which will include preparation of print, visual and electronic IEC materials, advertisements, talk shows and other forms of public and media engagement, will require substantial funding;
- (d) Given the significance of law reform, security measures are essential to protect members, staff, and visitors. As part of its safety measures, regular maintenance, and upkeep of KLRC physical infrastructure and facilities are necessary to ensure a conducive working environment for board and staff;
- (e) Adequate funding is key for the Commission to provide policy and strategic direction and to undertake committee activities, including review of policies, approval of governance documents and financial oversight;
- (f) Continuous training and professional development programs will help staff improve their effectiveness and knowledge in law reform processes and governance; and
- (g) KLRC will need robust IT systems to manage electronic documents, maintain a law reform database, and provide online resources for staff and the public among other automated services. This will call for investing in secure and up-to-date hardware and software.

Strategies

The Commission will explore various funding sources including government allocations, internally generated revenue and seeking grants from development partners. The following strategies, among others, will be employed to mobilize resources:

- (a) **Enhanced Budget Allocation Advocacy:** KLRC will engage in proactive advocacy efforts to secure adequate funding for the law reform activities by presenting the case for sufficient resources based on the importance of a well-functioning law reform process in upholding democracy, human rights, accountability, and the rule of law;
- (b) **Stakeholder Collaboration and Partnerships:** KLRC will build relationships with relevant stakeholders, including government agencies, international organizations, civil society groups and private sector entities. Collaborative efforts will lead to shared funding, resource, and expertise to implement the Commission's programmes and plans;
- (c) **Fee-Based Services:** KLRC will explore the possibility of offering its services on fee-bases, such as provision of technical support, conducting research and training programs or access to law reform databases to generate revenue; and
- (d) **Expert Advisory Services:** KLRC will leverage the expertise of the Commission and staff by offering consulting or advisory services to both domestic or international clients, thus generating income.

A summary of these estimated financial inflows for the Plan period are highlighted in Table 7.3.

Table 7.3. Estimated Financial Inflows

FINANCIAL YEAR	Estimated Inflows KShs. (M)					Total
	Year 1	Year 2	Year 3	Year 4	Year 5	
Exchequer funding	306.85	308.98	324.25	337.53	371.28	1648.89
A-I-A	-	-	-	-	-	-
Development partners	7	8	9	10	11	45
Total	313.85	316.98	333.25	347.53	382.28	1693.89

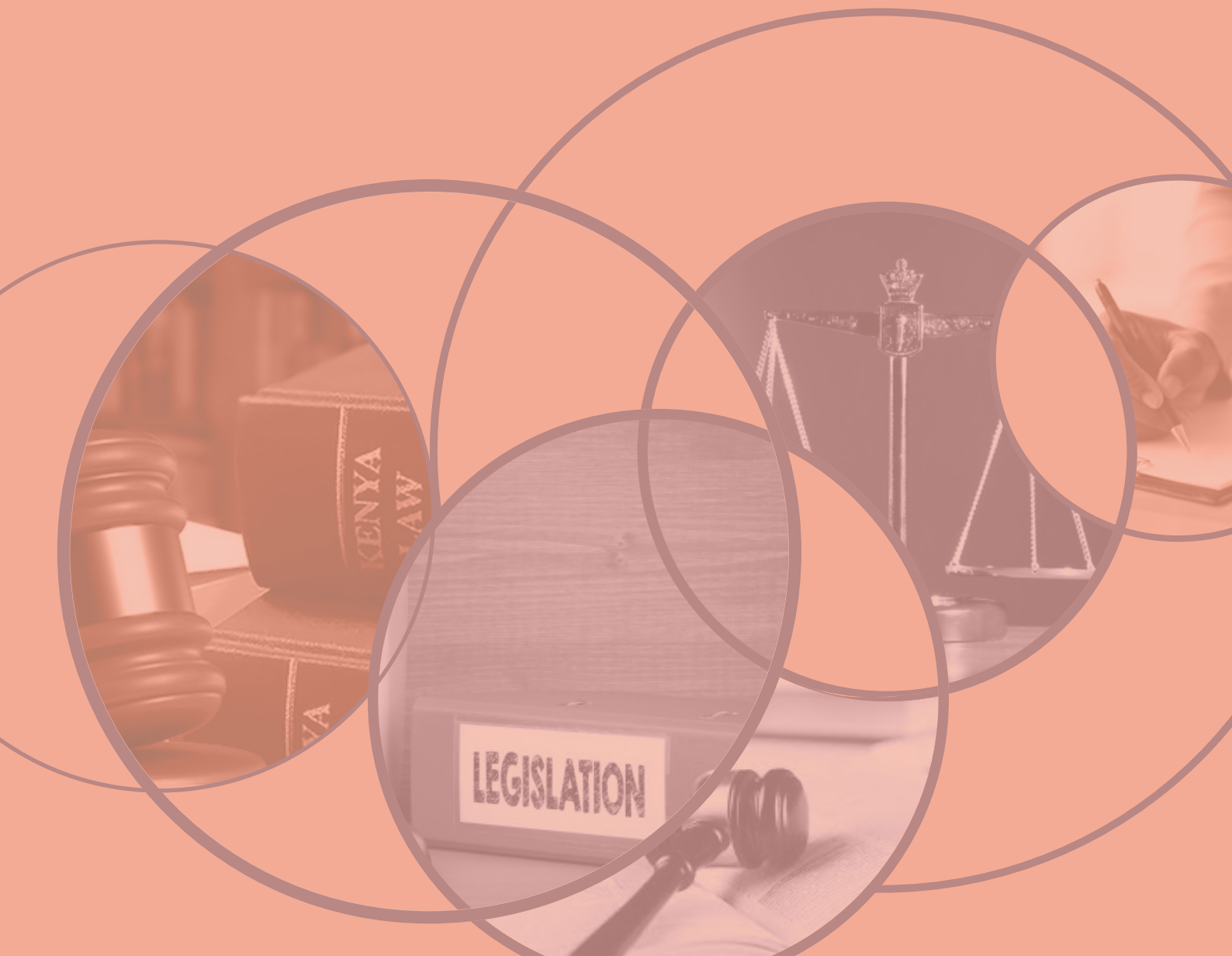
7.3 Resource management

Resource management is essential for the effective functioning and sustainability of KLRC. Prudent resource management requires a holistic and strategic approach that considers the unique needs and challenges of KLRC. By implementing these strategies, the Commission will ensure efficient and responsible use of resources, demonstrate its commitment to good financial stewardship and fulfill its vital role in the legislative process.

Further, efficiency, effectiveness, and prudence in utilization of available and acquired resources will be crucial in bridging the resource gap. The Commission will ensure value-for-money by acquiring best practices and by eliminating bottlenecks and red-tapes in its systems and processes. This could be achieved through full utilization of the ERP and integration of other systems in place; sequencing and pooling of resources; and adoption of technology, administrative processes and innovation will be pursued in the plan period to reduce wastage. The Commission will keep abreast with emerging technological opportunities and best practices.

CHAPTER EIGHT

Monitoring, Evaluation and Reporting Framework



Monitoring, Evaluation and Reporting Framework

8.0 Overview

This chapter presents the monitoring, evaluation and reporting framework of this strategic plan. Monitoring, evaluation, and reporting will involve systematic and continuous collection and analysis of information based on indicators, targets, and provision of feedback.

8.1. Monitoring Framework

Monitoring of the implementation of the strategic plan will provide early warning system to detect potential setbacks to make prompt adjustments. It will involve collecting and analyzing information relating to all the indicators in the implementation matrix of the strategic plan. The management will make readjustments to fast-track activities that may require rescheduling. This strategic plan will be implemented through Annual Work Plans, whose monitoring will be carried out on monthly and quarterly basis.

8.2. Performance Standards

The Commission recognizes the need for effective performance monitoring by incorporating a robust framework for monitoring and evaluation. The primary objective of Monitoring and Reporting is to track progress and to form a basis for corrective action in case of deviation from expected results. The framework comprises of Key Performance Indicators selected from the implementation plan, baseline data and the target for each selected Indicator. The framework also describes the methods and frequency of data collection and the responsibility for monitoring and reporting. It will also consider the monitoring and evaluation standards such as policy, programme design and monitoring standards, evaluation standards, learning and adaptation standards, monitoring and evaluation, human resource standards and institutional framework standards.

8.3. Evaluation Framework

Evaluation of this strategic plan is a critical component towards the progress of the implementation, measuring the achievement of objectives, evaluating program outcomes, and determining the desired impact. Table 8.1 below provides the outcome performance matrix.

Table 8.1: Outcome performance matrix

KRA	Outcome	Outcome Indicator	Baseline		Target	
			Value	Unit of Measurement	Mid-Term Period	End-Term Period
Legislative Reform and Development	Harmonized, consistent, just and modern law	Laws aligned to the Constitution Laws to facilitate SDG, KV 2030	Legislative proposals reviewed or developed	No	110	220
Legal Research	Evidence based law reform based on policy and legislative gaps	No of Research Papers published	Developed concept papers	No	2	5
			Approved Research reports	No	5	10

KRA	Outcome	Outcome Indicator	Baseline		Target	
			Value	Unit of Measurement	Mid-Term Period	End-Term Period
Public Education	Informed Citizenry on matters relating to law reform	Customer awareness Surveys	Customer awareness reports	No	1	3
Stakeholder Collaboration and Engagement	Inclusive and sustainable law reform	No of law reform programmes collaborate with stakeholders				
Institutional strengthening	Enhanced institutional capacity	Staff employed		No.		
		Trainings conducted		No.		
		Institutional performance metrics				

8.3.1 Mid-Term Evaluation

KLRC will conduct a mid-term evaluation to identify corrective actions that will help in returning on track towards attaining the set goals and objectives as well as addressing any emerging issues. Mid-term evaluation of this Plan will be undertaken during FY 2025/2026.

8.3.2 End-Term Evaluation

At the end of the implementation period, KLRC will conduct an end-term evaluation. The end-term review will provide insights into the overall performance, accomplishments and areas for improvement which will enable KLRC to adapt its strategies and priorities in future planning cycles. End-term evaluation of this Strategic Plan will be undertaken during FY 2027/2028.

8.3.3 Ad Hoc Evaluation

Ad hoc evaluation may be commissioned by the Commission in case of significant and unexplained variance between the planned and achieved results. Such variances will be identified through the regular quarterly and annual reports.

8.4. Reporting Framework and Feedback Mechanism

Reporting the progress of implementation of this strategic plan will be done on a quarterly and annual basis. Quarterly progress reports will be prepared and deliberated by the Management and presented to the Commission. The reporting templates to be employed are provided in Tables 8.2 and 8.3.

Table 8.2: Quarterly progress reporting template

Quarterly Progress Report

Expected Output	Output Indicator	Annual Target (A)	Quarter for Year...			Cumulative to date			Remarks	Corrective action
			Target (B)	Actual (C)	Variance D= (C-B)	Target (E)	Actual (F)	Variance G=(F-E)		

Table 8.3: Annual Reporting Template

Expected output	Output indicator	Annual Target (A)	Achievement for the Year			Cumulative to date (Years)			Remarks	Corrective action
			Target (B)	Actual (C)	Variance D= (C-B)	Target (E)	Actual (F)	Variance G=(F-E)		

Annexures

Annex 1: Table 6.1. Implementation Matrix

Strategy	Key Activities	Expected output	Output indicators	Target for 5 years	Target					Budget (KShs. Mn)					Responsible Department
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
Strategic Issues: i. Multiplicity of law reform initiatives; ii. Misaligned laws to the Constitution; iii. Misaligned laws to the national development agenda; iv. Review of unconstitutional laws;															
Strategic Goal: Legal framework conforming to the Constitution															
KRA 1: Legislative Reform and Development															
Outcome: Laws aligned to the Constitution															
Strategic Objective 1: To align laws to the Constitution															
Review laws for reform	Develop standard guidelines for law reform	Approved standard guidelines for law reform	No. of guidelines for law reform	1	-	1	-	-	-	-	2	-	-	-	Director Legislative Services
	Develop the proposals for stakeholder review	Stakeholder consultation reports	No. of stakeholder consultation reports No. of legislative proposals developed	5	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	
	Finalize and submit proposals for reform	Legislative proposals submitted	No. legislative proposals	50	10	10	10	10	10	100	100	100	100	100	

Strategy	Key Activities	Expected output	Output indicators	Target for 5 years	Target					Budget (KShs. Mn)					Responsible Department
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
Determine laws for reform and make recommendations for reform	Audit the statute book to identify obsolete and unconstitutional provisions	Audit reports on laws identified for reform	No. of audit reports	5	1	1	1	1	1	1	1	1	1	1	
	Scan the environment for emerging issues requiring law reform	Reports on laws identified for reform	No. of environmental scanning reports	5	1	1	1	1	1	1	1	1	1	1	
	Consult with and review feedback from stakeholders	Feedback reports (issues papers, discussion papers)	No. of feedback reports	5	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	
Strategic Objective 2: To provide quality advice and technical assistance to the MDACs															
Support the development of the Government Legislative Agenda (GLA)	Collaborate with OPCS, AG and other MDAs to develop a framework to enable the implementation of the GLA	A framework for the national government legislative agenda	No. of frameworks developed	1	1	-	-	-	-	2	-	-	-	-	Director Legislative Services
	Review/develop legislative proposals	Legislative proposals reviewed/developed	No. of legislative proposals developed/reviewed	50	10	10	10	10	10	50	50	50	50	50	
Formulate legislative proposals to implement BETA/MTP IV upon request	Review/Develop legislative proposals/Regulations	Legislative proposals/regulations developed	No. of legislative proposals/Regulations reviewed/developed	20	4	4	4	4	4	20	20	20	20	20	

Strategy	Key Activities	Expected output	Output indicators	Target for 5 years	Target					Budget (KShs. Mn)					Responsible Department	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
Support county governments to review or develop legislation	Develop legal framework to operationalize two-thirds gender principle	2/3 gender principle legal framework developed	No. of frameworks developed	1	-	-	1	-	-	5	5	5	0	0	Head of Legal Research	
	Review/develop county legislation	County legislation reviewed/developed	No. of county legislation reviewed/developed	50	10	10	10	10	10	10	10	10	10			
	Continued audit of county laws	County laws audited	No. of county laws audited						10	10	10	10	10			
	Review County model laws in priority areas	Model laws developed/reviewed	No. of model laws reviewed/developed	50	10	10	10	10	10	10	10	10	10			
Strategic Issue:																
i. Demand for evidence-based law reform;																
ii. Responsiveness to emerging areas of the law;																
iii. Post enactment scrutiny and assessment of legislation;																
Strategic Goal: Strengthened evidence-based law reform																
KRA 2: Legal Research																
Outcome: Enhanced legal research and evidence-based law reform																
Strategic Objective 1: To undertake evidence-based law review and policy advisories																
Enhance capacity of the Commission for quality legal research and law reform methodologies.	Review and implement the research policy and editorial policy	Approved research policy and editorial policy	No of research policies reviewed and approved	1	1	-	-	-	-	2	-	-	-	-		

Strategy	Key Activities	Expected output	Output indicators	Target for 5 years	Target					Budget (KShs. Mn)					Responsible Department
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	Build capacity/ Train law reform counsel through training and exposure on legal conferences.	Officers trained	No of officers trained	50	10	10	10	10	10	3.5	3.5	3.5	3.5	3.5	
Develop and implement the framework for the Commission's own law reform program	Develop a research agenda on the Commission's law reform program/ Informed by comparative studies from other jurisdictions	Report on approved research thematic areas developed	No of reports on thematic areas	2	1	-	-	1	-	1	0	0	0	0	
	Develop concept papers on thematic areas in the research agenda	Concept papers developed	No of concept papers developed	5	1	1	1	1	1	1	1	1	1	1	
	Undertake research on approved thematic areas	Research undertaken	No of research reports	10	2	2	2	2	2	1.3	1.3	1.3	1.3	1.3	
	Monitor and evaluate the implementation of identified laws (Post enactment scrutiny)	M&E reports	No of M&E reports	5	1	1	1	1	1	0.7	0.7	0.7	0.7	0.7	
Strengthen knowledge management and information resource centre	Review and implement the library policy	Reviewed and approved Library policy	No of Library policy reviewed	1	-	1	-	-	-	2	0	0	0	0	

Strategy	Key Activities	Expected output	Output indicators	Target for 5 years	Target					Budget (KShs. Mn)					Responsible Department
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	Enhance library resources and access to legal information and other materials	Library information resources procured	No of books and annual supplements of laws of Kenya procured	200	40	40	40	40	40	1	1	1	1	1	
			Annual subscription to electronic database	1	-	1	-	-	-	0	2	0	0	0	
Strategic Objective 2: To be the ultimate repository/depository of law reform initiatives															
Repository of law reform initiatives in Kenya	Collect data on law reform initiatives in Kenya	Report on law reform data developed	No. of reports developed	3	-	-	1	1	1	0	0	2.5	2.5	2.5	Head of Legal Research
	Develop a data base for law reform data	Law reform data archived in a database	No. of databases developed	1	-	-	1	-	-	0	0	4	0	0	
Disseminate research findings	Organize Law Reform Conferences/ seminars/ workshops/round tables	Conferences/ Seminars/ Workshop Reports developed	No. of workshop reports developed	4	-	1	1	1	1	0	2	2	2	2	
			No of law reform journals developed	3	-	-	1	1	1	0	0	2	2	2	
Strategic Issue:	Publish research outputs in KLRC Journal	Research outputs published	No of publications	10	2	2	2	2	2	0.5	0.5	0.5	0.5	0.5	
	i. Conformity with public participation legal framework. ii. Inadequate sensitization of the public on law reform.														

Strategy	Key Activities	Expected output	Output indicators	Target for 5 years	Target					Budget (KShs. Mn)					Responsible Department
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
Strategic Goal: Informed citizenry on matters relating to law reform.															
KRA 3: Public Education															
Outcome: Enhanced public awareness in law reform															
Strategic Objective 1: To enhance public awareness and engagement in law reform															
Strengthen public education	Develop and implement public education framework	Approved public education framework developed	No. of public education framework developed	1	-	1	-	-	-	0	2	0	0	0	Head of Public Education
	Review the public education policy	Public education policy reviewed and approved	No. of policies reviewed and approved	1	-	1	-	-	-	0	2	0	0	0	
	Develop and disseminate public education IEC materials	Public Education IEC materials developed and disseminated	No. of public education IEC materials developed and disseminated	4000	-	1000	1000	1000	1000	0	0.8	0.8	0.8	0.8	
	Roll out sensitization forums	Sensitization fora rolled out	Sensitization reports	3	-	-	1	1	1	0	0	2	2	2	
	Undertake M&E public education	M&E on Public education undertaken	M&E reports	1	-	-	-	-	1	0	0	0	0	2	
Strategic Issue: i. Unstructured Stakeholder Engagement ii. Un-streamlined approaches to law reform															
Strategic Goal: Inclusive and sustainable law reform															
KRA 4: Stakeholder Collaboration and Engagement															
Outcome: Enhanced stakeholder engagement for law reform															
Strategic Objective 1: To enhance strategic collaboration to facilitate engagement for law reform															

Strategy	Key Activities	Expected output	Output indicators	Target for 5 years	Target					Budget (KShs. Mn)					Responsible Department
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
Establish strategic partnership and collaborations	Develop stakeholder engagement framework	Stakeholder engagement framework developed	No. of frameworks developed	1	-	1	-	-	-	0	2	0	0	0	Legislative Services
	Engage stakeholders in line with the framework	Documented commitments to engage stakeholders	No. of commitments undertaken	5	1	1	1	1	1	1	1	1	1	1	
	Collaborate with partners on law reform programs	Partnership collaboration framework reports	No. of partnership collaboration reports	5	1	1	1	1	1	1	1	1	1	1	
Strategic Issue:															
i. Compliance with the principles of good corporate governance;															
ii. Inadequate institutional capacity.															
Strategic Goal: A model law reform agency															
KRA 5: Institutional Strengthening															
Outcome: Enhanced Institutional Capacity															
Strategic Objective 1: To strengthen corporate governance for enhanced service delivery															
Enhance the effectiveness of the Commission	Review and implement Commission charter	Reviewed and approved commission charter	No. of charters reviewed and approved	1	1	-	-	-	-	1.5	0	0	0	0	Secretary/CEO
	Review and implement the Service Delivery Charter	Approved Service delivery charter reviewed	No. of service delivery charters reviewed and approved	1	-	1	-	-	-	-	1.5	-	-	-	
	Culture audit and change management	Change management report developed	No of change management reports	1	-	1	-	-	-	0	2	0	0	0	

Strategy	Key Activities	Expected output	Output indicators	Target for 5 years	Target					Budget (KShs. Mn)					Responsible Department
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	Conduct capacity building for Commissioners	Training reports	No. of training reports developed	10	2	2	2	2	2	1	1	1	1	1	
	Undertake commission evaluation	Commission evaluation reports	No. of Commission evaluation reports	5	1	1	1	1	1	2	2	2	2	2	
Enhance the policy and legal framework of the Commission	Review and propose amendment of the KLRC Act	Legislative proposal to amend KLRC Act developed	No. of legislative proposals developed	1	-	1	-	-	-	0	2	0	0	0	
	Develop and review policies and procedure manuals of the Commission	Approved policies and procedure manuals	No. of policies and procedure manuals developed	15	2	7	6	-	-	4	14	12	0	0	
	Develop audit and risk management policy	Approved audit and risk management policy developed	No. of risk management policies developed	1	-	1	-	-	-	0	2	0	0	0	
Enhance audit and risk management framework	Carry out periodic internal audit	Internal audit reports submitted to the Commission	No. internal audit reports	5	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	

Strategy	Key Activities	Expected output	Output indicators	Target for 5 years	Target					Budget (KShs. Mn)					Responsible Department
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	Review and approve internal audit charter	Audit charter reviewed	No. of audit charters reviewed and implemented	1	-	1	-	-	-	0	1	0	0	0	
	Develop and implement disaster recovery and business continuity plan	Approved disaster recovery and business continuity plan	No. of approved disaster recovery and business continuity plans	1	-	1	-	-	-	0	1.5	0	0	0	
Strategic Objective 2: To strengthen financial sustainability															
Enhance Resource mobilization	Develop and implement a resource mobilization strategy	Approved resource mobilization strategy	No of approved resource mobilization strategy	1	-	1	-	-	-	0	2	0	0	0	Finance
Ensure prudent utilization of financial resources	Develop and implement public finance management policy and procedure manuals	Approved procedure manuals	No. of approved policies and procedure manuals	1	-	1	-	-	-	0	2	0	0	0	Finance Accounts SCM HR
	Develop and implement requisite PFM plans	Timely submission of approved PFM plans	No of approved PFM plans	20	4	4	4	4	4	3.6	3.6	3.6	3.6	3.6	Finance Accounts
Strategic Objective 3: To strengthen strategic human resource management															
Enhance human resource planning	Review and implement HR instruments	Reviewed and approved HR instruments	No of reviewed and approved HR instruments	6	3	-	-	-	3	2	0	0	0	2	HR

Strategy	Key Activities	Expected output	Output indicators	Target for 5 years	Target					Budget (KShs. Mn)					Responsible Department
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
	Undertake recruitment to achieve optimal staff establishment	Approved staff indents	No of staff recruited	60	-	30	-	30	-	0	2	0	2	0	
	Develop and implement a performance and productivity management framework and plan	Approved performance and productivity management framework	No of frameworks developed	1	-	1	-	-	-	0	2.5	0	0	0	
	Carry out evaluation on the performance and productivity plan	Approved performance and productivity evaluation report	No. of reports developed	2	-	-	1	-	1	0	0	1.5	0	1.5	
	Carry out performance and productivity management evaluation	Approved performance and productivity management evaluation report	No. of reports developed	2	-	-	1	-	1	0	0	1.3	0	1.4	
	Review succession management plan	Approved succession management plan	No of succession management plans	1	-	-	1	-	-	0	0	2	0	0	
Develop employee competencies	Undertake competency assessment and development	Developed competency assessment report approved	No. of competency assessment reports developed and approved	5	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	
		Approved trainings	No. of staff trained	165	33	33	33	33	33	10	10	10	10	10	

Strategy	Key Activities	Expected output	Output indicators	Target for 5 years	Target					Budget (KShs. Mn)					Responsible Department
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
Improve staff welfare	Procure a staff medical cover	Staff medical cover procured	No of medical cover procured	5	1	1	1	1	1	25	25	25	25	25	
	Implement staff mortgage and car loan schemes	Approved Staff mortgage and car loan scheme implemented	No of Staff mortgage and car loan scheme	2	-	2	-	-	-	0	150	0	0	150	
	Undertake workplace survey, employee satisfaction survey, and health and safety survey	Workplace survey undertaken	No of workplace surveys undertaken	1	-	1	-	-	-	0.7	0	0	0	0	
		Health and safety survey undertaken	No of health and safety surveys undertaken	1	-	1	-	-	-	0.7	0	0	0	0	
	Undertake employee satisfaction survey	Approved employee satisfaction survey	No of approved employment satisfaction survey	2	-	-	1	-	1	0	0	0.5	0	0.5	
	Develop an occupational, health and safety policy	Approved occupational, health and safety policy	No of occupational, health and safety policies	1	-	1	-	-	-	0	1.7	0	0	1.7	
	Procure Work Injury, Benefits & Group life insurance cover	Work Injury, Benefits & Group life insurance cover	Work Injury, Benefits & Group life insurance cover	5	1	1	1	1	1	3	3	3	3	3	
	Approved staff recognition, rewards, and sanctions policy	Staff recognition, rewards, and sanctions policy developed	No of policies approved and implemented	2	-	1	-	-	1	0	2	0	0	2	

Strategy	Key Activities	Expected output	Output indicators	Target for 5 years	Target					Budget (KShs. Mn)					Responsible Department
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
Strategic Objective 4: To improve internal operational efficiency															
Improve internal working procedures and policies to enable ISO certification	Identify ISO certifying agency	Procured ISO certifying agency	No of contracts	2	-	1	-	1	-	0	2	0	1.5	0	Administration
	Develop ISO Standard Operating Procedures	Approved ISO standard operating procedures	No of standard operating procedures	15	-	15	-	-	-	0	1	0	0	0	
	Identify and train ISO champions	ISO champions trained	No of ISO champions trained	15	-	-	-	15	-	0	0	0	1.2	0	
	Conduct audit	ISO audit report	No of ISO audit report	20	4	4	4	4	4	0.8	0.8	0.8	0.8	0.8	
	Seek and maintain certification	ISO certificate	No of ISO certificate	1	-	-	-	-	1	0	0	0	0	0.5	
Strategic Objective 5: To improve KLRC infrastructure for operational efficiency															
Enhance infrastructure	Increase office space, parking and other and facilities	Procured office space, parking, and other facilities	No of additional square feet	20,000	-	-	10,000	-	10,000	0	0	18	0	18	Administration
		Parking slots increased	No. of additional parking slots acquired	20	-	5	10	5	-	0	0.7	1.4	0.7	0	
	Procure additional furniture, fittings, and equipment	Additional furniture, fittings and equipment procured	No. of furniture, fittings and equipment procured		-	-	Assorted	-	-	0	0	27	0	0	
	Increase transport fleet	Procured motor vehicles	No of motor vehicles procured	10	1	3	4	2	-	10	30	40	20	0	

Strategy	Key Activities	Expected output	Output indicators	Target for 5 years	Target					Budget (KShs. Mn)					Responsible Department
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
Strategic Objective 6: To strengthen corporate performance management															
Enhance implementation, monitoring, and evaluation of commission programs	Develop an M & E policy	M & E Policy developed and approved	No. of policies developed	1	-	1	-	-	-	2	0	0	0	0	Planning and Strategy
	Train and sensitize KLRC staff on the M&E framework	Staff trained and sensitized on the M & E framework	No. of sensitization reports	1	-	1	-	-	-	0.5	0	0	0	0	
	Review strategic plan	Strategic plan reviewed	No. of strategic plan review reports	2	-	-	1	-	1	0	0	1.7	0	1.7	
	Develop and implement corporate annual work plans	Annual WP developed and approved	No. of WP developed and approved	5	1	1	1	1	1	0.8	0.8	0.8	0.8	0.8	
	Develop and implement performance contracts	Annual PC developed and signed	No. of PC developed and signed	5	1	1	1	1	1	2	2	2	2	2	
	Monitor and evaluate implementation of the PC and WP	Annual PC and WP monitoring reports	No. of monitoring reports	5	1	1	1	1	1	1	1	1	1	1	
Strategic Objective 7: To leverage on ICT for enhanced operational efficiency															

Strategy	Key Activities	Expected output	Output indicators	Target for 5 years	Target					Budget (KShs. Mn)					Responsible Department
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
Automation and digitization of KLRC processes	Review and implement the ICT governance instruments	ICT policy and strategy reviewed and approved	No. of policies and strategies reviewed and approved	13	2	4	4	1	2	2.4	4.8	4.8	1.2	2.4	ICT
	Automate KLRC support processes	Processes automated	No of processes automated	7	1	5	1	-	-	0	2.5	10	1.4	0.5	SCM, Finance, HR, ICT, Admin
	Automate legislative drafting processes	Acquired systems and equipment								0	50	2	2	2	Legislative Services
	Digitize KLRC records (ISMS)	Records digitized via Electronic Document Management System	No. of records digitized	1	-	1	-	-	-	0	4	0.5	0.5	0.5	Records
Strategic Objective 8: To improve KLRC records management service	Acquire and maintain ICT infrastructure and equipment	ICT infrastructure acquired and maintained	No. of ICT equipment procured and maintained	100	14	26	30	30	-	5	6.5	6.5	6.5	1	ICT
	Review and implement Records Management frameworks	Approved records management policy and records retention and disposal schedule	No of policies reviewed and approved	1	-	1	-	-	-	0	1.3	0	0	0	Records
			No. of records retention and disposal schedule	1	-	1	-	-	-	0	1.4	0	0	0	

Annex 2: Table 6.2. Staff Establishment

Designation	Job Grade KLRC	Approved establishment	Optimal staffing	In-post	Variance
CHAIRPERSON'S OFFICE					
Chairperson		1	1	1	0
Principal/Senior /Office Administrator I/II	5/6/7/8	1	1	1	0
Senior /Office Assistant I/II	10/11/12	1	1	1	0
Senior /Driver I/II	9/10/11	1	1	1	0
Sub-Total		4	4	4	0
Commissioners		1	1	1	0
Principal/Senior /Office Administrator I/II	5/6/7/8	1	1	1	0
Senior/Office Assistant I/II	10/11/12	1	1	0	1
Senior /Driver I/II	9/10/11	1	1	0	1
Sub-Total		4	4	2	2
Total		8	8	6	2
SECRETARY/CEO OFFICE					
Secretary/CEO	1	1	1	1	0
Principal Officer	5	1	1	0	1
Senior /Office Administrator I	6/7	2	2	2	0
Senior /Office Assistant I/II	10/11/12	1	1	1	0
Senior /Driver I	9/10	1	1	1	0
Total		7	7	5	2
LEGISLATIVE SERVICES DIRECTORATE					
Director, Legislative Services	2	1	1	0	1
Deputy/Assistant Director, Legislative Services	3/4	11	11	1	10
Principal Law Reform Counsel	5	22	22	2	20
Senior Law Reform Counsel	6	26	26	4	22
Law Reform Counsel	7	32	32	0	32
Total		92	92	7	85
RESEARCH, POLICY AND PUBLIC EDUCATION DIRECTORATE					
Director, Research and Public Education	2	1	1	0	1
Deputy/Assistant Director, Research and Public Education	3/4	11	11	2	9
Principal Law Reform Counsel	5	18	18	3	15
Senior Law Reform Counsel	6	25	25	2	23
Law Reform Counsel	7	30	30	1	29

Designation	Job Grade KLRC	Approved establishment	Optimal staffing	In-post	Variance
Principal Research Officer	5	3	3	0	3
Senior Research Officer	6	3	3	0	3
Principal/Senior Education Officer	5/6	2	2	0	2
Total		93	93	8	85
CORPORATE SERVICES DIRECTORATE					
Director, Corporate Services	2	1	1	0	1
Office Administrator I/Assistant	7/8	1	1	0	1
Senior/Office Assistant I/II	10/11/12	1	1	0	1
Total		3	3	0	3
FINANCE AND ACCOUNTS DEPARTMENT					
Deputy/Assistant Director, Finance & Accounts	3/4	1	1	0	1
Total		1	1	0	1
FINANCE SECTION					
Principal Finance Officer	5	1	1	0	1
Senior/Finance Officer I /II	6/7/8	3	3	1	2
Total		4	4	1	3
ACCOUNTS SECTION					
Principal Accountant	5	1	1	1	0
Senior/Accountant I/II	6/7/8	2	2	4	(2)
Senior/Assistant Accountant I/ II/CO	8/9/10/11	5	5	1	4
Office Administrator II/II/ Assistant	7/8/9	1	1	1	0
Total		9	9	7	2
HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT					
Deputy/Assistant Director, Human Resource Management	3/4	1	1	0	1
Principal Human Resource Management Officer	5	2	2	3	(1)
Senior/Human Resource Management Officer I/II	6/7/8	4	4	0	4
Senior /Office Administrator I/II	7/8/9	1	1	1	0
Human Resource Assistant/ Clerical Officer	8/9/10/11	3	3	0	3
Office Assistant II/II/Senior	10/11/12	1	1	1	0
Total		12	12	5	7

Designation	Job Grade KLRC	Approved establishment	Optimal staffing	In-post	Variance
ADMINISTRATION DEPARTMENT					
Deputy/Assistant Director, Administration	3/4	1	1	0	1
Principal Administration Officer	5	1	1	1	0
Senior Administration Officer	6	2	2	1	1
Administration Officer I/II	7/8	2	2	0	2
Office Administrator I/ II/ Assistant	7/8/9	7	7	3	4
Senior/Driver I/III/ Clerical Officer	8/9/10/11	10	10	5	5
Total		23	23	10	13
RECORDS MANAGEMENT SECTION					
Assistant Director Records Management Officer	4	1	1	0	1
Principal Records Management Officer	5	1	1	1	0
Senior/Records Management Officer I/II	6/7/8	2	2	1	1
Senior/Records Management Assistant I/III/Clerical Officer	8/9/10/11	2	2	3	(1)
Office Assistant II/II/Senior	10/11/12	1	1	1	0
Total		7	7	6	1
RESOURCE CENTRE (LIBRARY) SECTION					
Assistant Director	4	1	1	0	1
Principal librarian	5	1	1	1	0
Senior/Librarian I/II	6/7/8	1	1	0	1
Senior /Library Assistant I/II	7/8/9	1	1	0	1
Total		4	4	1	3
INFORMATION COMMUNICATION TECHNOLOGY (ICT) DEPARTMENT					
Deputy/Assistant Director, Information Communication Technology	3/4	1	1	0	1
Principal Information Communication Technology Officer	5	1	1	1	0
Senior/Information Communication Technology Officer I/II	6/7/8	2	2	1	1
Total		4	4	2	

Designation	Job Grade KLRC	Approved establishment	Optimal staffing	In-post	Variance
PLANNING, STRATEGY AND QUALITY ASSURANCE DEPARTMENT					
Deputy /Assistant Director, Planning and Strategy	3/4	1	1	0	1
Assistant Director Quality Assurance Officer	4	1	1	0	1
Principal Planning and Strategy Officer/Principal Quality Assurance Officer	5	2	2	1	1
Senior Planning and Strategy Officer I/II	6/7/8	2	2	2	0
Senior Quality Assurance Officer	6	1	1	0	1
Office Administrator II/II/ Assistant	9/8/7	1	1	0	1
Total		8	8	3	5
CORPORATE COMMUNICATIONS DEPARTMENT					
Deputy/Assistant Director, Corporate Communication	3/4	1	1	0	1
Principal Corporate Communications Officer	5	1	1	1	0
Senior/Corporate Communication Officer I/II	6/7/8	1	1	0	1
Senior/Public Communications Assistant II/II/	7/8/9	3	3	3	0
Office Administrator I/II/ Assistant	7/8/9	1	1	0	1
Total		7	7	5	2
SUPPLY CHAIN MANAGEMENT DEPARTMENT					
Deputy/ Assistant Director, Supply Chain Management	3/4	1	1	0	1
Principal Supply Chain Management Officer	5	1	1	0	1
Senior/Supply Chain Management Officer I/II	6/7/8	1	1	1	0
Senior/Supply Chain Management Assistant I/II/ Clerical Officer	7/8/9/10/11	2	2	2	0
Office Administrator I/II/ Assistant	7/8/9	1	1	0	1
Total		6	6	3	3

Designation	Job Grade KLRC	Approved establishment	Optimal staffing	In-post	Variance
INTERNAL AUDIT AND RISK MANAGEMENT DEPARTMENT					
Deputy/Assistant Director, Internal Audit	3/4	1	1	0	1
Principal Internal Audit	5	1	1	0	1
Senior Internal Audit /officer I/II	6/7/8	1	1	0	1
Total		3	3	0	3
Grand Total		291	291	69	222

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KENYA LAW REFORM COMMISSION



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