



COUNCIL OF LEGAL EDUCATION [CLE]

STRATEGIC PLAN 2019-2023



DECEMBER, 2020

VISION, MISSION AND CORE VALUES

VISION

Globally competitive and transformative legal education and training in Kenya

MISSION

To assure quality legal education and training through licensing and supervision of legal education providers; Administration of the Advocates Training Programme examination and advising the Government on legal education

Core values

CLE is committed to the following Core Values

Excellence

Continuous growth by embracing excellent performance

Professionalism

Uphold utmost professionalism in discharging its mandate

Integrity and accountability

Adherence to moral principles and be accountable at all times

Customer focus

Meet and exceed customer expectations

Ethical

Ethical in decision making

Inclusiveness

Take into account views of stakeholders in decision making

Respect

Respect for all in the discharge of our mandate

FOREWORD

It is my pleasure and honour to present the Council of Legal Education (hereinafter 'Council') Strategic Plan 2019 – 2023 laying down the organization's five (5) year plan. This Plan offers a reference point linking Council's strategic direction and planning. Council through its inaugural Strategic Plan 2014 -2018 achieved a number of remarkable milestones aimed at realizing the organization's Vision. Notably, the legal education regulatory and licensing framework was enhanced through development and gazettment of the Legal Education (Accreditation and Quality Assurance) Regulation, 2016. As Secretariat to the Taskforce on Legal Sector Reforms, Council played a critical role in contributing to the recommendations of the Taskforce. Systems, guidelines and structures were established for conducting the Advocates Training Programme (ATP) Examination and manage examination and candidates' data. A number of substantial research outputs were generated which informed policy development in Council's mandate areas notably in open and distance learning, regulation of legal education and regulation of the ATP. In terms of organizational capacity, Council employed competent staff, developed a performance management system, adopted a Council Charter and developed the Enterprise Risk Management Policy Framework. Furthermore, Government subvention rose from Kshs. 88,400,000 in 2014/2015 to Kshs. 210,464,800 in 2018/2019 which underscored the government's commitment in ensuring that CLE discharged its mandate as envisioned by parliament. A Service Charter and an interactive website were developed to strengthen Council's corporate image and public visibility. These among other achievements have cemented Council's role in its mandate areas.

As we celebrate these achievements by the Council of Legal Education in the enhancement of legal education and training and administration of the ATP examination, I take this opportunity to acknowledge the enormous contribution made by Staff, Management, Board members, stakeholders and partners.

Initially, Council's policy direction as es envisioned in the 2014/2018 Strategic Plan, was premised on the need to secure commitment and political will in the establishment of the Council of Legal Education and to ensure that other legal education and training actors had the necessary facilitation to ensure the delivery of legal services to the public at large. Equally important, the Statute Law (Miscellaneous Amendments) Act, 2014 augmented Council's mandate by including the mandate to administer the ATP Examination as envisaged by the Advocates Act. This became the flagship project of the Council and has catapulted it to the limelight as a major actor in legal education and training. Council has ensured that the organisation remained focused on the fulfilment of its mandate.

This plan is developed against the background of the 2014/2018 Strategic Plan which was anchored on the institutional framework to give the organization the gumption to deliver its extensive mandate. On its part, the National Treasury ensured that CLE

was resourced in its endeavour to establish a firm foot hold in the realm of regulation under its enhanced mandate.

The legal education sector continues to grapple with a myriad of challenges including burgeoning numbers and inadequate infrastructure but great strides have been made through collaboration with key stakeholders in the sector. In response to these issues, Council has developed its second Strategic Plan for the 2019 – 2023 planning cycle. This Plan leverages on the successes and achievements from the first Plan, factoring in the lessons learnt in its design and implementation plan, including strategies to overcome the identified potential challenges in the coming four years. Importantly, the plan pushes the agenda further to effectuate the systems and structures.

This Plan's strategic priorities are anchored on Kenya's main development blueprints; the Constitution of Kenya 2010, the "Big Four" Agenda, MTP III, Kenya Vision 2030 and the Sustainable Development Goals. These blueprints were taken into account in designing the thematic areas for the next five years. The Plan has been developed through an inclusive and participatory process. An enviable spectrum of stakeholders have been consulted including legal education providers; office of the Attorney General; Law Society of Kenya; Judiciary; CLE staff and Management and the Council Board. Key development partners notably the United Nations Development Programme (UNDP)/ Amkeni Wakenya programme have been instrumental in supporting the Council to develop this Plan. The plan captures four (4) main strategic thematic areas; enhance legal education regulatory framework; customer focus, financial sustainability and institutional capacity. The aim is to progressively ensure quality legal education through a robust regulatory framework, credible ATP examination and enhanced institutional capacity.

Implementation of this plan requires concerted efforts and collaboration between Council; Government of Kenya and all Stakeholders. On its part, the Council is committed to actualizing this Strategic Plan and will continuously monitor implementation of the plan, adhere to the principles of good governance as espoused in the Mwongozo Code of Governance for State Corporations, uphold the core value of the organization and provide the necessary policy direction and guidance necessary to deliver on the strategic aspirations of this Plan.

It is envisioned that the 2019/2023 Strategic Plan will rejuvenate the Council of Legal Education and enhance its impetus to pursue and discharge its mandate robustly as it strives to ensure quality of legal education and training in Kenya.

Prof. Githu Muigai, SC, EGH
CHAIRMAN
COUNCIL OF LEGAL EDUCATION

PREFACE

The Council of Legal Education (CLE) is a state corporation established by the Legal Education Act, 2012. Its mandate is to regulate, supervise and license legal education programmes and legal education providers in Kenya. In addition, it administers the Advocates Training Programme (ATP) examination and advises the Government on matters germane to legal education and training. As currently constituted, CLE has been in existence since 2014 when it formally separated from the Kenya School of Law. This is the second strategic plan.

The Council owes its existence to the recommendations of the Task Force on the Development of a Policy Framework for Legal Education and Training in Kenya, popularly known as the Muigai Report. The Taskforce was appointed in 2004 with a fairly expansive mandate. One of its recommendations was to delink the Council of Legal Education from the Kenya School of Law. The recommendation was actualized by the enactment of the Legal Education Act and the Kenya School of Law Act in 2012. The Legal Education Act became operational on 15th January 2013 ushering a new dawn for the organization as captured in the first Strategic Plan 2014 – 2018 and replaced the Council of Legal Education Act, Cap. 16A

As anticipated, the first planning cycle concentrated on the building blocks to give the embryonic organization a proper footing in the execution of its mandate. The plan laid emphasis on development of the regulatory frameworks for licensing and administration of the Advocates Training Programme examination, human resource and governance, mobilization of resources, enhancement of ICT capabilities, and development of capacity for research, corporate image as well as collaborations and partnerships.

Although significant milestone achievements have been recorded, implementation of the Strategic Plan 2014-2018 was undoubtedly challenging for several reasons, key among them was inadequate staffing levels. The organization had to implement the plan and recruit its implementers simultaneously.

Key achievements include: -

- i. Legal Education (Accreditation and Quality Assurance) Regulation, 2016
- ii. Framework for administration of the ATP Examination
- iii. Performance Management system
- iv. ISO 9001:2015 certification
- v. Enterprise Risk Management policy framework
- vi. Service Charter, website, e-board, CCTV, data back-up and recovery, HR and payroll system
- vii. Agency Agreement with the Kenya School of Law

- viii. Partnership with HELB on ATP Bar examination loans to candidates
- ix. Partnership with UNDP on developing the current plan

The above achievements notwithstanding, CLE is yet to operate optimally. The current plan is the stepping stone to the realization of this goal.

The current planning cycle builds on the Strategic Plan 2014 – 2018 and takes place against the backdrop of several developments.

- i. Need to optimize on the delivery of its expansive mandate
- ii. Diminishing budgetary allocation by the National Treasury
- iii. Increasingly litigious society
- iv. Negative publicity
- v. Report of the Taskforce on legal sector reforms.

The Taskforce on Legal Sector Reforms Report makes far reaching recommendations on the legal sector in its entirety. Having provided secretarial services to the Taskforce, Council is apprised of the salient recommendations of the Taskforce and has captured those that impact on its mandate.

Noteworthy, the planning takes place in the context of several opportunities which Council could leverage on. These include administration of the ATP examinations which has *inter alia* enhanced the organization's public portrait and law as a field of study. Needless to emphasize, developments in ICT presents innumerable opportunities for CLE to leverage on.

The 2019-2023 Strategic Plan addresses four priority areas: -

- i. Customer focus
- ii. Institutional Capacity
- iii. Policy and Regulatory Framework
- iv. Financial sustainability

The plan gives CLE a unique opportunity to position itself strategically by dealing with challenges proactively and taking advantage of the opportunities. The Plan is cognizant of the unique environmental factors in which the Council operates in and has taken these into account while formulating the various strategic objectives over the next five years. It is anticipated that investing in these areas will galvanise the institution to the next level. The process of developing this Strategic Plan involved extensive internal and external stakeholder participation and consultation. The

Council conducted various workshops, providing an opportunity for Staff, Management, the Council and Stakeholders to be fully involved in the design and conceptualization of this Plan. Council recognizes that the onus is on the Council and Management to ensure successful implementation of the Plan. To support this process, the Council has institutionalized a Monitoring and Evaluation (M&E) Framework that will ensure that progress on implementation of the deliverables set out in the plan are regularly tracked. In doing this, the support, goodwill and commitment of our stakeholders and partners will be invaluable in the implementation process.

This plan would not have been a reality without the splendid contribution of the Board under the Chairmanship of Professor Githu Muigai, management, staff of CLE and stakeholders. Council appreciates the value addition role of stakeholders.

Special thanks to our consultant M/s Ansoff Consulting Ltd. for their commitment, facilitation and diligence. Dr. Walter Juma Ongeti and his team were worthy partners in the process. To paraphrase the words of Professor Kulundu in the 2014-2018 Strategic Plan, `you made our experience, lively, participatory and on occasions light hearted`.

We appreciate the support by UNDP through the Amkeni Wakenya Programme who have partnered with Council in the development of this plan. This is undoubtedly an admission that the Council of Legal Education plays a significant role in the realm of access to justice.

Many thanks to the Chairman, Professor Githu Muigai for his appetite and enthusiasm for legal reforms as manifested by chairing the Taskforce on the development of a policy framework for legal education and training in Kenya in 2004 whose recommendations gave birth to the Council of Legal Education, and as the Attorney General of the Republic of Kenya, appointment of the Taskforce on Legal Sector Reforms in 2016 whose report it is contemplated will shape the trajectory of legal education and training in the next decade.

Finally, special thanks go to the Office of the Attorney General and the Department of Justice for the enormous support it has accorded the Council of Legal Education in the execution of its mandate.

Thank you,

Dr. J. K. Gakeri
SECRETARY/CHIEF EXECUTIVE OFFICER,
COUNCIL OF LEGAL EDUCATION.

DEFINITION OF TERMS

Baseline: Baseline is an analysis describing the initial state of an indicator before the start of a project/programme, against which progress can be assessed or comparisons made

Indicator: An indicator is a sign of progress /change that result from your project. It measures a change in a situation or condition and confirms progress towards achievement of a specific result. It is used to measure a project impact, outcomes, outputs and inputs that are monitored during project implementation to assess progress

Outcome Indicator: This is a specific, observable, and measurable characteristic or change that will represent achievement of the outcome. Outcome indicators include quantitative and qualitative measures. Examples: Enrolment rates, transition rates, mortality rates etc.

Outcome: Measures the intermediate results generated relative to the objective of the intervention. It describes the actual change in conditions/situation as a result of an intervention output(s) such as changed practices as a result of a programme or project. Output: Immediate result from conducting an activity i.e. goods and services produced.

Performance Indicator: A measurement that evaluates the success of an organization or of a particular activity (such as projects, programs, products and other initiatives) in which it engages.

Programme: A grouping of similar projects and/or services performed by a Ministry or Department to achieve a specific objective; The Programmes must be mapped to strategic objectives.

Project: A project is a set of coordinated activities implemented to meet specific objectives within defined time, cost and performance parameters. Projects aimed at achieving a common goal form a programme.

Target: Refers to planned level of an indicator achievement.

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ACRONYMS AND ABBREVIATIONS

AD F, P & A: Assistant Director Finance, Planning and Administration

AG: Attorney General

ATP: Advocates Training Program

CEO: Chief Executive Officer

CLE: Council for Legal Education

CCTV: Closed Circuit Television

CSR: Corporate Social Responsibility

CRM: Customer Relationship Management

ERP: Enterprise Resource Planning

ICT: Information Communication and Technology

GoK: Government of Kenya

HELB: Higher Education Loans Board

HR: Human Resources

ISO: International Standards for Organizations

LAN: Local Area Network

KRA: Key Result Areas

KNQA: Kenya National Qualification Authority

KPI: Key Performance Indicator

KSHS: Kenya Shillings

MN: Million

PESTEL: Political Economic Social Technological Ecological Legal

QCA: Quality Assurance Licensing and Compliance

SCAC: State Corporations Advisory Committee

SIC: Strategy Implementation Committee

SICTO: Senior Information Communication Technology Officer

SHRO: Senior Human Resource Officer

SWOT: Strength Weaknesses Opportunities Threats

TNA: Training Needs Assessment
UNDP: United Nations Development Program

EXECUTIVE SUMMARY

The Council of Legal Education ('Council') is a statutory agency established by the Legal Education Act, No 27 of 2012. Council's mandate is to supervise, license and regulate legal education programmes and providers, administer the Advocates Training Programme (ATP) Examination, recognize foreign qualifications in law and advise the Government on matters germane to legal education and training with the aim to ensure quality legal education and training

A review of Council's inaugural Strategic Plan 2014/2018 identified the key achievements and challenges experienced during its implementation. Lessons learnt from this review were considered in preparation of this second Strategic Plan 2019/2023.

This Plan sets out the Vision, Mission, Strategic Themes, Strategic Objectives and key activities to deliver the anticipated outputs. In carrying out the institution's environmental analysis, several strengths, weaknesses, opportunities, and threats were identified that the Council should take cognizance of in the realization of its mandate and achievement of its articulated vision.

Council's key strengths include a clear mandate spelt out in the Legal Education Act, 2012 as amended in 2014; highly skilled and experienced staff; goodwill from legal sector stakeholders; well established linkage with the Treasury which assures continued exchequer funding; adequate resources including systems and structures to execute its mandate in line with international standards based on the ISO 9001:2015 quality management standards as well as committed Council Members who guide Council's operations through policy guidance.

Several key opportunities which Council aims to exploit in the 2019/ 2023 planning phase include organizing annual conferences on legal education and training; decentralizing the ATP Examination by establishing examination centres in major cities in Kenya; explore avenues for raising funds to support economically disadvantaged students to undertake to the ATP Examination; harness technology in service provision; implementing Enterprise Resource Planning; operationalizing the organization's Corporate Social Responsibility Policy and developing and implementing a stakeholder policy.

Of course, Council is aware that external circumstances, especially in the economic realm, may change in unpredictable ways over this time period. Therefore, the strategies outlined in the plan have been designed to address these and other predicted threats. The threats which have specifically been taken into account in developing this Plan include: political instabilities impacting on Council's activities; competing needs at the Exchequer negatively impacting on budgetary allocation; potential change in key stakeholders priorities during the implementation of the Strategic Plan; potential overlapping mandates with other Sector regulators; potential

changes in government policy and related regulatory challenges presented by emerging innovations and technological development both in the organization's mandate areas as well as in operational areas.

This Plan outlines the distinctive ways in which Council will address these challenges and leverage on the strengths and opportunities emerging from the first strategic planning cycle. Council endeavors to pursue four thematic areas for this purpose. These are: enhancing legal education regulatory framework; customer focus, financial sustainability and institutional capacity. To ensure the achievement of these strategic objectives, a comprehensive Monitoring and Evaluation (M&E) Framework is an integral part of this Plan. The M&E Framework contains activities to deliver the expected outputs with clear performance indicators.

To deliver on its mandate, the Council has articulated clear Vision and Mission statements, supported by its guiding institutional core values as follows:

VISION

"Globally competitive and transformative legal education and training in Kenya"

MISSION

"To ensure quality legal education and training through licensing and supervision of legal education providers; administration of the Advocates Training Programme examination and advising the government on legal education"

CORE VALUES

1. Excellence
2. Professionalism
3. Integrity and Accountability
4. Customer Focus
5. Ethical
6. Inclusiveness
7. Respect

Overall, Council is confident that, taken together, these proposals represent a proactive agenda that can be achieved over the next five years.

CHAPTER ONE: INTRODUCTION

1.0 Overview

The chapter provides a historical background of CLE and its mandate. The global, regional and national context within which the strategic planning is undertaken is also laid out. Finally, the chapter discusses the Organization's development role vis-à-vis the national development agenda as well as the Rationale for Development of this Strategic Plan.

1.1 Background of the Council of Legal Education

In addressing issues linked to education and training for a competent legal profession in Kenya, both the pre and post-colonial governments have undertaken various initiatives and set up several commissions of inquiry to formulate appropriate policy. These include the establishment of the Kenya School of Law following recommendations by the Denning Committee (1962) to provide vocational legal training. In an attempt to streamline and re-organise the Kenya School of Law in the 1990s, the Akiwumi Committee (1995) on the Status and Management of the Kenya School of Law was appointed. In 1998 the Kwach Committee on the Administration of Justice was similarly appointed to look into wider issues pertaining to the administration of justice.

The recommendations of the Akiwumi Report culminated in the re-establishment of the Council of Legal Education under the Council of Legal Education Act, Cap 16A of the Laws of Kenya (now repealed). Although the Council of Legal Education was bestowed with legal personality, the Kenya School of Law was made its operational agent under the Act, thereby making the Council ineffectual. The operations of both the Council of Legal Education and the Kenya School of Law was thus intertwined.

To address the problems created in the implementation of the recommendations by the Akiwumi Report, the Inter-Ministerial Taskforce on the Development of a Policy and Legal Framework for Legal Education and Training in Kenya was appointed in 2005, under the Chairmanship of Professor Githu Muigai. The Taskforce undertook a comprehensive re-evaluation of legal education and training in Kenya and made recommendations to re-design and re-establish all legal institutions implementing legal policy in Kenya including the Council of Legal Education and the Kenya School of Law. The impetus for these recommendations was to institutionalize international best practice and segregate institutions carrying out regulatory cum supervisory functions from those carrying out training functions.

The Taskforce Report was officially launched by the then Minister of Justice & Constitutional Affairs, the Hon. Ms. Martha Karua, EGH, MP on 18th January, 2006.

As part of the implementation of the Taskforce Report, two Bills were prepared to re-establish the Kenya School of Law and Council of Legal Education as separate legal entities. The Bills culminated in the enactment of the Kenya School of Law Act No.26 of 2012 and Legal Education Act No.27 of 2012.

The Council of Legal Education became operational in September 2012 but officially separated from the Kenya School of Law in January, 2014 and moved to its new premises in Karen Office Park along Langata Road.

1.2 Mandate

The mandate of CLE include; regulation of legal education and training, licencing and supervising legal education providers, advising the Government on matters relating to legal education, recognising qualifications obtained outside Kenya and administering the ATP examination.

1.3 Strategic Planning Context

The strategic planning of the Council of Legal Education (CLE) takes place amidst the unique history that has informed the evolution of legal training globally. It also occurs in an environment characterised by specific challenges, on the one hand, and unique opportunities, on the other. A look at the historical evolution of legal training is significant in light of the correlation between this and various statutory developments, each of which have affected the governance and operations systems of CLE and its precursor bodies. In addition, the challenges and opportunities inherent in the context (both during the past and present periods) continue to affect the strategic posture of the CLE as it discharges its mandate in a highly dynamic global environment.

Reforms around the provision of legal education within Kenya culminated in the establishment of CLE's autonomy, through a process anchored in law. By virtue of the Legal Education Act (Number 27 of 2012), CLE was created as a distinct entity with a specific mandate separate from the Kenya School of Law which was now governed by the Kenya School of Law Act (Number 26 of 2012). The Council has therefore existed in its present form for a relatively short period. The previous strategic planning took place in a context where the organisation was establishing the structures necessary for the creation of this autonomy. During this strategic planning cycle, the Council being in its embryonic stage paid much attention towards establishing the institutional capacity necessary to meet CLE's new mandate. This included prioritising objectives relating to the acquisition of premises, staff recruitment etc. The context has since changed and much of these antecedent factors have been met, paving way for a strategy relevant to the operationalization of its mandate. In other words, now that CLE has the necessary physical, financial and human resource infrastructure, what other factors ought to be considered in order to move it to its next strategic cycle?

This strategic planning therefore takes place amidst other critical emerging factors. As observed, the organisation is no longer in its budding stage. The strategy it adopts going into the future should slowly move away from institutional issues tied towards establishing itself, to one that is more concerned with the optimum delivery of its mandate. CLE operating environment has been beset by specific challenges that need to be taken into account in the development of a strategic plan. These include the shrinking budgetary allocation (government being main funder of CLE operations); the potential for conflict due to the multiplicity of actors with intersecting mandates and operating in the same regulatory terrain; an increasingly litigious society; and the growing risk of negative publicity in an age of social media interaction. Each of these

challenges call for strategic plan that prioritises appropriate responses to these challenges such as laying emphasis on resource mobilisation, collaboration and partnership, and the development of brand equity in its interaction with customers and key stakeholders.

It is also important to note that this strategic plan occurs in a context of unique opportunities. The review of the regulatory and policy framework has broadened CLE's mandate bringing within its purview the administration of the ATP examination. This has essentially created a much-needed income generation opportunity and potentially mitigated the challenges of a shrinking national budget. Furthermore, ten years after the enactment of the Constitution, there is a greater awareness by members of society of their individual rights in Kenya, where emphasis is placed on the centrality of the rule of law in a constitutional democracy. Such rights can only be realised where access to justice is guaranteed. This has led to a greater demand for legal professionals, which in turn, has seen a growing need for legal training programmes. Finally, it is important to recognise the role of ICT in the current context. Research around ICT reach, coverage and innovations with respect to Africa indicates that Kenya remains a leader in this area. Society is increasingly relying on electronic medium to both access and disseminate information. It is important that CLE leverages on this reality both in carrying out its mandate and in the manner that it interacts internally and externally with its stakeholders.

This Strategic Plan therefore presents great opportunity for CLE to advance to the next level; from its past nascent stage to a fully-fledged and capacitated organisation delivering on its mandate. Its success will depend on how it consciously engages the challenges it faces, and opportunities presented to it. These challenges and opportunities resonate with a global environment, informed by the importance of each state realising the Sustainable Development Goals (SDGs).

1.4 The Organizational Development Role vis-à-vis the national development agenda

1.4.1 The Kenya Vision 2030

Vision 2030 is the long-term development blueprint for the country. It is motivated by a collective aspiration for a better society by the year 2030. The aim of Kenya Vision 2030 is to create "a globally competitive and prosperous country with a high quality of life by 2030". It aims to transform Kenya into "a newly-industrialising, middle income country with a high quality of life for all its citizens living in a clean and secure environment". Vision 2030 is founded on three pillars: Economic, Social and Political Pillars.

Relevant to the provision of quality education is the Social Pillar, which focuses on investing in the people of Kenya. This pillar makes it clear that widespread prosperity cannot be achieved without a just and cohesive society that enjoys equitable social development in a clean and secure environment. The pillar therefore aims to improve the quality of life for all Kenyans by targeting a cross-section of social welfare projects where transformation can be realised such as through education and training. The link

between legal awareness and the rights of individuals points at the importance of developing strong programmes for legal training and education.

Equally relevant to legal training is the Political Pillar, which provides for the deploying world class infrastructural facilities and services. In this regard, it aims at putting in place “a democratic political system that is issue based, people-centred, result-oriented and accountable to the public”. Vision 2030 envisions a country with a democratic system in which equality is entrenched, irrespective of one’s race, ethnicity, religion, gender or socio-economic status. To this end, nine governance systems have been espoused: constitutional reform, sovereignty of the people, gender equality, national values, goals and ideology, Bill of rights, viable political party system, public participation in governance, separation of powers and decentralization. A political environment entrenched in these values must be centred on legal sector that is the product of quality and relevant legal training.

In discharge of its mandate, CLE must remain aware of the link between its role of regulating quality legal training, on the one hand, and the demand for human resources in the form of advocates with the skills and competencies that will act as the bedrock for the realisation of the national plan. The legal education framework must resonate with national vision and policy as encapsulated in the above pillars. In this regard, it may be necessary to continuously validate the relevance of its programmes to the national plan, by actively engaging in a continuous process with relevant stakeholders at both national and county levels.

1.4.2 Sustainable Development Goals

The SDGs came into force in 2016 and provided for a post 2015 development agenda. The 17 goals therein (together with their 169 targets) are much more inclusive than the previous 8 Millennium Development Goals (MDGs). Relevant to the question of legal education is Goal 16, which deals with peace, justice and strong institutions. Sustainable development cannot be attained without peace, stability, Human Rights and effective governance, based on the rule of law. Kenya has a first-hand experience in this regard. The 2007/2008 post-election violence demonstrates the product of poor governance systems. SDG Goal 16 with its focus on peace, justice and strong governance, aims at ensuring a reduction in such violence and insecurity by promoting the rule of law, Human Rights and strengthening institutions of governance. A developed legal and justice sector with sufficient resources to bolster effective legal representation is critical for these purposes. This in turn is dependent on the development of an environment of legal training where quality lawyers are produced based on curriculum that equips students with appropriate legal tools. The role of CLE towards achieving this end cannot be over emphasised.

1.4.3 The Medium-Term Plan III 2018-2023 of Kenya Vision 2030

The third Medium-Term Plan (2018-2023) of Kenya Vision 2030 outlines policies designed to implement devolution, create more quality jobs, reduce poverty, transform the structure of the economy as well as accelerate its growth. In striving to achieve these shorter-term goals the following were identified as key foundations and enablers for national transformation namely; Infrastructure, Information

Communication and Technology (ICT), Science, Technology and Innovation (STI), Land reforms, Public sector reforms, Labour and Employment, National values & ethics and Ending drought emergencies, Security, peace building and conflict resolutions. The Council role in the Third MTP will be to supervise, license and regulate legal education programmes and providers, administer the Advocates Training Programme (ATP) Examination, recognize foreign qualifications in law and advise the Government on matters germane to legal education and training with the aim to ensure quality legal education and training is adequate and of quality to deliver on the objectives of MTP-III.

1.4.4 The Big 4 Agenda

The Big Four Agenda is the government's strategic short term agenda for 2018-2022, It integrates into the SDGs and Kenya Vision 2030. The four areas of focus are Manufacturing; Affordable Housing; Food Security and Affordable Healthcare for all. The Council will contribute to the Big 4 Agenda as an enabler by streamlining the production of skilled manpower. The Big 4 Agenda aim is to improve the standards of living, accelerate job creation, improve health standards, reduction of poverty, elimination of inequalities and to better the living conditions of all Kenyans.

CHAPTER TWO: SITUATION ANALYSIS

2.0 Overview

This chapter presents an analysis of CLE's internal and external environment. The internal environment analysis considered the strengths possessed by CLE and the inherent weaknesses. External environment analysis, on the other hand, sought to establish the opportunities available to CLE as well as threats facing the organization. This was undertaken using a combination of SWOT and PESTEL approach. Just like in the internal environmental analysis, the plan provides mechanisms through which the identified opportunities could be exploited as well as how threats could be countered.

2.1 Review of the previous Strategic Plan implementation

This section presents a summary of the review of the implementation of the Strategic Plan for the period 2014-2018.

2.1.1 Key Achievements

There were several key achievements realized during the implementation of the 2014-2018 strategic plan. The achievements are summarized along the strategic objectives as follows;

Objective 1: To enhance the Legal Education regulatory and licencing framework

- i. The Legal Education (Accreditation and Quality Assurance) Regulations, 2016 were completed and gazetted. Their application commenced on 15th January 2017.
- ii. Council Resolutions on recognition of qualifications obtained by Open and Distance Learning and recognition of qualifications in Law of other nomenclature enhanced the regulatory framework and on recognition and approval of qualifications in law obtained in foreign.
- iii. The Council continued to interrogate issues critical to legal education regulation such as evidenced by the White Papers on Regulation of the Advocates Training Programme and admission of foreigners to the Roll of Advocates in Kenya. CLE is also engaging stakeholders on these issues with a view to developing appropriate regulatory framework.
- iv. The Council as a Secretariat to the Taskforce on Legal Sector Reforms played a central role in reviewing a broad number of issues touching on legal education regulation. The Taskforce's final report was handed over to the AG and is pending publication.

Objective 2: To develop and administer structures and systems that assure credible and verifiable ATP Examination

- i. Systems and structures were established for conducting the ATP examinations. Council administered the ATP examinations twice each year.
- ii. An examination system was put in place.
- iii. Guidelines for each of the activities of the examination cycles were developed.

Objective 3: To develop the capacity for research

- i. The Council generated substantial research outputs derived from its mandate on areas such as Open and Distance Learning and Chartered Institute of Legal Executives (CILEx) Law qualifications; Research on International Best Practice on Regulation of Legal Education; Regulation of the Advocates Training Programme and the ATP Examination Performance. Admittedly, most of these research efforts and outputs have not been published for public consumption. For the most part, the majority of these outputs have been consumed internally.

Objective 4: To build and enhance governance and human resource capacity

- i. Employed competent staff.
- ii. Developed a performance management system.
- iii. Implemented remuneration and benefit structure as approved by Salaries and Remuneration Commission (SRC).
- iv. Attained ISO 9001:2015 Certification.
- v. Developed and implemented various Standard Operating Procedures (SOPs).
- vi. Approved and implemented the Council Charter and operational policies.
- vii. Developed and implemented the Enterprise Risk Management Policy Framework.

Objective 5: To enhance financial and physical resources of CLE

- i. The budget increased from Kshs. 88.4 million in 2014/2015 to Kshs. 370 million in 2019/2020 financial year.
- ii. Appropriation in Aid increased from Kshs.120.1 M in FY 2015/2016 to Kshs. 170.1 M in FY 2018/2019.
- iii. Acquired office space, equipment, furniture and fittings.
- iv. Acquired motor vehicles.

Objective 6: To enhance information communication technology capabilities for operational efficiency

- i. Built and strengthened ICT infrastructure e.g. development of LAN, modern website, establishment of an email system, installation and maintenance of CCTV system and access control system

- ii. Acquired a Data backup and recovery solution
- iii. Acquired the E-board system
- iv. Acquired the HR and payroll and accounts systems.

Objective 7: Promote a positive corporate image and enhance visibility of CLE

- i. Developed and implemented the Service Charter
- ii. Developed CLE website

Objective 8: To establish and strengthen strategic collaboration and partnerships at local, regional and international level

- i. Signed an Agency Agreement with the Kenya School of Law to conduct Project and Oral examination.
- ii. Established the Bar Examination Loan and partnered with HELB to manage loan disbursement to ATP examination candidates.
- iii. Partnered with UNDP to support the review 2014/2018 Strategic Plan and validation of the current Strategic Plan.

2.1.2 Challenges Experienced

In the process of implementing the Strategic Plan for the period 2014/2018, various challenges were experienced by CLE as follows:

- i. Perceived poor quality of legal education standards.
- ii. High failure rate of the ATP examination hence bad publicity.
- iii. Unattractive terms of engagement for staff.
- iv. Inadequate ICT infrastructure hence relying on highly manual systems.
- v. Slow rate of development of key policies and regulations notably examination regulation and curriculum.
- vi. Unclear reporting lines and structures in some departments.
- vii. Lawsuits that stifled the discharge of regulatory mandate.
- viii. Lack of research capacity hence inability to determine extent of infusion of quality standards in legal education and training.
- ix. Strained relationship between KSL and CLE.
- x. Weak Monitoring, Evaluation and learning framework during the implementation of the Strategic Plan.

2.1.3 Lessons Learnt

The following are the main lessons that can be drawn throughout the implementation and the summative evaluation of the 2014-2018 strategic plan;

- i) Setting up initial structures (such as an office premises and recruitment of competent staff) is the first of many critical steps towards delivering upon the organisation's mandate. It is also critical to put in place strategies, systems and policies that will enable the organisation to upscale its delivery. Key amongst this is the ability to retain and attract critical human resources.
- ii) In a world where information exchange has been significantly enhanced through interaction on social media platforms, it is important that the

organisation to positively distinguish its brand and tell its story. While it may not be possible for CLE to assuage all its customers and the targets of regulatory mandate, it is important for it to establish a system that proactively engages these stakeholders with the intent of preserving its brand in the public arena.

- iii) Increased budgetary constraints that have impacted the public sector have a direct bearing on CLE. Although the expanded mandate has enabled the organisation to access additional resources through its role as an administrator of the ATP examination, it is important for CLE to diversify its resource base.
- iv) The clarity that CLE derives from the legal framework established by the Legal Education Act to discharge its mandate has been countered by challenges arising from operating in an arena occupied by organisations (such as CUE) drawing their mandates drawn from other related and similar pieces of legislation. Several court cases have arisen out of this blurred context of operation. This environment calls for a pre-emptive and active approach towards collaboration and partnerships with the relevant organisations and stakeholders.
- v) A Strategic Plan is only as good as its implementation. This in turn is heavily reliant on the monitoring and evaluation measures that one puts in place in order to ensure the full implementation of the plan. Furthermore, recognising that a Strategic Plan ought to be a living document, CLE should put in place an annual review process through which implementation of this current strategy can be monitored and necessary adjustments made.

2.2 Environmental Scanning

This section presents an analysis of CLE's internal and external environment. The internal environment analysis considered the strengths possessed by CLE and the inherent weaknesses. External environment analysis, on the other hand, sought to establish the opportunities available to CLE as well as threats facing the organization. This was undertaken using a combination of SWOT and PESTEL approach. Just like in the internal environmental analysis, the plan provided mechanisms through which the identified opportunities could be exploited as well as how threats could be countered.

2.2.1 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

Tables 2.1 and 2.2 Summarizes the strengths and weaknesses of CLE that informed this Strategic Plan.

Table 2. 1 : Summary of Strengths and matching Strategic Responses

No	Factor	Identified Strength	Strategic Response
1	Human Resource	CLE has got highly skilled and experienced staff	Develop and implement talent management program
2	Funding	CLE is assured of continued funding from the exchequer and internally generated funds for essential operations	<p>Diversify sources through resource mobilization within the existing mandate.</p> <p>Negotiations for increased for budgetary allocation</p> <p>Consider strengthening resource mobilization strategy through partnerships</p>
3	Clear mandate	CLE enjoys a clear mandate that is anchored in law with the support of office of the Attorney General.	<p>Adherence to the Legal Education Act 2012 and utilization of support structures granted under the AG.</p> <p>Remain faithful in complying and implementing the mandate.</p> <p>Make our mandate known to increase awareness on what we do.</p>
4	Physical Resources	CLE has adequate infrastructure base that can be harnessed to support its operations e.g. fully furnished offices	Proper utilization and management of the available resources
5	The Council	Council is in place to guide the CLE's operations	<p>Composition in adherence to the law and <i>Mwongozo</i> Code 1.1.5</p> <p>Enhance capacity of the Council to provide strategic direction</p>
6	Institutional	CLE has well defined	Continuous review of

	Systems and Structures	systems and structures in place to guide the operations and processes necessary to deliver its mandate	policies and processes to ensure emerging issues are considered
7	Stakeholder Engagement	CLE enjoys goodwill from the majority of stakeholders in the legal sector	Regularly involve the stakeholders in making decisions that touches on the legal sector

Source: CLE analysis (2020)

Table 2. 2: Summary of Weaknesses with their Matching Strategic Responses

No.	Factor	Identified Weakness	Strategic Response
1	Funding	CLE is largely reliant on the funding from the Exchequer whose budgetary allocations are continuously dwindling	Resource mobilization to effect diversification of funding sources
2	Corporate image	CLE suffers from negative publicity due to the skewed interpretation of the mandate and poor performance of the ATP examination	Develop and implement a corporate communication policy.
3	Terms of Employment	Existing terms of employment are perceivably unfavorable, leading to high staff turnover as well as failure to attract competent staff	Review terms of engagement to incentivize staff Engage SCAC on approval of the HR documents as per their guidelines.
4	Organizational structure	CLE has a flat structure, which diminishes chances for career progression	Approve and implement HR instruments on career progression Finalize the reviewing of organizational structure
		Lack of succession planning and change management policy	Develop policy on succession management policy that addresses the gaps that exist

			Fill the vacant positions as per the current staff establishment
		There are significant number of unfilled positions within the establishment	Recruit to fill up the vacant positions in the approved establishment
5	Leadership	Non-consultative leadership styles that impacts on implementation of CLE policies	Embrace consultative leadership style
6	Decision making	Limited consultations in decision making process	Build Capacity among the staff and the Council. Utilization of institutional structures to make decisions
7	Constitution of the Council	The current Council composition is not compliant with the <i>Mwongozo</i> Code requirements	Make proposals to the AG to align the Council skills mix with the <i>Mwongozo</i> Code Lobby for amendment of the law to review the composition of the Council
8	Research	CLE has limited capacity for research which has impacted on achievement of CLE mandate	Develop and implement a research policy. Strengthen the research department through hiring competent staff Mobilize resources for research
9	Institutional Culture	Lack of shared institutional norms and values.	Define and promote the institutional culture. Develop and implement a culture change and management policy.

Source: CLE Analysis (2020)

2.3 Summary of opportunities and threats

Tables 2.3 and 2.4 Summarizes the opportunities and threats arising from the external environmental analysis with matching strategic responses.

Table 2.3: Summary of Opportunities with their Strategic Responses

No	Factor	Identified Opportunity	Strategic Response
1	Government Policy	Government priorities provide for growth in legal practice and offers more opportunities for legal training.	Organise annual conferences on legal education and training to get contemporary information on legal education and ascertain opportunities to influence legal training.
2	Decentralization	Government has come up with a policy to decentralize national public service. This offers CLE with an opportunity to decentralize examination function to major cities	Establish examination centres in major cities outside Nairobi
3	Economic Situation	High poverty levels reduce access to legal training in the society. This offers CLE an opportunity to support indigent but qualified law students	Council to explore and sustain avenues for raising funds to support needy students wishing to undertake the ATP examination
4	Demographic growth	Population growth has created high demand for legal training	Offering professional legal regulatory services
5	Technological advancement	Growth in technological access as well as increase in techno-savvy population provide additional avenues for provision of CLE services	Harness the available technology in providing CLE services e.g. online examination
6	Automation	Advancement in technology provides an opportunity for CLE to automate internal processes aimed at saving costs and increasing efficiency	Implement the ERP
7	Environmental awareness	Increased consciousness on environmental conservation has offered an opportunity for CLE to increase publicity	Operationalize the CSR policy

		through CSR activities related to environmental conservation	
8	Requirement for public participation	The requirement for regulations to adhere to stakeholder participation results to better policies and regulations for CLE	Develop and implement a stakeholder policy. Subject regulations and policies to adequate public participation

Source: CLE analysis (2020)

Table 2. 4: Summary of Threats and Strategic Responses

No	Factor	Identified Threat	Strategic Response
1	Political Instability	Electoral-related instabilities may interfere with the CLE scheduled activities	Review CLE schedule of activities as need arises
2	Mandate	Overlapping regulatory mandate may negatively affect CLE's image Competing entities may lobby for change of CLE's mandate	Manage CLE's corporate image through adequate communication Initiate review of the law to clarify on the CLE's mandate CLE to collaborate and partner with other regulatory bodies e.g. CUE, Universities and KNQA
3	Terms of service	The policy to regulate public officer's compensation inhibit ability by CLE to hire and retain competent staff on competitive and attractive terms	Council to engage SRC in review of the remuneration for CLE staff
4	Government priorities	Changes in Government priority such as "Big 4" Agenda may result in changes in funding; which causes reduced budgetary allocation	Lobby for additional budgetary allocations
5	Economic Situation	Poverty levels have increased which has made legal training unaffordable	Initiate partnerships and collaborations to assist ATP examination candidates

6	Publicity	In the course of discharging the twin core mandates of CLE (regulatory and examination), CLE faces the reality of having bad image by enforcing the quality standards	Ensure adherence to the law in discharging CLE's mandate. Develop and implement a corporate communication policy

Source: CLE analysis (2020) 2.3 Political, Economic, Social, Technological, Environmental and Legal (PESTEL) Analysis

This section presents the external environmental analysis using the Political, Economic, Social-cultural, Technological, Environmental and Legal (PESTEL) Analysis. Table 2.5 summarizes the PESTEL analysis.

Table 2. 5: Summary of PESTEL analysis with individual strategic implications

Political	
Factor	Strategic Implication
Political instability	Electoral-related chaos may disrupt the scheduled CLE activities.
Mandate	Tussle over regulatory mandate may interfere with CLE's ability to meet the expectations of the stakeholders. Further, there is a risk by interested parties to force amendment of the law which may interfere with CLE's mandate
Terms of employment	Lack of autonomy by CLE to determine the terms of service for employees implies that the terms of engagement are relatively uncompetitive. This interferes with CLE's ability to hire and retain competent staff
Government policy	Change in government priorities towards the "Big 4" Agenda has a corresponding shift in funding; which implies reduced budgetary allocations.
Decentralization	Government has come up with a policy to decentralize public service. This offers CLE with an opportunity to decentralize examination function to major cities hence creating more visibility.
Economic	
Factor	Strategic Implication
Economic Situation	Diminishing public coffers will mean less resources for qualitative education and training. Quality of training will

	diminish and therefore the ability of the Council to play its role in nation building will be comprised.
Public sector wage level policy	The public sector wage policy as set by Salaries and Remuneration Commission (SRC) will determine CLE's ability to attract and retain competent staff hence need for continuous engagement with SRC.
Unattractive remuneration	Engage SRC to get authority for making payments corresponding to the market in order to pay competitive remuneration. Engage SRC to retain all income generated by CLE and use some of this income to pay staff allowances
Social-Cultural	
Factor	Strategic Implication
High demand for legal training.	Although demand for legal training has increased in the society, many students are unable to qualify for legal practice. This may cast a negative image upon CLE and its ability to deliver on an important part of its mandate. <i>Council must do more to keep costing affordable and driven by expenses and work to facilitate student loans, scholarships as a solution</i>
Demographic growth and age distribution	Population growth and age distribution has increased demand of legal education and services. Also, 75% of the population comprise of the youth (below 35 years) which offers CLE a great opportunity to provide quality legal education and training.
Public confidence and goodwill	Public confidence and goodwill will assure CLE of public support for its mandate and the work it undertakes under the current regulations. Lack of confidence and goodwill will also expose CLE to unnecessary litigation by legal education providers and students of law. CLE to enter into partnerships and collaborations to foster public confidence.
Increased litigation	The society has become highly litigious and interrogative of the provisions of the law. This has a potential to interfere with the ability of CLE to smoothly discharge her mandate due to numerous court cases.
Technological	

Factor	Strategic Implication
Technological advancement	Growth in technological as well as increase in techno-savvy population provide additional avenues for provision of CLE services
Automation	Advancement in technology provides an opportunity for CLE to automate internal processes and save costs while increasing efficiency
E-Learning	E-learning has become a mode of delivery of content in learning institutions. This creates a need to review standards and regulations on e-learning for legal education. Position CLE to accredit online legal education.
Environmental	
Factor	Strategic Implication
Environmental consciousness	There is increased consciousness on the need to conserve the environment through adoption of green technology and more environmental responsibility. This has offered an opportunity for CLE to increase publicity through CSR activities related to environmental conservation. Activities should relate to CLE mandate and core competencies as part of its efforts to increase visibility.
Legal	
Factor	Strategic Implication
Public participation	The requirement for regulations to adhere to stakeholder participation results to better policies and regulations for CLE
New laws and changes in existing laws	Enactment of new laws and changes to existing laws will influence law curriculums as well as the development of future regulations on legal education. Accordingly, CLE must stay abreast of all changes in law.

Source: CLE analysis (2020)

2.4 Stakeholder analysis

CLE has many stakeholders, both internal and external, with whom it has functional relationships, play different roles, and have varied interests. **Table 2.6** presents the summary of the analysis of key stakeholders and the expectations:

Table 2. 3: Stakeholder Analysis

EXTERNAL STAKEHOLDERS				
No	Stakeholder	Role	What CLE expects from the Stakeholder	What the Stakeholder expects from CLE
1.	Law Students and their benefactors (e.g. parents)	<ul style="list-style-type: none"> • Beneficiaries of standards of legal education. • Consumers of CLE qualification equation services • Candidates of ATP Examination 	<ul style="list-style-type: none"> • Adhere to set standards, rules and regulations on recognition and approval of foreign qualifications and the ATP Examination • Participation in the regulation development process 	<ul style="list-style-type: none"> • Quality and equitable standards, rules and regulations for legal education • Accountability and transparency • Fairness in service delivery • Timely and efficient services • Facilitation for admission to the Roll of Advocates through gazettelement

2.	Office of Attorney General and Department of Justice.	<ul style="list-style-type: none"> Creates an enabling environment for regulation of legal education Develops policies for legal education & training Approves legal education regulations 	<ul style="list-style-type: none"> Consultation when amending statutes affecting CLE Facilitation of law graduates' absorption Provide legal advisories on request on matters relevant to CLE mandate 	<ul style="list-style-type: none"> Adherence to the Law in discharging CLE's mandate Timely advice to the government on matters concerning legal education and training Accurate data on legal education and training Dissemination of research output concerning legal education and training Conduct credible ATP Examination
3.	Treasury	<ul style="list-style-type: none"> Facilitates GoK's Funding 	<ul style="list-style-type: none"> Support for activities and programs necessary to achieve CLE objectives 	<ul style="list-style-type: none"> Adherence to the Law in discharging CLE's mandate
4.	Legal Education Providers	<ul style="list-style-type: none"> Provide legal education and training Participate in development of legal training curricula Implement standards & regulations Participate in the formulation of regulations 	<ul style="list-style-type: none"> Compliance with existing standards and regulations Timely submission of the required documentation and reports Timely payments of licensing fees 	<ul style="list-style-type: none"> Assure conformity with regulatory standards Fairness in implementing regulations and standards Efficiency, effectiveness and professionalism in CLE work Adhere to the rule of law

5.	Legal Fraternity / Law Society of Kenya	<ul style="list-style-type: none"> • Participate in the regulation development process. • Facilitate absorption in the profession. • Provide Human Resource to legal education & training providers. • Provide opportunities for pupillage 	<ul style="list-style-type: none"> • Support CLE's mandate and functions • Feedback on quality of CLE services • Active participation in the regulation development process • Feedback on the quality of graduates absorbed to the Bar • Provide consultancy on legal services 	<ul style="list-style-type: none"> • Quality and relevant legal education • Fairness, accountability and transparency in all CLE decisions
6.	General public	<ul style="list-style-type: none"> • Provide feedback on quality of legal education 	<ul style="list-style-type: none"> • Timely feedback on quality of legal education 	<ul style="list-style-type: none"> • Prudent spending of allocated funds • Quality and relevant legal education
7.	Suppliers	<ul style="list-style-type: none"> • Supply CLE with goods and services 	<ul style="list-style-type: none"> • Quality goods and Services. • Integrity in all their dealings with CLE. • Provide relevant information to CLE • Adhere to sale and after sale service obligations 	<ul style="list-style-type: none"> • Timely payment for goods and services supplied • Transparent and accountable procurement process

8.	External Consultants (Setters, Markers, Moderators, Peer reviewers and, Invigilators)	<ul style="list-style-type: none"> • Participation in administration of the ATP Examination. • Provide Human Resource in setting and the administration of the ATP examination • Provide expert opinion on examinations • Advises CLE on proposed curriculum, programmes and regulations • Provide expert opinions on proposed curricula. • Participates in the development of regulations 	<ul style="list-style-type: none"> • Quality service to CLE • Adherence to engagement guidelines • High standard deliverables • Timeliness in review of curriculum 	<ul style="list-style-type: none"> • Timely payment of services. • Provide relevant information necessary for them to offer services • Regular Capacity building • Conducive work environment • Timely payments for services rendered • Clear guidelines for review process • Fair remuneration package • Provide enabling Environment
9.	Office of the Auditor General	<ul style="list-style-type: none"> • Audit CLE annual financial statement and reports 	<ul style="list-style-type: none"> • Timely and fair reporting 	<ul style="list-style-type: none"> • Timely response to audit query • Timely payment of the audit fees • Provide good working environment • Provide all relevant documents

INTERNAL STAKEHOLDERS

9.	The Council	<ul style="list-style-type: none"> • Provides Oversight over management of CLE operations • Sets policy and strategic direction 	<ul style="list-style-type: none"> • Clear strategic direction • Quality and facilitative oversight • Sound corporate governance structures 	<ul style="list-style-type: none"> • Effectiveness in delivery of CLE's mandate • High performance standards
10.	Staff and Management	<ul style="list-style-type: none"> • Implements the strategic plan • Discharges CLE mandate • Oversees CLE's day to day operations by implementing Council decisions (Management) 	<ul style="list-style-type: none"> • Professionalism in the area of service and expertise • Upholds and protects the image of CLE • Adherence to the core values 	<ul style="list-style-type: none"> • Provide enabling working environment • Facilitate professional growth/career development • Fair remuneration for work done

Source: CLE analysis (2020)

CHAPTER THREE: STRATEGIC MODEL

3.0 Overview

The Council's strategic direction is articulated by the vision, mission statement and core values. Together, these indicate the ultimate accomplishment, purpose and mandate of the Council.

3.1 Vision, Mission and Core Values

The vision statement, the Mission statement and the core values for CLE are as follows:

VISION

'Globally competitive and transformative legal education and training in Kenya'

MISSION

'To assure quality legal education and training through licensing and supervision of legal education providers; administration of the Advocates Training Programme examination and advising the Government on legal education'

Core values

CLE is committed to the following Core Values

Excellence

Continuous growth by embracing excellent performance

Professionalism

Uphold utmost professionalism in discharging its mandate

Integrity and accountability

Adherence to moral principles and be accountable at all times

Customer focus

Meet and exceed customer expectations

Ethical

Ethical in decision making

Inclusiveness

Take into account views of stakeholders in decision making

Respect

Respect for all in the discharge of our mandate

3.2 Key Result Areas, Strategic Objectives and Strategies

This chapter presents priority areas that were arrived at as a result of the situational analysis and environmental outlook. The priority areas have been addressed by strategic objectives and corresponding strategies.

3.2.1 Key Result Area 1: Regulatory Framework and Policy

QUALITY LEGAL EDUCATION AND TRAINING

Strategic Objective 1: To Enhance Legal Education Regulatory Framework

Strategies:

- i. To develop ATP Curriculum
- ii. Review and update regulations and standards

Strategic Objective 2: To enhance the quality of legal education and training

Strategies:

- i. Licence legal education providers
- ii. Enforce compliance with regulations
- iii. To prepare advisories to the Government on matters legal education and training
- iv. Conduct research in legal education and training
- v. Hold annual conference on legal education and training
- vi. Establish collaborative partnerships and stakeholder engagements

Strategic Objective 3: Enhance efficiency in delivering Advocates Training Programme examination

Strategies:

- i. Develop and implement structures and procedures for the management of the ATP examination
- ii. Evaluate the effectiveness and efficiency of the ATP examination processes and implement the recommendations
- iii. To automate examination processes

Strategic Objective 4: To strengthen CLE policy guidelines

Strategies:

- i. Develop new policies for the organization
- ii. Review existing policies

3.2.2 Key Result Area 2: Customer Focus

Strategic Objective 1: To attain and maintain high levels of customer satisfaction

Strategies:

- i. Enhance customer satisfaction levels
- ii. Enhance CLE Brand Engagement
- iii. Enhance stakeholder interface activities

3.2.3 Key Result Area 3: Financial Sustainability

Strategic Objective 3: To enhance financial resources and utilization

Strategies:

- i. Diversification of revenue streams within CLES's Mandate
- ii. Engage with stakeholders to enhance funding from the Government
- iii. Ensure optimal utilization of resources

3.2.4 Key Result Area 4: Institutional Capacity

Strategic Objective: To enhance and maintain institutional capacity for efficient and effective service delivery

Strategies

- i. Improve the governance and management structures
- ii. Attract and retain competent staff
- iii. Enhance ICT capabilities for effective service delivery
- iv. Develop an organizational culture change management programme
- v. Enhance organisational research capacity

CHAPTER FOUR: IMPLEMENTATION AND COORDINATION FRAMEWORK

4.0 Overview

Successful Implementation of this strategic plan requires both human and financial resources. These resources should be deployed and coordinated in productive manner so as to provide optimal benefits to CLE. This chapter presents the staffing structure, financial resource requirements as well as the coordination framework.

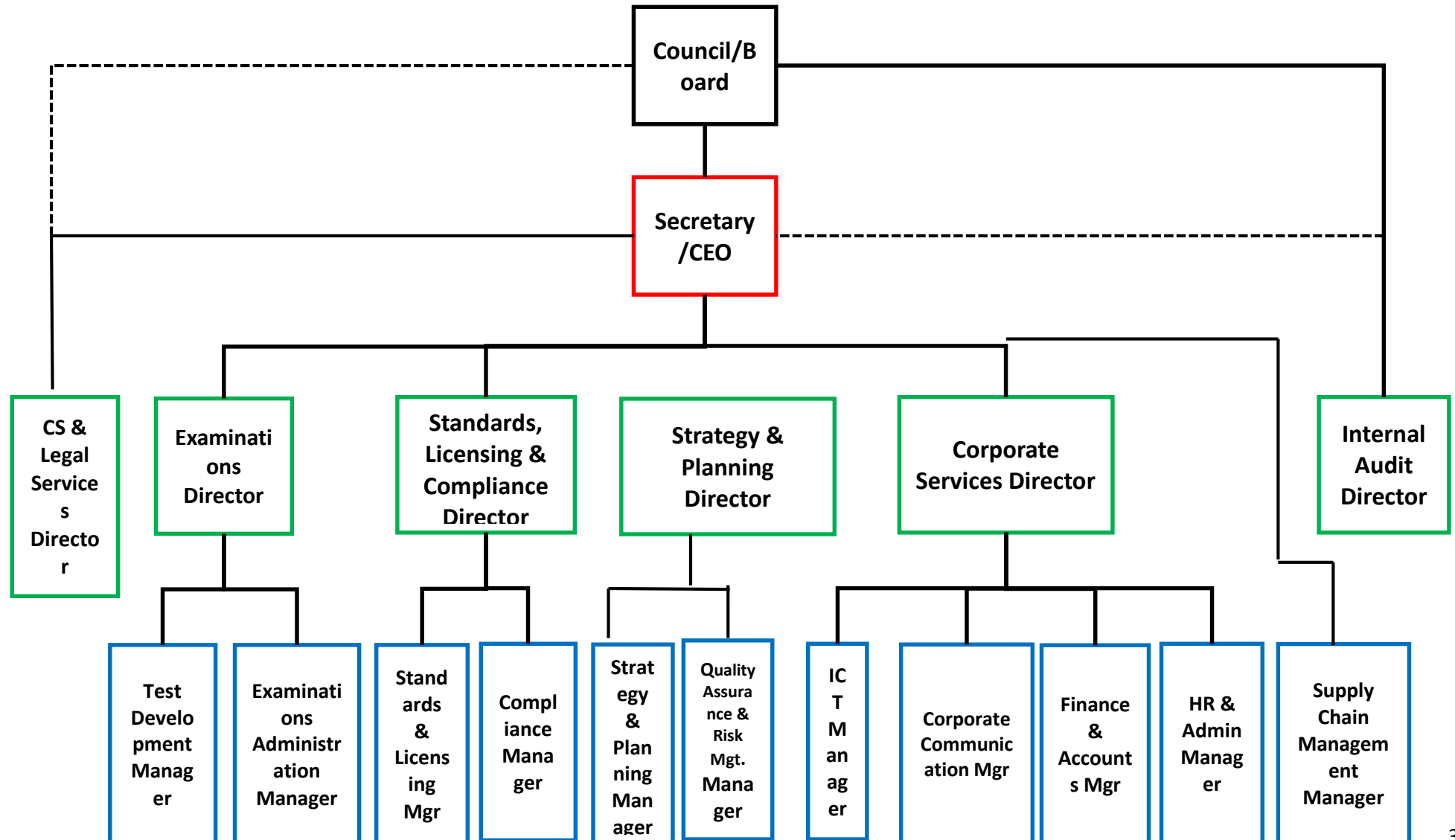
4.1 Structure of the Organization

4.1.1 Strategic Leadership

In order to discharge its mandate, the leadership of CLE is vested in the Council that constitutes the supreme decision-making organ of the Council. The Council appoints the CEO who is in charge of the day-to-day operations. There are six operational directorates: Corporate Services Directorate, Standards, Licensing & Compliance Directorate, CS & Legal Services Directorate, Strategy & Planning Directorate, Internal Audit Directorate and Examination Directorates. The Corporate Services directorate plays a supportive role and comprise the following departments: Finance, Corporate Communication, HR and ICT.

4.1.2 Organizational structure

The organogram of CLE is presented as follows:



4.2 Staff Establishment

4.2.1 Staff Establishment

S/No	Designation	No. of Staff
1.	Secretary / CEO	1
2.	Directors	6
3.	Managers	13
4.	Principal Officers	13
5.	Senior Officers	11
6.	Officers	7
7.	Snr. Assistant Officers	6
8.	Office Assistants	5
9.	Drivers	5
	Total	67

4.2.2 Human resource development strategies

In order to have adequate, competent and motivated staff which is critical for the achievement of this Strategic Plan, priority will be given to the following areas:

Description of Strategy	Year
Developing and implement a robust recruitment Projection plan	2020-2023
Develop and implement coaching and mentorship programs for the staff	2021-2023
Improve employee satisfaction and work environment	2021-2023
Development and Implementation of Talent Management Policy	2020-2023

4.3 Financial Resources

4.3.1 Financial Resources Requirements Resources

Key Result Area	Resource Requirements					
	Projected Estimates (Kshs. Mn)					
	2019/20	2020/21	2021/22	2022/23	2023/24	Total
KEY RESULT AREA 1: REGULATORY FRAMEWORK AND POLICY QUALITY LEGAL EDUCATION AND TRAINING			16M	36M	8M	60M
KEY RESULT AREA 2: CUSTOMER FOCUS			4M	2M	2M	8M
KEY RESULT AREA 3: FINANCIAL SUSTAINABILITY			1M	1M	1M	3M
KEY RESULT AREA 4: INSTITUTIONAL CAPACITY			23M	67M	13M	103M
Total			44M	106M	24M	174M

4.3.2 Resource Gaps

Expenditure	Budgetary Estimates (Kshs. Mn)					Total Budget (Kshs. Mn)	Allocation (Kshs. Mn)	Variance (Kshs. Mn)
	2019/20	2020/21	2021/22	2022/23	2023/24			
Recurrent	369.1	351.2	380.3	438.5	449.5			
Development	0	0	0	0	0			
Total	369.1	351.2	380.3	438.5	449.5			

4.3.3 Resource Mobilization Strategies

Description of the Strategy	Year
Diversification of revenue streams	ongoing
Engage with stakeholders to enhance funding from Government	2020 - 2023
Implement austerity measures to ensure optimal utilization of financial resources	2020 - 2023

4.4 Risk Analysis and Mitigation Measures

The planning process involved identification of the risk exposure that has a bearing on the realization of each strategic objective. This was done under each of the Four identified priority areas. Further, the mitigation strategy for each risk exposure was proposed. Table 4.1 summarizes the risk analysis and management for CLE during the planning period.

Table 4. 1: A Summary of Risk analysis and Management

KEY RESULT AREA 1: REGULATORY FRAMEWORK AND POLICY			
Strategic Objective: To Enhance Legal Education Regulatory Framework			
No	Risk Factor	Identified Risk exposure	Risk Mitigation Strategy
1	Approval	Proposed Regulation or change in law may not be approved or delayed by parliament	<ul style="list-style-type: none"> Engage parliament in preparation of regulation
2	Public Participation	Regulations developed without sufficient public participation	<ul style="list-style-type: none"> Ensure that all regulations & guidelines are subjected to public participation
Strategic Objective: To Strengthen CLE Policy Guidelines			
No	Risk Factor	Identified Risk exposure	Risk Mitigation Strategy
1	Goodwill	Lack of goodwill from Key stakeholders in carrying out the policy reviews	<ul style="list-style-type: none"> Continuously cultivate collegiality between CLE and the key stakeholders
2	Public participation	Requirement for public participation in policy formulation may delay the process	<ul style="list-style-type: none"> Adherence to the law and engage stakeholders continuously through follow-ups
3	Approval	Approval of the policies may delay	<ul style="list-style-type: none"> Lobby the parties that are involved in approval of CLE's policies
Strategic Objective: To enhance quality of legal education and training			
No	Risk Factor	Identified Risk exposure	Risk Mitigation Strategy
1	Litigation	Court cases which may cause Council time and money	<ul style="list-style-type: none"> Enforce the rules firmly and consistently

2	Licensing process	Licensing of legal education providers who do not meet the required standards	<ul style="list-style-type: none"> Define the standards of licensing
3	Malpractices	Examinations leakages and other malpractices	<ul style="list-style-type: none"> Minimize examination chain of custody Reinforce the respective codes of conduct
4	Quality of examination	The quality of examination could be inadequate	<ul style="list-style-type: none"> Engage qualified and tried examination experts Build more capacity in the examination process
5	Enforcement	Enforcement of standards could be weak	<ul style="list-style-type: none"> Strict enforcement of the standards Regular training of enforcement officers
6	Change in law	The law that accorded CLE the mandate may change	<ul style="list-style-type: none"> Lobby stakeholders to strengthen/safeguard the existing legal mandate
7	Financial Resources	Insufficient financial resources may impede capacity to undertake its mandate	<ul style="list-style-type: none"> Diversify sources of revenue Lobby for increased budgetary allocations Increased collaborations and partnerships

KEY RESULT AREA 2: CUSTOMER FOCUS

- Strategic Objective: To attain and maintain high levels of customer satisfaction**

No	Risk Factor	Identified Risk exposure	Risk Mitigation Strategy
1	Financial Resources	The available budgetary allocation may not support implementation of customer Relationship management system	<ul style="list-style-type: none"> Lobby for more funds and continuously engage in partnerships and collaborations
2	Delays	Delays in the design and implementation of	<ul style="list-style-type: none"> Strict adherence to set implementation timelines

		stakeholder engagement framework	<ul style="list-style-type: none"> Undertake adequate consultation during the process
KEY RESULT AREA 3: FINANCIAL SUSTAINABILITY			
Strategic Objective: To enhance financial resources and utilization			
No	Risk Factor	Identified Risk exposure	Risk Mitigation Strategy
1	Misappropriation	Pilferage or misapplication of financial resources	<ul style="list-style-type: none"> Strict adherence with financial policies and laws
2	Change in law	Reduction of Government funding and A-I-A	<ul style="list-style-type: none"> Lobby stakeholders to strengthen/safeguard the existing legal mandate so as to maintain revenue streams
3	Government funding	The Government may not be keen in increasing funding to CLE and may concentrate on "Big 4" Agenda	<ul style="list-style-type: none"> Align CLE's activities with the Government priorities
KEY RESULT AREA 4: INSTITUTIONAL CAPACITY			
Strategic Objective: To enhance and maintain institutional capacity for efficient and effective service delivery			
No	Risk Factor	Identified Risk exposure	Risk Mitigation Strategy
1	Council Mix	Inadequate Council mix may result in skewed decisions that may negatively impact on achievement of CLE's mandate	<ul style="list-style-type: none"> Re-orient the Council to the provisions of <i>Mwongozo</i> code Council to invoke the provision of section 14 of the Legal Education Act by inviting experts to advise on technical matters
2	Financial Sustainability	Insufficient financial resources may negatively affect the ability of CLE to discharge its mandate and to attract and retain competent staff	<ul style="list-style-type: none"> Diversify sources of funds by partnering with key stakeholders Negotiate with GoK for increased budgetary allocations
3	Human Resources	The government may impose a	<ul style="list-style-type: none"> Negotiate with GoK and seek special approvals to

		moratorium on recruitment in the public service which may affect CLE's ability to fill the establishment	recruit key staff
4	ICT	Inadequate utilization of ICT resources	<ul style="list-style-type: none"> • Train staff on the use of ICT systems • Ensure ICT resources are available at all times
5	Corporate Culture	There may be resistance to change	<ul style="list-style-type: none"> • Regular sensitization of staff on the organizational culture change • Undertake training on corporate culture
6	Research	Inadequate research may result in providing half-baked advice to stakeholders concerning emerging issues in the legal education and training sector	<ul style="list-style-type: none"> • Strengthen the research unit • Embed research in all organizational activities

Source: CLE Analysis (2020)

4.5 Implementation of the Plan

4.5.1 Establishment of a Strategy Implementation Committee (SIC)

This Strategic Plan establishes a SIC, which will comprise the following members or their representatives:

- i. The Chief Executive Officer/Secretary (Or CEO appointee/Nominee),
- ii. Director Examination
- iii. Director Standards, Licensing and Compliance,
- iv. Director Corporate Services,
- v. Director Strategy and Planning,
- vi. Director Internal Audit,
- vii. Director Corporation Secretary
- viii. Manager Supply Chain

The CEO/Secretary may co-opt such other member of staff to the SIC

The SIC will oversee the implementation of the plan by holding individual Directors and Managers to account for implementation of action plans within their operational units. The team will coordinate implementation of action plans through monthly meetings and will report on a quarterly basis to the Chief Executive Officer.

The responsibilities of the SIC will include:

- a) Co-ordination of the action plans.
- b) Ensuring the corporate budget is aligned with the strategic plan.
- c) Monitoring the effective utilization of resources to ensure focus on the strategic plan.
- d) Maintain communication and operational linkages between divisions and departments.
- e) Monitoring of implementation, performance and impact of strategic objectives at departmental and the overall corporate level.
- f) Any other relevant duty as the Chief Executive Officer deems fit to facilitate effective plan implementation

4.5.2 Quarterly review meetings

The Chief Executive Officer will chair quarterly review meetings which will discuss the quarterly report of the SIC focusing on areas of underperformance and actions needed to enhance performance. The meeting will be attended by Directors, Managers and Section Heads to ensure team work and continuous buy-in of the implementation process by all senior staff.

Directors and Managers will also hold quarterly meetings with their division and departmental staff to both review the implementation process and update staff on the same.

4.5.3 Implementation Score Card

A score card has been designed to facilitate performance tracking and reporting. Completed scorecards will be generated and updated on a quarterly basis at

departmental, divisional and corporate levels. The score card will form the basis for quarterly reviews.

4.5.4 Oversight of Implementation at Council Level

The Finance and General Purposes Committee of the Council will oversee the implementation process.

The Director Strategy and Planning will prepare progress reports for the committee on bi annual basis and be responsible for updating the SCT on the deliberations of the Council Committee.

4.5.5 Annual Work Planning

At the beginning of each financial year's budgeting cycle, management will extract an annual work plan from the implementation matrix. The annual work plan will consist of planned activities for the upcoming year, any unimplemented activities from the previous plan periods that remain relevant, any activities in years beyond the year in focus that management wishes to expedite their execution as well as emerging issues from developments in the external environment. Activities will be broken down into tasks and financial periods will be on a quarterly basis. The organization's annual work plan will inform the budgeting process and also serve as the corporate score card for purposes of performance management.

4.5.6 Performance Management

The Council will sign Performance Contract with the office of the Attorney General. This in turn will be cascaded to all levels of the organization as detailed below.

1. The Council;

The Council is charged with providing policy direction and strategy. The Council works through Council Committees. Similarly, the Full Council meets quarterly to receive reports of the Council Committees. It is in these meetings that the Council performance is discussed and recommendations made.

2. Senior Management;

Senior management is charged with the responsibility of implementation of Council's decisions. Frequency of meetings varies from department to department and ranges from daily meetings to monthly depending on the need and functions of the department. Their performance reports are presented to the Council on quarterly basis, and an annual consolidated report presented to the Council at the end of the financial year

3. Operational staff;

These are staff who report to the Senior management and their role is strategy operationalization. Frequency of meetings varies from department to department and ranges from daily meetings to monthly depending on the need and functions of the department.

4.5.7 Actors in Implementation of the Strategic Plan

The following would be the role of the various stakeholders in implementation of this plan;

1. The Council

The overall responsibility of implementing this plan belongs to the Council. The Council shall implement the plan through delegating to management the execution mandate. This notwithstanding the Council's responsibility shall include;

- Approving this plan for implementation;
- Approving annual work plans and budgets drawn from this plan;
- Resource mobilization;
- Developing and signing performance contracts with the CEO/Secretary;
- Conducting annual reviews of the Strategic Plan implementation and recasting the Strategic Plan's targets.
- Coordinating the stakeholder engagement and management to ensure a conducive external environment for the implementation of the plan.

2. CEO/Secretary

The CEO/Secretary shall be responsible for the operationalization of this plan. Specifically;

- Ensure the plan is cascaded to the departmental heads;
- Ensure the vision, mission and core values are understood by all the employees.
- Continuous review of target implementation and providing feedback to the Council.
- Shall be in charge of the Strategy implementation committee which shall comprise of priority areas 'Gatekeepers'.

3. Strategy Implementation Committee

The committee will be comprised of members as listed in 4.5.1

The detailed Implementation Matrix is contained in Annex I

CHAPTER FIVE: MONITORING, EVALUATION AND REPORTING

5.0 Overview

This chapter presents mechanisms that will be used to ensure effective monitoring and evaluation of the implementation of strategic plan and reporting thereon.

5.1 Monitoring – institutional framework and frequency of monitoring and reporting

The monitoring and evaluation process helps improve performance. Its goal is to improve current and future management of outcomes and impacts.

It involves collecting, storing, analysing and finally transforming data into strategic information to be used to make informed decisions and improvements. It also provides information for accountability.

The assigned Committee will be required to submit the following reports to the management as well as to the Council on their progress in implementation of strategies under the Strategic Plan:

- a) Monthly report to the management
- b) Quarterly report to the management and the Council
- c) Half-yearly to the management and the Council
- d) Annual report to the management and the Council (Financial report; Audited financial report for the year ending; Performance achievement report covering commercial and technical improvements on performance).

Each of the performance reports will contain the following elements:

- a) Progress against the Plan
- b) Performance against the budget for each respective strategy
- c) Causes of any delays in the implementation of actions under respective strategies
- d) Actions or resources required to remedy delays stated if any
- e) Proposed revisions to the strategies

5.2 Evaluation – Mid-term and end-term evaluations and reporting

Key Result Area	Outcome	Key Performance Indicator	Baseline	Target	Achievements	Variance	Comments
KRA 1							

KRA 2							

5.3 Review of the Strategic Plan – Mid-term and end-term or when need arises

Key Result Area	Outcome	Key Performance Indicator	Baseline	Target	Achievements	Variance	Comments
KRA 1							
KRA 2							

ANNEXES

Annex I: Implementation Matrix

PRIORITY AREA 1: REGULATORY FRAMEWORK AND POLICY					
Strategic Objective 1: To Enhance Legal Education Regulatory Framework					
Strategy	Strategic Activities	KPI(S)	Timelines	Responsibility	Estimated Cost
Strategy 1: To develop ATP Curriculum	Engage a consultant to develop the ATP curriculum	Draft ATP Curriculum	2021	DQCL	3.5 M
	Conduct a stakeholder validation Conference	Conference report	2021	DQCL	3 M
	Seek board approval for final ATP Curriculum	Copy of Validated ATP curriculum	2021	DQCL	NIL
Strategy 2: Review and update regulations and standard	Develop the Legal Education Paralegal Education Regulations Develop the Policy on Licencing of Paralegal Education Develop the licensing criteria for the Paralegal Programme Develop the monitoring	Copy of Legal Education (Paralegal Education) Regulations Copy of Policy on Paralegal Education Copy of licensing criteria for paralegal education Copy of monitoring and evaluation	2022	DQCL	10 M

	and evaluation framework for paralegal programmes	framework for paralegal programmes			
	Develop the Legal Education ATP Regulations and licensing criteria	Copy of Legal Education(ATP) Regulations	2023	DQCL	8M
	Review the Legal Education(Licensing and Accreditation)Regulations 2016	Copy of Reviewed 2016 Regulations	2023	DQCL	8M

Strategic Objective 2: To enhance the quality of legal education and training

Strategy	Strategic Activities	KPI(S)	Timelines	Responsibility	Estimated Cost
Strategy 1: Licence legal education providers	Operationalize standard relating to paralegal education	Licensed paralegal education provider	2023	DQCL	1.6 M
	Process all applications for licensing of legal education providers	Copy of license of approved legal education provider	2023	DQCL	1.6M per application
	Process all applications for renewal of license for legal education providers	List of licensed legal education providers	2023	DQCL	1.6 M per application

	Process all applications received for licensing of the ATP programme	Copy of list of licensed legal education providers	2022	DQCL	1.6 M per application
Strategy 2: Enforce compliance with regulations	Conduct compliance audits for legal education providers	Copy of Audit reports	2023	DQCL	200,000 for every visit
	Review annual reports of all licensed legal education providers	Copy of review of annual reports	2023	DQCL	NIL
	Table annual report on the status of compliance of legal education providers	Copy of annual report	2023	DQCL	NIL
Strategy 3: To prepare advisories to the Government on matters legal education and training	Produce and disseminate research reports on legal education and training to OAG&DOJ	Copy of forwarding letter to OAG&DOJ	2023	DQCL	NIL
Strategy 4: Conduct research in legal education and training	Undertake research on legal education and training	Copy of Research paper	2023	DQCL	NIL
Strategy 5: Hold annual conference on	Organise an annual conference on legal	Number of conferences	2023	DQCL	6M per year

legal education and training	education and training	organised annually Copy of conference report			
Strategy 6: Established collaborative partnerships and stakeholder engagements	Develop a stakeholder engagement strategy Enter into MoUs /partnership letters with stakeholders	Copy of Stakeholder engagement strategy in place Number of MOUs/partnership letters completed Copies of MOUs/partnership letters		DQCL	
	Organize annual donor roundtables	Number of donor roundtable meetings	2023	DQCL	3M
	Participate in regional and international conferences on legal education and training	Number of regional and international conferences attended	2023	DQCL	8M
Strategic Objective 3: Enhance efficiency in delivering Advocates Training Programme examination					
Strategy	Strategic Activities	KPI(S)	Timelines	Responsibility	Estimated Cost
Strategy 1: Develop and implement	Develop guidelines and code of conduct	Departmental meeting/zero draft	March 2021	DOE	Nil

structures and procedures for the management of the ATP examination		Institution working committee	August 2021	DOE/CEO	Nil
		Draft guidelines and code of conduct submitted to Council for guidance	March 2023	DOE/CEO	Nil
		Draft guidelines and code of conduct submitted to stakeholders for deliberations and validation	March 2023	CEO	2M
	Management of examination	Setting and moderation of papers	On continuous basis	DOE/CEO	0.3M
		Lists of invigilators	On continuous basis	DOE	1M
		Number of candidate's scripts	On continuous basis		1M
		Report on moderation of scripts	On continuous basis	DOE	Nil
		Number of service providers trained	Oct 2021	DOE/CEO	Nil
		Training report	Oct 2021	DOE	Nil
Strategy 2: Evaluate the effectiveness and efficiency of the ATP examination processes and	Carry out research	Develop terms of reference (ToR)	June 2021	DOE	Nil
		Ensure publication of expression	October 2021	DOE	0.5M

implement the recommendations		of interest for consultant			
		Retreat report on deliberations of the draft findings	March 2022	DOE	1M
		Receipt of research report and development of implementation matrix	May 2022	DOE	Nil
Strategic Objective 4: To strengthen CLE policy guidelines					
Strategy 1: Develop new policies for the organization	1. Develop and implement quality Assurance and Licencing policy and procedure	Approved quality assurance and licencing policy and procedure	June 2022	Director Quality Assurance and Licencing	Nil
	2. Develop and implement management and retention policy	Approved record management and retention policy	June 2022	Assistant Director Finance Planning and Administration	Nil
	3. Develop and implement Examination Regulation and Policy 2020	Approved Examination Regulation and Policy 2020	June 2022	Director Examination	3M
Strategy 2: Review existing policies	Review and implement Procurement policy	Approved reviewed procurement policy	June 2022	SPO	Nil
	Review and implement Finance policy	Approved and reviewed Finance policy	June 2022	Assistant Director Finance Planning and Administration	Nil

PRIORITY AREA 2: CUSTOMER FOCUS

Strategic Objective 1: To attain and maintain high levels of customer satisfaction

Strategy	Strategic Activities	KPI(S)	Timelines	Responsibility	Estimated Cost
Strategy 1: Enhance customer satisfaction levels	Undertake customer satisfaction surveys	Survey Reports	Annually	AD FP & A/SHRO	1M
	Implement the findings of the customer satisfaction survey	Implementation reports	Throughout the financial year	AD FP & A/SHRO	Nil
	Review and implement the customer service charter	Revised customer satisfaction charter	Biennially	AD FP & A/SHRO	Nil
	Development and implement customer relationship management system	CRM system and implementation reports	2022	AD FP & A/SHRO	1M
Strategy 2: Enhance CLE Brand Engagement	Re - engineer and run digital Media (social media)	No. of digital media interactions and impressions	2022	AD FP & A/SHRO	1M
	Increase CLE brand visibility activities	No. of activities	Annually	AD FP & A/SHRO	1M
Strategy 3: Enhance stakeholder interface activities	Develop a stakeholder engagement Policy	Stakeholder engagement framework	2021	AD FP & A/SHRO	NIL
	Implement the stakeholder engagement framework	Implementation framework	2021-2023	AD FP & A/SHRO	NIL

	Review the stakeholder engagement framework	Revised framework	2022	AD FP & A/SHRO	NIL
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PRIORITY AREA 3: FINANCIAL SUSTAINABILITY

Strategic Objective 1: To Enhance Financial Resources and Utilization

Strategy	Strategic Activities	KPI(S)	Timelines	Responsibility	Estimated Cost
Strategy 1: Diversification of revenue streams	1.Approach partners to fund CLE activities	Funds from partners	Annual	CEO, DOE, DQCL, ADFP&A	Nil
	2.Identify new service charges	Number of new service charges	June 2021	CEO, DOE, DQCL, ADPF&A	Nil
Strategy 2: Engage with stakeholders to enhance funding from Government	1.Participate in the budget making process of government	GoK Allocation	Annual	CEO, ADFPA	1M
Strategy 3: Ensure optimal utilization of resources	1.Prepare and implement realistic budget	Annual budget	Annual	ADPF&A	Nil
	2.Align Procurement Plan to strategic plan and budget	Procurement plan aligned to strategic plan and budget	Annual	SPO	Nil
	3.Derive Departmental activities from strategic plan and budget	Annual workplan derived from the strategic plan and budget	Annual	CEO, DOE, DQCL ADFP&A	Nil

PRIORITY AREA 4: INSTITUTIONAL CAPACITY

Strategic Objective: To enhance and maintain institutional capacity for efficient and effective service delivery

Strategy	Strategic Activities	KPI(S)	Timelines	Responsibility	Estimated Cost
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Strategy 1: Improve the governance and management structures	1.Enforce the <i>Mwongozo</i> code to take into consideration the mix of skills of expertise in its composition	Communication to the AG for review of the statutory composition of the board	2020	Secretary/C EO	Nil
	2.Develop and strengthen structures, people, policies and practices for efficient decision making	<ul style="list-style-type: none"> • Approved policies and structures • Improved employee satisfaction 	2020-2023	CEO	Nil
Strategy 2: Attract and retain competent staff	Review and implement HR policy	Approved HR structure	2021	AD FP & A/SHRO	Nil
	Review the terms and conditions of service	Revised terms	2020 - 2024	AD FP & A/SHRO	94M
	Implement the revised terms and conditions of services	Reports	2020/2021	AD FP & A/SHRO	Nil
	Implement the car loan scheme	Implementation reports	2021	AD FP & A/SHRO	Nil
	Staff capacity building based on the TNA	<ul style="list-style-type: none"> • TNA report • Training reports • Improved performance 	2021	AD FP & A/SHRO	Nil
	Improve staff commitment and performance	<ul style="list-style-type: none"> • Employee satisfaction index • Performance index 	2020-2023	AD FP & A/SHRO	Nil

	Develop and implement a talent management program	<ul style="list-style-type: none"> Talent management program Implementation reports 	2020-2023	AD FP & A/SHRO	Nil
Strategy 3: Enhance ICT capabilities in the entire organizational functioning	1. Develop and implement and integrated information system(ERP)	<ul style="list-style-type: none"> ERP system in place ERP Contract 	2021	AD FP & A/SICTO	Nil
	2. Create and implement a customer relationship management platform	CRM platform	2021	AD FP & A/SICTO	1M
	3. Implement a business continuity policy	Operational Business Continuity Plan	2022	AD FP & A/SICTO	Nil
	4. Review and implement the ICT Policies in line with IT governance standards	Reviewed ICT Policies	2022	AD FP & A/SICTO	Nil
	5. Enhance data and network security	<ul style="list-style-type: none"> Offsite backup facility Segmented network 	2022-2023	AD FP & A/SICTO	5M
	Develop funding proposals for an integrated system	<ul style="list-style-type: none"> 		AD FP & A/SICTO	Nil
Strategy 4: Develop an organizational culture and change management	1. Undertake a corporate culture audit	Audit Report	2022	AD FP & A/SHRO	1M
	2. Developing a change management programme	Change management programme	2021	AD FP & A/SHRO	Nil

programme	3.Implementing the change management programme	Progress Report	2022	AD FP & A /SHRO	Nil
	4.Review the programme	Report	2023	AD FP & A /SHRO	Nil
Strategy 5: Enhance organizational research capacity	Develop and implement a research policy	<ul style="list-style-type: none"> • Research policy • Implementation report 	2021	AD FP & A /SHRO	Nil
	Establish a research department	<ul style="list-style-type: none"> • Revised structure 	2021	AD FP & A /SHRO	Nil
	Undertake research	No. of research outputs	2020-2023	AD FP & A /SHRO	1M
	Organize a conference	Conference publication	Annually	CEO	2M

Annex II: Monitoring and Evaluation Reporting Framework

Key Result Area	Outcome	Key Performance Indicator	Baseline	Target	Achievements	Variance	Comments
KRA 1							
KRA 2							