



**LEGAL  
RESOURCES  
FOUNDATION**

Haki Itawale



# STRATEGIC PLAN 2019-2023

Deepening Impact & Knowledge Sharing



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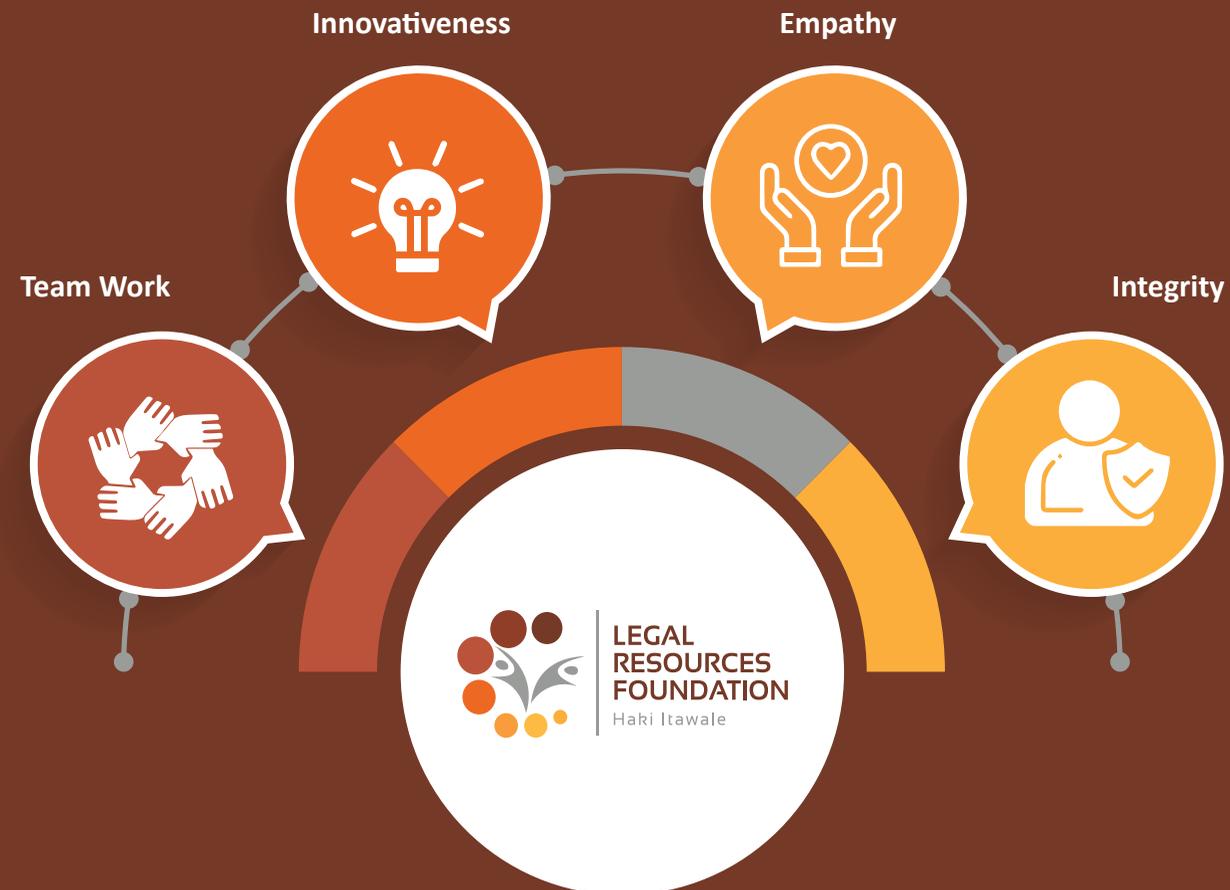


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# Foreword



**Prof. Kimani Njogu**  
Chairperson, Board of Trustees

It is our privilege and opportunity to present the 5th Legal Resources Foundation (LRF) Trust Strategic Plan, developed during a period of transition as the institution celebrates one year after its Jubilee. LRF navigated successfully through its four programme areas. The 2014-2018 strategic period was critical in Kenya's history. The country not only ushered in a new governance system, but it also experienced controversial elections that tested the Constitution and the rule of law as well as governance, electoral and judicial institutions. It was the period of two equally disputed presidential elections, the greatest number of election petitions and unprecedented levels of political tension.

I am glad to note that LRF emerged stronger, focused and relevant in both grassroots and national policy and legal discourse. LRF played a key role in the realisation of the Audit of the Criminal Justice System and the subsequent establishment of the National Committee on Criminal Justice Reforms (NCCJR) and the National Council on Administration of Justice (NCAJ). This was due to the leadership, teamwork and partnerships that guided the implementation of the 2014-2018 Strategic Plan.

As we roll out the 2019 -2023 Strategic Plan, we ought to be cognisant of the changing political environment that points to the

likelihood of constitutional reforms. The discourse around a possible referendum, calls for a reorganised Independent Electoral and Boundaries Commission (IEBC), advocacy for the institutionalisation of the National Council on Administration of Justice to deepen its impact on access to justice, and an emboldened civil society demanding a leadership that is accountable and ethical. All this underlines the significance of this strategy as the nation moves closer to the 2022 General Election.

Furthermore, there are still attempts by sections of the State to stifle the voice of the citizens who express divergent views on freedom, integrity, and governance. Revelations about a growing culture of insensitive and non-transparent county governments that play deaf to dissenting voices and ignore the poor, marginalized and vulnerable are unfortunate. They depict the challenges that we must confront and find solutions to as a society. Reports of runaway corruption, high-handedness by security institutions, a compromised Judiciary, State agencies and individuals in contempt of court and unparalleled political impunity undermine the democratic ideals proffered in Articles 10, 27, 29 and 185 of the Constitution.

LRF builds on the experience and strategic presence within the East Africa Civil Society Forum and its tentacles in the Africa-wide efforts in access to justice in countries like Ghana, Uganda, Tanzania and Malawi. Further, LRF is



*We are unwavering in our commitment to the cause of freedom and justice for all.*

part of the initiatives that are strengthening the East and Horn of Africa paralegal networks.

Similarly, LRF has links to international instruments and bodies that are strategic to the realisation of various Sustainable Development Goals (SDGs), especially Goals 3, 5, 10, 15 and 16. With this Strategic Plan, we shall define and adopt relevant tools such as shadow reports on legal inclusion to facilitate dialogue on the local, national, regional and inter-continental human rights development.

The Strategic Plan welcomes LRF's new Executive Director, the first to be recruited outside the original LRF family. The new Executive Director becomes part of the able LRF fraternity – past and present – some of whom have grown to lead other sectors of the Kenyan society and the globe at large but remain committed to supporting LRF's ideals on access to justice. Against this rich



**Against this rich background, LRF, in this strategic period, seeks to increase citizen mobilisation and movement building towards accountable and transparent governance structures and practices.**

background, LRF, in this strategic period, seeks to increase citizen mobilisation and movement building towards accountable and transparent governance structures and practices. We seek to facilitate the realisation of effective access to justice and human rights among the poor and marginalised, while strengthening internal systems to remain the preferred resource for access to justice. As a Board of Trustees we commit to operationalise the Haki Institute and to strengthen the institution's sustainability.

We are unwavering in our commitment to the cause of freedom and justice for all. In this journey, we celebrate the support from our local and international partners. They continue to support the development and implementation of our strategic plans. We would like to specifically thank Trocaire (Irish Aid), Diakonia, Open Society Foundation (OSF) and the European Union for

financial and technical support. Equally, we are grateful to the Judiciary, the Paralegal Support Network (PASUNE), the Kenya Probation and Aftercare Services (K-PAS), the Kenya Prison Services (KPS) and the various non-state actors who have been valuable partners and professional colleagues. I commend the Board of Trustees for the leadership and resilience demonstrated over the last strategic period. They have kept the Vision and Mission on sight. They are a committed team that will continue to serve the marginalised. The Trust has a vibrant and dedicated Secretariat that identifies gaps and solutions, recruits and mentors, and responds to challenges and opportunities selflessly. We thank you for your dedication and commitment to the ideals of LRF.

May God Bless Legal Resources Foundation Trust and the people of Kenya

# Insights for Strategic Plan 2019-2023

**Eric Odongo Mukoya**  
Executive Director



The Strategic Plan 2019-2023 comes into effect at a time when the country is experiencing diverse democratic voices seeking expanded civil society space. This is despite the presence of a progressive Constitution that emphasises the rule of law, access to justice, public participation and good governance. The previous Strategic Plan, which ended in 2018, realised a number of milestones, including the formidable state partnerships under the National Council on Administration of Justice (NCAJ), on which other state gazetted memberships are anchored. These include the National Committee on Criminal Justice Reforms (NCCJR), the Task

Force on Review of the Children's Act and the alternative Justice System (AJS). The 2014-2018 strategy positioned LRF as a leader in the criminal justice sector, besides helping it gain a foothold in the alternative justice system (AJS), which advocates strategies to reduce the use of incarceration as a mechanism for correction.

The 2019-2023 Strategic Plan seeks to pursue three programme areas: strengthen, deepen and proliferate interventions that over the period ending 2018 improved the criminal justice system, which helped decongest our correctional centres. This context emphasises

entrenchment of approaches such as diversion, plea bargain, victim offender mediation and court counsel besides legal aid founded on the Legal Aid Act of 2016. Further, the Strategic Plan purposes to increase the space for local communities in the justice system. Of special attention is the management of natural resources such as land and the environment, whose poor handling tends to suffocate the criminal justice system. Building capacity and imploring on local communities to exploit the alternative dispute resolution mechanisms as provided for under Article 159 (1-c) while seeking inclusion in the access and rewards of natural resources founded at Article 69 will go a long way in achieving this. In addition, the Strategic Plan advances LRF's leadership in policy and legal reforms, in particular promoting economic and socio-cultural rights, with particular consideration to the expanding mining and extractive sector.

The leadership of LRF is being felt on the regional stage. This strategy positions LRF as a premier institution that promotes access to justice in Africa, escalating the work that has begun in East Africa under the EACSO platform, besides organisational partnerships with Legal Aid Rwanda, Paralegal Support in Malawi and AITR South Africa. Promoting an agenda of an East Africa Paralegal Support Network is planned going forward.

In order to ensure that LRF remains relevant in the access to justice sector, strengthened governance initiatives are at the core of this strategy. LRF will improve its technical,



**The Strategic Plan advances LRF's leadership in policy and legal reforms, in particular promoting economic and socio-cultural rights, with particular consideration to the expanding mining and extractive sector.**

management, human resource and program systems including hiring of relevant capacities, as well as working to operationalise the Haki Institute for sustainability. LRF will also push for integrity-driven justice systems that appreciate rights, needs and expectations of the poor.

This will ensure that LRF stays the path of reforming the access to justice sector, improving governance and administration of justice, entrenching community participation in decision-making and building operational, programmatic and policy structures to ring-fence it from innumerable shocks within a rapidly changing non-profit making environment.

# List of Abbreviations

<b>ADR</b>	Alternative Dispute Resolution Mechanisms
<b>AJS</b>	Alternative Justice Systems
<b>AOJ</b>	Administration of Justice
<b>BOT</b>	Board of Trustees
<b>BOT-TF</b>	Board of Trustees Transition Framework
<b>CJS</b>	Criminal Justice System
<b>CoP</b>	Communities of Practice
<b>COEG</b>	Community Organisation and Effective Governance
<b>CSO</b>	Civil Society Organisations
<b>CUC</b>	Court Users Committee
<b>EAC</b>	East Africa Community
<b>EACSOFF</b>	East Africa Civil Society Forum
<b>FGD</b>	Focus Group Discussion
<b>HRDP</b>	Human Resources Development Plan

<b>IEBC</b>	Independent Electoral and Boundaries Commission	<b>PASUNE</b>	Paralegal Support Network
<b>KDAP</b>	Knowledge Development and Archiving Plan	<b>PBO</b>	Public Benefits Organization
<b>KDL</b>	Knowledge Development and Learning	<b>PEA</b>	Political Economy Analysis
<b>LRFT</b>	Legal Resources Foundation Trust	<b>PE</b>	Political Economy
<b>M &amp; E</b>	Monitoring and Evaluation	<b>PESTEL</b>	Political Economic, Social, Technological, Environmental & Legal
<b>MEAL</b>	Monitoring, Evaluation, Adaption and Learning	<b>SDG</b>	Sustainable Development Goals
<b>MER</b>	Monitoring Evaluation Reporting	<b>SWOT</b>	Strength, Weakness, Opportunities and Threats
<b>NCAJ</b>	National Council on the Administration of Justice		
<b>NCCJR</b>	National Committee on Criminal Justice Reforms		
<b>NCTC</b>	National Counter Terrorism Centre		
<b>NLAS</b>	National Legal Aid Service		
<b>ODPP</b>	Office of the Director of Public Prosecution		



Community engagement on land rights and extractive in Turkana County

# CHAPTER 1

## LRF Growth and Development

This section offers a glimpse into Legal Resources Foundation Trust, enumerating its mandate, areas of focus and a short history on the relevance of its work. It is a foundational chapter that prepares the readers and users of this strategic plan to understand the primary desire of LRF and to underscore the linkages the organisation has created over time to operate successfully.



## 1.1 Background

Legal Resources Foundation Trust is registered in Kenya. For over 25 years our innovations to expand and sustain legal inclusion and access to justice for the poor cannot be gainsaid. We have developed interventions that entrench access to justice as an approach and tool for improved human rights environment for those suffering from systemic exclusion.

Our journey with under-resourced Kenyans to navigate the justice system is evidenced by our contributions in constitutional reforms, reviewed policies, regulations and laws, prohibition of retrogressive practices and cultures, improved institutional governance and louder community voice against oppression. Our strategic interventions include practical advocacy, policy negotiations, strategic partnerships, legal aid, legal education, community organisation, mentorship and coaching, select topical and issue specific media engagement as well as research and evidence building.

Our agenda and commitment to work for and alongside those oppressed by systemic excesses has resonated well with global calls for equity and equality before the law. Our actions now sit right at the fulcrum of Sustainable Development Goals 3, 5, 10, 15, and 16 and we endeavour to ensure that no one is left behind in legal discourse. In the context of Kenya's Vision 2030 and Africa's Vision 2063, we continue to press for

more legal space and advocate improved judicial system, including the institutionalisation of traditional dispute resolution mechanisms. We get into the new Strategic Plan 2019-2023 with a resolve to promote dignity, integrity and human security. We are also aware that access to justice must transcend race, gender, religion, faith, ethnicity and geographical misconceptions.

We continue to work with both state and non-state actors to ensure that legal inclusion and access to justice does not remain the preserve of the elite. We have been campaigning for reforms in the criminal justice system, working with the National Police Service, the Judiciary, the ODPP, Probation and aftercare, the Department of Children Service, and the Kenya Prison Service to ensure that those who are in conflict with the law are treated with utmost dignity.

We occupy strategic advocacy platforms such as the National Council on Administration of Justice (NCAJ), the National Committee on Criminal Justice Reforms (NCCJR), the AJS taskforce, the Sexual Offences Act taskforce and the special task force to review of the Children's Act. In our work, we stand by our values that sustain our resolve for a better, just and equal society. We purpose to protest injustices, while supporting good causes that reduce legal inequalities in Kenya, regionally and around the globe.

## 1.2 Mandate of Legal Resources Foundation Trust

The mandate of Legal Resources Foundation Trust is anchored on the Trust deed at Clause 2 which is to enhance access to justice for the poor, marginalised and disadvantaged in Kenya and the region through networks. In order to arrive at the ideal as described in the deed, the Trust does the following:

- a) promote and advocate for human rights:
- b) build capacities of state and nonstate institutions, including leaders, in effective governance and human rights promotion:
- c) develop, publish and disseminate human rights and legal education material through books, videos and others: d) conduct Public Interest Litigation that purpose to entrench the rule of law and human rights protection and equip other like-minded organisations to do the same: e) develop knowledge and profile information through research that increase legal resilience amongst citizens:
- f) lobby and negotiate for relevant legislative and policy changes to entrench inclusivity in development of law and policies
- g) promote and monitor Kenya's adherence of international human rights instruments.

## 1.3 Rationale for the Strategic Plan

Since inception in August 2000, LRF-T has operated within five-year planning periods that often define the focus and area of specialty. Similarly, the desire for an inclusive, just and equitable society continues and is handed over from one generation of five years to another. While the challenges facing Kenya change in response to the shift in legal, political and policy environment, the importance of having a Kenyan society that respects human rights becomes bolder as opportunities to improve people's welfare keep popping up progressively. The Constitution through various Articles including, but not limited to 1, 2, 3, 10, 26, 27, 28, 29, 35, 43, 47, 48, 49, 50, 53, 54 and 55, provide the impetus on which LRF-T find traction in pursuing the rights of Kenyans to access justice.

LRF finds relevance and strength by building on past successes and picking lessons from mistakes made. Both successes and mistakes are fraternal twins. It is not lost on the Board of Trustees and the secretariat that leadership in the justice sector requires strong institutions. This demands that LRF continues to rejuvenate and re-align its strategies in response to rapidly changing operational environment. The desire to re-engineer and employ innovations in the legal and social circles is inevitably necessary for forward-looking institutions such as LRF. The presence of county governments within the devolved governance structure is a plus to



**Since LRF is known as the mother of paralegalism in Kenya, it is necessary that communities of practice thriving as paralegals be supported.**

accountability and closeness of leadership to the citizenry. This increases the need for more vigilance to ensure that laws enacted enhance access to justice and good governance. LRF has commenced the process of reviewing some of these laws and policies, having been part of the journey to the new Constitution. Further, it is anticipated that many women and other vulnerable groups are fast being swallowed into the criminal justice system for courses defined as crime but that would otherwise be handled with purely administrative approaches. This has

seen thousands of small-scale business people end up in prison for lack of licenses and other misdemeanours.

The concept of paralegalism has since become a household practice for those seeking to improve the right on access to justice. The proliferation of paralegalism in different sectors behooves LRF to review its strategic view on how to entrench this in the Kenyan public beyond the justice sector. Since LRF is known as the mother of paralegalism in Kenya, it is necessary that communities of practice thriving as paralegals be supported. This strategic plan is a relevant five-year roadmap into forming and funding this reality of making the justice sector vibrant and meaningful to the indigent.

There are several laws in place to support access to justice. The Legal Aid Act (2016), the Deprivation of Liberty Act and the Small Claims Court Act point to the need for vigilance and leadership towards improved accountability on how laws serve Kenyan consumers. Similarly, the presence of unfinished bills, such as the Criminal Justice Bill, The Children's Bill and Alternative Justice System Policy require that nonstate actors such as LRF that have been on the frontline seeking legal inclusivity be configured in a manner to enhance response in particular to the protection of the rights of vulnerable groups.

The challenges of accessing and maintaining development partnerships to ensure continuity

of service to those suffering systemic oppression are a threat to administration of justice. This requires LRF to strengthen its ability to mobilise resources, preferably from local philanthropists and its own sources. Therefore, sustainable designing and funding of programs is urgent. This is the fundamental motivation behind the strategic plan 2019-2023.

This strategic plan is a product of inclusive and participatory approaches. In particular the development was biased to have stakeholder buy-in, community voices, development partners' perspectives and peer institutional learning for enhanced ownership as well as wider but realistic version of proposed interventions. An internal strategic planning committee was formed to steer the process. The committee was charged with the responsibility to develop possible actions towards the development of

this strategic plan including review of the 2013-2018 plan. Further, their mandate included generation of a strategic plan development calendar and program with clearly defined milestones on each stage.

This strategic plan underwent several stages before its successful completion. This included the development of terms of reference for the lead consultant/facilitator; review of literature that largely included the previous strategic plan 2013-2018, institutional policies as well as program reports and proposals. It also included a glimpse into noticeable milestones achieved in the past decade; stakeholder views captured through face-to-face and online interviews, questionnaires and Focus Group Discussions (FGDs). There was an external review of the operational environment through a PESTEL process which interrogated the significance of



the Political, Economic, Social, Technological, Environmental and Legal pillars in the country and region as well as an internal review process which was undertaken using the SWOT analysis to ascertain strengths, weaknesses, opportunities and threats to the organisation. These, put together, provided a realistic view on what framework of thought (attitude) and practice are required for LRF to remain relevant in the justice sector.

### 1.5 Organisation of the strategic plan

This plan is made up of six sections. Chapter one focuses on organisational background and justification of the strategic plan for the period 2019-2023. Chapter two looks at the past strategic plan 2013-2018, in particular taking note of the achievements, unfinished but viable milestones, and picking challenges that flow over into the

strategic plan period of 2019-2023. Chapter three attempts to draw an understanding of the Political Economy (PE) that controls, influences and patterns decision-making at the grassroots, county and national platforms. This is especially so in identifying opportunities to leverage on community efforts that enhance administration of justice and effective governance. This section further offers a review of the internal dynamics of LRF to reveal strengths and weaknesses to be relied on in dealing with threats, while exploiting opportunities. Chapter four provides insights into the new strategy. It offers the Theory of Change, its context and most relevant navigation signposts in the name of objectives and realistic goal setting. Chapter five is the implementation approach and an opportunity to review after a scheduled period. Lastly, chapter six provides a description of support infrastructure required to implement the strategic plan.



These, put together, provided a realistic view on what framework of thought (attitude) and practice are required for LRF to remain relevant in the justice sector.



LRF breathes and lives Paralegalism

## CHAPTER 2

### Review of the Previous Strategic Plan 2013-2018

The previous strategic plan served the period 2013-2018 as a roadmap that saw a number of milestones. Specifically, the plan served within the period Kenya held its first election under the New Constitution of 2010 and during the first term of the devolved government system. The plan had interventions in an environment where elections were contested including boycotts and calls for economic sabotage by the political side that alleged injustice at the polls. The results arrived at based on the points of interventions from the past strategic plan are therefore in sync with an understanding of the likely obstacles originating from national and county governments. The strategic plan was also part of a bolder policy and legal environment, especially the coming to reality of the Legal Aid Act 2016 and consequent establishment of the National Legal Aid Service to help the indigent. There was also the move to operationalise Article 159 (2-c) of the Constitution to ensure that Alternative Justice System(s) are activated within a policy framework.



PASUNE representatives and partners in the East and Horn of Africa Paralegal Conference that took place on 22nd-25th July 2019 in Safari-Park Hotel Nairobi



## 2.2 Drawing from the past: the 2013-2018 Strategic Plan

The stakeholders concur that the last strategic period was a success in many ways for LRF. The following have been lauded as huge successes from the previous strategic period:

### Policy Advocacy Work:

The audit report on the Criminal Justice System (CJS) in Kenya was adopted by the National Council on Administration of Justice (NCAJ) and is currently being used as the reference point for all CJS reforms.

Thanks to Legal Aid Act No.6 of 2016, paralegals are now recognised by law courtesy of LRF's interventions. The Act also established the National Legal Aid Service (NLAS)

### Strategic partnerships

LRF sits in the following strategic platforms: the National Council on Administration of Justice (NCAJ), the National Committee on Criminal Justice Reforms (NCCJR), the National Council on Administration of Justice (NCAJ) the Sexual Offenses Act task force and special technical working group to the review of the Children's Act that includes the Technical Working Group on Missing children.

LRF sits in the Police Reform Working Group. It also coordinates PASUNE nationally and chairs the Prison Reforms Working Group.

LRF contributes to administration of justice by supporting Court User Committees (CUCs) as a member.

LRF participated in the creation of the National Legal Aid Service Board and the supportive Act.

LRF is in the East Africa Civil Society Forum as the treasurer.

LRF partnered with the US Department of Justice and the Director of Public Prosecutions' office to pursue speedy resolution of children's cases. The partnership also embarked on efforts to extend the same to adults and convinced the ODPP to publish rules, one of which was that an accused can enter a plea bargain with a lawyer of their own choice. LRF also participated in the development of rules that make provisions for a paralegal to engage in bargains on behalf of an accused person directly.

It also hosted and coordinated Paralegals Support Network (PASUNE), an umbrella body that coordinates paralegal work in Kenya.

### Capacity Enhancement Programmes

LRF trained justice players in the CUCs and Children's Department as well as judges and magistrates

It hosted colloquiums for pro bono lawyers involved in common good matters.

after training communities on natural resources rights and on how to seek justice in negotiations on community resources.

It has linked the work on access to justice in prisons to the emerging security risk scenario, especially the spread of violent extremism in facilities of detention.

LRF achieved its mission in the last strategic period becoming a resource for justice, equity and resilience in communities through holistic participatory interventions and strategic partnerships. In the coming strategic period, the organisation will have a new mission, even as it jealously safeguards the gains made so far. We shall maintain relationships and partnerships, and grow programmes and interventions that establish LRF as an authority and a recourse of the last line for the poor.

LRF has successfully developed and achieved clout, legitimacy and earned public trust as an authority on matters of legal aid, access to justice and human rights. Our beneficiaries, partners and duty bearers alike trust us. We have managed to achieve a delicate balance and are enjoying rare trust from duty bearers owing to the fact that we have successfully established ourselves as a technical support partner. We enjoy similar trust and recognition from our benefactors since we have proven ourselves to be a dependable hand in support of justice and have further convinced development partners that we are the best option for partnerships in our area of operation and core mandate. Some donors have partnered with us for up to six and twelve years, which is a sign that we are a trusted partner and have continued to remain relevant in their field

### Thematic expansion of access to justice

LRF has in the recent past ventured into emerging issues such as natural resource management in Turkana and has gained visibility on the ground

# CHAPTER 3

## Understanding the Political Economy of the Justice and Governance sector



An article on LRF's work published by the Daily Nation



### 3.1 Political Economy Analysis (PEA)

This Strategic Plan will be implemented against the backdrop of a fluid political environment, within it a possible referendum that could end in a change in the political and governance infrastructure of the country. It is not yet clear though how much the changes will impact on the institutions and structures that LRF works with to deliver justice to the most vulnerable in society. This is because the referendum question or questions have not been agreed on, giving the impression that entire sections of the Constitution may be open to review in the referendum. The referendum agenda is being moved mainly by the Building Bridges Initiative, an outcome of the political truce, popularly known as the ‘Handshake’, between the two main rivals in the 2017 General Election. Among the priorities of the BBI are: addressing lack of a national ethos, inclusivity, safety and security as well as corruption all of which all fall under the mandate of LRF. The organisation will be implementing this strategy at a time when the country agrees that the ‘Handshake’ was necessary to ease tension in Kenya after the bitterly divisive 2017 election, while at the same time still unsure whether BBI will have any success in addressing the historical issues.

The strategy will also run through at least one election year. Any training of judicial officers handling petitions will have to be done before the polls. Elections also cause an influx of offenders

in the justice system due to the often-violent nature of Kenya’s campaigns. This destabilises the country, causing insecurity and increased demand for funds to address the congestion of the justice system. Yet political uncertainty could affect donor funding. Such uncertainty would be playing out alongside shifting global priorities, a move away from globalisation to nationalism, inward looking investment policies and realignment of focus areas. Such realignments are giving birth to new partnerships, some of which have been the subject of contention.

The 2019 census was completed and preliminary results released. Given the ethnic nature of Kenya’s demography and politics, census numbers are often controversial. Census outcomes often reinforce the numerical superiority of some communities, unsettling others. This may necessitate changes of policy that may affect LRF work. Notably, for the first time, intersex persons were included as a sexual group in the 2019 census. This development resonates with LRF’s long tradition of encouraging a broad conversation on sexuality, particularly, a campaign for the recognition of the intersex people in national decisions, since 2007.

The economic downturn and attendant national budget cuts for key stakeholders in LRF’s work may impact on outcomes. The rift between the Executive and the Judiciary has also led



**Hostile relationships between the national and county governments persist due to reduced revenue allocations and squabbling over roles.**



to poor funding of administration of justice. Disobedience of court orders also increased because of this tiff between the judicial and executive arms of government. Attempts were made to resolve this matter at the National Anti-Corruption Conference held in January 2019, where President Uhuru Kenyatta gave a commitment that his government would support the Chief Justice and the Judiciary in order to enhance their capacity to fight

corruption. Hostile relationships between the national and county governments persist due to reduced revenue allocations and squabbling over roles. This has the potential to derail community-oriented agenda, as most counties will likely focus on sustaining their staff rather than service delivery.

But while the relationship between the Judiciary and the Executive has been frosty,

there have been fears of Executive capture of the Legislature, the institution that ought to check it on behalf of the public. This situation threatens oversight of service delivery and all government projects. Conflict of interest may hinder delivery of services in specific projects, particularly for LRF's clientele, the most vulnerable in society whose needs are often relegated to the back burner. One area in which politicians are trapped in conflict of interest is in the extractive industry where their gatekeeping role is undermined by their self-interest. LRF will have to strike a balance between the needs of their clientele and the political interests in order to negotiate maximum benefits for the needy. The organisation will further need to build the capacity of their constituency to demand services.

Lack of political goodwill for the fight against corruption, leading to the public losing trust in government and disregard for the rule of law are other factors that may complicate LRF's work and impede the delivery of the targets set in this strategy. The strategy starts life at a time the President and sections of his government have committed themselves to put up a vigorous fight against corruption. The Multi-Sectoral Initiative Against Corruption has also been convened to bring all stakeholders on the table to fight corruption. This space is important to LRF as it sits on the Chief Justice-led special monitoring committee on anti-corruption efforts of the National Council on Administration of Justice

(NCAJ). Further, there will be a change of leadership in the judiciary with the Chief Justice set to retire in 2020. This is likely to impact on the leadership philosophy in the judiciary, by extension the Supreme court and the NCAJ.

The National Counter Terrorism Centre (NCTC) is viewed as a stumbling block to public

benefit organization (PBO)-led anti-radicalisation and terrorism initiatives due to the restrictive role they play in ensuring that the liberties PBOs advocate do not create room for rogue entities to engage in terrorist activities. The NCTC is operating in a jurisdiction with a huge terrorist threat, even as it is tasked with the responsibility to secure the space within which PBOs operate from terrorist agents. LRF is at a vantage point when it comes to preventing violent extremism given the nature of its work in the Kenyan society. The organisation also has an opportunity to seek collaboration with the NCTC to bridge the liberty gap between safety and security.

This Strategic Plan will also contribute to the processes that will determine the kind of government and leadership Kenya will usher in after the 2022 elections. LRF, therefore, has a golden opportunity to transform the various institutional strengths into interventions that will bolster their influence within Kenya and the region in defining the standards of justice and most importantly in preparing a citizenry that is

empowered to participate in and partake of the governance of the justice sector.

### 3.2 Issues likely to affect governance and administration of justice

#### Non or slow implementation of the audit report on criminal justice system.

While the audit report on the state of criminal justice was carried out in 2017, the recommendations are yet to be finalised. It is remarkable that the National Council on Administration of Justice (NCAJ) was formed, and under it the National Committee on Criminal Justice Reforms (NCCJR). Nonetheless, many proposals made by the NCCJR are yet to be adopted, hence delayed implementation. Similarly, the need to reconstitute the Sexual Offences Act review committee becomes urgent, due to reports of increased violations against women and children. The Kenya Prison Services continues to decrease the number of nonstate actors who can have access to its facilities, yet the service is faced with humongous challenges, largely acted upon by Civil Society Organisations. This scenario is likely to further stretch the already congested system.

#### A less responsive law enforcement system to full integration of human rights

Law enforcement is an important aspect of a democratic society. In Kenya it speaks directly to the provisions of Article 28 and 29 of the

Constitution. Citizens must feel safe in their country. They should, in particular, be protected from unnecessary harassment from their own police and other security agencies. While many initiatives such as community policing and 'Nyumba Kumi' have been tried to improve relationships between the general public and law enforcement agencies, little has been achieved. We continue observing citizens who distrust the police and tend to keep off them, even when intelligence between the two groups would be helpful to the country. In this context LRF has been pursuing democratic policing as a strategy to outdo some of these challenges.

#### Community with little interest to challenge the status quo

Pro-active communities who can influence change in the governance structures as a leverage to reduce systemic discrimination in service delivery remains a tall order. While many efforts have been tried over the years through different strategies, determined by the prevailing socio-political and economic dynamics, public participation, civic education, social accountability and grassroots organising continue to stand out. With this hindsight, LRF will focus on grassroots agency building, thematic people movements and communities of practice, alongside innovative information technology-enabled citizen mobilisation means to challenge status quo practices which constrict citizens' space in decision making in governance and administration of justice.

Access to and use of information

One of the biggest challenges Kenya has been dealing with is how to increase the small number of ordinary citizens interested in receiving, translating and transposing information into useable sets of strategic development. It is appreciated that development communication has been practised for a considerably long time. Nevertheless, LRF picks it as a concern to be addressed, besides looking at it as a strategic choice to conscientise citizens’ connection to effective governance, rule of law and access to justice. It will similarly employ evidence-inspired measures in doing advocacy for desired change

3.3 Internal factors at Legal Resources Foundation

Understanding the internal dynamics at LRF provides the reality required for any effective planning. Having a clear picture of what strengths and weaknesses exist at the organisation is strategic to make projections of funds, human resource capacities as well as prioritising the interventions in programmatic and administrative lenses. This section, therefore, addresses itself to the ability of LRF to respond to threats and repositioning itself to invest strategically in the opportunities prevailing in the market of law and governance.



Board of Trustees and Staff during a donors’ round table

3.4 External Analysis: Environmental scan

Annex 2: PESTEL

POLITICAL	ECONOMIC	SOCIAL	TECHNOLOGY	ENVIRONMENTAL	LEGAL
<ul style="list-style-type: none"> <li>A possible referendum could result in change in political structures.</li> <li>Census outcomes may necessitate changes of policy that may affect LRF work.</li> <li>National budget cuts for key stakeholders in LRF’s work may impact on outcomes.</li> <li>Political uncertainty could affect donor funding.</li> <li>Political conflict of Interest may hinder delivery of services in some projects.</li> <li>Elections are an impediment to training of magistrates handling petitions until they rule on the petitions. It also causes influx of offenders in the justice system and could destabilise the country, causing insecurity and increased demand for funds to address congestion of the justice system.</li> <li>Rift between the Executive and the Judiciary, causing poor funding towards access to justice.</li> </ul>	<ul style="list-style-type: none"> <li>Shift in funding patterns due to change in areas of interest.</li> <li>Inflation will lead to staff turnover due to unattractive remuneration.</li> <li>More people falling into poverty, debt and corruption.</li> <li>Loss of jobs due to economic downturn may cause the organisation to lose key personnel.</li> <li>High taxation regime will</li> </ul>	<ul style="list-style-type: none"> <li>Ethnicity affects relationships and promotes stereotypes.</li> <li>Illiteracy limits understanding and utilisation of skills and knowledge.</li> <li>Poverty makes people vulnerable.</li> <li>Lifestyles cause cosmetic expectations especially amongst the youth.</li> <li>Issues of sexual</li> </ul>	<ul style="list-style-type: none"> <li>LRF needs data entry and management software and hardware. It needs to acquire a functional server.</li> <li>There is need to occupy social media spaces – Facebook, Twitter, Instagram, Youtube, SnapChat, podcasts, chat box and Whatsapp.</li> <li>Mainstream Media – print, audio</li> </ul>	<ul style="list-style-type: none"> <li>Oil extraction in Turkana might spur communal and national conflict. It also presents an opportunity for research on environmental impact arising from the extractive activities and recommending policy and legislative interventions and review (Land v/s Water).</li> <li>Need to research on the impact of climate change in Kenya.</li> </ul>	<ul style="list-style-type: none"> <li>Opportunities for shadow reporting.</li> <li>Adoption of mediation process by the Judiciary is an opportunity for LRF to train mediators.</li> <li>Adoption of the Legal Aid Act provides opportunity for accreditation of paralegals.</li> <li>The PBO Act will affect funding (15% capping.)</li> <li>Referendum on CoK 2010 amendments may result in reversal of gains made on human rights.</li> <li>Prisoners Act.</li> <li>Access to justice policy, court of petty sessions. Evidence suggests that the criminal justice system is clogged with petty offences.</li> </ul>

<p>poor execution of mandates and disobeying of court orders.</p> <ul style="list-style-type: none"> <li>▪ National Counter Terrorism Centre (NCTC) is a stumbling block to PBO-led counter terrorism initiatives</li> <li>▪ Capture of the Legislature by the Executive compromises oversight.</li> <li>▪ Politicians' conflict of interest when acting as gatekeepers in the extractive initiatives</li> <li>▪ It is believed that Building Bridges Initiative will foster cohesion/inclusion/peace/political tolerance. Those against it believe it will cause chaos.</li> <li>▪ Damage to international relationships due to terrorist attacks and response.</li> <li>▪ Shift in global priorities, from globalisation to nationalism, inward-looking tendencies and realignment of focus areas e.g a look to the East, in particular China.</li> <li>▪ Lack of political good will for the fight against corruption, leading erosion of the public trust of government, disregard for the rule of law and impunity.</li> </ul>	<p>affect buying power.</p> <ul style="list-style-type: none"> <li>▪ Harmonisation of national and county funding will enhance economic growth and promote capacity to make choices.</li> <li>▪ International shift from humanitarian work/ donor aid to trade aid.</li> <li>▪ Government policies such as that on universal housing as part of the Big 4 Agenda.</li> <li>▪ Growing sovereign debt has a negative effect on social services,</li> </ul>	<p>orientation may call for diversification of programmes . LRF presently only addresses matters of human rights and inclusivity for intersex.</p> <ul style="list-style-type: none"> <li>▪ Neo-colonialism, permissiveness of our government to infiltration by foreigners with sometimes unknown intentions e.g. China</li> <li>▪ Conflicts over</li> </ul>	<p>and visual – for brand profiling and dissemination of information.</p> <ul style="list-style-type: none"> <li>▪ Technology-driven programming - use of online software and hardware, which give access to online products and enhance LRF's regional and global presence.</li> <li>▪ Security of technological space, prevention of cyber-crime.</li> <li>▪ There is need for organisational dynamism and</li> </ul>	<ul style="list-style-type: none"> <li>▪ Climate justice programmes to address medico legal issues, review health imperatives in the extractives space and health implications versus compensation.</li> <li>▪ Addressing community benefits sharing and access. Also matters of degradation, encroachment, grabbing, slum expansions, deforestation, migration, resource-based conflicts and community participation in community development agreements.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Need to advocate a policy on state-regulated offences, decriminalise and deal with them administratively.</li> <li>▪ The advocacy agenda on the review of the Sexual Offences Act.</li> <li>▪ The report by the Intersex taskforce provides an opportunity to further support for special interest groups.</li> <li>▪ Policies on land/community land.</li> <li>▪ Existence of an environmental and lands court.</li> </ul>
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	<p>raising the chance of conflicts rising.</p>	<p>resources in places like Pokot and Turkana to affect implementation of projects.</p> <ul style="list-style-type: none"> <li>▪ Legal illiteracy will increase demands for resources for legal education.</li> <li>▪ Increase in crime will lead to congested penal institutions. Community attitude towards interventions needs to change.</li> </ul>	<p>adaptability to respond to emerging issues.</p> <ul style="list-style-type: none"> <li>▪ Imaging technological development, using existing mobile applications and interactive media platforms will promote LRF's engagement with the community in the global space.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Poor infrastructure due to poor urban planning.</li> </ul>	
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Figure 2: External environmental scan framework for Legal Resources Foundation.

# CHAPTER 4

## Strategy going forward



LRF's work is supported by volunteer Advocates, Paralegals, Social Workers, Government Officers, among others

		
Mock-Up - Criminal Justice System in Kenya: An Audit	Our own Lydia Muriuki during a radio talk show on SGBV in Nakuru	Virtual Court in Prison

#### 4.1 overview of strategy relevance

LRF, through this strategy, acknowledges the fluidity of Kenya's political landscape. The institution is aware of the intermittent competition between the three arms of government, especially the Executive and the Judiciary. The likely implication of this variability is reduced independence by the Judiciary to perform its functions without fear of intimidation, hence hurting the rule of law. We are also privy to the emerging culture of impunity where court orders are not respected by the senior members of the Executive. This clearly threatens the administration of justice and is a precursor to the entrenchment of disrespectful attitude to the sanctity of law.

This strategy will guide LRF at a time county-assemblies are progressively emboldened thus exuding unprecedented political muscle to make laws that guarantee counties more revenues to provide services. While this is progress, it could also turn out to be a source of marginalisation and outright exploitation of vulnerable groups who may need affirmative action to be legally included and access some of these monies. In the same vein, there is growing political awareness among local communities at the grassroots and evidence suggests that political leaders lack the prerequisite skills and right attitude to deal with dissenting community voices, especially those opposed to oppressive policies, laws and governance practices.

The strategy comes into being when the Legal aid environment has a defined institutional and policy framework. National Legal Aid Service (NLAS) is in place, though struggling to find footing. There are many other players in the same field competing for the same sources of technical and financial resources. This scenario calls for innovation and branding of the niche that has made LRF to stand out as a leader in the justice sector. In addition, the strategy must provide broad roadmap upon which program diversification takes place. This will offer it a staying power in the democratic governance environment.

LRF appreciates the power of informed and organised communities. This strategy provides openings that focus on community empowerment towards deliberate inclusivity at all levels of governance and administration of justice. It is an opportunity to enhance Court Users Committees (CUCs) as well as re-organise Paralegal Networks in the country and consolidate their power under the Paralegal Support Network (PASUNE). This will help entrench paralegals as Communities of Practice (CoPs) to advance people-centric governance and administration of justice.

We are aware that access to information is key to the realisation of all the intentions in this strategic plan. LRF will, therefore, ensure that information development, profiling and flow is

both a strategy and an outcome. This strategic plan is in this context deliberate to acquire and build capacity of LRF to be up to speed with technological advancement. A higher and pointed use of social media platforms alongside

mainstream radio and TV will be primary tools of engagement.

#### 4.2 LRFT Vision, Mission, Values



##### 4.2.1 Vision

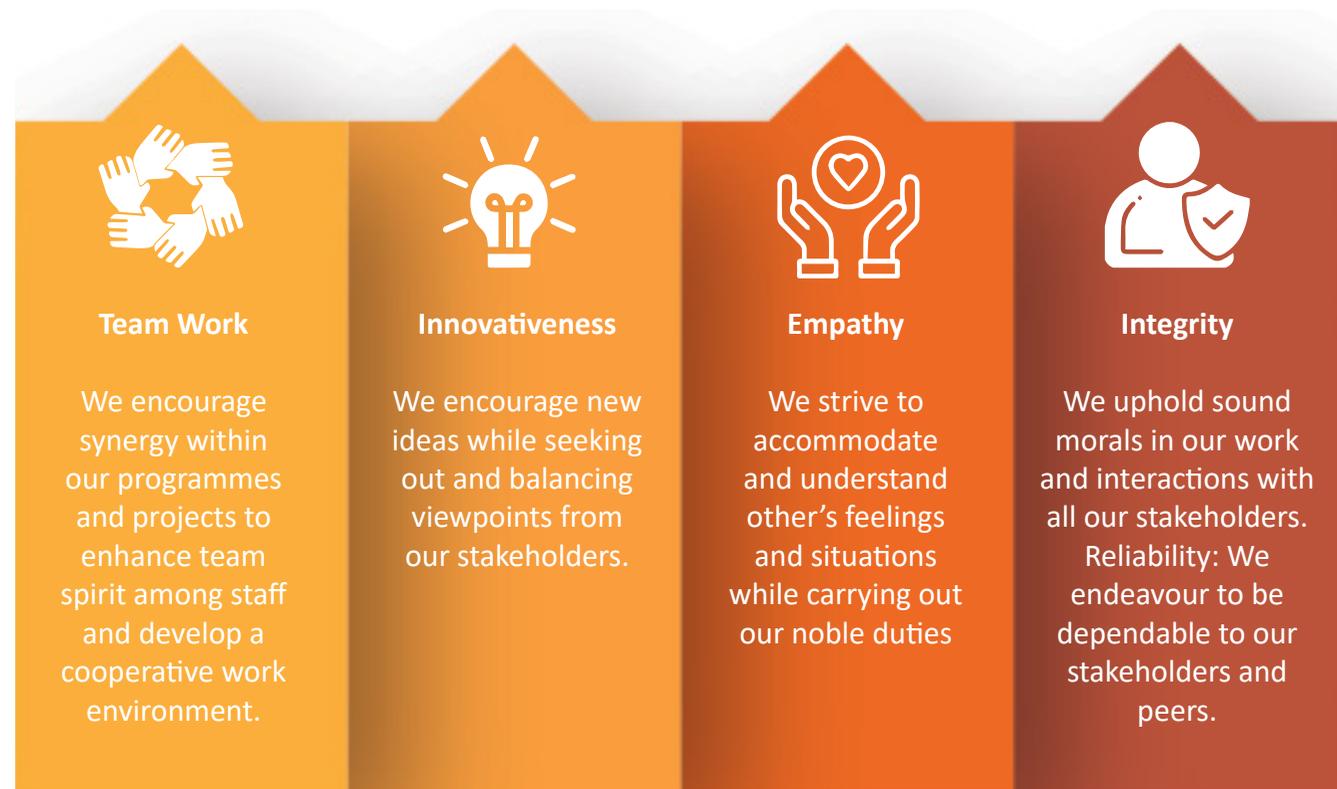
LRF envisions 'A Just and Equitable Society.' The vision depicts the desired state of the society that LRF as a human rights organisation is working towards, both in Kenya as the home of the secretariat and beyond. The institutional vision of LRF is therefore 'A premier catalyst institution for a just and equitable society.'

##### 4.2.2 Mission

LRF, as a premier bridge to justice institutions, seeks to harness the collaborative benefits of strategic partnerships to gain holistic participatory interventions towards justice, equity and resilience in communities.



### 4.2.3 Values



### 4.3 Theory of Change

#### 4.3.1 The context of theory of change

LRF is established as a resource for justice, equity and resilience in communities. It is an institution that adopts holistic participatory interventions, research, knowledge development and strategic partnerships as a means to guaranteeing access to justice to the neediest people in the Kenyan society, well aware that injustice sits defiant

in situations where governance is ineffective. Similarly, LRF influences decision making at the regional level through likeminded institutions in Rwanda, Tanzania, Uganda, Ghana, Zambia and Malawi. LRF's membership of EASCOF gives it the platform to grow and entrench access to justice in regional, continental and international dialogues.

Experiential learning has demonstrated that legal aid domiciled in detention, penal and general adjudicative facilities tends to sort out pressing matters facing the vulnerable and needy persons in the administration of justice. Nonetheless, the system should have mechanisms to reduce the backlog of cases in court and decongest prisons and remand homes. This should be done with an operational outline that fundamentally delivers value-laden justice based on efficiency and effectiveness for all people in Kenya and the region.

#### 4.3.2 Theory of change 2019-2023

For the period 2019-2023 LRF commits to local, regional and global conversations for improving access to justice by offering support to all levels of the justice system. We shall embrace and scale up alternative dispute resolution efforts, re-engineer local and international partnerships of purpose, undertake research and evidence-driven reporting. We shall further organise and enhance capacities for communities of practice to engage in and sustain effective advocacy, policy dialogue and social accountability towards a responsive, well governed and accessible justice systems in Kenya and the region.

LRF believes that by committing to the above strategic interventions, it is able to strengthen the functioning of the mainstream justice system and empower communities to continue demanding improved service delivery. We

believe these efforts will enrich national and global conversations on access to justice, besides people centric governance. They will also consolidate Communities of Practice (CoP) as foot soldiers who sustainably pursue access to justice for all irrespective of their stations of life. The CoP is a platform for joint development of standards and quality control. It also offers a sustainability mechanism for the gains made through LRF's interventions such as community-centered programmes that enhance local ownership of the process and results of the efforts.

#### 4.4 Goals and objectives: 2019-2023

The goal for this strategic period is to re-engineer the legal aid infrastructure, similarly contribute to the entrenchment of effective governance to improve inclusivity of the indigent as envisaged in Africa Vision 2063 and in Sustainable Development Goal 16 by year 2023.

The Objectives shall be as follows:

- I. Promote fair, inclusive judicial, policing and correctional systems in the East, Horn and West Africa region.
- II. Facilitate community-driven programmes and movements, building on matters of access to justice and effective governance.
- III. Escalate institutional leadership and consistency as a key resource on access to justice and human rights.

IV. Improve the efficiency and effectiveness of LRF as a premier institution that delivers access to justice among indigent African communities.

Overall, the LRF Strategic Plan’s core goal is to contribute to the establishment of an equitable and representative access to justice and governance framework in Kenya and beyond.

“For the period 2019-2023 LRF commits to local, regional and global conversations for improving access to justice by offering support to all levels of the justice system.”



Our own Florence Gachichio cheerfully engaging the Hon. Chief Justice David Maraga during a visit at Nakuru GK Prison

Summary of strategy

Strategic Pillar	Key Result Area	Objectives
Administration of Justice	A responsive justice system where the rights of all persons are respected irrespective of their social, economic and political standing	Promote fair, inclusive judicial, policing and correctional systems in the East, Horn and West Africa region.
Community organisation and effective governance	Communities of practice agency that challenge poor leadership and skewed service delivery to realise people-centric governance culture	Facilitate community-driven programmes and movement building on matters of development and justice.
Knowledge development and learning	An online and physical resources centre for robust material to enhance policy and legal reforms	Escalate institutional leadership and consistency as a key resource on access to justice and human rights.
Institutional development and capacity enhancement	An LRF that is visible, responsive, active and effective in delivering its mandate	Improve the efficiency and effectiveness of LRF as a premier institution that delivers access to justice among indigent African communities

Figure 3: Summary of LRF strategic approach 2019-2023



Trainee paralegals being taken through the workings of a Police Children and Gender Desk

## Administration of Justice (AOJ)

### Objective I

Promote fair, inclusive judicial, policing and correctional systems in the East, Horn and West Africa region.

LRF has ably contributed to the functioning of the three important sectors in access to justice.

LRF has championed a well-functioning and coordinated access to justice sector that has law enforcement mechanisms that are sensitive and responsive to the rapid changes in security governance. It also worked with law enforcement officers supported by an incarceration-averse system alive to the need to adopt and uphold basic human rights. A Judiciary that adjudicates

on truth, evidence and progressive legal jurisprudence connected with a constituency of high legal literacy is fundamental.

LRF aspires to continue to offer strategic and technical support to the three important arms of justice, while mentoring local communities in order to facilitate an effective and efficient employment of alternative dispute handling approaches that uphold the tenets of the Constitution, especially the integration of the Traditional Dispute Resolution Mechanisms. This strategic direction is founded on LRF's two decades of leading the reforms. Some of the areas that LRF has purposed to focus on under this objective are:

- Mediation
- Plea Bargain
- Diversion, especially for the children and gender desks.

The caveat, however, is that gender-based violence, sexual and related offences must face the full force of the law. LRF will pursue institutionalisation of diversion structures especially because it has been a leader in establishing of these structures

### Community Justice Systems

With the enactment of the Legal Aid Act 2016 and the realisation (though short-term) that National Legal Aid Service (NLAS) was formed with inadequate capacity to deliver legal aid to the indigent countrywide, LRF is well positioned to profile the strategic spaces for

paralegals in the justice system. This is matched by the desire and intention to create standards, universally acceptable procedures and learning platforms that speak to and of quality judicial interventions and projecting the paralegals as the preferred facilitative business case/model to deliver access to justice. Therefore, besides the paralegal training and curriculum enhancement, LRF will continue to enhance the leadership of Paralegal Support Network (PASUNE) in Kenya and the region to undertake advocacy, awareness, sensitisation and training.

The following strategies will be employed:

- Community Sensitisation on Justice Reforms
- Interceding on relevant security challenges that impact access to justice, such as working against violent extremism
- Undertaking rights-driven interventions on the plight of children in conflict and in contact with the law
- Training of community stakeholders to prepare them for reintegration of children in contact with the law from Borstal institutions, pre-trial detainees and ex-prisoners into the community
- Training on innovations within the criminal justice system such as victim offender mediation, court counsel desks and diversion amongst others.



LRF aspires to continue to offer strategic and technical support to the three important arms of justice, while mentoring local communities in order to facilitate an effective and efficient employment of alternative dispute handling approaches that uphold the tenets of the Constitution

- Training and mentoring system handlers of special groups e.g. children and women
- Trainings for communities with ongoing projects in the extractive sector on issues such as climate change resilience and tax justice
- Advocacy agenda on Environment and Land CUC and Children CUC as well as development of respective guidelines and training material for Sensitising and training judges and magistrates and other stakeholders on the themes.
- Trainings and sensitisation on prevention of violent extremism with a focus on the legal issues between human rights and the rule of law.
- Sensitising and training judges and magistrates on Environment and Land Courts and Environmental Law
- Develop training material for CUCs and using it for paralegalism and awareness creation.



## Community Organisation and Effective Governance (COEG)

### Objective II

**Facilitate community-driven programmes and movement building on matters of development and justice.**

The stakeholders were unequivocal on the tremendous clout that LRF has been able to achieve in the last strategic period and highly recommended that such influence be used for movement building. In the strategic period

2019-2024, LRF will position itself for research-based advocacy on specific areas. They are:

**Sector Convening** – LRF will position itself as the convener of caucuses on access to justice and collaborate with such actors to define advocacy targets and strategies for success, policy review and resource pooling.

**Community of Practice** – LRF will define the domain, the community and the practice on paralegal work and access to justice.

**National Advocacy and Movement Building** – LRF shall mobilise stakeholders who are beneficiaries of their intervention for advocacy. The intention will be to engage the duty bearers who are beneficiaries of LRF work to respond to emerging issues within the system while organising the primary beneficiaries within the communities to create demand for change. LRF shall support these communities in developing advocacy strategies and accountability measures.

Advocacy to safeguard the shrinking political space, in particular campaign for laws, media and practices that entrench the voice of civil society in legal planning and development.

**International Advocacy** – LRF shall develop

partnerships and collaborations with different actors to influence reporting on human rights and access to justice at a regional and international level. The organisation will seek accreditation with platforms at the East Africa Court of Justice, Pan-African Lawyers Union, The African Commission on People and Human Rights, as well as the United Nations. It shall provide shadow reports on progress made on SDG 10 and 16 targets on reduced inequalities and peaceful, just and inclusive societies, respectively.

- Sector coordination.
- Advocacy for policy influencing.
- Public education and engagement towards social accountability and rights-conscientization.

Rights-based development on both supply and demand side. (People bringing development must be held to account for their development activities and the negative consequences of such development.)



**LRF shall support these communities in developing advocacy strategies and accountability measures.**



## Knowledge Development and Learning (KDL)

### Objective III

**Escalate institutional leadership and consistency as a key resource on access to justice and human rights.**

It is purposed to ensure that legal knowledge, innovations and practices are effectively cemented in approaches within the three segments of program interventions comprising of community, adjudicative/correctional institutions and state agencies. This will be guided by the triple Helix/Management model

LRF builds on the success of the past twenty-six years in which it has employed collaboration

amongst the academia, industry and government agencies to meet its objectives. LRF is a reference point for well-researched studies on key thematic issues in criminal justice, governance and legal inclusion. Of significance is the contribution LRF makes in development, review and formulation of policy. LRF takes leadership in documenting community practices, localising human rights approaches to expanding legal aid democratic policing as well as scaling up evidence-driven policy processes and building scenarios in aiding state and non-state actors in the sector of human rights. This is on order to safeguard their space of practice and increase access to justice interventions

in the region. Knowledge development and publications, reflection and learning are some of the strategies that will be employed to achieve this. The following areas have been proposed for research and subsequent publication:

- a) Human rights: An interrogation of human rights compliance in correctional facilities
- b) Crime prevention systems: An audit of crime prevention system to understand state efforts to deal with crime and entry into the criminal justice system
- c) Corruption and its impact on access to justice: A study to cover every aspect of the formal justice system that encompasses the police, courts and prison systems.
- d) Incarceration, women and girls: Drawing understanding on socio-economic impact of imprisonment on girls, women and young mothers.
- e) Electoral malpractices and criminal justice system: Collecting data on the rates of crime that happen every election year, the cost on the criminal justice system and possible legal redress – especially the role of political parties.
- f) Unrecognised (Illegal) centres of power and crime in marginalised areas: Developing scenarios on impact of small and light weapons on the criminal justice system.



**The key outcome of this objective is a strengthened LRF in knowledge management on legal gaps that disenfranchise the ordinary man.**



Criminal Justice System in Kenya: An Audit

- g) Witnesses, prosecution and criminal justice system. LRF will carry out research on the best witness protection practices and do a cost benefits analysis for possible adoption by mainstream institutions.
- h) Sentencing policy: Bail and Bond: LRF will develop learning and impact of sentencing and bail and bond rules on the criminal justice system, especially the transactional nature (monetary nature)
- i) Legal Aid Practices (LAP). LRF will undertake comparative studies and

generate position or working papers to inform the EAC (through PASUNE-EAC), as well as the African Union and the United Nations to support SDG 16

- j) Medico-legal jurisprudence: Developing a body of precedence in the criminal justice system touching on medical, mental and other specialised areas.
- k) Diversity and criminal justice system: Documenting and disseminating information significant change stories on intersex persons, women and people living with disabilities.



LRF takes leadership in documenting community practices, localising human rights approaches to expanding legal aid democratic policing as well as scaling up evidence-driven policy processes



## Institutional Development and Capacity Enhancement

### Objective IV:

**Improve the efficiency and effectiveness of LRF as a premier institution that delivers access to justice among indigent African communities**

This strategy envisions an LRF that is rich with systems, structures and processes propagating effective preventive and correctional services, democratic policing and good governance in access

to justice sector. Having built leadership and resilience among the marginalised, indigent and excluded communities in Kenya, LRF seeks



**In working to improve governance, LRF looks at integrating all policies into its operations, mainstreaming them in projects and programmes.**

to consolidate and expand its presence in the region. This will be done by strengthening organisational development programmes. This includes building staff capacities, replacing and overhauling institutional equipment and technology as well as improving institutional governance.

The aim of this objective is to transform LRF into a sustainable institution that attracts donor support while generating independent income to help it run crucial projects that boost inclusive security, access to justice and governance in the region. To achieve this objective four capacity areas will be reviewed, reformed and revamped. This includes improved institutional governance, development of a responsive technical portfolio, strengthened infrastructure portfolio and adopting an institution sustainability plan.

It will also revamp the Board of Trustees, including recruitment of new members with rich and diverse specialties. This requires LRF to have a board of trustees' transitional framework (BOT-TF) to be reviewed halfway into the Strategic Plan's life. This will go alongside a review of the Strategic Plan 2019-2023. Training and management mentorship programmes to improve organisational leadership in policy direction and political positioning will also be undertaken. This will involve the Executive Director's office, top management and the Board of Trustees.

Boards play a critical role in providing strategic leadership and enforcing accountability. The profile of board membership and the strengths the individuals bring on board is the greatest investment and asset in performing its governance and oversight roles. There must be a board cycle that is well managed to make it possible to plan for the sequencing of board development and alignment with the strategic plan. The cycle enables the leadership of the organisation deal with board succession plan on the set of skills critical for growing the institution.

- Jeffrey Sonnenfeld

LRF must endeavour to revise and revamp its technical portfolio, which is focused on having a reliable and transformative human resource. To attain this, LRF will undertake the following: a) Develop a Human Resources Development Plan (HRDP) in which recruitment, planning and training needs assessment are ingrained in the system to ensure that staff capacities are identified and supported through a clear staff capacity development framework. This should lead to a roadmap towards mentorship and coaching by job matching, secondment,



rotation and talent development. It will also lead to peer to peer learning (during routine programme meetings colleagues guide each other and share knowledge obtained in the different project activities. b) Develop human resource development tools such as Knowledge Development and Archiving Framework (KDAF), Information Escalation Guidelines and Policy Review and Proliferation Framework (PRPF), Proposal Development Models, Report Development, Processing and Scheduling.

An LRF that has reliable physical working space and technology is important in convening the sector especially at the regional level. Therefore, LRF will purpose to design an Infrastructure Development Plan (IDP). The Board of Trustees and Management should, therefore, endeavour to replace old technologies and equipment in the organisation. It should similarly work to acquire and own working space that is

appropriate to the needs and programmes of LRF. The organisation will therefore, buy a new office working area, furniture and other physical infrastructure. Specifically, LRF will do the following: a) Set up an Asset Inventory. This is an asset and equipment mapping detailing status and lifespan of machines and equipment: b) Establish a structured acquisition and installation of protective software for computers, laptops and photocopiers c) Put in place acquisition and disposal rules for communication facilities. Acquisition, modification and re-arrangement of work stations and communication facilities that are up to the call will follow.

An LRF with capacity to run each year with or without funding is what this Strategic Plan seeks to facilitate. It is anchored on an Institutional Sustainability Plan (ISP) that supersedes both staff and Board of Trustees. In the ISP, LRF will commence and operationalise the Haki

Institute (which is the investment arm of LRF guided by investment policy). LRF, through Haki Institute and Haki Fleets, will raise funds through bids, social enterprises, consultancies, annual roundtables, partnerships, networks and credit access to acquire assets so as to reduce vulnerabilities

At the end of the five years, under this project LRF will have a) Nurtured skills, knowledge

and expertise that facilitate delivery of LRF's mandate: b) Maintained, disposed and acquired infrastructure that facilitates LRF's response to existing and emerging programme areas and c) Achieved responsive and accountable organisational leadership that transcends the fluid political economy.

“Research indicates that workers have three prime needs: Interesting work, recognition for doing a good job, and being let in on things that are going on in the company”  
~ Zig Ziglar.

“One of my great pleasures is working with sharp, knowledgeable, dedicated, and determined leaders and Board members of impressive non-profit organizations. These organizations are almost always doing amazing things, but too often I find them feeling totally strapped and constrained by resources. The staff is overworked and underpaid. Most non-profits walk a fine line between hope and despair: However, financial limitations, and the insecurity that creates, lead to way too much focus on money and the wrong metrics. When you focus on money, you devote most of your time to boosting donations, memberships, and attendance. You constantly brainstorm new schemes to attract more of each. Meanwhile, you don't care who donates, joins, or attends, as long as those numbers are going in the right direction,”  
~ Ann Latham, Forbes

# CHAPTER 5

## Strategy Implementation and Review



LRF team together with Death Penalty Taskforce after a workshop on implementation of the Muruatetu decision



## 5.1 Monitoring, Evaluation Adaptation and Learning (MEAL)

Accompanying this Strategic Plan is a Performance Measurement Framework (PMF), which shall be the logical guide post that provides key milestones, results and measurable performance indicators. The PMF will provide timelines upon which progress will be ascertained. It will also identify supporting evidence and the sources and resources required for its implementation.

The rationale of the PMF will be built on the evaluation report of the Strategic Plan 2014-2018, which draws out successes, lessons learnt and best practices into the new strategy. The PMF is to be supported by the presence or establishment of clear strategies on communication, resource mobilisation and quality data management.

The PMF is a key M&E tool and will, therefore, provide a Stakeholder Feedback Mechanism to ensure reconciliation of internal and external performance assessments and promote participatory Monitoring, Evaluation, Reporting and Reflection. The PMF will have a schedule for Value For Money (VFM) analysis that detects wastages, even as it opens up avenues for planning for efficiency and inclusion. It will further provide for annual review of the Risk Management Framework alongside the Political Economy Analysis in order to realign

the assumptions upon which the strategy is founded.

### 5.1.1 Leadership for MEAL

Management will work with the team members to collect all indicator data and compile it in the relevant formats. This shall include the options of hiring dedicated MER staff or consultants. All the data collected here shall feed into the knowledge management system and be part of the LRF resource centre's DNA.

The programmes shall endeavour to develop monitoring, evaluation, reporting and learning plans that are specific to the programmes and that draw from the strategic MER plan. For every MER plan there will be need to demonstrate how each objective is contributing to the organisational objectives. The Board of Trustees shall provide diligent oversight in this process.

### 5.1.2 Process for MEAL

LRF will develop a checklist of relevant data that is needed to develop baseline values in the first year of the strategy. The institution shall innovatively seek such data from existing studies through extensive literature review and/or fundraise for the studies to be conducted to gain comprehensive and conclusive data. The values provided shall form the baseline data to be used for comparison in the life of the strategy.

in advance connecting and relating directly to the commitments and milestones agreed upon with partners.

### 5.2.2 Learning and Reflection

Learning and reflection must form an integral part of every MER process. LRF shall set up mechanisms for learning and exchange. This will be on the learning data, information sharing and cross-learning. The lessons learnt and all MER data should be stored in a place that is accessible for reference by team members.

## 5.3 Key Performance Indicators

LRF shall schedule a baseline study at the commencement of this strategy to collect the baseline values to be used as bench marks for change caused by LRF interventions.

A mid-term review shall be carried out in the year 2021 to evaluate the progress made in achieving all the targets.

At the end of this strategy, LRF shall once more conduct an evaluation of the strategy, the outcome of which shall form the report for this strategic period.

The following table provides the KPIs that the strategy shall be measured against.



The rationale of the PMF will be built on the evaluation report of the Strategic Plan 2014-2018, which draws out successes, lessons learnt and best practices into the new strategy.

In the year 2021, LRF will conduct a midterm review to establish the progress made in the implementation of the strategy, to establish which objectives are on course or have been attained and areas that need more work or a complete change of strategy. It shall serve as a reflection vehicle for the organisation. It will also provide necessary information for management to re-strategise and realign the organisational objectives.

## 5.2 Approaches to undertaking MEAL

### 5.2.1 Data Collection and Evidence Building

There shall be standard MEAL tools developed

## Performance Measurement Framework

<b>Vision:</b> LRF envisions 'A Just and Equitable Society.' The vision depicts the desired state of the society that LRF as a human rights organisation is working towards, both in Kenya as the home of the secretariat and beyond. The institutional vision of LRF is therefore: "A premier catalyst institution for a just and equitable society."					
<b>Mission:</b> LRF, as a premier access to justice organisation, seeks to harness the collaborative benefits of strategic partnerships within the justice system so as to gain holistic participatory interventions towards justice, equity and resilience in communities					
<b>Goal</b>	To re-engineer the legal aid infrastructure to improve inclusivity of the indigent as envisaged in Africa Vision 2063 and at Sustainable Development Goal 16 by the year 2023.				
<b>Objective 1</b>	<b>Promote fair and inclusive judicial, policing and correctional systems in the East, Horn and West Africa region</b>				
<b>Strategy</b>	<b>Activities</b>	<b>Expected Outcome</b>	<b>Key Performance Indicator</b>	<b>Means of Verification/Source</b>	<b>Timeline</b>
<b>1. Offer training and technical support to judicial, policing and correctional system</b>	1.1. Community Sensitisation on emerging issues in the justice sector	<b>Improved capacity of judicial, policing and correctional system actors to dispense fair and inclusive justice.</b>	<b>Number of times, type of training conducted</b>	<b>Training reports IEC material Photos and videos</b>	<b>5 years</b>
	1.2. Undertake rights-driven interventions on the plight of men, women, boys and girls in conflict or contact with the law		<b>Number of Stakeholders trained</b>	<b>Participant registration forms</b>	<b>5 years</b>
	1.3. Reintegration of men, women, boys and girls in conflict/contact with the law		<b>Participant feedback on training</b>	<b>Participant evaluation forms</b>	<b>5 years</b>

	1.4. Capacity building of justice actors on emerging issues/innovations like victim offender mediation, special interest groups, court counsel desks and diversion.				<b>5 years</b>
	1.5. Advocacy agenda on special CUCs like environment and land CUC as well as children CUC.	<b>Improved training and advocacy on the respective themes</b>	<b>Existence of elaborate advocacy plans on environment and land as well as children</b>	<b>Advocacy plan document</b>	<b>5 years</b>
	1.6. Develop training materials for justice actors including paralegals.			<b>Existence of quality training material for CUC and paralegals</b>	<b>Review of training manual</b>
<b>Offer training and technical support on climate change resilience and tax justice</b>	1.7. Capacity enhancement for communities affected by ongoing projects in the extractive industry. The capacity building will be on climate change resilience, emerging laws, access	<b>Community friendly agreements on the extractives</b>	<b>Number of community members able to demand accountability from the extractive sector actors</b>	<b>Analysis of post training activity report</b>  <b>Advocacy tracking tool</b>  <b>Media reports</b>	<b>5 years</b>

	to benefits among others.				
	1.8. Capacity enhancement for judges and magistrates on environment and land courts as well as environmental law.		<b>Quality and Speed of judgments made on natural resource conflicts</b>	<b>Court rulings</b> <b>Media reports</b>	<b>5 years</b>
<b>Offer training and technical support on PVE</b>	1.9. Interventions on relevant security challenges that impact access to justice, such as working against violent extremism among others	<b>Fairness and observance of the rule of law in CVE processes</b>	<b>Quality of handling of CVE detainees</b>	<b>Police documentation</b> <b>Court proceedings</b>	<b>5 years</b>
	1.10. Interventions on prevention of violent extremism with a focus on the legal issues between human rights and the rule of law.	<b>Enhanced community involvement in PVE</b>	<b>No of community members involved in planning for PVE</b> <b>No of actions taken by communities for PVE</b>	<b>Participant registers</b> <b>Activity photos</b> <b>Project reports</b>	<b>5 years</b>
<b>Objective 2</b>	<b>Facilitate community-driven programmes and movement building on matters of access to</b>				

<b>justice</b>					
<b>Strategy</b>	<b>Activities</b>	<b>Expected Outcome</b>	<b>Key Performance Indicator</b>	<b>Means of Verification/Source</b>	<b>Timeline</b>
	2.1. Sector convening. LRF will convene caucuses on access to justice and collaborate with partners to define advocacy targets, strategies for improved services, policy review and resource pooling.	<b>Improved coordination of the access to justice sector</b>	<b>Existence of partnership MOUs</b>  <b>Joint activity plans</b>	<b>Partnership agreements</b>  <b>Caucus activity plans</b>	<b>5 years</b>
	2.2. Community of practice. LRF will define the domain, the community and the practice on paralegal work and access to justice.	<b>A vibrant community of practice</b>	<b>Existence of a vibrant CoP</b>  <b>Online existence</b>	<b>Database of members</b> <b>Database of Best Practices</b> <b>Database of shared resources</b>	<b>5 years</b>
	2.3. National advocacy and movement building. LRF shall mobilise stakeholders who are beneficiaries of their intervention for advocacy on emerging issues within the justice system while at the same time organising the primary	<b>Improved collaboration for advocacy within the sector</b>	<b>Existence of joint advocacy strategies</b>  <b>Number and content of advocacy strategies developed</b>  <b>Existence of a</b>	<b>Activity reports</b>  <b>Joint advocacy plan</b>	<b>5 years</b>

	beneficiaries within the communities to create the demand for change.  LRF shall support these communities in developing advocacy plans and accountability measures.		<b>guide for demanding accountability in the justice sector</b>		
	2.4. Advocacy on safeguarding shrinking political space	<b>Position paper on shrinking political spaces</b>	<b>Existence of position paper on shrinking political space</b>	<b>Position paper</b>	<b>5 years</b>
	2.5. International advocacy. LRF shall develop partnerships and collaboration agreements with different actors to influence reporting on human rights and access to justice at the regional and international level. The organisation will seek accreditation with platforms at the East Africa Court of Justice,	<b>Increased international influence on access to justice matters</b>	<b>Evidence of partnership or accreditation</b>	<b>Accreditation material</b>  <b>Partnership MOUs</b>	<b>5 years</b>

	Pan-African Lawyers Union, The African Commission on People and Human Rights as well as the United Nations.  Provide shadow reports on progress made on SDG 10 and 16 targets on reduced inequalities and peaceful, just and inclusive societies respectively. <sup>5</sup>				
	2.6. Sector coordination	<b>Improved coordination within the sector</b>	<b>Existence of a secretariat for PASUNE</b>	<b>Network documentation</b>	<b>5 years</b>
	2.7. Advocacy for policy influencing	<b>Increased influence in formulation</b>	<b>Joint advocacy plans</b>  <b>Number of policies adopted</b>  <b>Nature of milestones achieved</b>	<b>Advocacy plans</b>  <b>Activity reports</b>  <b>Policy briefs</b>	<b>5 years</b>

	2.8. Public education and engagement: Social accountability and rights-conscientisation,	<b>Effective knowledge management and information</b>	<b>Number of sensitisation sessions held</b>  <b>Level of citizen use of knowledge gathered</b>	<b>Session reports</b>  <b>Advocacy tracking tools</b>	<b>5 years</b>
	2.9. Rights-based development on both supply and demand side. Organise platforms for investors to be held to account for their development activities and the negative consequences of such development.	<b>Joint planning between government, investors and communities</b>	<b>Existence of cooperation agreements</b>  <b>Dialogue forums held</b>	<b>Cooperation agreement</b>  <b>Forum reports</b> <b>Advocacy tracking tools</b>	<b>5 years</b>
<b>Objective 3</b>	<b>Escalate institutional leadership and consistency as a key resource on access to justice and human rights.</b>				
<b>Strategy</b>	<b>Activities</b>	<b>Expected Outcome</b>	<b>Key Performance Indicator</b>	<b>Means of Verification/Source</b>	<b>Timeline</b>
<b>Research, knowledge creation and documentation</b>	3.1. Human Rights: Interrogation of human rights compliance in correctional facilities	<b>Proliferation of evidence-driven policy making processes</b>	<b>Number of times, the type of research publications developed by LRF</b>  <b>Number of</b>	<b>Research Reports</b>	<b>5 years</b>
	3.2. Crime prevention systems: An audit of crime prevention system to understand			<b>LRF Resource Centre Inventory</b>  <b>Website</b>	<b>5 years</b>

	state efforts to deal with crime and entry into the criminal justice system	<b>citations of LRF publications</b>  <b>Number of enquiries on LRF LRF publications</b>  <b>Hits on LRF online platforms</b>	
	3.3. Corruption and effect on access to justice: A study to cover every aspect of the formal justice system –police, courts and prisons.		<b>5 years</b>
	3.4. Incarceration, women and girls: Drawing understanding on socio-economic impact of imprisonment on girls, women and young mothers		<b>5 years</b>
	3.5. Electoral malpractices and the criminal justice system: Collecting data on the rates of crime in every election year, the cost on the criminal justice system (corrective systems)		<b>5 years</b>

	and possible legal redress. The role of political parties will be given particular attention.	<b>LRF recognised as a leader in knowledge creation on matters of access to justice</b>			
	3.6. Unrecognised (Illegal) centres of power and crime in marginalised areas: Developing scenarios on the impact of small and light weapons on the criminal justice system.		<b>5 years</b>		
	3.7. Witnesses, prosecution and criminal justice system: LRF will carry out study in the best witness protection practices and draw cost-benefits analysis for possible adoption by mainstream institutions.		<b>5 years</b>		
	3.8. Sentencing policy (bail and bond): Developing learning and impact of bail and bond rules (monetising		<b>5 years</b>		

	the value) on the criminal justice system.				
	3.9. Legal Aid Practices (LAP): Undertaking comparative studies and generating position or working papers to inform EAC (through PASUNE-EAC), African Union and United Nations to support SDG 16				<b>5 years</b>
	3.10. Medico-legal jurisprudence. Developing compendium for several jurisprudence in the criminal justice system with attention to medical and mental cases.				<b>5 years</b>
	3.11. Diversity and criminal justice system: Documenting and dissemination on significant change stories on intersex persons, women and				<b>5 years</b>

	people living with disabilities				
Development, review and formulation of policy	3.14. Review and summary of research data into policy briefs		Number and content of policy briefs produced and disseminated	Legislative analysis of bills on access to justice tabled in Parliament. Hansard review	5 years
	3.15. Support policy makers in drafting policies linked to the research areas				5 years
	3.16. Proliferate evidence driven policy processes through dissemination of research reports				5 years
Sector agenda setting	3.17 Organise sector caucus and/or PASUNE conventions to analyse the research content.		Number of organisations using LRF research data for their work.	Advocacy tracking tools  Workshop/convention feedback	5 years
Objective 4	Improve the efficiency and effectiveness of LRF as a premier institution that delivers access to justice among indigent African nations.				
Strategy	Activities	Expected Outcome	Key Performance Indicator	Means of Verification/Source	Timeline
Staff capacity building	4.1. Training needs assessment for all staff	Skills, knowledge and expertise that facilitate	Report on staff capacity gaps and recruitment	HR/Staff file	5 years

	4.2. Develop a human resource development plan	delivery of LRF's mandate nurtured  Responsive and accountable organisational leadership	Number, Content and Level of capacity development programmes attended by staff  Existence of standard operating procedures.  Existence of audited financial accounts Existence of an OD Plan  Existence of an up-to-date board manual  Existence of advisory and reflection session reports/ minutes  Inventory of partnerships	Human Resource Development Plan  Communication plan  Organisational files  Board files	5 years
	4.3. Mentorship and coaching Secondment, job rotations, talent development				5 years
	4.4. Training short courses (seminars, workshops, in-house mentorships, peer to peer learning- <sup>1</sup> )				5 years
	4.5. Develop guidelines for knowledge documentation and archiving and consolidate it into a data quality management plan.				5 years
	4.6. Annual financial audits and organisation capacity assessment.				5 years
	4.7. Develop and update partners'				5 years

	feedback register.		<b>initiated through board recommendations</b>			
	4.8. Review and harmonise the board policy or manual with other internal documents.				<b>5 years</b>	
	4.9. BoT host advisory sessions to advise the management on emerging trends and opportunities on organisational leadership, performance, fundraising and resource mobilisation, organizational and staff accountability.				<b>5 years</b>	
	4.10. Hold structured board and management consultations.				<b>5 years</b>	
	4.11. BoT host and annual strategy board				<b>5 years</b>	

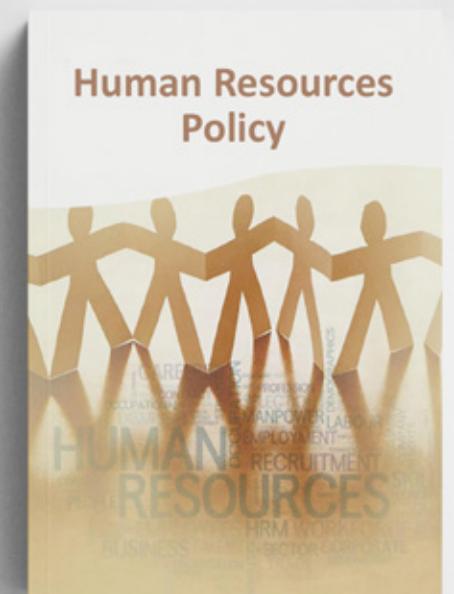
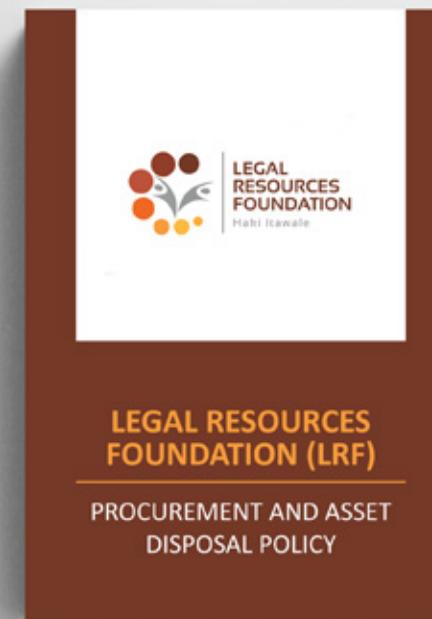
	and management reflection and a subsequent annual board and staff reflection session.				
<b>Strengthen Infrastructure</b>	4.12. Establish an asset inventory/ register and an infrastructure development plan.	<b>Improved efficiency in management and maintenance of LRF infrastructure</b>	<b>Existence of LRF's properly maintained, disposed of and/or acquired infrastructure</b>		<b>5 years</b>
	4.13. Structured and standardised acquisition and installation of protective software for computers, laptops, photocopiers etc.				<b>5 years</b>
	4.14. Equipment and work station acquisition and disposal				<b>5 years</b>
	4.15 Acquisition of a reliable server				<b>5 years</b>

# CHAPTER 6

## Support Infrastructure to deliver the strategy



LRF's Executive Director engaging members of the fourth estate immediately after Embu High Court declared charging of fees of P3 an illegality. LRF was the 1st Petitioner in the Constitutional petition



### 6.1 Institutional Development and Capacity Enhancement

In order to effectively deliver the projections and plans in the strategy, LRF will need to invest in an institutional development and capacity enhancement plan that will motivate staff, improve their abilities to perform and acquire appropriate technologies to deliver innovations. A learning culture that is driven by significant mentor-

ship and coaching to reduce adaptation curves between new and old employees will have to be established. Review of the communication strategy, in particular being able to develop and sharpen the LRF brand is also key. Further, a reliable communication strategy alongside a broad and adjustable resources mobilisation plan will be important.



**Figure 4:**  
Illustration of  
organisational capacity  
enhancement scheme



**The team will prepare an elaborate communication plan that shall outline specifically how each component of the strategy shall be communicated effectively.**

The Board and Management shall develop information and communication material and use technology as appropriate to communicate this strategy. The vision, mission and values shall form key messages on the organisation banners and posters.

The team will prepare an elaborate communication plan that shall outline specifically how each component of the strategy shall be communicated effectively. The organisation shall establish and entrench its presence on social media

and take advantage of spaces in mainstream media – print, audio and visual – so as to market the LRF brand as it disseminates legal relevant resources to the needy members of the society.

In order to address the documentation, institutional memory and data quality management needs of the organisation, LRF shall engage experts to assist in the design of a proper knowledge management system as outlined in Objective 4.

### 6.3 Risk Management Framework

An effective risk detection, identification and management framework is extremely important. A risk management framework will be anchored on the larger MEAL plan to allow for timely and appreciative program and strategy review, and adjustment if any. On this plane, three concerns stick out that could probably reduce LRF's capacity to stand out as an alternative voice of reason. These are: erosion of long-term institutional memory due to loss of data occasioned by lack of proper documentation, absence of strong internal staff retention framework which is beyond traditional work-related benefits. The institution has in the past experienced high human resource turnover. There is also the incapacity of the organisational delivery infrastructure to take advantage of opportunities for growth. Pushing paralegals up the operational and programmatic ladder is particularly important.

**The organisation shall establish and entrench its presence on social media and take advantage of spaces in mainstream media – print, audio and visual**

RISK	RISK LEVEL	MITIGATION PLAN
Political uncertainty and/or interference.	Medium	Forecast the political situation and plan accordingly on how to reduce the impact of on strategy implementation.
Over reliance on donor funding.	Medium	Explore alternative sources of income
Insecurity in the field	High	Strengthen and consistently review the organisational security plan
Losing strategic partnership position in prisons.	Medium	Build adequate capacity of institutions to take up roles and conduct periodic monitoring.
LRF becoming too comfortable with government and potential effect on objectivity.	Low	Collect empirical data and continuously present accurate and correct information.
Loss of long-term institutional memory due to loss of data and lack of proper documentation.	High	Develop a knowledge management system.
Non adherence to board transition and succession guidelines	Low	Implementation of board policy and adherence to board terms.
Change of government policy on public benefits organisations.	Medium	Sustained advocacy on benefits derived from the Public Benefits Organisation Act
Dormant staff – overstaying in the same position for long and losing capacity to support the organisation in current affairs and emerging trends.	Medium	Staff rotation and continuous staff development.

Transfer of trained officers leading to wasted resources and lost income.	High	Structure the paralegal programme in such a way that LRF can liaise with respective agencies on redeployment.
Staff turnover	Medium	Competitive remuneration, job progression and staff motivation.

Figure 5: Risk identification and management framework

## 6.4 Financial Projections

LRF will need to marshal financial and technical resources totaling Kenya shillings six hundred and ninety-three million, four hundred and ten thousand, seven hundred and four only (693,410,704) in order to fund this strategic plan for the five years of its life.

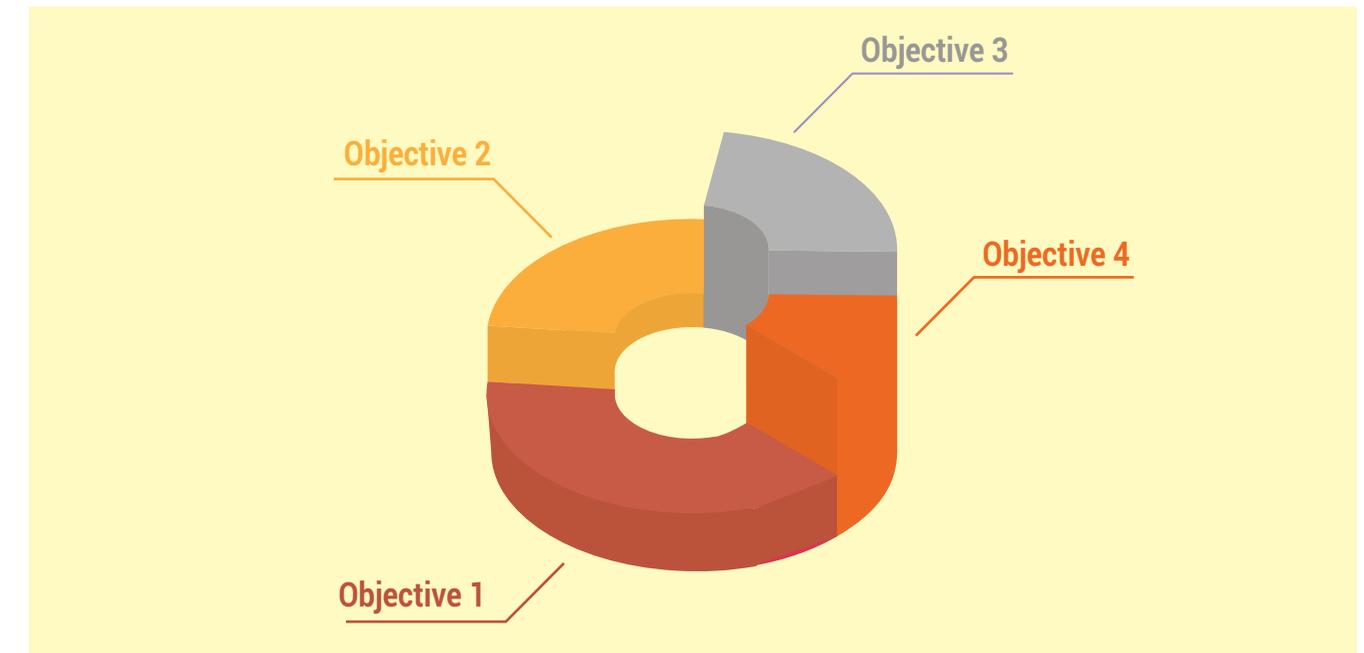
Nonetheless, this budget is open to review after two years of full implementation in order to take into account the prevailing realities at that time.

### 6.1. Annual Costs per Objective

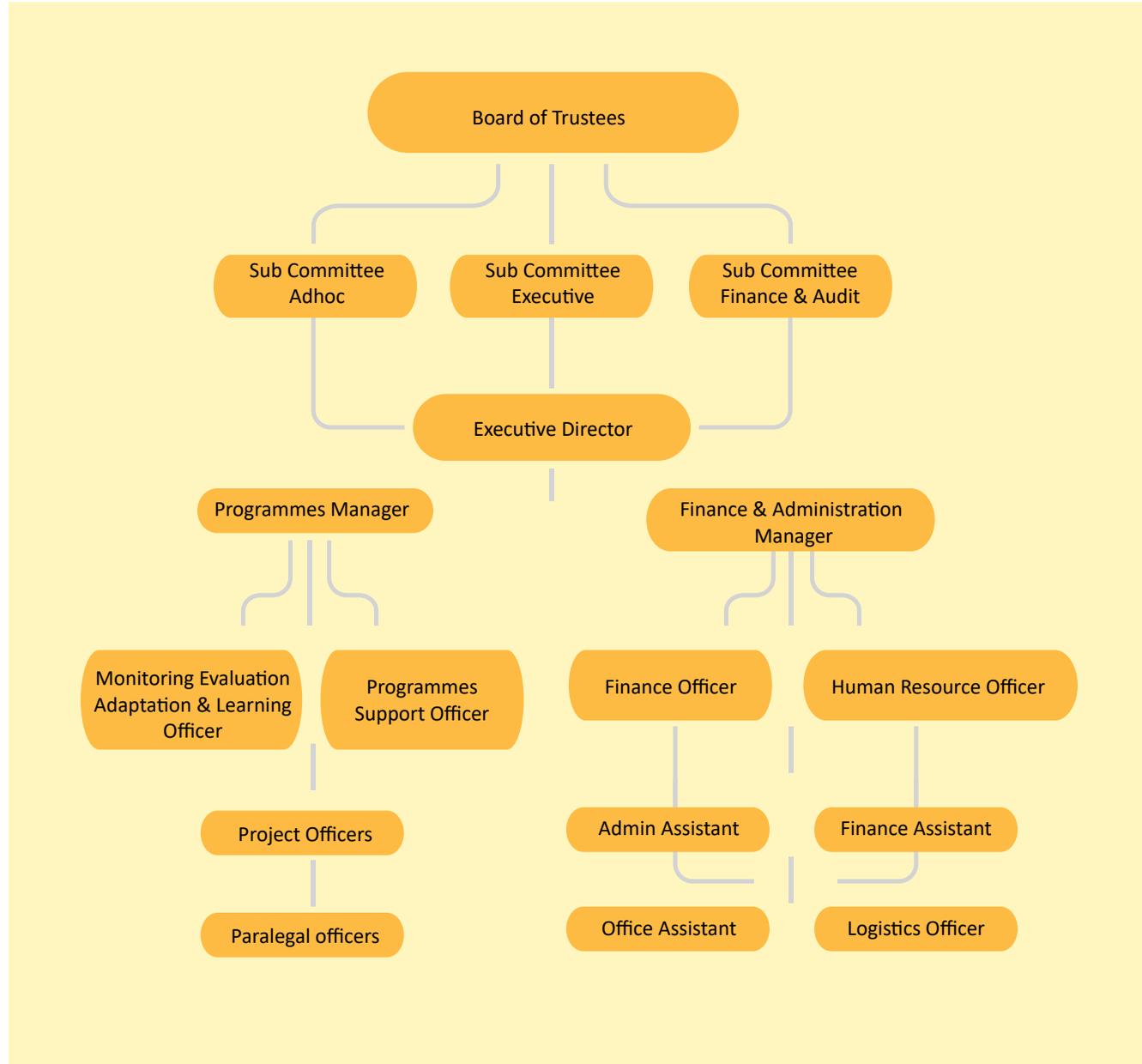
Objective	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
Objective 1	51,312,300.00	56,443,530	62,087,883	68,296,671	75,126,338	261,954,422
Objective 2	11,041,255.00	12,145,381	13,359,919	14,695,910	16,165,501	56,366,711
Objective 3	27,506,440.00	30,257,084	33,282,792	36,611,072	40,272,179	140,423,127
Objective 4	40,088,626.00	44,097,489	48,507,237	53,357,961	58,693,757	204,656,444
Grand Total		142,943,484	157,237,831	172,961,614	190,257,775	

Figure 6: Financial projections for LRF to fund and execute the strategic plan

## 6.2. Graphical illustration of the financial projections



LEGAL RESOURCES FOUNDATION ORGANOGRAM



During a Prisoners' Justice Day at Lang'ata Women Prison. International Prisoner's Justice Day is celebrated every 10th of August

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