



## **SPEECH BY THE CHAIRPERSON DURING THE LAUNCH OF THE KENYA SCHOOL OF LAW STRATEGIC PLAN 2018-22**

- **The Solicitor General Mr. Kennedy N. Ogetto,EBS, represented by Deputy Chief State Counsel Ms. Pauline Mcharo,**
- **Representatives of office of the Director of Public Prosecutions, Constitutional Commissions, Ministries and State Agencies Present,**
- **The Chief Executive Officer of the Council of Legal Education Dr. Jacob Gakeri,**
- **The Chief Executive Office of the Law Society of Kenya**
- **My fellow Board Members,**
- **The Director of the Kenya School of Law Dr. Henry Mutai,**
- **Kenya School of Law Management,**
- **Invited guests,**
- **All protocols observed,**
- **Good Morning, and welcome to the Launch of the Kenya School of Law's Strategic Plan 2018-22**

THE LAUNCHING OF THE KENYA SCHOOL OF LAW STRATEGIC PLAN, 2018-22 IS AN IMPORTANT LANDMARK IN FOR THE SCHOOL. AS A BOARD OF

DIRECTORS WE ALL KNOW THAT WHAT IS NOT PLANNED, MEASURED AND TIMED WILL NEVER BE ACCOMPLISHED. WE ARE THEREFORE COMMITTED TO GUIDE AND SUPPORT THE SCHOOL MANAGEMENT IN THE IMPLEMENTATION OF THE SP AND ENSURE DELIVERY OF QUALITY RESULTS.

IT IS NOTEWORTHY THAT SINCE ATTAINING INDEPENDENCE IN 1963, KENYA HAS MADE SIGNIFICANT STRIDES IN HER ECONOMIC, SOCIAL AND POLITICAL AGENDA. IN THE PROCESS, THE COUNTRY HAS EXPERIENCED SOME CHALLENGES THAT OFTENTIMES HAVE RESULTED IN INSTITUTIONS LAGGING BEHIND IN IMPLEMENTING GOVERNMENT POLICIES TO THE FULLEST ATTAINMENT OF THE NATION'S OVERALL VISION.

ONE AREA THAT HAS BEEN AFFECTED IN THIS REGARD IS LEGAL EDUCATION AND TRAINING. SINCE THE PUBLICATION OF THE DENNING REPORT IN 1961, VARIOUS EFFORTS HAVE BEEN MADE TO DEVELOP AND REFORM THIS AREA OF UTMOST IMPORTANCE TO RESONATE WITH THE COUNTRY'S ECONOMIC, SOCIAL AND POLITICAL AGENDA. REGRETTABLY, THE OUTCOME HAS NOT MET THE EXPECTATIONS AS ENVISIONED. NOTABLY, FOR EXAMPLE, MORE THAN THIRTEEN YEARS HAVE LAPSED SINCE THE AKIWUMI REPORT WAS PUBLISHED ON THE STATUS AND MANAGEMENT OF THE KENYA SCHOOL OF LAW; YET ITS RECOMMENDATIONS HAVE YET TO BE FULLY IMPLEMENTED.

THE MISSING LINK BETWEEN POLICY FORMULATION AND IMPLEMENTATION APPEARS TO BE THE LACK OF SUSTAINED STRATEGIC PLANNING THAT TAKES ACCOUNT THE CHANGING DYNAMICS WITHIN AND OUTSIDE THE SECTOR. FURTHER, OFTENTIMES, STATUTORY MANDATES

HAVE BEEN FORMULATED WITHOUT CONSIDERING BOTH THE FINANCIAL AND HUMAN RESOURCE REQUIRED TO PUT THEM INTO EFFECT.

I AM HAPPY TO NOTE THAT SINCE THE PRECEDING KENYA SCHOOL OF LAW STRATEGIC PLANS (2007–2010, 2009-2012 AND 2015-2018), THE SCHOOL HAS CONTINUED TO RE-ALIGN ITS MISSION, POLICIES, AND STRATEGIC OBJECTIVES TO ITS STATED VISION OF A **“A PREFERRED CENTRE OF EXCELLENCE IN PROFESSIONAL LEGAL TRAINING, RESEARCH AND CONSULTANCY IN THE EAST AFRICAN REGION AND BEYOND”**. THIS RE-ALIGNMENT HAS CONTINUED AND IS NOW CASCADED TO THE 2018-2022 PLAN PERIOD.

UNDER THE AUSPICES OF THE MINISTERIAL TASK FORCE ON THE DEVELOPMENT OF A POLICY AND LEGAL FRAMEWORK ON LEGAL EDUCATION IN KENYA, THE SCHOOL SOUGHT TO TAKE STOCK OF THE SOCIO-POLITICAL DEVELOPMENTS IN THE COUNTRY AND THEIR ATTENDANT IMPACT ON EXPECTATIONS THAT SUCH DEVELOPMENTS HAVE, OCCASIONALLY, IMPOSED ON LEGAL EDUCATION AND TRAINING IN THIS COUNTRY. THIS CULMINATED IN THE SEPARATION OF THE REGULATION OF LEGAL EDUCATION FROM POST UNIVERSITY LEGAL TRAINING THROUGH THE ENACTMENT AND OPERATIONALIZATION OF BOTH THE LEGAL EDUCATION ACT, 2012 AND KENYA SCHOOL OF LAW ACT, 2012. IN THIS CONTEXT, THE SCHOOL HAS CONTINUED TO REVIEW ITS PROGRAMMES AND CURRICULA INCLUDING HOLDING OF A MID-TERM REVIEW OF ITS ACADEMIC PROGRAMMES SINCE SEPTEMBER 2011.

IN THE SP BEING LAUNCHED TODAY, EFFORTS HAVE BEEN MADE TO RE-ALIGN THE RESOURCES AVAILABLE TO THE SCHOOL WITH KEY STRATEGIC OBJECTIVES AND PLANNED ANNUAL ACTIVITIES. AS THE ROAD MAP FOR THE NEXT FOUR YEARS, THIS SP HAS PRIORITISED ACTIVITIES AND PROGRAMMES IN TERMS OF THEIR CONTRIBUTION AND THE EFFICIENT AND EFFECTIVE MANAGEMENT OF THE SCHOOL WITHIN THE CONTEXT OF NATIONAL POLICY FRAMEWORKS. THUS, THE ANTICIPATED OUTPUTS, BEING CONTRIBUTIONS TO THE DELIVERY OF LEGAL SERVICES, ARE RATIONALISED IN THE CONTEXT OF THEIR RESULTANT COSTS WITHIN SPECIFIED TIME FRAMES.

CHARACTERISTICALLY, THIS STRATEGIC PLAN ARTICULATES THE VISION, MISSION, CORE VALUES AND STRATEGIC OBJECTIVES. IT ALSO OUTLINES THE STRATEGIES AND ACTIVITIES TO BE IMPLEMENTED TO GIVE THE SCHOOL AN ENHANCED SERVICE DELIVERY CAPACITY OVER THE NEXT FOUR YEARS. TO THIS END, THE BOARD COMMITS TO WORK WITH THE SCHOOL'S MANAGEMENT AND THE CEO, TO ENSURE A COHESIVE, CONSISTENT AND COMPREHENSIVE SYSTEM OF GOVERNANCE THAT IS NOT ONLY SUPPORTIVE OF, BUT ALSO RESPONSIVE TO THE NEEDS OF THE STAKEHOLDERS AND THE OVERALL QUALITY IMPLEMENTATION OF THE SP, AS WELL AS THE CASCADING OF RESPONSIBILITIES TO OPERATIONAL UNITS TO ACHIEVE THE BEST CORPORATE MANAGEMENT PRACTICES.

FINALLY AND IMPORTANTLY, WE HAVE BENEFITED FROM THE ANALYSES OF CHALLENGES EXPERIENCED IN THE IMPLEMENTATION OF THE PREVIOUS STRATEGIC PLAN (2015-2018) COUPLED WITH THE LESSONS LEARNED FROM THE SAME, WHICH HAVE INFORMED THE DESIGNING OF THE

ENSUING STRATEGIC PLAN, IN WAYS THAT WE THE BOARD OF DIRECTORS BELIEVE WILL YIELD ENHANCED IMPROVEMENTS TOWARDS THE ATTAINMENT OF THE SCHOOL'S VISION. OUR JOINT UNDERSTANDINGS OF THE STATUS OF SWOT, PESTEL, AND THE IDENTIFICATION OF POTENTIAL RISKS AND STRATEGIES THAT HAVE BEEN PUT IN PLACE TO MITIGATE/AVOID THEM, GIVES US CONFIDENCE THAT THE IMPLEMENTATION OF THE 2018-22 STRATEGIC PLAN WILL BE A SUCCESSFUL VENTURE. AS THE BOARD OF DIRECTORS, WE SHALL PROVIDE THE REQUIRED GUIDANCE AND SUPPORT ESPECIALLY IN THE AREAS OF MOBILISATION OF THE MUCH NEEDED BUT SCARCE RESOURCES, AND THE ENHANCEMENT OF STAKEHOLDER ENGAGEMENT TO ENSURE BEST RESULTS IN THE SERVICE TO HUMANITY.

IT IS OUR HOPE THAT THE STRATEGIC PLAN 2018- 22 WILL HELP RAISE THE KENYA SCHOOL OF LAW TO THE NEXT LEVEL OF BECOMING THE ENVISIONED INSTITUTION OF CHOICE FOR QUALITY, SUSTAINABLE PROGRAMMES, TRAINING AND CONSULTANCY SERVICES NATIONALLY AND IN THE REGION.

**THANK YOU AND MAY GOD BLESS THE KENYA SCHOOL OF LAW**

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PROF. FATUMA N. CHEGE

**CHAIRPERSON, KENYA SCHOOL OF LAW BOARD**