



Nairobi Centre
for International
Arbitration

Where disputes meet resolution



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STRATEGIC PLAN 2022/2023 - 2026/2027

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Nairobi Centre
for International
Arbitration

The Premier Centre of Choice for
Alternative Dispute Resolution.

Where disputes meet resolution

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List of Abbreviations

ADR	Alternative Dispute Resolution
CEO	Registrar/ Chief Executive Officer
CIArb-Ke	Chartered Institute of Arbitrators-Kenya
CMR&TD	Case Management Research and Training Division
CP&BDD	Corporate Planning & Business Development Division
CSD	Corporate Services Division
ICT	Information Communication Technology
ICT-D	Information Communication Technology Division
KAM	Kenya Association of Manufacturers
KNCCI	Kenya National Chamber of Commerce and Industry
LSD	Legal Services Division
LSK	Law Society of Kenya
M&E	Monitoring And Evaluation
MoUs	Memorandum Of Understanding
MTEF	Medium Term Expenditure Framework
MTDP	Medium Term Development Plan
MDGs	Millennium Development Goals
NCIA	Nairobi Centre For International Arbitration
OAG&DOJ	Office of the Attorney General & Department of Justice
SDGs	Sustainable Development Goals

Chairperson's Foreword



I am pleased to present the 2nd Strategic Plan of the Nairobi Centre for International Arbitration. The Plan provides a roadmap of how the Centre will execute its mandate in the next five years from July 2022 to June 2027. It is an embodiment of the commitment of the Board in advancing the Centre's mandate of promoting alternative dispute resolution and ensuring the ease of doing business, which in turn encourages foreign investment and economic growth.

Further, it sets out the Centre's strategic vision and outlines its priorities as part of its accountability to the people of Kenya through immediate, medium and long-term strategic objectives.

This Plan has been informed by lessons learnt and emerging issues in the previous five years, global best practice, as well as invaluable input from our stakeholders. It provides a coherent, systematic and sustainable roadmap on which the operations of the Centre will be anchored. In particular, the Plan details the strategies aimed at promoting alternative dispute resolution as a means of enhancing access to justice. These outcomes will in turn be articulated and delivered through well-designed programmes and activities.

In conclusion, I reiterate the Board's focused commitment to providing oversight in the implementation of this Plan by ensuring that the Centre has adequate resources to achieve its strategic objectives and make a positive impact in lives and livelihoods.

“

I reiterate the Board's focused commitment to providing oversight in the implementation of this plan.

”

On behalf of the Board of Directors, I am confident that we will not only deliver this Plan but undoubtedly positively contribute to the growth and development of our national economy by ensuring access to justice through the promotion of alternative dispute resolution.

A handwritten signature in black ink, appearing to read "Jacqueline Oyoyo Githinji".

Jacqueline Oyoyo Githinji
Chairperson of the Board of Directors.

Registrar/CEO's Preface



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As the road map for the next five years, this Plan has prioritized activities and programmes in terms of the contribution to the core mandate of the Centre.

”

As the Centre enters its second half of a decade our focus in this 2nd Strategic Plan is attaining sustainability. The plan sets forth the priority areas while taking cognizance of past experiences, challenges, risks, and opportunities.

In this Strategic plan, the Centre prioritizes three (3) key result areas under these strategic themes:

1. Promotion and Administration of ADR Services;
2. Digitalization and Automation of Cutting-Edge ADR Services; and
3. Organizational Growth and Sustainability.

The achievement of the stated themes will require that the Centre implements its programmes and activities within a stable governance framework. The Board of Directors will set apt strategic and policy direction and provide strategic advice and support to management to ensure that the strategic objectives are achieved.

The Centre seeks to better adapt to innovative strategies and cutting-edge technologies, while fostering collaboration at all levels. In this plan, efforts have been made to re-align resources available to the Centre with key strategic objectives and planned annual activities. As the road map for the next five years, this Plan has prioritized activities and programmes in terms of the contribution to the core mandate of the Centre i.e., administration of arbitration and other ADR services.

As Registrar/CEO, my team and I are committed to dedicate efforts and resources towards realization of the strategic objectives set out in this Plan. I take this opportunity to appreciate the efforts of various persons involved in development of the Plan notably the Centre's Board of Directors, the Strategic Plan Development Committee as well as the Secretariat and stakeholders.

A handwritten signature in black ink, appearing to read "Lawrence Muiruri Ngugi".

Lawrence Muiruri Ngugi
Registrar/Chief Executive Officer

- 
- i. Promotion and Administration of ADR Services;
 - ii. Digitalization and Automation of Cutting-Edge ADR Services; and
 - iii. Organizational Growth and Sustainability.

Executive Summary

Overview

This is the 2nd Strategic Plan developed by the Centre to promote a business-wise culture leading to long-term growth and sustainability. The focus of this strategic plan period is to invest for modernized ADR services and optimize own revenue sources. The Centre's 1st Strategic Plan covering the period 2017-2022 ensured operationalization of the Centre through development of requisite organizational structures and policies. Based on fundamental changes and emerging issues in the operating environment, it was necessary to review the implementation status of the preceding Strategic Plan to inform a new Strategic Plan covering the period 2022-2027.

This Strategic Plan has been prepared through a participatory process involving both internal and external stakeholders, while recognizing and putting in place initiatives that will effectively respond to the needs and expectations of its diverse stakeholder segments and emerging trends.

Strategic Framework

This Plan is guided by the Centre's zeal and commitment to pursue its Vision, uphold key Values, and operationalize its Mission.

Vision: The Premier Centre of Choice for Alternative Disputes Resolution

Mission: To be recognized as a Centre for International Commercial Arbitration and Alternative Dispute Resolution through provision of quality and innovative processes

Core Values: (i) Fairness and impartiality; (ii) Confidentiality; (iii) Integrity; (iv) Efficiency and effectiveness; and (v) Competency

Strategic Themes

Based on the assessment of the micro and macro environment, the Centre anchored its 2022-2027 strategic direction on three Strategic themes namely:

- (i) Promotion and Administration of ADR Services;
- (ii) Digitalization and Automation of Cutting-Edge ADR Services; and
- (iii) Organizational Growth and Sustainability.

Strategic Objectives

Arising from the above Strategic Themes, the Centre will pursue the following seven (7) Strategic Objectives: (i) Increase access to credible predictable and reliable ADR services (ii) Leadership in international arbitration and ADR in Kenya (iii) National and International visibility and absorption of the Centre's services (iv) Enhance institutional visibility (v) Digital enabled arbitration and ADR service transformation (vi) Optimize capacity for growth and sustainability and (vii) Good corporate governance culture.

Implementation of the Plan

The Plan's implementation will provide the actual process through which the Centre's strategic goals will be realized. Through their operations, the Directorates and Divisions will translate the strategic goals into reality, by developing and implementing annual work plans which are effectively aligned to the Corporate Strategic Plan.

Coordination and Implementation Framework

The overall role of implementing this Strategic Plan rests with the office of the Registrar/Chief Executive Officer charged with overseeing the actual implementation of the Plan to meet the Strategic Objectives set and the targets as outlined in the Implementation Matrix. Based on directives received from the Board of Directors, he will provide overall leadership and framework for implementing policy directives, strategies and activities outlined in the Strategic Framework, including the allocation of resources.

Organizational Structure

The Centre's staff establishment comprises of one hundred and six (106) staff. The current staff in-post are twenty-eight (28). This therefore translates to a negative variance of seventy-eighty (78). The Centre will endeavor, with approvals from relevant authorities, to recruit critical staff on an incremental basis during the Strategic Plan period.

Resource Flows

Financial resources will be required for implementation of the programmes and activities in this Strategic Plan. The total amount

of financial resources required for the 2022/23 - 2026/27 period is Kshs. 1,657.085 million. The financial resources expected from identified sources of finance is Kshs. 1,194.64 million, leading to a resource gap of Kshs. 462.445 million. The Centre will fill the resultant resource gap through implementation of the Resource Mobilization Strategy.

Monitoring, Evaluation and Reporting

Progressive monitoring will be carried out based on the expected outputs and measurable indicators set out in the Implementation Matrix, and envisaged outputs and annual targets in the Results Matrix.

Critical assumptions

Critical assumptions underpinning successful implementation of the Strategic Plan include: (i) The Legal and regulatory framework will be strengthened in a manner favorable to the mandate and core functions of the Centre; (ii) Goodwill and support from stakeholders will be realized and sustained during the Strategic Plan period; and (iii) The Centre will mobilize adequate resources to finance its programmes and activities

Conclusion

This Strategic Plan sets out a coherent, systematic, and sustainable roadmap on which to anchor the Centre's programmes and operational initiatives for the 2022/23-2026/27 period. With an effective M&E underpinning the proposed activities, the Plan will provide effective guidance to the Centre's operations. While the Centre will facilitate efficient operations through optimization of resource utilization and re-engineering of the business processes, the collaboration with and support of stakeholders at all levels will be imperative.



The total amount of financial resources required for the 2022/23 - 2026/27

The financial resources expected from identified sources of finance

Resource Gap



Chapter one: Introduction

1.1 Background

The Nairobi Centre for International Arbitration (NCIA) was established as a Centre for promotion of international commercial arbitration and other forms of dispute resolution mechanisms through the NCIA Act No. 26 of 2013. The Centre offers a neutral venue for the conduct of international arbitration with commitment to providing institutional support to the arbitral process. The Centre also caters for domestic arbitration and other forms of dispute resolution such as mediation.

1.2 Mandate of the Centre

The Nairobi Centre for International Arbitration (NCIA) was established in 2013 by an Act of Parliament, the Nairobi Centre for International Arbitration Act No. 26 of 2013, as a Centre for promotion of international commercial arbitration and other forms of dispute resolution mechanisms. The NCIA offers a neutral venue for the conduct of international arbitration with commitment to providing institutional support to the arbitral process. In addition, the NCIA caters for domestic arbitration and other forms of dispute resolution such as mediation.

The Centre is an independent institution administered by a Board of Directors. The directors are accomplished practitioners with multiple skills that assure the proper functioning and administration of the Centre. The daily management of the NCIA is tasked to a Registrar/ Chief Executive Officer with technical staff of the Secretariat.

1.2.1 Core Functions

The Centre is mandated to carry out the following functions:

- i. Promote, facilitate, and encourage the conduct of international commercial arbitration;
- ii. Administer domestic and international arbitrations as well as alternative dispute resolutions techniques under its auspices;
- iii. Ensure that arbitration is reserved as the dispute resolution process of choice;
- iv. Develop rules encompassing conciliation and mediation processes;
- v. Organize international conferences, seminars and training programs for arbitrators and scholars;
- vi. Coordinate and facilitate, in collaboration with other lead agencies and non-state actors, the formulation of national policies, laws and plans of action on alternative dispute resolution and facilitate their implementation, enforcement, continuous review, monitoring and evaluation;
- vii. Maintain proactive co-operation with other regional and international institutions in areas relevant to achieving the Centre's objectives;

- viii. In collaboration with other public and private agencies, facilitate, conduct, promote and coordinate research and dissemination of findings on data on arbitration and serve as repository of such data;
- ix. Establish a comprehensive library specializing in arbitration and alternative dispute resolution;
- x. Provide ad hoc arbitration by facilitating the parties with necessary technical and administrative assistance at the behest of the parties;
- xi. Provide advice and assistance for the enforcement and translation of arbitral awards;
- xii. Provide procedural and technical advice to disputants;
- xiii. Provide training and accreditation for mediators and arbitrators;
- xiv. Educate the public on arbitration as well as other alternative dispute resolution mechanisms;
- xv. Enter into strategic agreements with other regional and international bodies for purposes of securing technical assistance to enable the Centre to achieve its objectives;
- xvi. Provide facilities for hearing, transcription, and other technological services;
- xvii. Hold, manage and apply the Fund; and
- xviii. Perform such other functions as may be conferred on it by Nairobi Centre for International Arbitration Act, 2013 or any other written law.

1.3 Global, Regional and National Development Issues

Major economies attribute their growth to the increase in foreign investment and business opportunities. An increase in foreign investment comes with a consequent increase in international disputes where foreign investors are reluctant to settle these disputes in local courts.

The Kenyan government has been actively taking measures and implementing reforms to attract Foreign Direct Investments through policy development and appropriate enforcement of contracts where NCIA plays a key role

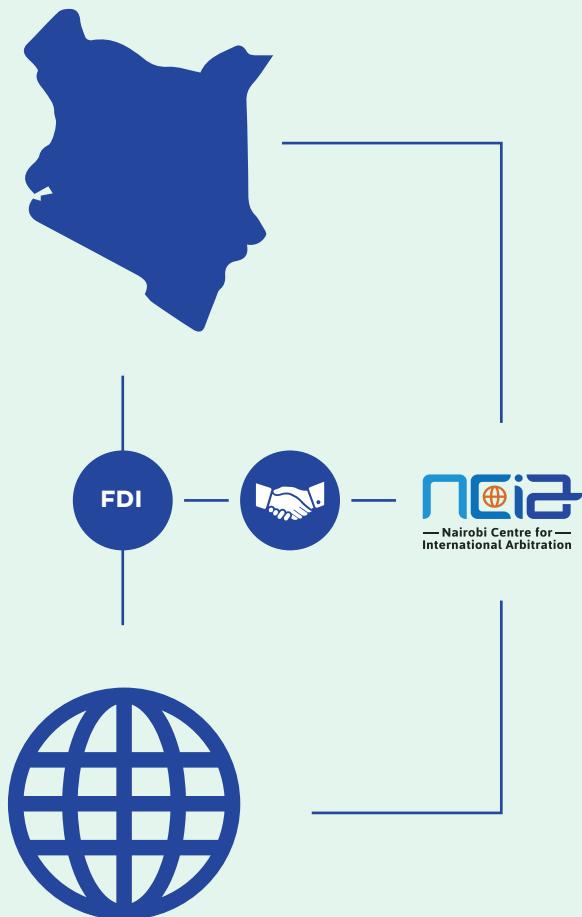
The Government is implementing the Big Four Agenda whose focus is on manufacturing, universal healthcare, affordable housing, and food security. The Agenda's main aim is to boost Kenya's development, creating wealth and employment. These development programs are implemented through contracts.

As an enabler of the "Big Four" Agenda, NCIA plays a key role in dispute resolution by promoting the ease of doing business which encourages foreign investment hence economic growth.

1.4 The NCIA Development Role vis a vis the National Development Agenda and Regional and International Frameworks

The Centre has the statutory mandate to coordinate and facilitate the formulation of national policies, laws, and plans of action on alternative dispute resolution (ADR) mechanisms in Kenya.

With the adaption by the GoK of program-based budgeting, programs have gained importance in closing the gaps between strategies and projects. These programs (cluster of projects with common objectives, aimed at achieving strategic or tactical goals which individual projects cannot, and concerned with changes in contexts) have demonstrated a potential for accelerated delivery of service and economic growth. However, with the complex organizational structure for programs also comes the high cost of disputes. For optimal benefits and realization of program impact, dispute resolution strategies that are Prompt, Prioritized, Systematic and Cooperative should be developed and integrated. In this context dispute resolution is viewed as an enabler for economic development.





Chapter Two: Situational Analysis

2.1 Implementation Review of the 2017-2022 Strategic Plan

The Centre just concluded the implementation of its first Strategic plan since operationalization. The Strategic plan covered the period 2017-2022.

2.1.1 Key Achievement

2.1.1.1 Strategic Theme 1: Promotion and Administration of ADR processes

The objective of this theme was to develop and implement effective and efficient policy and management frameworks for ADR processes.

Key achievements and impact of this theme are outlined below:

Table 2.1: Key achievements and impact of Promotion and Administration of ADR processes

No.	Strategy	Achievement	Impact
1.	Development and implementation of a policy framework for management of ADR processes	<ul style="list-style-type: none">Draft National ADR Policy developedNational ADR policy paper prepared and submitted to the Attorney General	<ul style="list-style-type: none">Harmonization of ADR practices and standards
2.	Streamlining and management of ADR processes	<ul style="list-style-type: none">Case Management System installed and maintainedDatabase of accredited ADR practitioners maintainedNCIA Simplified User guidelines for Mediation developed and implemented	<ul style="list-style-type: none">Efficient and effectiveArbitration case administration.Enhanced access to qualified ADR Practitioners.

No.	Strategy	Achievement	Impact
3.	Harmonization of practices in ADR	<ul style="list-style-type: none"> Research papers on best practices and on different legal regimes prepared Draft rules for the Arbitral Court developed NCIA designated as the China Africa Joint Arbitration Centre (CAJAC) Centre. CAJAC Constitution and CAJAC Rules developed and implemented 	<ul style="list-style-type: none"> Provide guidance on applications referred to the Arbitral Court in accordance with the Act and any other written law. Increased number of disputes administered by the Centre and creating a shared panel of arbitrators, mediators, and neutrals across the CAJAC members.
	Establishment of an ADR Centre of Excellence	<ul style="list-style-type: none"> Draft project design proposal developed. Draft feasibility report developed. 	An ADR Centre of excellence will be a key revenue source for the Centre through provision of facilities for administration of cases, training, and conferences.
4.	Focal Point for leadership, best practices, research, support and training in ADR	<ul style="list-style-type: none"> Database of key resource persons developed and maintained Research in ADR emerging areas and trends undertaken. Research papers on best practices and on different legal regimes prepared 	<ul style="list-style-type: none"> The research papers and surveys have enabled the Centre to keep abreast with emerging trends in ADR nationally and internationally. The resource persons have been key partners playing integral roles in the Centre's activities and events.
		<ul style="list-style-type: none"> 3 Moot Competitions held 	The Moot programs have had an impact of promoting the Centre through the visibility that is created.

2.1.1.2 Strategic Theme 2: Training, Quality Assurance and Awareness Creation on ADR Processes and Services

The objective of this theme was to enhance professional capacity in international commercial arbitration and promote the use of ADR processes

Key achievements and impact of this theme are outlined below:

Table 2.2: Key Achievements and Impacts of Training, Quality Assurance and Awareness Creation on ADR Processes and Services

No.	Strategy	Achievement	Impact
1.	Develop and implement a training programme on ADR Processes	<ul style="list-style-type: none"> Arbitration and Mediation Curriculums developed Trainings conducted 	Enhanced skills development in ADR
2.	Development and implementation of a quality assurance plan for ADR services	<ul style="list-style-type: none"> Certification of accredited Arbitrators and Mediators NCIA Codes of Conduct for Arbitrators and Mediators developed and implemented NCIA Practice Notes developed and implemented NCIA Peer Review Model developed and implemented 	<ul style="list-style-type: none"> Provide guidance to both parties and arbitrators/mediators in the conduct of mediation/arbitration processes in the Centre. Provide guidance to parties, and to their representatives, on conducting arbitrations under the NCIA Arbitration Rules.
		<ul style="list-style-type: none"> Complaints handling infrastructure developed and maintained 	Enhanced complaints handling infrastructure
3.	Build Consumer Confidence on ADR	<ul style="list-style-type: none"> Quarterly newsletters published 	<ul style="list-style-type: none"> Create awareness of the Centre as well as provide a platform to build ADR knowledge.
		<ul style="list-style-type: none"> Customer Satisfaction Surveys conducted 	Gauge the Centre's customer satisfaction levels

No.	Strategy	Achievement	Impact
4.	Promotion of the use of ADR processes	• Communication & Marketing Strategy developed and implemented	• Increased traction and uptake of our services
		• Brand Strategy developed and implemented	• Brand recognition
		• NCIA information platforms designed and maintained	• Create awareness of the Centre as well as provide a platform to build ADR knowledge.
		• Centre participated in annual LSK Legal Awareness Week	• Create awareness of the Centre as well as provide a platform to build ADR knowledge.
		• CSR Policy developed and implemented	• Brand recognition

2.1.1.3 Strategic Theme 3: Partnerships and Collaborations

The objective of this theme was to enhance international recognition of NCIA.

Key achievements and impact of this theme are outlined below:

Table 2.3:Key achievements and impact of Partnerships and Collaborations

No.	Strategy	Achievement	Impact
1.	Alignment of NCIA with International best practice	• Framework for cooperation developed • Seven MoUs signed with various strategic partners including; PCA, KCCC, CiArb-Ke, CAJAC, BIAC, CRCICA , KNCCI and LSK	• Cross accreditation and cross sponsorship of conferences • Cross-administration of cases • Media partnerships and publications
2.	Enhance international recognition of NCIA	• Organized National and International Conferences • Sectoral breakfast meetings and stakeholder forums organized. • Webinars conducted • The Centre has participated in 16 international ADR events.	• Create awareness of the Centre as well as provide a platform to build ADR knowledge.

2.1.1.4 Strategic Theme 4: Organizational Capacity Building

The objective of this theme was to strengthen institutional Capacity of the Centre for quality delivery of services.

Key achievements and impact of this theme are outlined below:

Table 2.4: Key achievements and impact of Organizational Capacity Building

No.	Strategy	Achievement	Impact
1.	Strengthen the Centre's human resource capacity	• Human Resource & Administration Policy developed and implemented	• Efficient and effective service delivery.
2.	Strengthen financial mobilization and management	• Finance & Accounts Policy and Procedures Manual developed and implemented	• Efficient and effective service delivery.
		• Resource Mobilization Strategy developed and implemented	• Efficient and effective service delivery.
3.	Build capacity in Information and Communication Technology	• ICT Policy developed and implemented	• Efficient and effective service delivery.
		• ERP system acquired, installed and maintained.	
4.	Build Infrastructure Capacity for ADR	• Infrastructure maintenance schedule developed and implemented	• Efficient and effective service delivery

No.	Strategy	Achievement	Impact
5.	Streamline the procurement function	<ul style="list-style-type: none"> Procurement Policy developed and implemented 	<ul style="list-style-type: none"> Efficient and effective service delivery.
6.	Strengthen Audits and Risk Management	<ul style="list-style-type: none"> Internal Audit Policy developed and implemented 	<ul style="list-style-type: none"> Efficient and effective service delivery.
7.	Improve Service Delivery	<ul style="list-style-type: none"> NCIA Customer Service Delivery Charter developed and implemented M&E framework for strategic plan developed and implemented Performance Contract Guidelines implemented 	<ul style="list-style-type: none"> Efficient and effective service delivery
8.	Organizational Governance Framework	<ul style="list-style-type: none"> -Board meetings facilitated -Contracts reviewed 	<ul style="list-style-type: none"> Effective and efficient governance framework

2.1.2 Challenges

The Centre faced several challenges during the 2017-2022 strategic plan implementation cycle that hindered it from fully achieving its planned activities for the period. Key among them was budgetary constraints due to austerity measures and inadequate own-generated revenues.

There was also lack of harmonized ADR practice and low public awareness levels of alternative dispute resolution mechanisms. The emergence of COVID19 towards the end of the period under review had a negative impact on the Centre's implementation of some of its planned activities. Other challenges that slowed down the implementation process included inadequate human resource capacity and ICT infrastructure.

Table 2.5: Challenges

S. No.	Challenge/Constraint	How to Address the Challenge/Constraint
1.	Inadequate human resource capacity	<ul style="list-style-type: none"> Progressively build the human capital capacity with available financial resources. Recruitment of critical staff in the Departments.
2.	Inadequate ICT infrastructure in hearing rooms	<ul style="list-style-type: none"> Lobby for finances to enhance ICT infrastructure in the hearing room.
3.	Inadequate infrastructure for stenography/transcription services.	<ul style="list-style-type: none"> Progressively build on provision of the service from available financial resources.
4.	Low uptake of NCIA Clauses by contracting parties	<ul style="list-style-type: none"> Proactive and targeted marketing of the Centre's mandate.
5.	Comparative studies with other International Arbitration Centres	<ul style="list-style-type: none"> Continuous engagement with the shareholders to facilitate benchmarking activities and pursue alternatives of virtual tour.
6.	Lack of a mentorship programme for young and newly trained mediators/arbitrators	<ul style="list-style-type: none"> Develop a mentorship programme for trained practitioners to gain experience.
7.	Lengthy approval processes from relevant Institutions	<ul style="list-style-type: none"> Pursue strategy of prioritized engagement with relevant institutions on approvals sought. Timing and expedition are critical.
8.	Budgetary constraints impacting on implementation of planned activities.	<ul style="list-style-type: none"> Revision of business model to incorporate more cost-efficient measures of achieving planned activities.
9.	High Staff turnover	<ul style="list-style-type: none"> Implementation of competitive remuneration packages and welfare programs. Work environment
10.	Dynamic ICT environment and fast paced digital transformation	<ul style="list-style-type: none"> Continuous sensitization of staff on technological changes and training of ICT staff to improve performance and service delivery.

2.1.3 Emerging Issues

The emergence of the COVID-19 pandemic adversely affected the Centre's operations as it did globally. With measures such as cessation of movement and restriction of gatherings, the Centre could not host trainings and ADR hearings at the facilities. To ensure business continuity, the Centre developed and implemented the online hearing guidelines as well as online ADR trainings. The Centre implemented collaborative services to facilitate work.

2.1.4 Lessons learnt

The Centre drew valuable lessons during the implementation of the first Strategic plan. These lessons have been incorporated in the implementation of this second Strategic plan as will be evident in the next sections. The lessons learnt are outlined below;

1. Automation of systems is necessary to ensure efficiency and effectiveness in administration of services.
2. Resource mobilization and revenue generation is critical to aide/ cushion the budget cuts occasioned by government's austerity measures.
3. Advance engagement of relevant Government departments and institutions in the implementation of the Plan aides in time management.
4. Strategic partnerships are key elements in positioning the Centre on the global market.
5. Appropriate research and adaptation of global experiences and solutions is critical to ensure increased dissemination of knowledge on ADR.
6. Setting of SMART targets that ensures business continuity is imperative.
7. Adoption of risk based common policies and best practices that meet and anticipate compliance standards to effectively eliminate vulnerabilities and mitigate cyber security threats is necessary.



2.2 Environmental Scan

Internal Environment

The NCIA has a secretariat which has been operational since 2017. Presently, the Secretariat activities are primarily funded by the exchequer via annual budget allocations. Plans are underway to diversify the own-generated revenue with the aim of decreasing reliance exchequer.

The Secretariat current staffing levels are lean and just about meet present operational demands of the Centre. Any plans to ramp up activities will need to be supported by a commensurately expanded Secretariat. The NCIA organizations internal culture is a meritocracy. The Centre's leadership promotes a culture of excellence in service delivery. The Centre recruits competitively and aims to reward competitively commensurate to the market.

2.3 SWOT Analysis

Strengths

- i. Being constituted by statute underwrites longevity as a going concern.
- ii. Access to bilateral and multi-lateral funding, sponsorships, trainings, and donations from development partners.
- iii. Strong global networks and partnerships nurtured since inception.
- iv. Reputable Board anchored in knowledge and experience in alternative dispute resolution.
- v. Tested Mediation and Arbitration rules and guidelines with an active caseload.
- vi. Arbitration and Mediation, International Commercial Investment training curricula.
- vii. Vetted and credible international panel of arbitrators and mediators.
- viii. Diverse people skills-set for administration of services.

Weaknesses

- i. Higher regulatory compliance cost compared to its competitors.
- ii. Exposure to risk of macroeconomic fluctuations and changes due to formative reliance on the exchequer for the Centre's funding requirement.
- iii. Low Brand Awareness of NCIA and poor understanding of ADR as an available and viable form of dispute resolution by the public.

External Environment

Opportunities

i. Global

- a. The default seat Nairobi is anchored on the Uncitral Model Arbitration law and New York Convention on Recognition and Enforcement of Foreign Arbitral Awards.
- b. The Singapore Convention on Mediation facilitating international trade and commerce by enabling disputing parties to easily enforce and invoke settlement agreements across borders.
- c. The agenda 2063 continental framework for Boosting Intra-African Trade (BIAT) increasing volumes of trade within and across regional economic integration blocs.
- d. The Africa Continental Free Trade Agreement (ACFTA) single continental market for goods and services for 55 African economies, with a population of over 1.3 billion and combined estimated GDP of \$3.4 trillion, facilitated by movement of capital and persons.
- e. Emerging bilateral trade and investment markets for Kenya within the Great lakes' region.

ii) National

- a. Nairobi International Financial Centre's blueprint to transform Nairobi's financial market into a global finance and commercial hub.
- b. Underserved Medium and Small and medium sized enterprises (SMEs) sector with a large market share of the GDP.
- c. 47 County entities with capacity to enter into contractual agreements intra and extra county with public and private entities.
- d. Institutionalized ADR Reform of the Public Sector Litigation and Dispute Management framework.
- e. Statutory appointment framework expanding scope and range of services.
- f. Broad acceptance and adoption of virtual ADR services.
- g. Widened scope for ADR uptake with the proposed National ADR Policy.
- h. Judicial transformation framework that is pro-ADR within the adjudicative process and supports, promotes, and creates awareness on ADR.
- i. Arbitration friendly and pro-enforcement judicial precedent.
- j. Fledging arbitration community and auxiliary expertise to support arbitral services.

Threats

i. Global

- a. Competition posed by regional and international ADR and arbitration service providers.
- b. Global asymmetry in technological advancement caused by large capital outlay.

ii. National

- a. Fluctuation in funding allocation from the exchequer.
- b. Statutory changes that may affect the Centre's priorities and strategies.

2.4 PESTL Analysis

Political Factors

Opportunities

The adoption and implementation of a National Alternative Dispute Resolution Policy.

Threats

Misconception of potential conflicts of interest with initial exchequer support to fund activities of the Centre.

Economic Factors

Opportunities

- i) Increased economic activity in particularly the widespread infrastructure development and other vision 2030 which are a catalyst for commercial arbitration.
- ii) The Africa Continental Free Trade Agreement (ACFTA) single continental market for goods and services for 55 African economies, with a population of over 1.3 billion and combined estimated GDP of \$3.4 trillion, facilitated by movement of capital and persons.
- iii) Emerging bilateral trade and investment markets for Kenya within the Great lakes' region and expanded East Africa Community (EAC).

Threats

- i) Economic slowdown due to the global COVID-19 pandemic.
- ii) Reduced economic growth as a result of the country's political process and election cycle.
- iii) Austerity measures and change in fiscal priorities could lead to budget constraints for the Centre.

Social Factors

Opportunities

Increased awareness of ADR as a viable and affordable dispute resolution mechanism.

Threats

Poor perception of ADR among the public where ADR is perceived to be expensive and lengthy with determinations which parties are not compelled to enforce.

Technological Factors

Opportunities

Covid-19 global pandemic accelerated acceptance of virtual ADR services expanding the geographic reach and lowers cost of proceedings.

Threats

- i) Failure or delays to seize the technological opportunity and upgrade technological facilities to support to virtual hearings

2.5 Stakeholder Analysis

Table 2.6: Stakeholder Analysis

Stakeholder	Role	Stakeholder expectation	NCIA Expectation
The National Treasury and planning/ The Executive	<ul style="list-style-type: none"> • Funding allocation to enable the Centre to execute on its mandate. • Policy and strategic support • Adoption and Implementation of the National Policy on ADR 	<ul style="list-style-type: none"> • Prudent utilization of funds availed for the purpose intended • Formulation of national ADR policy 	<ul style="list-style-type: none"> • Timely allocation of funds • Executive support for policy enactment
The Legislature (Parliament)	<ul style="list-style-type: none"> • Enacting legislation to enhance ADR processes in the country 	<ul style="list-style-type: none"> • Execution and implementation of the NCIA Act. 	<ul style="list-style-type: none"> • Legislative agenda for ADR policy and laws
The Judiciary	<ul style="list-style-type: none"> • Interpretation of laws • Referral of NCIA as an appointing body. 	<ul style="list-style-type: none"> • Just, fair, and impartial procedure 	<ul style="list-style-type: none"> • Consistency and coherent precedent. • Referral of cases for pre-trial ADR
Office of the Auditor General	<ul style="list-style-type: none"> • Provide an independent audit opinion of the financial statements of the Centre 	<ul style="list-style-type: none"> • Timely annual reporting. 	<ul style="list-style-type: none"> • Timely completion of the audit and audited statements.

facility could result in the Centre losing competitiveness to other ADR service providers.

- ii) Cybercrime and inherent ICT threats like leakage, data loss, systems failure.
- iii) Emerging legislation and regulatory framework on data/digital services expanding scope of data host's obligations including costs.

Legal Factors

Opportunities

- i) Synergy between the justice system and the ADR sector.
- ii) Arbitration friendly judicial precedent buttressed by the Supreme Court decisions.
- iii) Proposed amendments to improve the Arbitration Act and provide for other ADR mechanisms.

Threat

Change in statutes could impact the Centre being a creature of the NCIA Act No.26 of 2013.

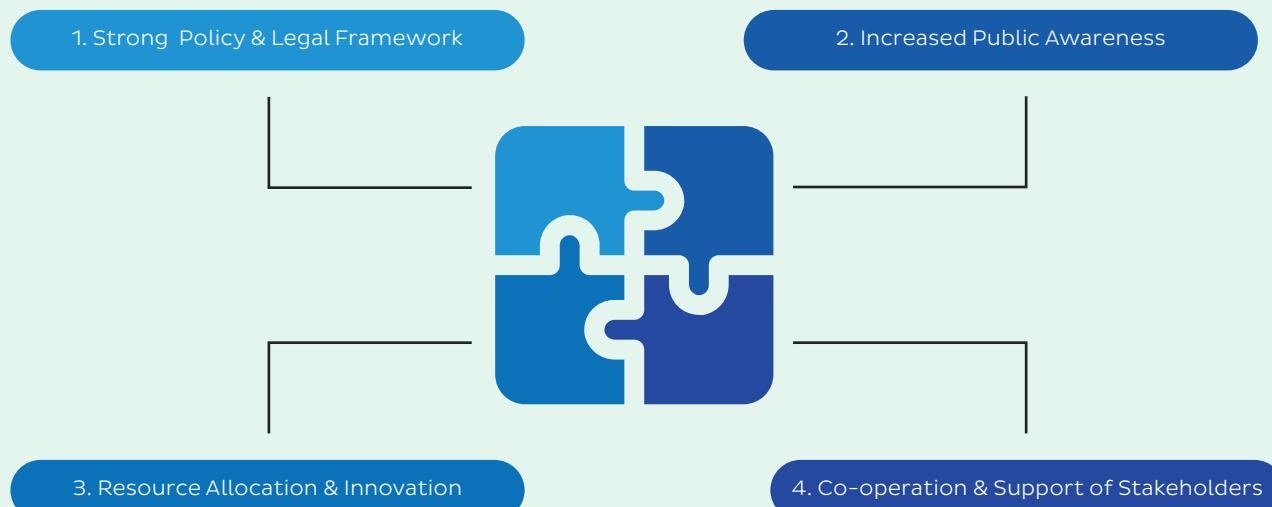
General Public/ Citizenry/ Private Sector	<ul style="list-style-type: none"> Hold the Centre accountable to execute its mandate and deliver services. 	<ul style="list-style-type: none"> Efficiency in ADR services ADR awareness and training as per the organizations service charter. Respond to requests/ queries in a timely and professional manner. Confidentiality and integrity. 	<ul style="list-style-type: none"> Participate in surveys and awareness activities. Utilization of the Centre's ADR services.
Development Partners/Donors	<ul style="list-style-type: none"> Support the NCIA in execution of mandate to the public 	<ul style="list-style-type: none"> Prudent utilization of any resources donated. Consultative and productive co-operation ADR agenda 	<ul style="list-style-type: none"> Support in deepening the use of ADR in the country Technical support for policy implementation and awareness creation.
County Governments/ MDAs	<ul style="list-style-type: none"> Help in creating awareness of ADR and promote visibility of the NCIA 	<ul style="list-style-type: none"> Availability of efficient services for settlement of disputes 	<ul style="list-style-type: none"> Inclusion of the NCIA clause in all commercial contracts. Use of NCIA ADR services in County Governments/ MDA related disputes.
Parties (Disputants)	<ul style="list-style-type: none"> Inclusion of NCIA model clauses in agreements. Provide all requested information 	<ul style="list-style-type: none"> Appointment of credible neutrals. Transparent process and guidance. Timely completion of cases. Rendering of a fair and impartial award. 	<ul style="list-style-type: none"> Conduct dispute settlement process in accordance with NCIA rules. Payment of applicable fees and awards.
Panelists (Arbitrators/ Mediators)	<ul style="list-style-type: none"> Administer ADR processes using NCIA Rules Render reasoned & enforceable awards Comply with the NCIA Codes of Conduct 	<ul style="list-style-type: none"> Effective and efficient case management by NCIA Fairness and transparency of accreditation and appointment processes 	<ul style="list-style-type: none"> Cost efficiency. Adhere to NCIA rules and regulations. Timely completion of cases.
NCIA Board	<ul style="list-style-type: none"> Provide strategic direction Resource mobilization Good Governance 	<ul style="list-style-type: none"> Successful strategy implementation Prudent allocation and utilization of resources Effective and efficient management of the Centre 	<ul style="list-style-type: none"> Leadership in strategy; vision and mission Adequate funds or authority to raise own-generated revenue.
NCIA Staff	<ul style="list-style-type: none"> Implement the Centre's mandate 	<ul style="list-style-type: none"> Conducive, healthy, and safe work environment Avail resources to execute on responsibilities. Fair remuneration and employment practices. 	<ul style="list-style-type: none"> Professional service delivery. Compliance with Institutional rules and guidelines

Suppliers/Contractors	<ul style="list-style-type: none"> Provide goods and services 	<ul style="list-style-type: none"> Fair process for award of contracts. Timely payment for services rendered. 	<ul style="list-style-type: none"> Prompt performance of contract. Adherence to highest quality and standards of goods and services supplied.
Academia and Professional Bodies.	<ul style="list-style-type: none"> Support research on emerging issues on ADR and publication of research papers as well as entrenchment of ADR within the training curricula. Support and collaboration in professional development Provide partnerships in moot competition and research. 	<ul style="list-style-type: none"> Promote ethical practices and standards Deliver quality curriculum and programs. Advocate for use of ADR among members 	<ul style="list-style-type: none"> Mutually beneficial partnership in promotion and training for ADR. Full institutional support due to moot and research goal congruence between NCIA and the institution.
Media	<ul style="list-style-type: none"> Advocacy, Publicity, and information to raise awareness of ADR within the society. 	<ul style="list-style-type: none"> Timely response to requests for information. 	<ul style="list-style-type: none"> Responsible journalism

2.6 Critical Success Factors

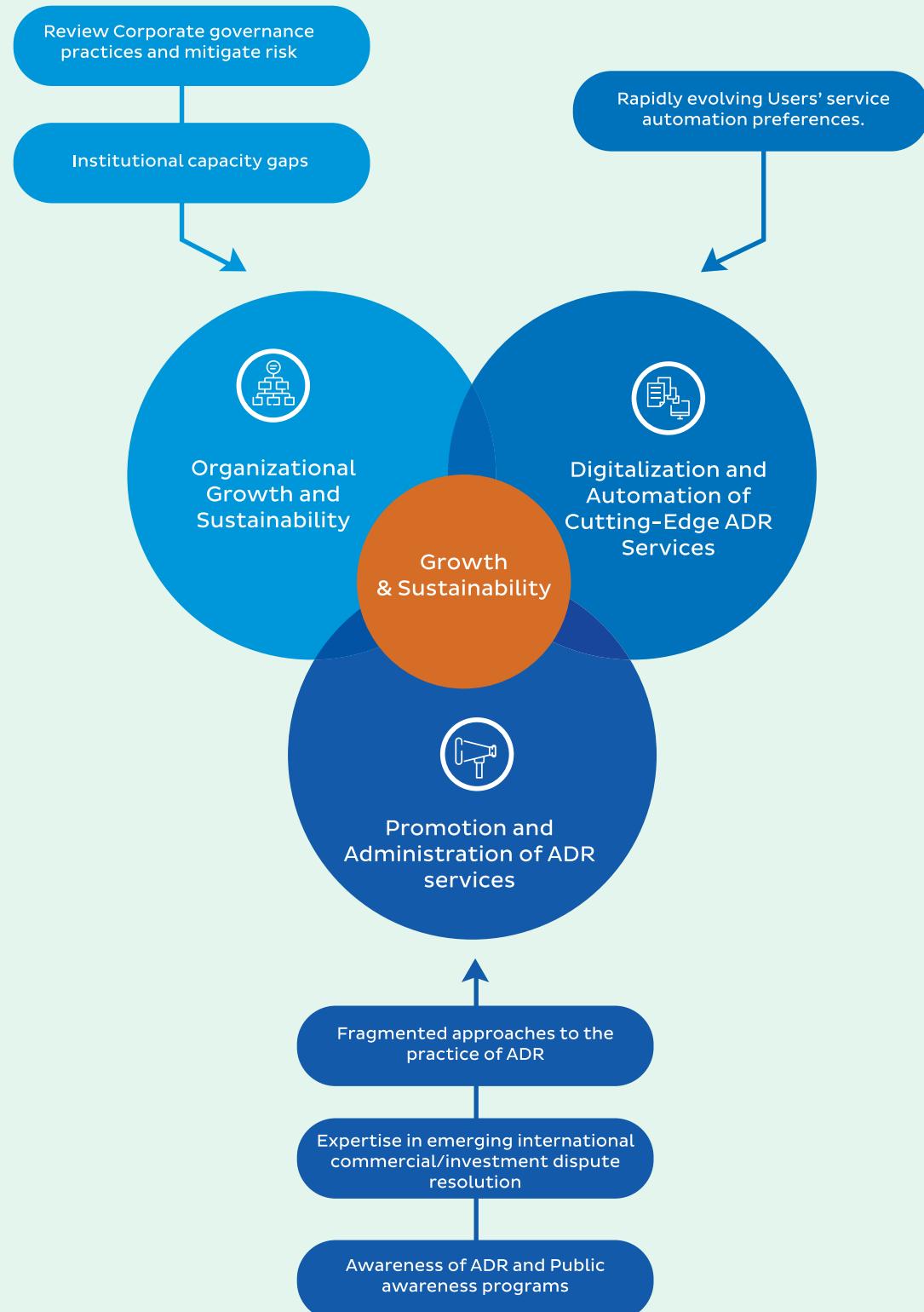
The following aspects must be in place to enable the Centre to achieve its strategies for the coming planning period.

- i. A strong policy and legal framework aligned to the Centre's mandate;
- ii. Adequate funding and resource allocation to implement planned activities;
- iii. Strong brand and increased public awareness for uptake of ADR;
- iv. Regular revision of NCIA Rules for innovation and best practices;
- v. Diversification of services to offer new ADR options and expand client base;
- vi. Cooperation and support of stakeholders including the Judiciary, Academia, ADR institutions, Professional bodies and MDAs ;
- vii. Able and competent secretariat to support the ADR process;
- viii. Digitalization and automation of business processes and ADR (Case Management) services; and
- ix. An enabling work environment characterized by teamwork.



OUR STRATEGIC THEMES

2022/2023 - 2026/2027





Chapter Three: Strategic Model

Figure 3.1 Vision, Mission & Core values

Vision

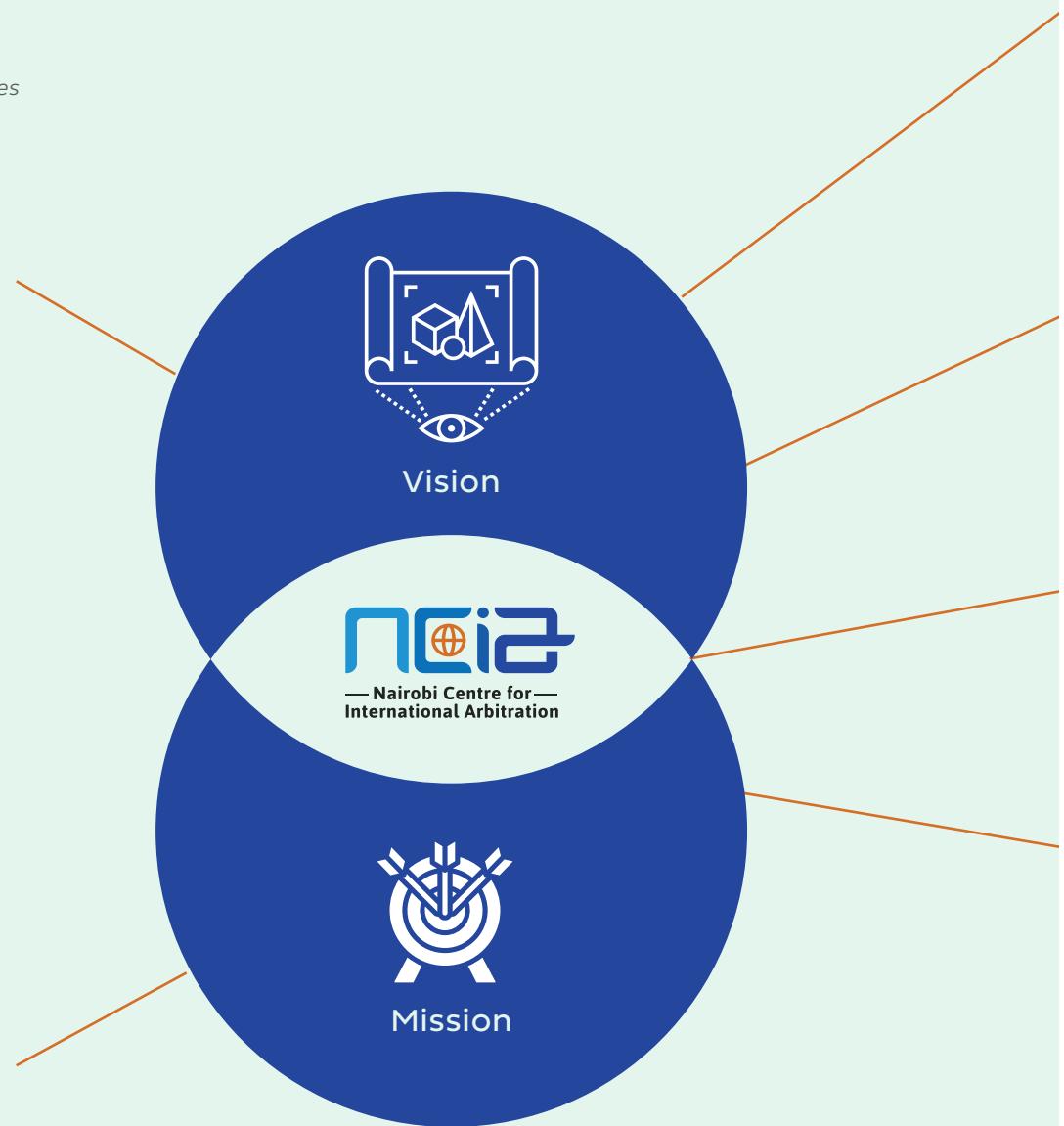
The Premier Centre of Choice for Alternative Dispute Resolution.

Tagline

Where Disputes Meet Resolution

Mission

To be recognized as a Centre for International Commercial Arbitration and Alternative Dispute Resolution through provision of quality and innovative process.



Our Core Values

Fairness & Impartiality

The Centre is committed to ensuring that all clients are treated fairly. All processes are immune to conflict of interest hence; all decisions are based on objective criteria, rather than bias or prejudice.

Efficiency & Effectiveness

NCIA shall ensure that the clients and stakeholders expectations are met in organized and orderly manner. Resources shall be managed in the best way possible to ensure that optimal performance levels are realized.

Confidentiality

The Centre has put in place sufficient mechanisms to ensure that all matters pertaining to clients are handled with utmost discretion and respect. Furthermore, access to client information is highly secured and protected.

Integrity

The Centre ensures that integrity is upheld through strict adherence to the moral and ethical principles inculcated in policies to ensure optimal expectations

3.2 Key Result Areas

3.2.1 Strategic Themes

The identified strategic themes as informed by the Centre's mandate and situational analysis are as follows:

- i. **Promotion and Administration of ADR Services;**
- ii. **Digitalization and Automation of Cutting-Edge ADR Services; and**
- iii. **Organizational Growth and Sustainability.**

3.2.2 Strategic Model

The Strategic themes will be operationalized through development and implementation of the strategies shown in Table 3.7 below:

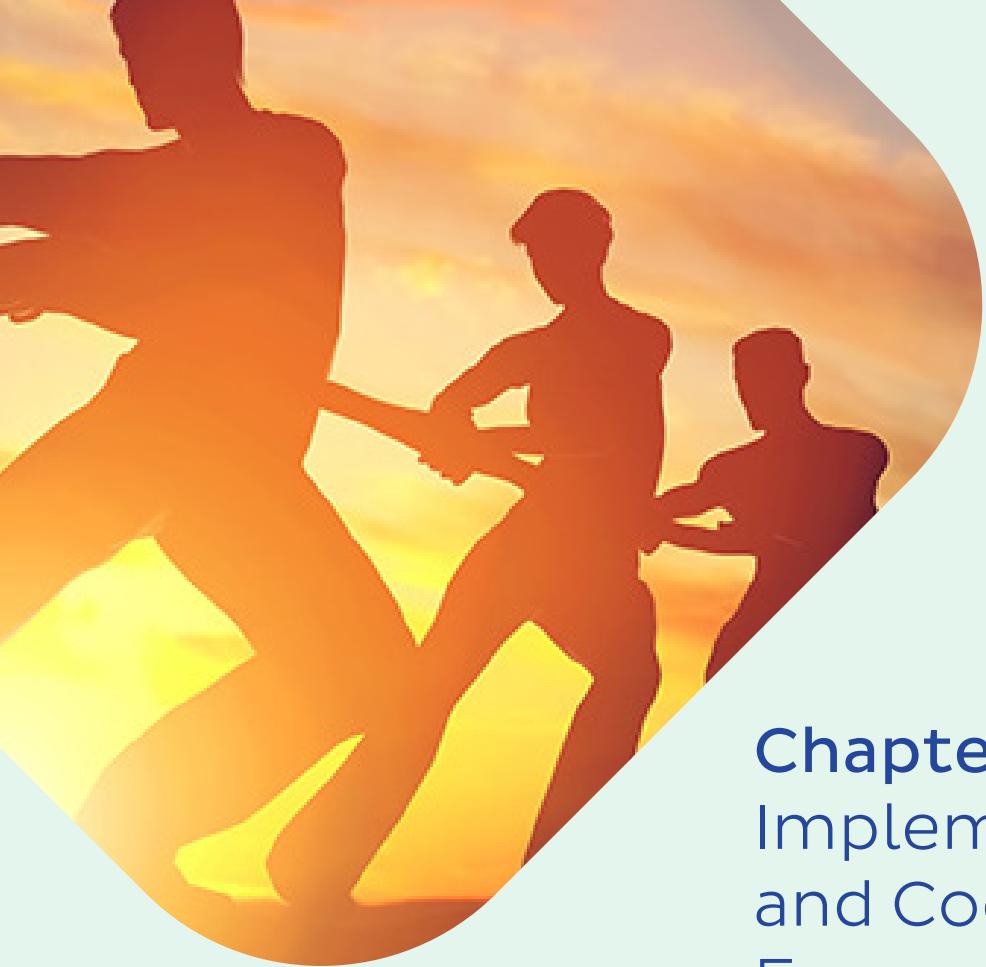
Table 3.7: Strategic Issues, Objectives and Strategies

Strategic Issue		Strategic Objective	Strategies
Promotion and Administration of ADR Services	Fragmented approaches to the practice of ADR	Increase access to credible predictable and reliable ADR services.	<ul style="list-style-type: none">• Advocacy for adoption of a National ADR Policy• Expand coverage of ADR services to new areas• Transform ADR practice from siloed to collaborative• Thought leadership in ADR• Adopt and promote best practices in ADR• Benchmark for professional standards• Expand institutionalized use of ADR within Public Sector
	Expertise in emerging international commercial/investment dispute resolution	Leadership in international arbitration and ADR in Kenya.	<ul style="list-style-type: none">• Diversify training and accreditation for international practice areas• Maintain knowledge hub for arbitration and ADR
	Awareness of ADR and Public awareness programs	National and International visibility and absorption of the Centre's services. Enhance institutional visibility	<ul style="list-style-type: none">• Leverage networks and thought leaders in Arbitration and ADR.• Leverage trade diplomacy for emerging markets• Networking and NCIA brand presence• Leverage thought leaders in Arbitration and ADR

Digitalization and Automation of Cutting-Edge ADR Services	Rapidly evolving Users' service automation preferences.	Cutting-edge digital enabled arbitration and ADR service transformation	<ul style="list-style-type: none"> Deploy cutting-edge digital transformation for integrated service management systems Leverage cloud computing for end-to-end ADR Users' service. Enterprise-wide cyber-safety and security. Staff Teams' digital competence, capacity, and culture.
Organizational Growth and Sustainability	Institutional capacity gaps	Optimize capacity for growth and sustainability.	<ul style="list-style-type: none"> Sound governance and assurance Strengthen Human resource capacity Strengthen internal processes Sound finance administration Increase own funds Diversify external funding and resourcing Implement effective planning, monitoring, and reporting Sound Supply Chain management
	Review Corporate governance practices and mitigate risk	Good corporate governance culture	<ul style="list-style-type: none"> Strengthen the institutional audit and risk management.

Strategic Themes





Chapter Four: Implementation and Coordination Framework

4.1 Organization Structure

The organizational chart in Figure 4.2 is an indicative overall structure which shows the Directorates and Divisions at the Centre.

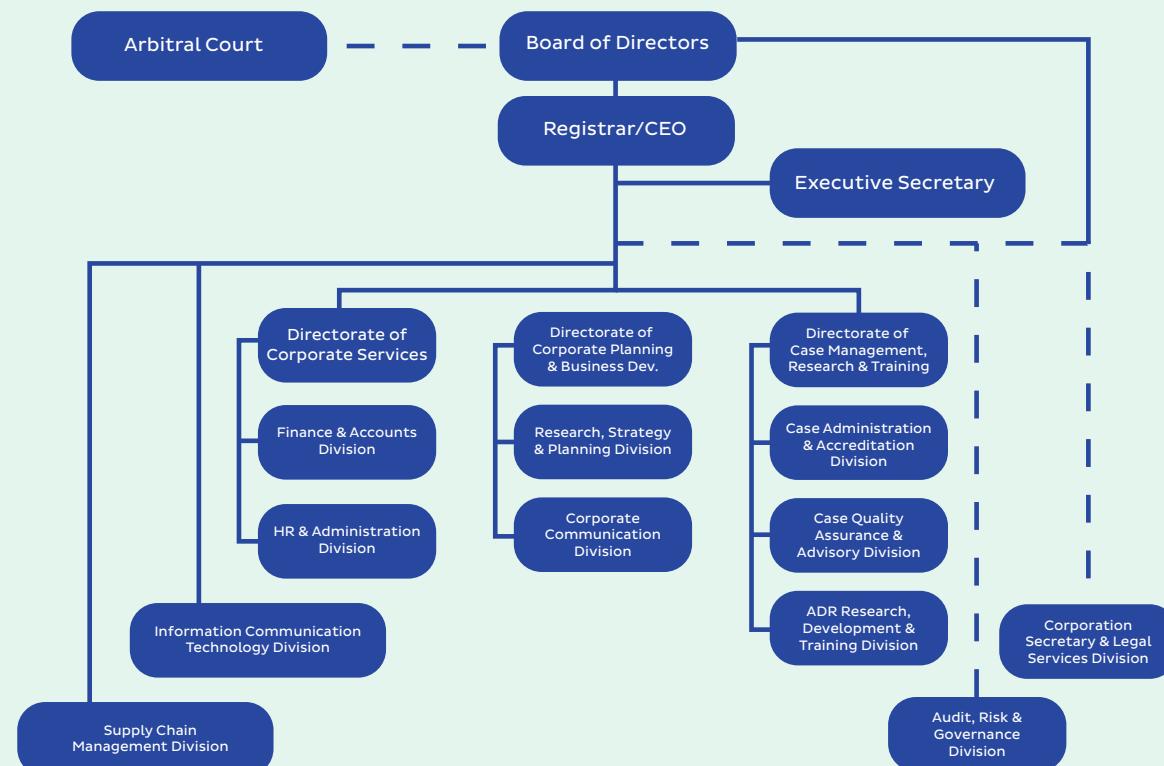


Figure 4.2 Organization Structure

Table 4.8: Staff Establishment

No.	Designation	Grade	Numbers
1.	Registrar/Chief Executive Officer	NCIA 1	1
2.	Deputy Registrar/Director Case Management, Research & Training	NCIA 2	1
3.	Director – Corporate Planning & Business Development	NCIA 2	1
4.	Director - Corporate Services	NCIA 2	1
5.	Deputy Director – Finance & Accounts	NCIA 3	1
6.	Deputy Director - Human Resource & Administration	NCIA 3	1
7.	Deputy Director - Case Administration & Accreditation	NCIA 3	1
8.	Deputy Director - ICT	NCIA 3	1
9.	Deputy Director - Supply Chain Management	NCIA 3	1
10.	Deputy Director – Audit, Risk & Governance	NCIA 3	1
11.	Deputy Director -Research, Development & Training	NCIA 3	1
12.	Deputy Director - Case Quality Assurance & Advisory	NCIA 3	1
13.	Deputy Director – Research, Strategy & Planning	NCIA 3	1
14.	Deputy Director - Corporate Communications	NCIA 3	1
15.	Corporation Secretary/Deputy Director – Legal Services	NCIA 3	1
16.	Principal Public Relations Officer	NCIA 4	1
17.	Principal Client Relations Officer	NCIA 4	1
18.	Principal Case Counsel - Case Administration	NCIA 4	1
19.	Principal Case Counsel – Accreditation	NCIA 4	1
20.	Principal Case Counsel – Case Quality Assurance & Advisory	NCIA 4	1
21.	Principal Case Counsel – ADR Research & Development	NCIA 4	1
22.	Principal Case Counsel – ADR Training	NCIA 4	1
23.	Principal Human Resource Management Officer	NCIA 4	1
24.	Principal Administration Officer	NCIA 4	1
25.	Principal Research, Strategy & Planning Officer	NCIA 4	1
26.	Principal Partnership and Resource Mobilization Officer	NCIA 4	1
28.	Principal Accountant	NCIA 4	1
29.	Principal Supply Chain Management Officer (Planning & Procurement)	NCIA 4	1
30.	Principal Supply Chain Management Officer (Contract & Inventory Management)	NCIA 4	1
31.	Principal Audit, Risk & Governance Officer	NCIA 4	1
32.	Principal Legal Officer	NCIA 4	1
33.	Principal Librarian	NCIA 4	1
34.	Chief ICT Officer (Infrastructure & Communications)	NCIA 4	1
35.	Chief ICT Officer (Business Systems & Integration)	NCAI 4	1
36.	Senior Case Counsel – Case Administration	NCIA 5	1
37.	Senior Case Counsel – Accreditation	NCIA 5	1
38.	Senior Case Counsel – Case Quality Assurance & Advisory	NCIA 5	1
39.	Senior Case Counsel -ADR Training	NCIA 5	1
40.	Senior Case Counsel – ADR Research & Development	NCIA 5	1
41.	Senior Human Resource Management Officer	NCIA 5	1
42.	Senior Administration Officer	NCIA 5	1
43.	Senior Research, Strategy & Planning Officer	NCIA 5	1
44.	Senior Partnership and Resource Mobilization Officer	NCIA 5	1
45.	Senior Public Relations Officer	NCIA 5	1
46.	Senior Client Relations Officer	NCIA 5	1
47.	Senior Accountant	NCIA 5	2
49.	Senior Legal Officer	NCIA 5	1
50.	Senior ICT Officer (Systems Administrator)	NCIA 5	1
51.	Senior ICT Officer (Information Security Manager)	NCIA 5	1
52.	Senior ICT Officer (Business Systems)	NCIA 5	1

No.	Designation	Grade	Numbers
53.	Senior ICT Officer (Database Administration)	NCIA 5	1
54.	Senior Supply Chain Management Officer – Planning	NCIA 5	1
55.	Senior Supply Chain Management Officer – Procurement	NCIA 5	1
56.	Senior Supply Chain Management Officer – Contract Management	NCIA 5	1
57.	Senior Supply Chain Management Officer – Inventory & Asset Management	NCIA 5	1
58.	Senior Audit, Risk & Governance Officer	NCIA 5	1
59.	Senior Librarian	NCIA 5	1
60.	Executive Secretary	NCIA 5	1
61.	Case Counsel – Case Administration	NCIA 6	2
62.	Case Counsel – Accreditation	NCIA 6	2
63.	Case Counsel – Case Quality Assurance & Advisory	NCIA 6	2
64.	Case Counsel – ADR Research & Development	NCIA 6	2
65.	Case Counsel – ADR Training	NCIA 6	2
66.	Human Resource & Administration Officer I	NCIA 6	2
67.	Research, Strategy &Planning Officer I	NCIA 6	1
68.	Corporate Communication Officer I	NCIA 6	1
69.	Accountant I	NCIA 6	2
70.	Legal Officer	NCIA 6	2
71.	ICT Officer (Help Desk Support)	NCIA 6	1
72.	ICT Officer (Hardware & Networks)	NCIA 6	1
73.	ICT Officer (Web Administration)	NCIA 6	1
74.	Supply Chain Management Officer I	NCIA 6	1
75.	Audit, Risk and Governance Officer I	NCIA 6	1
76.	Research, Strategy & Planning Officer I	NCIA 6	1
77.	Senior Administrative Officer	NCIA 6	1
78.	Human Resource & Administration Officer II	NCIA 7	2
79.	Corporate Communication Officer II	NCIA 7	2
80.	Accountant II	NCIA 7	2
81.	Supply Chain Management Officer II	NCIA 7	1
82.	Senior Receptionist	NCIA 7	1
83.	Office Administrator II	NCIA 7	1
84.	Research Strategy & Planning Office II	NCIA 7	2
85.	Audit Risk & Governance Officer II	NCIA 7	1
86.	Administrative Officer II	NCIA 8	1
87.	Senior Driver	NCIA 8	1
88.	Receptionist I	NCIA 8	1
89.	Senior Office Assistant	NCIA 8	1
90.	Receptionist II	NCIA 9	1
91.	Office Assistant I	NCIA 9	1
92.	Driver I	NCIA 9	1
93.	Office Assistant II	NCIA 10	1
94.	Driver II	NCIA 10	2
	TOTAL		106

4.2 Human Resource/Capital Management Development Strategies

i. Organization Structure

A well-designed organizational structure is important to the delivery of quality services in an efficient and cost-effective manner. The NCIA Organization structure focuses on the core business as articulated in the NCIA Act No. 26 of 2013. It further recognizes the key support functions to the core business and the facilitation of efficient management of information and communication for decision making. The structure therefore ensures an effective delegation and control of management processes.

ii. Job Evaluation

To facilitate implementation of the Strategic Plan, the Centre will undertake an objective job evaluation exercise in collaboration with the Salaries and Remuneration Commission that will lead to updating of job descriptions and specifications, development of grading structure, and determination of optimal staffing compliment, among others. It is envisaged that the new structure will facilitate effective implementation of the Plan, information flow and management processes.

iii. Capacity Building

The success of any organization is highly dependent on the quality of its human resource. The Centre has therefore, developed a capacity building strategy that will ensure optimal staffing and retention of qualified personnel and motivated workforce through conducting training needs assessment and employee satisfaction surveys. This aims at improving staff performance and ensuring the availability of adequate human resource.

The Centre will also continue to build the existing staff capacity to effectively execute the increased level of its operations through progressive recruitment of essential staff.

The Centre will also execute elaborate staff training and development programmes for enhancement of skills and proficiencies in order to address career progression of individual employees and improve institutional performance. Other capacity building interventions to address training skill gaps and training needs will include recruitment, coaching and mentoring.



4.3 FINANCIAL RESOURCES

4.3.1 Financial Resource Inflow

The financial resource inflow from sources of finance is Kshs. 1,197.26 million. The financial resource inflow is presented in Table 4.9.

Table 4.9: Financial Resource Inflow

S. No.	Source	Financial Resource Inflow (Million Kshs.)						Total (Million Kshs.)
		2022/23	2023/24	2024/25	2025/26	2026/27		
1.	Recurrent Grants from Government	179.84	287.63	201.38	221.52	243.67		1134.04
2.	Own Source Revenue							
	a) Dispute Administration	0.9	0.9	0.9	1.2	1.5		5.4
	b) Panel Listing and accreditation	1	1.1	1.2	1.3	1.4		6
	c) Capacity Building	5.6	5.6	7	7.7	7.7		33.6
	d) National/ International Conferences	-	4	-	5	-		9
	e) Hire of Facilities	0.1	0.12	0.16	0.2	0.24		0.82
3.	Grants/Technical Support from Development Partners	0.00	4.00	0.00	4.40	0.00		8.40
	Total	187.44	303.35	210.64	241.32	254.51		1,197.26

4.3.2 Financial Resources Requirement

The total amount of financial resources required for the 2022/23 - 2026/27 period is Kshs. 1,657.085 million. The financial resource requirement for implementation of the strategic plan is presented in Table 4.10.

Table 4.10: Financial Resource Requirement

S. No.	Strategic Theme	Financial Resource Requirement (Million Kshs.)					Total (Million Kshs.)
		2022/23	2023/24	2024/25	2025/26	2026/27	
1.	Promotion and Administration of ADR Services	48.745	52.505	35.495	60.755	37.165	234.665
2.	Digitalization and Automation of Cutting-Edge ADR Services	32.29	55.22	26.4	25.56	32.92	172.46
3.	Organizational Growth and Sustainability	187.36	305.24	233.66	254.38	269.32	1249.96
Total		268.395	413.035	295.555	340.695	339.405	1657.085

4.3.3 Financial Resource Inflow

The financial resource inflow from sources of finance is Kshs. 1,194.64 million. The financial resource inflow is presented in Table 4.11.

Table 4.11: Financial Resource Inflow

S. No.	Source	Financial Resource Inflow (Million Kshs.)					Total (Million Kshs.)
		2022/23	2023/24	2024/25	2025/26	2026/27	
1.	Recurrent Grants from Government	179.84	287.63	201.38	221.52	243.67	1134.04
2.	Internally Generated Revenue	6.60	13.80	7.80	15.00	9.00	52.20
3.	Grants/Technical Support from Development Partners	0.00	4.00	0.00	4.40	0.00	8.40
Total		186.44	305.43	209.18	240.92	252.67	1,194.64

4.3.4 RESOURCE GAP

The financial resource requirement for implementing this strategic plan as outlined in Table 4.10 is Kshs. 1,657.085 million while the financial resource inflow from sources of finance as outlined in Table 4.11 is Kshs. 1,194.64 million leading to a deficit of Kshs. 462.445million. Table 4.12. indicates the financial resource gap identified that will be addressed through implementation of the Resource Mobilization Strategy.

Table 4.12: Financial Resource Gap

S. No.	Source	Financial Resource Gap (Million Kshs.)					Total (Million Kshs.)
		2022/23	2023/24	2024/25	2025/26	2026/27	
1	Resource Requirement	268.395	413.035	295.555	340.695	339.405	1,657.085
2	Resource Inflow	186.44	305.43	209.18	240.92	252.67	1,194.64
3.	Resource Gap	81.955	107.605	86.375	99.775	86.735	462.445

4.3.5 Resource Mobilization Strategies

The Centre shall enhance resource mobilization efforts with the aim of broadening its donor base and embracing innovative means of raising funds. This will be done through the following:

- National Treasury engagement for strategic intervention funding & budget allocation;
- Product diversification & marketing plan execution; and
- Strategic funding engagement with development partners & private sector.

The Centre will also ensure stringent financial discipline in the utilization of finances by undertaking proper budgeting, strictly adhering to the budget and reducing wastage

4.4 Risk Analysis and Mitigation Measures

This section highlights factors that are likely to negatively affect the implementation of the Strategic Plan. The contributing factors and mitigating actions form a basis of developing and implementing the broader risk management framework during the 2022–2027 strategic period.

Table 4.13: Risk Analysis Framework for the NCIA

Risk Category	Contributing Factors	Risk Level	Mitigation Actions
Strategic	Low uptake of ADR service by clients	High	Creation of awareness on ADR processes and NCIA services Targeted messaging for different categories of clients
	Emerging Jurisprudence	High	Adoption and implementation of best practices in ADR
	Political Goodwill	Medium	Consistent stakeholder engagement
Financial	Inadequate Funding	High	Diversify resource base Prioritization of activities
	Limited Donor Pool	Medium	Diversify resource base
Organizational	Inadequate Staff	Medium	Lobby for more resources Seek authority to recruit to fill vacant positions.
Technological	Inadequate ICT infrastructure	High	Establishment of effective and efficient ICT infrastructure
Operational	Limited national and international presence	High	Explore partnerships Intensify corporate identity and visibility activities
	Covid 19	Medium	Adherence to MoH guidelines



Chapter Five: Monitoring and Evaluation Framework

5.1 Introduction

The Monitoring, Evaluation and Reporting Framework will provide an alignment of the Centre's systems to the performance framework and ensure coherence in accountability and adaptive management for both policies in administration of ADR mechanisms and spending processes.

The main objective of the M&E framework is to enable tracking of strategy implementation process during the plan period to enable the Centre measure performance against set standards and ensure effective implementation of the set goals and objectives.

5.2 Monitoring and Evaluation

The Centre considers Monitoring and Evaluation (M&E) as an important process in the implementation of the Strategic Plan. The M&E framework has clear objectives, targets and initiatives for the duration of Strategic Plan. The routine M&E which involves data collection, analysis and reporting is to be carried by the Strategic Plan M&E committee. The Committee will comprise of the Registrar/CEO and all Heads of Directorates and Divisions, chaired by the Registrar/CEO.

The monitoring and evaluation process will involve preparation of annual work plans by the Directorates cascaded to the Divisions and the Units. The activities in the work plan will be drawn from the Strategic plan as reflected in the implementation matrix.

Reports will be submitted on a quarterly basis with a view to advising the Board on the progress of implementation activities throughout the planning period as well as offer any remedial or alternative strategies. The key activities that will be undertaken during the implementation of this Strategic Plan will be reviewed as follows;

5.2.1 Review of Strategic Plan

The Centre will undertake annual, mid-term and end-term reviews on the status of implementation of the Strategic Plan to identify gaps and devise remedial measures. The Centre will conduct a mid-term review of the Strategic Plan at the Division level. The report generated will be used to review the programs to ensure set goals are achieved or to revise targets due to factors external to it. A review may be in response to:

- Changes in Government policy;
- Changes in the macro-economic environment;
- Organizational performance and progress of the Strategic Plan.

At the end of the five-year Strategic Plan period, an end-term evaluation will be conducted to ascertain the level of achievement of goals, lessons learnt, and challenges encountered. The findings will be incorporated in the development of the next Strategic Plan.

5.2.2 Performance Assessment and Reporting Structure

The Research, Strategy & Planning Division will be responsible for monitoring and evaluation of the implementation of the Strategic Plan. To ensure that there is continuous monitoring and reporting, Divisions will be expected to prepare quarterly reports on the activities and key performance indicators.

5.2.3 Roles and Responsibilities

Table 5.14:Roles and Responsibilities

Category	Roles and Responsibilities
The Board	<ul style="list-style-type: none"> • Oversee the implementation of the Strategic Plan.
Registrar/CEO	<ul style="list-style-type: none"> • Provide leadership, foster commitment, and support for all implementation efforts. • Act as a focal point for resolution of emerging issues relating to implementation of the Strategic Plan. • Approve strategic decisions. • Empower Directors and Deputy Directors to make critical strategic decisions.
Directors	<ul style="list-style-type: none"> • Identify thematic areas aligned to the Centre's functions as stipulated in the Act. • Guide implementation efforts and ensure accountability of resources. • Ensure efficient coordination of Divisions and teams. • Tackle obstacles and resolve issues threatening implementation of the strategy. • Review the periodic implementation reports.
Deputy Directors	<ul style="list-style-type: none"> • Responsible for implementation of the Plan. • Provide status updates on implementation progress. • Cascade the targets to team members and monitor progress.
All staff	<ul style="list-style-type: none"> • Execution of assigned tasks and activities towards implementation of the Plan.

Implementation Matrix

Annex I

Strategic Theme 1: Promotion and Administration of ADR Services

Strategic Issues:

- i) Fragmented approaches to the practice of ADR
- ii) Expertise in emerging international commercial/investment dispute resolution
- iii) Awareness of ADR and Public awareness programs

Strategic Objectives:

- i) Increase access to credible, predictable, and reliable Alternative Dispute Resolution services
- ii) Leadership in international arbitration and ADR in Kenya
- iii) National and International visibility and absorption of the Centre's services
- iv) Enhance institutional visibility

Strategy	Activities	Expected Output	Impact	Time Frame	Responsibility Centre	Performance Targets	Budgetary Requirement (In Million Kshs)				2022-26	2023-24	2024-25	2025-26	2026-27
							2022-23	2023-24	2024-25	2025-26					
Advocacy for adoption of a National ADR Policy	Develop and implement a monitoring and evaluation framework	ADR Policy monitoring and evaluation framework	Harmonized approaches to the practice of ADR	2022-23	CMR&TD	1	-	-	-	-	0	0	0	0	0
Sectoral Consultation Fora on ADR Legislative reforms				2022-24	CMR&TD	2	2	-	-	0	0	0	0	0	0
Monitoring and evaluation reports				2022-27	CMR&TD	5	5	5	5	5	0.32	0.32	0.32	0.32	0.32
Annual report to National Assembly															

Strategy	Activities	Expected Output	Impact	Time Frame	Responsibility Centre	Performance Targets	Budgetary Requirement (In Million Kshs)				
							2022-23	2023-24	2024-25	2025-26	2026-27
Expand coverage of ADR services to new areas	Adapt and deliver additional ADR services	ADR mechanisms administered	Expanded access and utilization of services	2022-27	CMR&TD	4	4	4	4	4	0
		Process Accreditation of qualified neutrals (%)	Reputation credibility and reliability of NCIA neutrals	2022-27	CMR&TD	100	100	100	100	100	0.005
		Panels of accredited ADR neutrals	Visibility and access to specialist ADR neutrals	2022-27	CMR&TD	5	5	5	5	5	0.005
		Tribunal Secretary Services	Broadened scope for DR support services	2022-27	CMR&TD	0	10	15	15	20	0.66
		Annual Case Load Reports published	Improved awareness and adoption scores	2022-27	CMR&TD	1	1	1	1	0	0
Transform ADR practice from siloed to collaborative	Negotiate new and actualize existing MOUs	Implementation framework for cooperation	Improved awareness and adoption scores	2022-23	CP&BDD	1	-	-	-	0	0
	MOUs signed			2022-27	CP&BDD	-	-	1	1	0	0
	Monitoring and evaluation	Cooperation implementation reports		2022-27	CP&BDD	2	2	2	2	0	0

Strategy	Activities	Expected Output	Impact	Time Frame	Responsibility Centre	Performance Targets					Budgetary Requirement (In Million Kshs)				
						2022-23	2023-24	2024-25	2025-26	2026-27	2022-23	2023-24	2024-25	2025-26	2026-27
Thought leadership in ADR	Initiate and promote research in ADR emerging areas and trends	Research papers undertaken and published.	Informed awareness of ADR user preferences	2022-27	CMR&TD	4	4	4	4	4	0	0	0	0	0
	Networking and select participation in local, regional, and international ADR events	Event (moderator/presenter) participation	Enhanced image and visibility of NCIA services	2022-27	CMR&TD	8	8	8	8	8	0	0	0	0	0
		Networking and participation reports		2022-27	CMR&TD	8	8	8	8	8	3	4	4.5	4.5	4.5
Adopt and promote best practices in ADR	Implement automation of Case Management processes	Percentage of automated processes	Efficient & secure management of cases	2023-27	CMR&TD	-	100	100	100	0	0	0	0	0	0
		Annual case management automation reports		2023-27	CMR&TD	-	1	1	1	0	0	0	0	0	0
	Design and implement quality assurance and advisory framework	Advisory services Protocol	Reputation credibility and relevance of services	2022-23	CMR&TD	1	-	-	-	0	0	0	0	0	0
		NCIA updated Rules		2022-27	CMR&TD	1	-	1	1	2	0.32	0	0	0	0
	Arbitral Court operationalized			2022-23	CMR&TD	1	-	-	-	6.73	4.38	4.38	4.38	4.38	4.38
		Reports on activities of the Arbitral Court		2023-27	CMR&TD	-	1	1	1	0	0	0	0	0	0
	Reports On quality assurance and advisory framework			2022-27	CMR&TD	-	1	1	1	0	0	0	0	0	0

Strategy	Activities	Expected Output	Impact	Time Frame	Responsibility Centre	Performance Targets						Budgetary Requirement (In Million Kshs)			
						2022-23	2023-24	2024-25	2025-26	2026-27	2022-23	2023-24	2024-25	2025-26	2026-27
Benchmark for ADR professional standards	Negotiate staff externship	Staff exchange posting	Diversified staff skills	2024-27	CMR&TD	-	-	2	1	2	0	0	2.24	0.5	2.72
Expand institutionalized use of ADR within Public Sector	Coordinate Public Sector Dispute Management Plan Project	Dispute Management Plan Framework	Improved awareness and adoption scores	2022-23	CMR&TD	1	-	-	-	-	7.93	3.97	0	0	0
Diversify training and accreditation for international practice areas.	Design and implement Training Curricula	Dispute Management Plan implementation reports	Broadened scope for ADR training services	2023-27	CMR&TD	-	4	4	4	0	0	0	0	0	0
	Trainings conducted	ADR Training Curricula developed and implemented		2022-27	CMR&TD	-	-	2	1	1	0	0	0	0	0
	Collaborative training for judges & judicial officers	Number of trainings conducted	Arbitration/ADR friendly judiciary	2022-27	CMR&TD	-	-	1	1	0	0	0	0	1.5	1.5
Host Moot Court Competition	Moot Court Competition	Moot Court Competition reports	Diversify capacity to young NCIA brand ambassadors	2024-27	CMR&TD	-	-	1	1	0	0	2	0	2	
Maintain knowledge hub for arbitration and ADR	Update Library	Library equipped with a thousand reference titles	Focal resource centre on arbitration and ADR	2025-26	CMR&TD	-	-	-	1	-	0	0	1	0	
	Implement virtual library services	Number of online library subscriptions		2022-27	CMR&TD	1	1	1	1	1	0.6	0	0	0	
		Annual reports on library use		2022-27	CMR&TD	1	1	1	1	1	0	0	0	0	
	Design library public access mechanism	Library policy for external users		2022-23	CMR&TD	1	-	-	-	-	0	0	0	0	
	Develop law digest for arbitration	Annual arbitration law review report		2022-27	CMR&TD	-	1	1	1	1	0	0	0	0	

Strategy	Activities	Expected Output	Impact	Time Frame	Responsibility Centre	Performance Targets						Budgetary Requirement (In Million Kshs)			
						2022-23	2023-24	2024-25	2025-26	2026-27	2022-23	2023-24	2024-25	2025-26	2026-27
Leverage networks and thought leaders in Arbitration & ADR	Targeted stakeholder engagement	Number of thought leadership short videos clips	Improved brand visibility and ADR sector credibility.	2022-26	CP&BDD	2	2	2	2	1	1	1	0.15	0.15	0.15
Leverage trade diplomacy for emerging markets	Targeted stakeholder engagement	Sponsorship participation and exhibitions in key strategic events	National and International visibility and enhanced stakeholder relationships	2022-27	CP&BDD	2	2	2	2	1	1	1	0.15	0.15	0.15
Networking and NCIA brand presence	Targeted stakeholder engagement	Identified consulate visits	Brand visibility, networks and knowledge exchange with stakeholders.	2022-27	CP&BDD	-	6	-	6	-	0.05	-	0.05	0.05	0.05
		Number Of Surveys on awareness and adoption of services	Identify potential threats, opportunities and emerging trends to drive strong brand positioning	2022-26	CP&BDD	1	-	1	-	2	0	0	3	0	0
		Organize 1 national ADR conference and 1 international ADR conference	Brand visibility, improved networks, shared knowledge and ADR best practice.	2022-23	CP&BDD	-	1	-	1	-	0	19.59	0	21.31	0
		NCIA website revamped	Simplified User interface and enhanced corporate image	2024-25	CP&BDD	-	-	1	-	0	0	0	0.	0	0
		Launch of the 2022-27 Strategic Plan	Improved Stakeholder engagement and brand awareness	2022-23	CP&BDD	1	-	-	-	3.36	0	0	0	0	0
		Number of cross-cutting initiatives implemented	Compliance with statutory requirements	2022-27	CP&BDD	1	1	1	1	0.90	0.04	0.90	0.04	0.04	0.04
		Number of discussions with target stakeholder groups on NCIA services	Brand visibility, improved networks, shared knowledge and ADR best practice.	2022-27	CP&BDD	4	4	4	4	0.11	0.11	0.11	0.11	0.11	0.11
		Conduct ADR open days/ clinics	Improved Brand visibility and stakeholder engagement	2022-27	CP&BDD	2	2	2	2	2.5	2.5	2.5	2.7	2.7	2.7
		Conduct County engagements		2022-27	CP&BDD	4	4	4	4	2.6	2.3	2.3	2.5	2.5	2.5
		Organize customer service week		2022-27	CP&BDD	1	1	1	1	0.1	0.1	0.1	0.1	0.1	0.1
		Revamped social media platforms		2022-27	CP&BDD	1	1	1	1	0.5	0.5	0.5	0.5	0.5	0.5
		Organize Corporate Social Responsibility activity		2022-27	CP&BDD	1	1	1	1	0.28	0.29	0.30	0.31	0.32	0.32
		Implement communications & Marketing strategy		2022-27	CP&BDD	100	100	100	100	6	2.2	1.6	4.18	1.71	1.71

Strategy	Activities	Expected Output	Impact	Time Frame	Responsibility Centre	Performance Targets					Budgetary Requirement (In Million Kshs)					
						2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2022-23	2023-24	2024-25	2025-26	2026-27
Leverage thought leaders in Arbitration and ADR	Targeted stakeholder engagement	Number of podcast videos with identified ADR leaders.	Improved Brand visibility and Stakeholder engagement	2022-27	CP&BDD	2	2	2	2	2	2	0.2	0.2	0.2	0.2	0.2
		Collate and publish NCIAADR Journal	Improved Brand visibility and Stakeholder engagement	2022-27	CP&BDD	1	1	1	1	1	1	0.39	0.39	0.40	0.40	0.41

Strategic Theme 2: Digitalization and Automation of Cutting-Edge ADR Services

Strategic Issues: Rapidly evolving Users' service automation preferences

Strategic Objectives: Cutting-edge digital enabled arbitration and ADR service transformation

Strategy	Activities	Expected Output:	Impact	Time Frame	Responsibility Centre	Performance targets						Budgetary Requirement (In Million Kshs)	
						2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	
Deploy cutting-edge digital transformation for integrated service management systems.	Implement and maintain integrated operational applications and service programmes	Percentage of ERP system implemented and maintained	Enhanced efficiency in service delivery	2022-27	ICTD	100	100	100	100	100	100	100	7.59
	Review and maintain an updated Centre's website	Percentage of up-time and accessibility of the website	Enhanced corporate image	2022-27	ICTD	100	100	100	100	100	100	100	0.30
	Monitor and control ICT environment domains	Number of reports on ICT environment domains	Enhanced IT risk management	2022-27	ICTD	4	4	4	4	4	4	4	0.28
	Implement secure and effective document management system with workflow and knowledge management	Percentage of Central Registry automated	Effective Secure controlled records environment	2023-24	ICTD	-	100	-	-	-	0	12	0.46
	Percentage of Secure Document Management System implemented	Ease of retrieval and traceability	2024-25	ICTD	-	-	100	-	-	0	0	0	0.46
	Percentage of knowledge management and workflow system deployed	Controlled internal access, sharing and transfer of knowledge	2023-24	ICTD	-	100	-	-	-	0	0	0	0
	Percentage of NCIA Library automated	Controlled external access, sharing and transfer of knowledge	2023-24	ICTD	-	100	-	-	-	0	0	0	0.3
	Implement ICT service desk according to IT Infrastructure Library (ITIL) Framework	Percentage of Service Desk system operationalized	Real-time incident management	2022-23	ICTD	100	-	-	-	-	0.63	0.32	0.11
	Percentage of Remote Administration Tools operationalized	Operational efficiency	2022-27	ICTD	4	4	4	4	4	4	4	4.27	4.49
	Maintenance of ICT Assets	Number of maintenance reports	2022-23	ICTD	-	-	-	-	-	1.5	0.08	0	0.8
Adopt industry standards to IT governance	ICT Master Plan and architecture model developed...	Coordinated investment plan and return on investment (ROI)	2022-23	ICTD	100	-	-	-	-	1.5	0.22	0.04	0.4
	Percentage of Enterprise Architecture framework developed	2023-24	ICTD	-	100	-	-	-	-	1.5	0.22	0.04	0

Strategy	Activities	Expected Output	Impact	Time Frame	Responsibility Centre	Performance Targets		Budgetary Requirement (In Million Kshs)	
						2022-23	2023-24	2024-25	2025-26
Leverage cloud computing For all-round ADR service Users' experience.	Provide high-availability data center infrastructure and services	Percentage of services on cloud platform implemented	Enhanced risk management	2023-27	ICTD	-	20	100	100
	Number of facilities fully equipped with video conference, transcribing and teleconference integration platforms	Virtual enabled services	2022-27	ICTD	2	-	-	-	5.5
	Percentage of enterprise mail system with effective ATP operationalized	Enhanced remote accessibility	2022-27	ICTD	100	100	100	100	5.8
	Percentage of PABX system with VoIP and IVR integrated	Enhanced communication and effective customer services	2023-24	ICTD	-	100	-	-	3.3
	Percentage of Unified Wireless Network integrated with firewall	Enhanced broadband access	2022-27	ICTD	100	100	100	100	9
Enterprise-wide cyber safety and security.	Provide Robust and Secure IT security architecture	Percentage Cyberattack resilience architecture designed and deployed	Enhanced operating efficiency of Data Centre services	2022-27	ICTD	100	100	100	1.2
	Disaster Recovery Plan (DRP) and Business Continuity Plan (BCP)	Business Continuity and disaster recovery solution with protection of data from ransomware		2022-2027	ICTD	100	100	100	1.2
Internet Broadband and Networks	Resilient Broadband Connectivity			2022-2027	ICTD	100	100	100	1.21
User digital competence, capacity, and culture.	Build the capacity of users for optimal utilization of ICT Resources	Efficiency and productivity in staff-technology interaction	Number of ICT sensitization sessions undertaken	2022-27	ICTD	2	2	2	2.90
	Number of devices acquired			2022-27	ICTD	15	7	12	0

Strategy	Activities	Expected Output:	Impact	Time Frame	Responsibility Centre	Performance Targets		Budgetary Requirement (in Million Kshs)	
						2022-23	2023-24	2024-25	2025-26
Advocacy for adoption of a National ADR Policy	Develop and implement a monitoring and evaluation framework.	ADR Policy monitoring and evaluation framework	Harmonized approaches to the practice of ADR	2022-23	CMR&TD	1	-	-	0
	Sectoral Consultation For a on ADR Legislative reforms			2022-24	CMR&TD	2	2	-	0
Expand coverage of ADR services to new areas	Monitoring and evaluation reports Annual report to National Assembly			2022-27	CMR&TD	5	5	5	0.32
	ADR mechanisms administered	Expanded access and utilization of services	Reputation credibility and reliability of NCIA neutrals	2022-27	CMR&TD	4	4	4	0.32
Transform ADR practice from siloed to collaborative	Adapt and deliver additional ADR services	Process Accreditation of qualified neutrals (%)	Panels of accredited ADR neutrals	2022-27	CMR&TD	100	100	100	0.005
	Negotiate new and actualize existing MOUs	Implementation framework for cooperation	Visibility and access to specialist ADR neutrals	2022-27	CMR&TD	5	5	5	0.005
Thought leadership in ADR	Initiate and promote research in ADR emerging areas and trends	Research papers undertaken and published.	Informed awareness of ADR user preferences	2022-27	CMR&TD	4	4	0	0
	Networking and select participation in local, regional, and international ADR events	Event (moderator/presenter) participation Networking and participation reports	Enhanced image and visibility of NCIA services	2022-27	CMR&TD	8	8	8	0

Strategy	Activities	Expected Output	Impact	Time Frame	Responsibility Centre	Performance Targets					Budgetary Requirement (in Million kshs)
						2022-23	2023-24	2024-25	2025-26	2026-27	
Adopt and promote best practices in ADR	Implement automation of Case Management processes	Percentage of automated processes	Efficient & secure management of cases	2023-27	CMR&TD	-	100	100	100	0	0
		Annual case management automation reports		2023-27	CMR&TD	-	1	1	1	0	0
	Design and implement quality assurance and advisory framework	Advisory services Protocol	Reputation credibility and relevance of services	2022-23	CMR&TD	1	-	-	-	0	0
		NCAI updated Rules		2022-27	CMR&TD	1	-	1	1	0	0
		Arbitral Court operationalized		2022-23	CMR&TD	1	-	-	-	6.73	4.38
	Reports on activities of the Arbitral Court	Reports on activities of the Arbitral Court		2023-27	CMR&TD	1	1	1	0	0	0
		Reports on quality assurance and advisory framework		2022-27	CMR&TD	-	1	1	1	0	0
	Benchmark for ADR professional standards	Negotiate staff externship	Staff exchange posting	Diversified staff skills	2024-27	CMR&TD	-	2	1	2	0
	Expand institutionalized use of ADR within Public Sector	Coordinate Public Sector Dispute Management Plan Project	Improved awareness and adoption scores	2022-23	CMR&TD	1	-	-	-	7.93	3.97
		Dispute Management Plan implementation reports		2023-27	CMR&TD	-	4	4	4	0	0

Strategy	Activities	Expected Output:	Impact	Time Frame	Responsibility Centre	Performance Targets	Budgetary Requirement (in Million Kshs)	
							2022-23	2023-24
Diversify training and accreditation for international practice areas.	Design and implement Training Curricula	ADR Training Curricula developed and implemented	Broadened scope for ADR training services	2022-27	CMR&TD	-	2	1
	Trainings conducted			2022-27	CMR&TD	8	10	10
	Collaborative training for judges & judicial officers	Number of trainings conducted	Arbitration/ADR friendly judiciary	2022-27	CMR&TD	-	1	1
	Host Moot Court Competition	Moot Court Competition reports	Diversify capacity to young NCIA brand ambassadors	2024-27	CMR&TD	-	1	-
	Moot Mentorship engagement			2025-26	CMR&TD	-	1	-
	Maintain knowledge hub for arbitration and ADR	Update Library	Focal resource centre on arbitration and ADR	2022-27	CMR&TD	200	200	200
	Implement virtual library services	Library equipped with a thousand reference titles					0.75	0.75
	Design library public access mechanism			2022-27	CMR&TD	1	1	1
	Develop law digest for arbitration	Annual arbitration law review report		2022-27	CMR&TD	1	1	1
	Leverage networks and thought leaders in Arbitration & ADR	Targeted stakeholder engagement	Improved brand visibility and ADR sector credibility.	2022-26	CP&BDD	2	2	2
Leverage trade diplomacy for emerging markets		Number of thought leadership short video clips	Sponsorship participation and exhibitions in key strategic events	2022-27	CP&BDD	2	2	2
		Identified consultative visits	Brand visibility, networks and knowledge exchange with stakeholders.	2022-27	CP&BDD	-	6	-

Strategy	Activities	Expected Output	Impact	Time Frame	Responsibility Centre	Performance Targets					Budgetary Requirement (in Million Kshs)
						2022-23	2023-24	2024-25	2025-26	2026-27	
Networking and NCIA brand presence	Targeted stakeholder engagement	Number of Surveys on awareness and adoption of services	Identify potential threats, opportunities and emerging trends to drive strong brand positioning	2022-26	CP&BDD	1	-	-	1	-	2026-27
	Organize 1 national ADR Conference and 1 international ADR conference	Brand visibility, improved networks, shared knowledge and ADR best practice.		2022-23	CP&BDD	-	1	-	1	-	2025-26
	NCIA website revamped	Simplified User interface and enhanced corporate image		2024-25	CP&BDD	-	1	-	0	-	2024-25
	Launch of the 2022-27 Strategic Plan	Improved stakeholder engagement and brand awareness		2022-23	CP&BDD	1	-	-	0	0	2023-24
	Number of cross-cutting initiatives implemented	Compliance with statutory requirements		2022-27	CP&BDD	1	1	1	1	0.90	2022-23
	Number of discussions with target stakeholder groups on NCIA services	Brand visibility, improved networks, shared knowledge and ADR best practice.		2022-27	CP&BDD	4	4	4	4	0.90	2026-27
	Conduct ADR open days/ clinics	Improved Brand visibility and stakeholder engagement		2022-27	CP&BDD	2	2	2	2	0.90	2026-27
	Conduct County engagement			2022-27	CP&BDD	4	4	4	4	0.90	2026-27
	Organize customer service week			2022-27	CP&BDD	1	1	1	1	0.11	2026-27
	Revamped social media platforms			2022-27	CP&BDD	1	1	1	1	0.1	2026-27
Leverage thought leaders in Arbitration and ADR	Organize Corporate Social Responsibility activity			2022-27	CP&BDD	1	1	1	1	0.1	2026-27
	Implement communications & Marketing strategy			2022-27	CP&BDD	100	100	100	100	6	2026-27
	Targeted stakeholder engagement	Improved Brand visibility and stakeholder engagement		2022-27	CP&BDD	2	2	2	2	0.2	2026-27
		Number of podcast videos with identified ADR leaders.		2022-27	CP&BDD	1	1	1	1	0.39	2026-27
		Collate and publish NCIA ADR Journal								0.40	2026-27

Strategic Theme 3: Organizational Growth and Sustainability

Strategic Issues:

- i) Institutional capacity gaps
- ii) Review governance practices and mitigate risk

Strategic Objectives:

- i) Optimize capacity for growth and sustainability
- ii) Good corporate governance culture

Strategy	Activities	Expected Output	Impact	Time Frame	Responsibility Centre	Performance Targets	Budgetary Requirement (in Million Kshs)					
							2022-23	2023-24	2024-25	2025-26	2026-27	2027
Deploy cutting-edge digital transformation for integrated service management systems.	Implement and maintain integrated operational applications and service programmes	Percentage of ERP system implemented and maintained	Enhanced efficiency in service delivery	2022-27	ICTD	100	100	100	3.4	17.10	3.19	7.59
Review and maintain an updated Centre's website	Percentage of up time and accessibility of the website	Enhanced corporate image	2022-27	ICTD	100	100	100	100	0.35	0.95	0.30	0.30
Monitor and control ICT environment domains	Number of reports on ICT environment domains	Enhanced IT risk management	2022-27	ICTD	4	4	4	4	0.28	0.60	0.28	0.28
Implement secure and effective document management system with workflow and knowledge management	Percentage of Central Registry automated	Effective Secure controlled records environment	2023-24	ICTD	-	100	-	-	0	12	0.46	0.46
	Percentage of Secure Document Management System implemented	Ease of retrieval and traceability	2024-25	ICTD	-	-	100	-	0	0	0.81	0
	Percentage of knowledge management and workflow system deployed	Controlled internal access, sharing and transfer of knowledge	2023-24	ICTD	-	100	-	-	0	0.84	0.41	0.1
	Percentage of NCIA Library automated	Controlled external access, sharing and transfer of knowledge	2023-24	ICTD	-	100	-	-	0	3.4	0.16	0.19
Maintenance of ICT Assets	Implement ICT service desk according to IT Infrastructure Library (ITIL) Framework	Real-time incident management	2022-23	ICTD	100	-	-	-	0.63	0.32	0.32	0.11
Adopt industry standards to IT governance	Number of maintenance reports	Operational efficiency	2022-27	ICTD	4	4	4	4	2.33	4.27	4.49	4.66
	ICT Master Plan and architecture model developed.	Coordinated investment plan and return on investment (ROI)	.2022-23	ICTD	100	-	-	-	1.5	0.08	0	0.8
	.Percentage of Enterprise Architecture framework developed	.Percentage of Enterprise Architecture framework developed	.2023-24	ICTD	-	100	-	-	1.5	0.22	0.04	0

Strategy	Activities	Expected Output	Impact	Time Frame	Responsibility Centre	Performance Targets						Budgetary Requirement (in Million Kshs)		
						2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
Leverage cloud computing for all-round ADR service Users' experience.	Provide high-availability data center infrastructure and services	Percentage of services on cloud platform implemented	Enhanced risk management	2023-27	ICTD	-	20	100	100	100	0	5.5	5.8	3.3
		Number of facilities fully equipped with video conference, transcribing and teleconference integration platforms	Virtual enabled services	2022-27	ICTD	2	-	-	-	-	9.4	1.41	1.2	1.2
	Percentage of enterprise mail system with effective ATP operationalized	Percentage of enterprise mail system with effective ATP operationalized	Enhanced remote accessibility	2022-27	ICTD	100	100	100	100	100	3.1	2.30	0.2	2.5
		Percentage of PABX system with VoIP and IVR integrated	Enhanced communication and effective customer services	2023-24	ICTD	-	100	-	-	-	0	1.42	1.3	0.3
		Percentage of Unified Wireless Network integrated with firewall	Enhanced broadband access	2022-27	ICTD	100	100	100	100	100	0.38	0.1	0.1	0.6
	Provide a Robust and Secure IT security architecture.	Percentage Cyberattack resilience architecture designed and deployed	Enhanced operating efficiency of Data Centre services	2022-27	ICTD	100	100	100	100	100	1.35	1	1.41	1.68
		Disaster Recovery Plan (DRP) and Business Continuity Plan (BCP)	Business Continuity and disaster recovery solution with protection of data from ransomware	2022-2027	ICTD	100	100	100	100	100	1.78	0.21	1.81	1.5
		Internet Broadband and Networks	Resilient Broadband Connectivity	2022-2027	ICTD	100	100	100	100	100	0.94	0.96	0.96	1.04
User digital competence, capacity, and culture.	Build the capacity of users for optimal utilization of ICT resources	Efficiency and productivity in staff-technology interaction	Number of ICT sensitization sessions undertaken	2022-27	ICTD	2	2	2	2	2	2.51	2.51	2.81	2.90
		Number of devices acquired		2022-27	ICTD	15	7	7	12	-	1.86	0.86	0.89	1.38

Strategy	Activities	Expected Output	Impact	Time Frame	Responsibility Centre	Performance Targets						Budgetary Requirement (In Million Kshs)
						2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	
Sound Corporate governance and assurance	Prepare and submit quarterly legal reports to the Board	Legal advisory reports	Efficiency in corporate governance	2022-27	LSD	0	0	4	4	4	0	0
	Undertake legal and compliance audit	Legal and compliance audit reports		2022-27	LSD	1	-	1	-	1	1.5	0
	Undertake governance audit	Governance audit reports		2022-27	LSD	1	-	1	-	1	1.2	0
	Facilitate board corporate governance	Minutes of Board meetings facilitated		2022-27	LSD	26	26	26	26	26	5.47	5.47
	Carry out Board evaluation	Board evaluation reports		2022-27	LSD	1	1	1	1	1	0.24	0.24
	Facilitate Board Training	Board training reports		2022-27	LSD	1	1	1	1	1	2.22	2.22
	Conduct Board induction.	Board induction report		2025-26	LSD	-	-	1	-	1	1.91	1.91
											1.91	1.91
												2026-27
												2027-28

Strategy	Activities	Expected Output	Impact	Time Frame	Responsibility	Performance Targets	Budgetary Requirement (In Million Kshs)				
							2022-23	2023-24	2024-25	2025-26	2026-27
Strengthen Human resource capacity	Implement the approved organization structure.	New staff recruited	Optimal staff capacity	2023-2025	CSD	-	5	7	-	0.3	0.7
	Interns/Attaches recruited	Youth empowerment	2022-27	CSD	4	8	8	8	0.3	0.43	0.22
	Provide competitive renumeration.	Staff payroll reports	2022-2027	CSD	12	12	12	12	0.06	1.26	1.26
	Interns/Attaches payroll reports	Staff retention	2022-2027	CSD	12	12	12	12	0.06	1.26	1.26
	Develop and implement Staff retention schemes.	Pension management reports	2022-2027	CSD	12	12	12	12	0.06	1.26	1.26
	Gratuity implementation reports	Staff retention	2022-27	CSD	1	1	1	1	17.30	7.02	8.41
	Welfare programmes reports	2022-27	CSD	1	1	1	1	1	7.52	8.36	8.28
	Employee satisfaction surveys implemented	2022-27	CSD	1	1	1	1	0	0	0	0
	Conduct staff skills development and training.	Annual Training Needs Assessment Report	2022-27	CSD	0	0	1	0	0	0	0
	Annual Staff Training and Development Plans	Productivity and Performance based training	2022-27	CSD	1	1	1	1	0	0	0
Undertake Performance Management	Annual Staff Training and Development Reports	Priority training allocation	2022-27	CSD	1	1	1	1	0	0	0
	Performance appraisal reports	Aligned Staff Skills-set	2022-27	CSD	1	1	1	1	12.31	14.35	17.70
	Rewards programmes implemented	Enhanced staff productivity	2022-2027	CSD	1	1	1	1	0.34	0.08	0.08
	Undertake review of HR Instruments	2022-2027	CSD	1	1	1	1	4.04	4.57	4.91	5.80
	Organizational structure	Efficient governance	2022-2027	CSD	-	-	-	1	0	0	0
Manage Staff insurance schemes	Career progression guidelines	Job enrichment	2022-2027	CSD	-	-	-	1	0	0	0
	Human Resource Policy	Optimal staff workload ratio	2022-27	CSD	-	-	-	1	0	0	0
	Undertake job evaluation	Job evaluation report and grading structure	2022-2027	CSD	-	1	-	0	0	0	0
	Staff related insurance schemes reports	Staff motivation and productivity	2022-2027	CSD	3	3	3	3	8	8	8
	Administrator Staff mortgage and catloan scheme	Staff retention	2022-2027	CSD	1	1	1	1	0	100	0
Review and implement human resource policies and guidelines	Mortgage and catloan administration reports	2022-2027	CSD	-	1	1	-	0	0	0	0
	Human resource policies and guidelines										

Strategy	Activities	Expected Output	Impact	Time Frame	Responsibility Centre	Performance Targets						Budgetary Requirement (In Million Kshs)
						2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	
Strengthen Internal processes and organizational efficiencies.	Undertake work environment survey and implement the survey findings	Work environment survey and implementation reports	Conducive work environment	2022-2027	CSD	1	1	1	1	0	0	0
	Undertake cross-cutting issues	Cross-cutting activities implementation reports	Regulatory Compliance	2022-2027	CSD	6	6	6	6	2.77	2.67	2.65
	Promote compliance with Occupational Safety and Health Regulations	Workplace safety audit reports	Safe work environment	2022-2027	CSD	1	1	1	1	0.63	0.53	0.53
		Workplace registration certificates		2022-2027	CSD	1	1	1	1	0	0	0
		Rent acknowledgement receipts.	Adequate office space	2022-2027	CSD	1	1	1	1	19	19	19.6
		Parking Service Level Agreements	Ease of access and logistics	2022-2027	CSD	11	13	15	15	2	2	2.5
		Forty-five (45) seats, one (1) Work Station, one (1) cupboard, one (1) working bench and one (1) shelf facilitated	Adequate working tools	2022-27	CSD	5	3	41	-	0.39	0	1.8
		Number of Vehicles	Ease of access and logistics	2022-2027	CSD	-	-	2	-	0	0	12
		Motor vehicle Repair and Maintenance reports				4	4	4	4	1.45	1.45	2.15
		Motor vehicle insurance cover	Effective risk management	2022-2027	CSD	2	2	4	4	0.25	0.5	0.38
Management of Registry		Centralized registry	Effective records management	2022-2027	CSD	1	1	1	1	0.21	0.36	0.36
		Cleaning Service Level Agreements	Conducive work environment	2022-2027	CSD	1	1	1	1	2.31	2.51	2.91
		Facility management reports		2022-2027	CSD	4	4	4	4	0	0	0
		Facility maintenance reports		2022-2027	CSD	4	4	4	4	0	0	0
		Administrative policies and guidelines implementation reports		2022-2027	CSD	1	2	-	-	0	0	0
	Review and implement administrative policies and guidelines											

Strategy	Activities	Expected Output	Impact	Time Frame	Responsibility Centre	Performance Targets	Budgetary Requirement (in Million Kshs)					
							2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Sound finance administration	Develop and implement annual budget estimates.	Sector Budget Reports	Improved budgetary allocations	2022-27	CSD	2	2	2	2	3.41	3.41	3.50
		Approved Budgets by the National Treasury and Planning		2022-27	CSD	1	1	1	1	0	0	0
		Cash Flow Plans		2022-27	CSD	1	1	1	1	0	0	0
	Financial management and reporting.	Budget Implementation Reports	Compliance with statutory reporting	2022-27	CSD	4	4	4	4	0	0	0
		Financial statements		2022-27	CSD	4	4	4	4	0	0	0
		Annual Reports and Financial Statements		2022-27	CSD	1	1	1	1	2.16	1.98	1.83
	Increase own source revenue	Dispute Administration	Own funds target met	2022-27	CMR&TD	30	30	40	50	0	0	0
		Panel Listing and accreditation	600 arbitrators/ mediators listed to the panel	2022-27	CMR&TD	100	110	120	130	140	0	0
		Capacity Building	960 ADR practitioners trained	2022-27	CMR&TD	160	160	200	220	0	0	0
Diversify external funding and resourcing	National/ International Conferences	400 delegates registered		2022-27	CP&BDD	-	200	-	200	-	0	-
	Hire of Facilities	410 participants facilitated		2022-27	CSD	50	60	80	100	120	0	0
	Review and implement Resource Mobilization Strategy	Approved Resource Mobilization Strategy	Objective scorecard	2022-27	CP&BDD	1	1	1	1	3.94	3.94	3.94
		Resource mobilization implementation reports								4.02	4.02	

Strategy	Activities	Expected Output	Impact	Time Frame	Responsibility Centre	Performance Targets	Budgetary Requirement (In Million Kshs)						
							2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Funding sustainability planning, monitoring, and reporting	Undertake strategic research	Strategic research papers	Operating environment awareness	2022-27	CP&BDD	1	1	1	1	0	0.15	0.17	0.20
		Survey Reports on topical ADR issues		2023-26		-	1	-	1	-	0	2.17	0
		Impact Assessment Reports		2023-27		-	1	1	1	1	0	0	0
	Develop and implement monitoring and evaluation framework	Monitoring and evaluation framework	Adaptability to changing trends	2022-27	CP&BDD	1	-	-	-	-	1.46	0.23	0.23
		Review Reports of 2022-2027 Strategic Plan		2024-27	CP&BDD	-	-	1	-	1	-	0	0
												0	0
	Develop the 2027-2032 Strategic Plan	Sustainability and growth		2026-27	CP&BDD	-	-	-	1	0	0	0	8.15
		Signed Performance Contract	Objective score-card	2022-27	CP&BDD	1	1	1	1	1	0.23	0.23	0.24
		Performance Contract implementation Reports	Compliance with statutory requirements	2022-27	CP&BDD	4	4	4	4	0	0	0	0
		Evaluation Reports		2022-27	CP&BDD	1	1	1	1	1	0.06	0.06	0.07

Strategy	Activities	Expected Output	Impact	Time Frame	Responsibility Centre	Performance Targets	Budgetary Requirement (In Million Kshs)					
							2022-23	2023-24	2024-25	2025-26	2026-27	2027
Sound Supply Chain operational management systems	Enhance Procurement planning	Approved list of registered suppliers	Coordinated Supplier information database	2022-2027	CSD	1	1	1	0.61	0.14	0.14	0.61
	Sensitization reports on new procurement directives	Efficient service delivery		2022-2027	CSD	1	1	1	0.42	0.42	0.42	0.63
	Sensitization reports on AGPO	Compliance with statutory reporting		2022-2027	CSD	1	1	1	0.1	0.1	0.1	0.1
	Staff sensitization reports on procurement processes	Efficient service delivery		2022-2027	CSD	1	-	1	1	0	0.12	0
	Enhance Procurement processing	Tenders advertised	Transparency and competitive sourcing	2022-2027	CSD	2	2	2	2.05	2.05	2.05	2.05
	Market survey Reports	Value-for-money		2022-2027	CSD	3	3	3	0.22	0.22	0.22	0.22
	Implement Contract management	Contract progress reports	Quality performance monitoring	2022-2027	CSD	12	12	12	0	0	0	0
	Implement Stores management	Percentage of store consumables procured	Value for Money	2022-2027	CSD	100	100	100	1	1.2	1.4	1.8
	Inventory reports	Prudent inventory management		2022-2027	CSD	4	4	4	0.2	0.2	0.2	0.2
	Implement Asset Disposal	Updated catalogue of assets and fixed asset register	Enhanced risk management	2022-2027	CSD	1	1	1	0	0	0	0
	Asset Disposal reports	Reduced maintenance cost		2022-2027	CSD	1	1	1	0.48	0.48	0.52	0.48

Strategy	Activities	Expected Output	Impact	Time Frame	Responsibility Centre	Performance Targets						Budgetary Requirement (In Million Kshs)
						2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	
Strengthen institutional audit and risk management	Carry out risk based internal audits	Internal audit plans	Enhanced Internal Audit Independence	2022-27	AR&GD	1	1	1	1	0	0	0
	Internal Audit reports	Effective Internal Controls and processes		2022-27	AR&GD	4	4	4	4	0	0	0
	Audit issues implementation reports			2022-27	AR&GD	2	2	2	2	0	0	0
	Implement the Risk Management framework	Risk Management Framework Implementation reports	Robust Risk Management Culture	2022-27	AR&GD	2	2	2	0.55	1.57	0.73	1.38
	Undertake corruption prevention initiatives	Implement Corruption prevention initiatives	Compliance with directives	2024-25	AR&GD	-	-	1	-	-	0.39	0.4
	Undertake internal audit quality review.	Internal Audit Quality Review reports	Improved processes and efficiencies	2025-26	AR & GD	-	-	1	-	0	0	2.12
												0

Outcome Performance Matrix

Annex II

Key Result Area	Outcome	Key Performance Indicator	Baseline		Target	
			Value	Year	Mid-Term Period Target	End of Plan Period Target
Promotion and Administration of ADR services						
Advocacy for adoption of National ADR Policy	ADR Policy monitoring, and evaluation framework developed	% ADR Policy monitoring, and evaluation framework developed	100	2022/2023	100	100
	Sector Consultation Forum on ADR Legislative reforms	Number of sector Consultation Forum on ADR Legislative reforms	2	2022/2023	4	4
	Monitoring and Evaluation reports	Number of monitoring and evaluation reports	5	2022/2023	15	25
	Annual report to National Assembly	Number of annual reports to National Assembly	1	2022/2023	4	20
Expand coverage of ADR services to new areas	ADR mechanisms administered	Number of ADR mechanisms administered	4	2022/2023	12	
	Process Accreditation of qualified neutrals	% Process Accreditation of qualified neutrals	100	2022/2023	100	100
	Increased Panel of accredited ADR neutrals	Number of accredited ADR neutrals	5	2022/2023	15	25
	Tribunal Secretary Services	Increased number of the Tribunal Secretary Services	0	2022/2023	25	50
	Annual Case Load Reports published	Number of Case Load Reports published	1	2022/2023	3	5
Transforming ADR practice from siloed to collaborative	Implementation framework for cooperation	% Implementation framework for cooperation	100	2022/2023	100	100
	Engaging additional MOUs	Number of additional MOUs engaged	0	2022/2023	1	2
	Monitoring and evaluation Cooperation implementation reports	Number of monitoring and evaluation Cooperation implementation reports	2	2022/2023	6	10
Thought leadership in ADR	Enhanced research in ADR emerging areas and trends	Number of research papers undertaken and published.	4	2022/2023	12	20
	Events participation	Increased networking and participation events.	8	2022/2023	24	40
	Collate and publish NCIA ADR Journal	No. of NCIA ADR Journal published.	1	2022/2023	3	5
Promoting best practices in ADR	Automation of Case Management processes	% Of automated processes.	0	2022/2023	100	100
	Annual case management automation reports	Number of case management automation reports	0	2022/2023	2	4
	Advisory services Protocol	% Advisory services Protocol	100	2022/2023	100	100
	NCIA updated Rules	% NCIA Rules updated	1	2022/2023	2	5
	Operationalized Arbitral Court	% Operationalized Arbitral Court	100	2022/2023	100	100
	Reports on activities of the Arbitral Court	Increased reporting on activities of the Arbitral Court.	0	2022/2023	2	2
	Enhanced reporting on quality assurance and advisory framework	% Reporting on quality assurance and advisory framework	0	2022/2023	2	4
Benchmark for ADR professional standards	Staff exchange posting	Occasions of Staff exchange posting	0	2022/2023	2	4
	Dispute Management Plan Framework	Dispute Management Plan implementation reports	0	2022/2023	8	16

Key Result Area	Outcome	Key Performance Indicator	Baseline			Target		
			Value	Year	Mid-Term Period Target	Value	Year	End of Plan Period Target
Training and accreditation for international practice areas	ADR Training Curricula developed and implemented	Additional ADR Training Curricula developed and implemented	0	2022/2023	2			4
	Increased trainings	Number of trainings Conducted	8	2022/2023	26			46
	Moot Court Competition	Number conducted	0	2022/2023	1			2
	Knowledge hub for arbitration and ADR	No. of reference titles	200	2022/2023	600			1000
	Equipped Library	No. of subscription	1	2022/2023	3			5
	Increased online library subscriptions	% Library policy for external users	100	2022/2023	100			100
	Library policy for external users	No. of thought leadership short videos clips	2	2022/2023	6			10
	Improved brand visibility and ADR sector credibility	No. of Sponsorship participation and exhibitions in key strategic events	2	2022/2023	6			10
	Enhanced Sponsorship participation and exhibitions in key strategic events	No. of consultate visits	0	2022/2023	6			6
	Increased consultate visits	No. of stakeholder engagement	0	2022/2023				
Networks and thought leaders in Arbitration & ADR	Stakeholder engagement	No. of Surveys on awareness and adoption of services.	1	2022/2023	1			2
	Surveys on awareness and adoption of services.	No. of National and International ADR conference.	0	2022/2023	1			2
	National and International ADR conference.	Revamped NCIA website	0	2022/2023	100			100
	Revamped NCIA website	Launch of the 2022-27 Strategic Plan	1	2022/2023	1			1
	Launch of the 2022-27 Strategic Plan	Implemented Cross-cutting initiatives	1	2022/2023	3			5
	Implemented Cross-cutting initiatives	ADR open days/ clinics	2	2022/2023	6			10
	ADR open days/ clinics	Enhanced customer service week	1	2022/2023	3			5
	Enhanced customer service week	Increased county engagement	1	2022/2023	3			5
	Increased county engagement	Corporate Social Responsibility activity	1	2022/2023	3			5
	Corporate Social Responsibility activity	Implemented communications & Marketing strategy	100	2022/2023	1000			1000
Trade diplomacy for emerging markets	Surveys on awareness and adoption of services.	% Of implementation of communication & marketing strategy						
	National and International ADR conference.							
	Revamped NCIA website							
	Launch of the 2022-27 Strategic Plan							
	Implemented Cross-cutting initiatives							
	ADR open days/ clinics							
	Enhanced customer service week							
	Increased county engagement							
	Corporate Social Responsibility activity							
	Implemented communications & Marketing strategy							
Improved NCIA brand visibility	Surveys on awareness and adoption of services.							
	National and International ADR conference.							
	Revamped NCIA website							
	Launch of the 2022-27 Strategic Plan							
	Implemented Cross-cutting initiatives							
	ADR open days/ clinics							
	Enhanced customer service week							
	Increased county engagement							
	Corporate Social Responsibility activity							
	Implemented communications & Marketing strategy							

Key Result Area	Outcome	Key Performance Indicator	Baseline			Target	
			Value	Year	Mid-Term Period Target	End of Plan Period Target	
Digitalization and Automation of Cutting Edge-ADR Services	Implantation and maintenance of ERP system, control reports on ICT environment domains	% Of ERP system implemented and maintained	100	2022/2023	100	100	100
	Up time and accessibility of the website	No. of Monitoring & control reports on ICT environment domains	100	2022/2023	100	100	100
	Central Registry automation	% Of up time and accessibility of the website	4	2022/2023	12	20	20
	Secure Document Management System	Percentage of Central Registry automated System implemented	0	2022/2023	100	100	100
	Controlled internal access, sharing and transfer of knowledge	Percentage of Secure Document Management System implemented	0	2022/2023	100	100	100
	Automation of NCIA Library	Percentage of knowledge management and workflow system deployed	0	2022/2023	100	100	100
	Operationalization Service Desk system	Percentage of NCIA Library automation	0	2022/2023	100	100	100
	Operationalization of Remote Administration Tools	Percentage of Service Desk system operationalized	100	2022/2023	100	100	100
	Development ICT Master Plan and architecture model	Percentage of Remote Administration Tools operationalized	100	2022/2023	100	100	100
	Development Enterprise Architecture framework	% ICT Master Plan and architecture model developed	100	2022/2023	100	100	100
	Cloud computing for all-round ADR service	% Of Enterprise Architecture framework developed	0	2022/2023	100	100	100
	Availability of video conference, transcribing and teleconference integration platforms	Percentage of services on cloud platform implemented	0	2022/2023	100	100	100
	Enhanced remote accessibility	Rooms equipped with video conference, transcribing and teleconference integration platforms	2	2022/2023	2	2	2
	Enhanced broadband access	% Remote accessibility	100	2022/2023	100	100	100
	Enhanced operating efficiency of Data Centre services	% Broadband access	100	2022/2023	100	100	100
	Resilient Broadband Connectivity	% Cyberattack resilience architecture designed and deployed	100	2022/2023	100	100	100
	Business continuity and disaster recovery solution	% Broadband Connectivity	100	2022/2023	100	100	100
	Enhanced productivity in staff-technology interaction	% Solution with protection of data from ransomware	100	2022/2023	100	100	100
		No. of ICT sensitization sessions	2	2022/2023	6	10	10
Organizational Growth and Sustainability							

Key Result Area	Outcome	Key Performance Indicator	Baseline		Target	
			Value	Year	Value	Mid-Term Period Target
Efficiency in corporate governance and assurance	Legal advisory and litigation services	No. of reports on legal advisory and litigation services	0	2022/2023	4	12
	Board corporate governance	No. of the Board meetings facilitated	26	2022/2023	78	130
	Board evaluation	No. of Board evaluation reports	1	2022/2023		
	Board training	No. of Board training reports		2022/2023		
	Board induction	No. of Board induction conducted	0	2022/2023	0	1
	Human resource capacity	No. of new Staff	0	2022/2023	12	0
		Interns/Attaches recruited	4	2022/2023	20	36
		No. of Staff on payroll	12	2022/2023	36	60
		No. of pension management reports	12	2022/2023	36	60
		Reports on gratuity	1	2022/2023	3	5
		No. of Employee satisfaction surveys implemented	1	2022/2023	3	5
		No. of welfare programmes implemented	1	2022/2023	3	5
		Rewards programmes implemented	1	2022/2023	3	5
		No. of Annual Staff Training and Development needs addressed.	1	2022/2023	3	5
		No. of Performance appraisal reports	1	2022/2023	3	5
Internal efficiencies and process improvement	Conducive work environment	No. of work environment survey and implementation reports	1	2022/2023	3	5
	Regulatory Compliance	Evidence of Cross-cutting activities and implementation reports	6	2022/2023	18	30
	Compliance with Occupational Safety and Health Regulations	No. of Workplace safety audit report, and registration certificates	2	2022/2023	6	10
	Ease of access and logistics	No. of Parking spaces facilitated	11	2022/2023	35	67
		Seats, Workstation, one, cupboard, one working bench and one, shelf facilitated	5	2022/2023	49	49

Key Result Area	Outcome	Key Performance Indicator	Baseline			Target	
			Value	Year	Mid-Term Period Target	End of Plan Period Target	
Sound finance administration	Improved budgetary allocations	Sector Budget Reports	2	2022/2023	6	10	
		Cash Flow Plans	1	2022/2023	3	5	
		Financial statements	4	2022/2023	12	20	
		Annual Reports and Financial Statements	1	2022/2023	3	5	
Own funds generation	Enhanced Dispute Administration	No. of Cases Administered	30	2022/2023	90	180	
		No. of arbitrators/ mediators listed to the panel	100	2022/2023	330	600	
		No. of ADR practitioners trained	160	2022/2023	520	960	
		National/ International Conferences held	0	2022/2023	200	400	
Diversification of external funding and resourcing	Reviewed and implemented Resource Mobilization Strategy	No. of Participants facilitated	50	2022/2023	190	410	
		No. of Resource mobilization implementation reports	1	2022/2023	3	5	
		No. of strategic research papers	1	2022/2023	3	5	
		No. of Survey Reports on topical ADR issues	0	2022/2023	1	2	
Funding sustainability planning, monitoring, and reporting	Operating environment awareness Survey on ADR	Impact Assessment Reports	0	2022/2023	2	4	
		Monitoring and evaluation framework	1	2022/2023	0	1	
		Review report of 2022-2027 Strategic Plan	No. of Reviewed of 2022-2027 Strategic Plan	0	2022/2023	1	2
		2027-2032 Strategic Plan	% Development of 2027-2032 Strategic Plan	0	2022/2023	0	1
	Signed Performance Contract	Signed Performance Contract	1	2022/2023	3	5	
		No. of quarterly PC report.	No. of quarterly PC report.	4	2022/2023	12	20
		Evaluation Reports	Evaluation Reports	1	2022/2023	3	5

Key Result Area	Outcome	Key Performance Indicator	Baseline			Target		
			Value	Year	Mid-Term Period Target	End of Plan Period Target		
Sound Supply Chain operational management systems	Entrenched sourcing management	No. of consolidated procurement plans	1	2022/2023	3	5		
	Coordinated Supplier information database	Approved list of registered suppliers	1	2022/2023	3	5		
	Compliance with statutory reporting	procurement Reports on 30% AGPO	2	2022/2023	6	10		
		Twenty (20) reports on 40% promotion of local content	4	2022/2023	12	20		
		% Of publicized procurement proceedings on the Centre's website and in public procurement information portal	100	2022/2023	100	100		
	Efficient service delivery	No. of sensitization reports on new procurement directives	1	2022/2023	3	5		
		No. of staff sensitization reports on procurement processes	1	2022/2023	2	3		
	Transparency and competitive sourcing	No. of tender advertised	2	2022/2023	6	10		
	Value-for-money	No. of market survey Reports	3	2022/2023	9	15		
		% Of store consumables procured	100	2022/2023	100	100		
Prudent inventory management	No. of Stocktaking reports	No. of Stocktaking reports	4	2022/2023	12	20		
	Credible award decision	% Of professional opinions of all procurement proceedings prepared	100	2022/2023	100	100		
	Quality performance monitoring	No. of contract progress reports	12	2022/2023	36	60		
	Enhanced risk management	Updated catalogue of assets and fixed asset register	1	2022/2023	3	5		
	Reduced maintenance cost	Asset Disposal reports	1	2022/2023	3	5		
	Enhanced Internal Audit independence	Internal audit plans	1	2022/2023	3	5		
	Effective Internal Controls and processes	No. of Internal Audit reports	4	2022/2023	12	20		
	Robust Risk Management Culture	No. of Audit issues implementation reports	2	2022/2023	6	10		
		No. of Risk Management Framework Implementation reports	2	2022/2023	6	10		
	Risk audit and assurance	Compliance with SCAC guidelines	No. of legal, compliance and governance audit reports	1	2022/2023	2	3	

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