



# STRATEGIC PLAN

## 2025 -2030

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*Safeguarding Human Rights, Constitutionalism,  
Democracy and The Rule of Law.*

Published by

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# Strategic Plan 2025-2030

- Justice and Democracy
- Access to Justice
- Economic Justice and Digital Rights
- Organisational Governance and Operations



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# List of Acronyms and Abbreviations

ACHPR	African Charter on Human and Peoples' Rights
CoK 2010	Constitution of Kenya 2010
CSO	Civil Society Organisation
CUC	Court User Committees
DRC	Democratic Republic of Congo
GBV	Gender Based Violence
ICJ	International Commission of Jurists
ICT	Information and Communications Technology
LGBTQ	Lesbian, Gay, Bisexual, Transgender and Queer
MEL	Monitoring, Evaluation and Learning
MNC	Multi-National Cooperation
NCAJ	National Council for the Administration of Justice
PIL	Public Interest Litigation

# Foreword



**T**he Kenyan Section of The International Commission of Jurists (ICJ Kenya) is a not-for-profit non-governmental member-based organization. ICJ Kenya was established in 1959 and registered as a Society under the Societies Act, Chapter 108, Laws of Kenya. ICJ Kenya is the only African national section that is affiliated with the International Commission of Jurists (ICJ), Geneva, but operates autonomously.

The organization is dedicated to legal protection of human rights, the rule of law, and democratic governance in Kenya, and the African region per its general mandate for national sections as defined by Article 4 of the global ICJ Statute.

Through years of steadfast commitment, ICJ Kenya has gained invaluable insights into the complexities and dynamics of the human rights landscape in Kenya and the region. Informed by the need for effective positioning into the evolving context, the

development of this strategic plan entailed a rigorous analysis, collective reflections and board consultations between ICJ Kenya Secretariat, Council, Members and collaborating stakeholders.

The outcomes of the strategic analysis and lessons learnt have informed the ICJ Kenya's focus, positioning, strategies and interventions as elaborated in this Strategy document.

The strategy development process also entailed a review of our vision, mission, values and philosophy; development of a new Theory of Change; as well as adjustments to our structure. The strategic plan contains operational frameworks for realising these ambitions.

To improve our program implementation, we have established a clear portfolio of thematic areas that align with ICJ Kenya's goals, ensuring greater interdependence and coherence in our efforts. We recognise, in this regard, the need to pursue depth over breadth in order to amplify reach and maximise impact.

The strategic plan also strives for an optimal balance between delivery of predetermined actions while being responsive to emerging strategic challenges within the scope of our mandate.

We are committed to fostering a resilient and impactful organisation that champions the rights of all persons. The strategic plan thus pays specific attention towards institutional development as a key success factor.

To this end, we will, among others, invest in personnel and leadership development, systems strengthening, partnerships development, and supporting youth-focused movement building to expand our influence and effectiveness in Kenya and beyond.

As a membership organisation, we will further grow the spaces for members' engagement. We equally aim to cultivate a culture of research



and agile learning and response as we adapt our approaches to leverage technological advancements, including a greater embrace of digital activism.

The strategy is structured around three program-driven thematic focus areas being: Justice and Democracy; Equality Rights and Inclusion; and Economic Justice. Institutional Excellence is a forth area that is inward looking and seeks to deepen ICJ Kenya's position as a sustainable resilient and effective organisation.

Five overarching strategies have been adopted across all the result areas, being, Influencing (advocacy); Public Interest Litigation (PIL); Partnerships development; Capacity strengthening, including public awareness creation; as well as Research and learning.

We are deeply indebted to our development partners, peers and all collaborating stakeholders for their continued generous financial, technical and moral support, even as we invite them to join hands with us as we venture into this exciting, ambitious and equally challenging phase of our journey.

We believe that with your support, we shall achieve the ambitions set out in this strategic plan, enabling us to make a meaningful and lasting positive difference for those we serve.



**Mr. Protas Saende**  
**Chairperson**  
**ICJ Kenya.**

# Acknowledgment



**W**e acknowledge that it is challenging to establish a common purpose that fosters the growth and development of an organization with sixty-five years of consistent dedication to the rule of law, justice, democracy, and good governance, all within the framework of a six-year strategic plan.

In this context, I would like to express my gratitude to everyone who participated in both internal and external discussions that critically analyzed and identified the position and role of the International Commission of Jurists - Kenyan Section.

These conversations considered the aspirations of Africa through the lens of the Sustainable Development Goals (SDGs), the Africa Agenda 2063, the East Africa Vision 2050, and Kenya's Vision 2030. We would like to express our gratitude to the members of ICJ Kenya for their participation and invaluable advice on our organizational direction and the enhancement of successful initiatives outlined in this strategic plan.

We greatly appreciate the Council for their guidance and for facilitating the development of this strategic plan, as well as their steadfast commitment to the overall health of the organization.

It is important to acknowledge the contributions of our development partners, especially in relation to the analysis of the political economy context that impacts ICJ Kenya's operational sectors.

Their financial and technical support, along with their advice and scenario planning, are essential components woven into the programmatic and governance framework of this strategic plan.

Acknowledging every individual and organization that contributed to the development of this strategic plan is a difficult task.

However, we are especially grateful to the crucial civil society organizations, thematic networks, and alliances, as well as grassroots institutions such as social justice centers and paralegal chapters.

Their insights have prompted deeper reflections on the importance of people-centric attributes in our organizational planning and growth.

We also call for continued partnerships, support, advice, and constructive criticism as we work to build our capacities and strategies to achieve the vision outlined in this strategic plan. By 2030, we aspire to celebrate ICJ-Kenya as a regional powerhouse of democracy, good governance, the rule of law, and justice.

A handwritten signature in blue ink, likely belonging to Mr. Eric Mukoya.

**Mr. Eric Mukoya**  
**Executive Director**  
**ICJ Kenya.**

# Background and Introduction

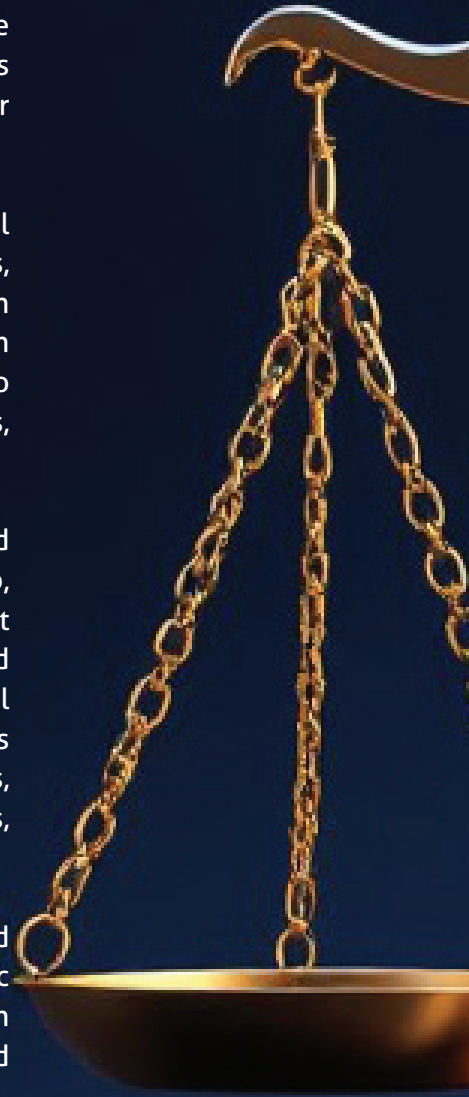
## 1.1 Organizational Background

**T**he Kenyan Section of The International Commission of Jurists (ICJ Kenya) is a non-governmental, non-profit and a member-based organization established in 1959 as a branch of the International Commission of Jurists based in Geneva, Switzerland. ICJ Kenya is the only African national section that is affiliated with ICJ which operates autonomously. It is registered as a Society under the Societies Act, Chapter 108, Laws of Kenya.

ICJ Kenya is dedicated to the development, strengthening and legal protection of principles of the rule of law, enjoyment of human rights, and independence the legal profession in Kenya, and the African region as part of the general mandate for national sections of ICJ as defined in Article 4 of the global ICJ Statute. The main goal of ICJ Kenya is thus to promote human rights, justice, and democracy through legal interventions, research, and advocacy.

The organisation collaborates with communities and groups committed to advancing constitutionalism, promoting accountable leadership, and upholding integrity, with a strong focus on youth empowerment and movement building. It also works to safeguard human rights and fundamental freedoms. ICJ Kenya's membership comprises legal professionals from the Bar, the Bench, and academia. Together with its network of experts, the organization actively advances legal reforms, strengthens the rule of law, promotes access to justice and human rights, and supports research and legal education programs.

ICJ Kenya has observer status with the African Commission on Human and Peoples' Rights and consultative status with the United Nations Economic and Social Council (ECOSOC). ICJ Kenya is governed under a constitution through an elected Council of 7 members that serves for two-year fixed terms. ICJ Kenya has its head office in Nairobi.







## 1.2 Organizational Identity



### Vision Statement:

A just, inclusive and equitable society where everyone lives in dignity.



### Mission Statement:

To champion human rights, uphold democratic governance, and strengthen justice and the rule of law in Africa.

### Core Values:

Core Values: ICJ Kenya's work and relations are guided by the following ideals:

#### Integrity

We are dedicated to the highest standards of accountability, openness, honesty, uprightness, and transparency.



#### Inclusion

We actively promote equal opportunities for all, celebrate diversity, and champion intergenerational equity.



#### Commitment

We are steadfast in our pursuit for justice, the rule of law, and access to rights for all people as means to inclusive, equitable and dignified societies.



#### Professionalism

We commit to excellence, professional rigour and ethical conduct.



## Our Philosophy:

ICJ Kenya believes that every individual has the right to live in a just and inclusive society where human dignity is upheld. We are committed to advancing human rights, strengthening democratic governance, and promoting the rule of law as foundations to human dignity and societal harmony.

Recognising that poverty and inequality stem from systemic issues like weak institutions, power imbalances, and environmental challenges, we focus on advocacy, litigation, research, and capacity building to address these drivers of injustice. Guided by our core values, we strive to empower individuals, especially youth and movements to transform societies through effective action and partnerships.

## 1.3 Value Proposition

#	Stakeholder	Proposed Value
1	<b>Citizenry</b>	<ol style="list-style-type: none"> <li>1. Offer legal aid to facilitate access to judicial, remedial and administrative justice.</li> <li>2. Support people-led advocacy towards ensuring justice, rule of law, democratic governance and of human rights protection (enhance voice, claim making capacity).</li> <li>3. Educate and empower communities on rights and rule of law (civic/ political education)</li> <li>4. Strengthen capacity of duty bearers as a means to better service delivery.</li> </ol>
2	<b>Civil Society</b>	<ol style="list-style-type: none"> <li>1. Collaborative leadership towards greater voice, synergy, complementarity, and impact.</li> <li>2. Provision of legal services and litigation support</li> <li>3. Leveraging resources and efforts to broaden reach and scale impact.</li> <li>4. Sharing knowledge, evidence, data, best practices, and innovative solutions.</li> </ol>
3	<b>Funders</b>	<ol style="list-style-type: none"> <li>1. A regional footprint that can be leveraged for multi-country governance programs.</li> <li>2. Proven track record of impact delivery in the areas of democratic governance, rule of law and protection of human rights.</li> <li>3. Resolute partner with credible systems (assured impact, accountability value for money).</li> <li>4. Conversance with and knowledge of local contexts</li> </ol>
4	<b>State</b>	<ol style="list-style-type: none"> <li>1. Leveraging resources to complement efforts towards governance and the rule of law.</li> <li>2. Support (re)formulation and implementation of regulatory and institutional frameworks.</li> <li>3. Generation and sharing of knowledge and innovative solutions for improved governance.</li> <li>4. Contributions to governance, rule of law, and human rights conversations/ processes.</li> <li>5. Strengthening applicable government institutions on prioritized rule of law areas.</li> </ol>
5	<b>Private Sector</b>	<ol style="list-style-type: none"> <li>1. Provision of legal expertise on regulatory frameworks that support private sector growth, particularly around governance, rule of law, and corporate accountability.</li> <li>2. Support protection and promotion of human rights in the private sector.</li> <li>3. Partnerships in the areas of research and innovation.</li> </ol>



## 1.4 Organizational Track Record

1. ICJ Kenya has to date played a crucial role in advocating for constitutional, legal and institutional reforms and fostering democratic governance and accountability in Kenya and the African region.

This includes the contributions towards enactment of the Constitution of Kenya (CoK) 2010, enactment of the Legal Aid Act, 2016, Access to Information Act, 2016.

2. ICJ Kenya and made significant contributions to strengthening justice systems in Kenya and beyond. This includes championing the effectiveness, independence, and integrity of judiciary.

Investments in this regard include capacity development of judicial officers and court committees; development of various policies and mechanisms; enhancing public trust and confidence on justice systems; and judicial implementation of the Maputo Protocol.

3. ICJ Kenya has published or contributed to two publications related to femicide, gender or the death penalty. This is besides convening or contributing to 20 forums that seek to promote the rights of minorities. ICJ Kenya has trained and equipped 180 paralegals and 100 community justice actors to facilitate access to justice and the defense of human rights at the grassroots.

4. As a leading authority on International Criminal Justice in Africa, ICJ Kenya has been in the forefront of promoting justice for international crimes and gross human rights violations, including in Sudan, Burundi and Rwanda.

5. Over the past 5 years, ICJ Kenya has intervened in 20 cases of strategic interest, international crimes and gross violation of human rights, thereby securing justice for victims of crimes and gross human rights violations.

Further, ICJ Kenya made submissions, lobbied and advocated towards the decriminalization of petty offences as well as media reforms and freedoms.

6. Immensely contributed to electoral, media and security sector reforms in Africa. Examples include contributions to various Election Petitions; strengthening of Electoral Management Bodies (EMBs); and support to National Police reforms.

7. ICJ has well established institutional capacities including quality leadership and personnel; and robust management systems, structures, and policies. No compliance issues have been raised by auditors or independent evaluators over the years. ICJ Kenya has also developed and shared diverse knowledge pieces over the years that have aptly informed policy and practice



## 2.0 Context Analysis

### 2.1 Democratic Governance, Rule of Law and Human Rights Contexts

#### State of Democratic Governance



Several African countries have made notable political, structural, and economic reforms in line with the African Union Agenda 2063, although these remain relatively irregular.

Such developments, for instance adoption of multi-party politics and devolved governance, and growing attention to public participation.

Similarly, over the past decade, a wide range of social accountability practices e.g., participatory budgeting, participatory monitoring of public expenditures, and citizen evaluation of public services have been developed and piloted by civil society actors

The above positive gains notwithstanding, limited citizen agency or voice and the absence of suitable platforms for engagement continue to constrain political participation in Africa.

Such limitations are often due to inadequate civic awareness, limited political consciousness, insufficient political goodwill, limited access to information, and inadequacy of structures for state-citizen engagement, including those geared towards the youth

who comprise an overwhelming majority of society in Kenya and Africa.

Separately, the continuing wave of coups d'état, unconstitutional changes of government and extension of presidential term limits, as well as civil conflict such as is the case in Burkina Faso, Guinea, Mali, Niger, Gabon, Sudan, and the Democratic Republic of Congo (DRC) highlights the challenges to democratic consolidation.

Across Africa, there has been a concerning increase in abuses and attacks on movement building and civic organising, particularly targeting freedom of expression, the right to information, and freedom of assembly.

Governments are enacting and weaponising restrictive laws to suppress civil society operations, stifle political dissent (both online and offline), and undermine judicial independence. For instance, Ethiopia, Kenya, Tanzania, and Uganda have introduced sweeping civil society, cyberspace, public order, and security legislation designed to harass activists, silence opposition voices, and curtail fundamental freedoms.

Further, a number of governments continue to use violence, legal pressure, and political suppression to eliminate opposing voices and restrict fundamental human rights.

Other indicators of poor governance in Africa include alienation of some groups; undermining of independent institutions; disregard for, or selective application of the law; regime policing; chronic insecurity and personalisation of power.



## 2.1.2 The Rule of Law

In many African countries, the 1990s saw a significant push to establish the rule of law. As a result, nations such as Ethiopia, Kenya, Uganda, Rwanda, Tanzania, and Ghana introduced new progressive laws and policies, including updated national constitutions.

However, these frameworks have not been effectively enforced due to challenges such as inadequate resources, weak institutional capacities, political interference, impunity among public officials, and political capture.

The cumulative effect of these issues has led to a steady decline in the rule of law and a weakening of constitutionalism in these nations. Notably, only three African countries, namely Botswana, Namibia, and Cabo Verde rank among the top 50 in the world for the rule of law.

On the contrary, the growing trend of enacting repressive media, security, and digital laws undermines democratic governance. This is evident in countries such as Kenya, Tanzania, and Ethiopia. Despite having strong legal frameworks, a lack of political will allows issues like corruption and impunity to persist.

There are frequent covert and direct interferences with judicial independence, including political meddling, attacks on judges, insufficient resources, and undermining court decisions. Furthermore, there are widespread perceptions of systemic corruption within the justice system.

Many African governments continue to disregard their obligations under the African Charter on Human and Peoples' Rights (ACHPR) by restricting legitimate civilian dissent, including peaceful demonstrations and free expression by citizens and the media. For instance, countries such as Sudan, South Sudan, the Democratic Republic of the Congo, Ethiopia, Djibouti, Eritrea, and Somalia

are experiencing rising tensions, security breakdowns, and human rights abuses. Meanwhile, Rwanda, Tanzania, and Uganda are increasingly limiting spaces for dissent, with reports of harassment targeting critics and political opponents.

In Kenya, there has been a troubling rise in cases of kidnappings, extrajudicial killings, enforced disappearances, and restrictions on freedoms of expression and association.

The mentioned situations are worsened by the global resurgence of populism and authoritarian nationalism, which undermine the rule of law.

These factors exacerbate pre-existing challenges such as inaccessible legal systems, judicial corruption, and insufficient coordination between justice service providers.

The countries most affected by these issues include Burundi, Eritrea, Djibouti, South Sudan, Sudan, and Somalia.

Additionally, inadequate legislative and judicial independence, a poorly resourced independent civil society, a widespread culture of impunity and political patronage, and the reluctance of states to prosecute powerful individuals and entities further compound the problem. Leadership in these countries tends to be unaccountable and unresponsive.

At the same time, there are growing concerns about the shrinking civic space. Indicators of this decline include restrictive regulatory frameworks; disproportionate penalties for non-compliance, and restrictions on freedoms of the media, expression, and assembly.

Moreover, surveillance of civil society actors, activists, and other dissenting voices has



become increasingly common. Several African states have become bolder in challenging the efforts of activists and civil society organizations. For instance, countries like Burundi, Ethiopia, Kenya, and Uganda have seen numerous cases of protesters being kidnapped, detained, intimidated, harassed, brutalized, or even killed by security forces.

Similarly, Tanzania has enacted laws that restrict citizens, activists, journalists, bloggers, and other independent voices from exercising their fundamental freedoms.

### 2.1.3 Elections and Political Transitions

**E**lections are the primary means of transferring political power in Africa. They play a crucial role in deepening and consolidating democracy, provided they are conducted within a framework governed by the rule of law. Consequently, most African countries have established comprehensive constitutional, legal, and institutional frameworks to ensure that elections are free, fair, and peaceful. However, despite these frameworks, elections in Africa are frequently marred by unrest, violence, and allegations of fraud, as seen in countries like Kenya, Uganda, Burundi, and the Democratic Republic of the Congo (DRC). Key concerns often include claims of electoral manipulation, lack of independence of



Electoral Management Bodies (EMBs), weak citizen agency, misinformation, voter bribery, political violence, and violations of rights by security agencies.

Over the past two decades, several African countries have witnessed controversial constitutional amendments aimed at allowing incumbents to extend their terms and centralize political power. Examples include changes in Comoros, Egypt, Gabon, Togo, Algeria, Chad, Rwanda, Burundi, the DRC, and Uganda.

These amendments typically occur prior to elections and often seek to undermine existing, though imperfect, democratic principles, political participation, the separation of powers, and the alternation of power. Attempts to oppose these changes have frequently been met with brutal crackdowns on dissenting voices.



## 2.1.4 Human Rights Status

**A**frican human rights discourse has experienced both progress and setbacks over the past decade across various sectors and instances. This situation is shaped by a complex historical background, as well as economic, political, and social factors.

Despite these challenges, an emerging community of knowledgeable individuals, especially tech-savvy youths, continue to influence human rights discussions in the region.

Civil society organizations, independent media, and regional bodies like the African Commission on Human and Peoples' Rights (ACHPR) play essential roles in advocating for accountability and reforms.

The growing use of digital platforms has empowered citizens to document and report human rights abuses, thereby increasing pressure on governments to uphold human rights standards.

Additionally, democratic transitions, judicial activism, and grassroots movements have led to positive changes in some countries.

However, sustaining these achievements remains challenging due to limited political will, inadequate regulatory infrastructure, and weak collaboration between governments, civil society, and international partners.

This lack of cooperation hampers efforts to ensure that human rights are respected and upheld for everyone.

Many African countries have ratified international human rights treaties and included fundamental freedoms in their constitutions.

However, in practice, they often fail to meet these commitments. Issues such as political repression, restrictions on freedom of speech and assembly, and arbitrary detentions persist in several nations.

In some cases, authoritarian governments use security concerns and counterterrorism measures as justifications for suppressing dissent. Additionally, conflicts and instability in regions like the Sahel, the Horn of Africa, and the Great Lakes have resulted in widespread human rights violations, including forced displacements, extrajudicial killings, and gender-based violence.

Socio-economic justice continues to be a major challenge across the continent, with millions of people lacking access to basic necessities such as healthcare, education, and clean water. Discrimination against marginalized groups including women, persons with disabilities, LGBTQ+ communities, and ethnic minorities further restricts their access to opportunities and justice.

Additionally, issues related to land rights and resource exploitation are contentious, as large-scale land grabs and environmental degradation often displace local communities without adequate compensation or recourse.





## 2.1.5 Access to Justice

Justice needs remain unmet in many African countries, with over 50% of cases resulting in unsatisfactory outcomes. Most citizens face challenges such as opaque legal processes, long distances to courts, lack of legal representation, unaffordable legal assistance, and discriminatory practices that further marginalize the majority from accessing justice.

Despite this, many countries, through the African Commission, continue to promise improvements in access to justice within their national action plans.

Inadequate and inequitable access to justice presents a multifaceted challenge, with rural and urban communities experiencing different forms of disparities.

These disparities become more pronounced when considering the intersectional vulnerabilities that define individuals, groups, or communities. The gap in unmet justice claims is further exacerbated by diminished public trust in judicial and legal systems, often stemming from allegations of corruption, political interference, state capture of judicial institutions, and a low appreciation for alternative justice systems.

Despite these obstacles, several countries showcase progressive, people-centric milestones in access to justice. For example, Kenya has made significant advances through the National Council on Administration of Justice by localizing court users' committees, piloting mobile courts, adopting policies for Alternative Justice Systems, and establishing a national legal aid service.

Additionally, Kenya has digitized court procedures and established specialized courts to address complex issues such as child matters, sexual and gender-based violence (SGBV), and environmental and land disputes. Similarly, South Africa has committed to

institutionalizing community advice offices (CAOs) to make community paralegal services a permanent feature in advancing access to justice. Liberia has also included a framework for investing in public legal education in their 2017-2019 Open Government Partnership Action Plan to enhance trust in the formal justice system.

Intersectionality statistics indicate that, despite youth being the majority population in Africa, they are the hardest hit by poverty. Approximately 50% of the African population is composed of youth aged 19 and below. Unfortunately, social injustice impacts this demographic more severely than it does others.

Similarly, women are often victims of serious crimes with limited access to satisfactory justice, and they face multiple challenges within a judicial and correctional system that tends to reinforce systemic, cultural, and attitudinal biases. Women and youth offenders in most African remand homes and prison, are largely accused of survival crimes, yet the penal and correctional system is ill designed to respond to their needs.

In many African remand homes and prisons, women and youth offenders are primarily accused of survival crimes. However, the penal and correctional systems are poorly designed to meet their specific needs.

Data shows that violent crime rates in sub-Saharan Africa have escalated significantly, rising by 300% per every 100,000 population in 2015 compared to a 125% increase in the years leading up to 2000.

This trend is worrying, especially as youth unemployment continues to rise alongside the youth bulge. There is an ongoing and pressing need for reform in the justice system to better address the needs of women and youth.

## 2.2 Economic & Social Context

### 2.2.1 Economic, Social and Cultural Contexts



**A**frica has experienced significant socio-economic transformation over the last decade. The African Union's Agenda 2063 emphasizes the importance of people's engagement and ownership as crucial factors in achieving its goals.

The continent's growth potential is rooted in its abundant natural resources, a large educated youth population, and a rising middle class. However, despite these opportunities and achievements, poverty remains a major issue, with 30% of the population living below the global poverty line.



Other challenges include inequality, poor governance, illicit financial flows, food insecurity, conflicts, terrorism, and vulnerability to economic shocks.

Key economic challenges include endemic corruption, impunity, labour abuses, exploitative capitalism, and the repatriation of wealth or illicit financial flows by powerful corporate entities and individuals.

Measured in money terms, Africa is the most unequal of the continents. Inequality and exclusion in Africa manifest in access to opportunities, decision making, enjoyment of rights, and the ability to contribute at full potential to society.

Inequitable sharing of resources and opportunities is, in this regard, a key driver of inequalities. There also exists pervasive discrimination against women, persons with disabilities, refugees/internally displaced persons, and minority groups.

Discriminatory socio-cultural norms, perceptions, and unequal power relations play a key role in holding back these groups from engaging in important socio-economic and political spaces.





Yet 34 per cent of households are below the international poverty line and, with a regional Gini coefficient of around 0.40, they form part of some of the most unequal societies in the world.

There has also been a notable increase in the levels of religious, ideological, and cultural conservatism and moralistic tendencies. These are exemplified amongst others by the increasing cases of femicide and harassment of gender non-conforming groups. It is therefore important that the issues of exclusion and closing of the civic space are addressed at all levels.

Separately, there is a growing number of powerful Multi-National Corporations (MNCs) in the manufacturing, extraction and telecommunications sectors that infringe on people's labour and natural resources rights. Mostly, such MNCs are protected by corrupt State officials.

Often activists who raise concerns about malpractices by these corporations are harassed, killed or labelled 'anti-development'. Such MNC actions disenfranchise communities of common goods, making them slide deeper into poverty.



## 2.2.2 Environment, Natural Resources Governance

Africa is rich in natural resources that, if managed properly, can drive inclusive growth and economic transformation. Many African countries have made notable improvements in environmental and resource governance.

This progress includes the development of progressive policies and institutional frameworks that address various areas such as land, the environment, and climate change. However, the implementation of these policies is often weak due to limited political will, a culture of impunity, and corruption.

Further population pressure, deforestation, coastal modification, degradation of ecosystems and unsustainable use of these resources threaten vulnerable habitats, biodiversity, livelihoods, and long-term food security.

Additionally, commodification of natural resources leading to privatized systems of extraction, production, distribution, and consumption have profoundly embedded inequalities.

African countries haven't paid sufficient attention to land use planning, with rampant non-adherence to rules for conversions between the various land uses, with land use change being a leading cause of climate change in Africa.

These are in addition to challenges of limited actualisation of communal tenure rights despite the growing global recognition of indigenous people in the protection and rehabilitation of biodiversity and natural resources.

Land faces degradation, dispossession, pollution, loss of rangelands or farmland, and major contestations around use, management, and ownership rights. The growth in fossil fuel exploration/ extractives



energy, large infrastructure, and large-scale agriculture projects is also notable, putting more pressure on available land.

With regard to climate change, extreme weather events continue to have a great impact on the world's poor and most vulnerable populations.

While Africa has contributed the least to global warming, it is the most severely affected by climate change impacts due to its widespread poverty, limited resilience, and adaptive capacities.

Challenges include land degradation, loss of water retention and desertification, affecting biodiversity, agricultural productivity, food security, incomes, and safety nets of millions.



## 2.2.3 Information and Communication Technology/Digitisation

**A**frica has experienced dramatic advances in internet penetration, increased use of mobile telephony, social media, and other web-based platforms.

Many African states and investors are racing to enhance internet connectivity to stimulate economic prosperity and increase human and social capital.

However, while these advances provide opportunities for service delivery efficiencies, there are growing risks of data insecurity, invasion of citizen privacy, and service access limitations due to limited internet access for many people.

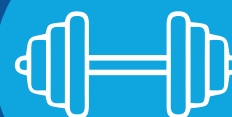
The digital space has fast grown into an economic, political and social reorganisation frontier that's positively changing users' lives regarding economic opportunity or as a space for civil and political rights such as freedom of expression and right to information.

Similarly, it has become a platform where governments are applying reprisal practices to trace, police and prosecute critics, advocates and defenders of democracy, good governance, access to justice and inclusion amongst others.



## 2.3 Summary of Strengths Weaknesses Opportunities and Threats

- High intellectual and social capital base within the ICJ Kenya membership.
- Credible brand image, visibility and repute. ICJ Kenya is well respected across sectors.
- Impressive track record in governance and justice work (we are subject matter experts).
- Leadership, knowledge and expertise aiding in the engagement in strategic spaces and places.
- Diverse knowledgeable and committed pool of staff and leaders (Council, management).
- Well-developed policies and structures; Also, facilitative systems and control environment.
- Well established membership (social capital, technical resource).
- Basic assets in place (including own office space/ building).



S

- Slow adaptability to the fast-shifting donor landscape.
- Insufficient member mobilisation & engagement (and tapping from them).
- Inadequate diversity of resource base (capacity, structures for fundraising).
- Staff complement (size) not fully aligned with the growing workload.
- Limited community presence/engagement.
- Reporting remains at activity/ output levels.

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- Potential for strategic partnerships with global regional advocacy groups, networks and actors.
- Increasing levels of awareness of rights/ civic action by the youth in Kenya and beyond.
- Advancement in ICT presents potential for innovation, growing reach and internal efficiencies.
- Existing justice sector and human rights forums and coalitions helps enhance voice and solidarity.
- Global & national legal & policy instruments that offer a firm foundation for governance work.
- An emerging community agency through established structures of paralegal networks, coalitions and social media.
- Opportunity for creative programming originating from privileged impunity, disregard of the rule of law, constitutional discordance & state of capture of constitutional and independent offices.
- Strong collaborations with a variety of complementary actors.

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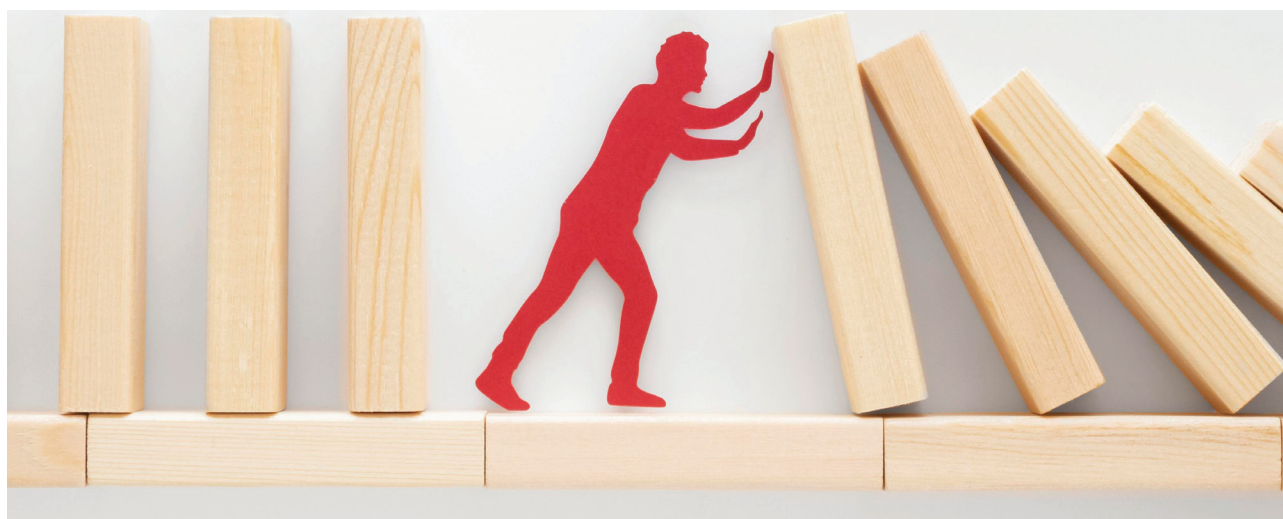
- Shifting funder policies and priorities.
- Intolerance by the state and its agencies over human rights advocates and defenders.
- Growing levels of disinformation/ misinformation.
- Increasing frequency & severity of disruptions (war, climate change, political events etc.).
- Increased surveillance and infringement on privacy or digital rights.
- Various economic challenges (inflation, budgeted corruption, burgeoning debt).



## 2.4 Looking Back: Lessons and Critical Success Factors

ICJ Kenya has identified several key lessons and recommendations for its successful growth and development, in the prism of programs, resource mobilisation, financial management and competency resilience. These insights aim to enhance focus, strengthen partnerships, and promote organizational resilience while adapting to the changing landscape of human rights and advocacy. The following are some essential insights or lessons learned:

1. The ongoing relevance of ICJ Kenya's work requires attention to the emerging realities and future scenarios presented by shifting operational contexts. This necessitates strengthening agility, awareness, and adaptive capacity, along with improving program integration and the ability to adjust strategies as circumstances evolve.
2. It was observed that the scope defined in the previous strategy was overly ambitious and lacked adequate resources. Therefore, ICJ Kenya should consider a strategy of "depth over breadth," concentrating on fewer areas of work to ensure a greater impact.
3. ICJ Kenya recognizes that, to thrive, it must enhance its investments in resource mobilization, business development, partnership development, strategic communications, and effectively reporting the outcomes and impacts of its work.
4. The legitimacy of ICJ Kenya is significantly linked to its membership. We acknowledge the need to grow the membership base and deepen engagement. Hence, we will actively explore and invest in innovative ways to recruit, nurture, and engage ICJ Kenya members.
5. Technological advancements offer great opportunities for implementing innovative programming methods, expanding reach, and scaling impact. Therefore, we will leverage technology to promote digital activism, strengthen judicial systems, and enhance institutional controls and efficiencies.
6. The complexity and sensitivity of our work necessitate close collaboration with other stakeholders through a systems approach. As part of our growth strategy, we will invest in strategic partnerships across various sectors, including academia, media, and the private sector, as well as at different levels, from grassroots to global.



## 3.0 Strategic Choices

### 3.1 Conceptual Framework

ICJ Kenya aims to contribute to a just, inclusive, democratic, and empowered society throughout Africa. We recognise that poverty, inequality, and governance are closely interconnected and often reinforce one another.

In this context, ICJ Kenya believes that effective governance and the rule of law are essential for achieving economic prosperity, social cohesion, poverty reduction, and ecological sustainability.

They are also crucial for the full realization of human rights, fundamental freedoms, and socio-economic justice. The rule of law should guide how wealth, resources, and power are distributed.

Reducing poverty and its effects will likely be ineffective without consistent and adequate investments in good governance and the rule of law, as well as the promotion and protection of economic, social, and cultural (ECOSOC) rights that combat corruption.

Additionally, without incorporating people's input in governance improvements, it will not be possible to lift vulnerable groups, particularly youth, women, and marginalized communities out of chronic poverty solely through social and economic approaches, and vice versa.

To achieve sustainable system-level change, the approaches mentioned earlier must be supported by investments aimed at shifting social power relations. This includes a focused effort on youth empowerment and movement building, reforming regulatory frameworks, and transforming retrogressive norms.

In particular, integrating ECOSOC rights and environmental justice with the rule of law provides a strong foundation for improving governance, building resilience, and enhancing human and ecological well-being.





## Diagrammatic represent

### What we exist to do (mission)

To promote human rights, democratic governance, justice & rule of law in Africa.  
Such challenges are often by political instability, weak regulatory frameworks, authoritarianism, weak institutions corruption, privileged, impunity, and inadequate civic engagement.

### Immediate Changes (outputs/use of outputs)

Existence & submission to pro-people regulatory frameworks and progressive social norms.

Citizens are empowered ; have greater voice /agency; hold duty bearers to account ; and effectively claim their rights.



### Expected mind term

- Regulatory frameworks ringfenced/ protected.
- Adherence to rule of law & constitutionalism.
- Judicial Independence, effectiveness and efficiency.
- Effective separation of powers.

### Principles and

ICJ Kenya believes that entrenchment of rule of law, changes in regulatory & institutional frameworks, collaboration with complementary actors across all power towards such change,

1. Advancing Justice and Democracy.
2. Championing Equality and Inclusion Rights.
3. Promoting Economic Justice.
4. Consolidating Institutional Excellence.



# ation of this theory of change

Duty bearers have capabilities (and attitudes) needed to effectively & efficiently deliver on their mandates.

ICJ Kenya and other CSOs are credible, capable, vibrant and effectively deliver their mandates.

Access to comprehensive information, data, evidence for decision making advocacy.

## Long - term changes (outcomes)

Government is democratic, open, effective and accountable.

Fundamental human rights and freedoms accessed.

Sustainable human and ecological wellbeing.

## changes (intermediate outcomes)

- Increased trust in public institutions / duty bearers.
- Access to redress for victims of abuse.
- Human rights are protected and promoted.
- Society is more inclusive.
- Natural resources are well managed.
- Equitable distribution of benefits of public resources.
- Informed decision making by all actors.
- Civil society is trusted well resourced and effective.

## Ultimate change (impacts)

A just inclusive and Equitable society where everyone lives in dignity.

## Assumptions

democratic governance and protection of human rights is a long - term process that requires and actions. We understand that sustainable system level changes in this regard will require sectors and levels. We hope that all concerned actors will have enough political will and make the investments needed to enable such changes.

## 4.0 Strategic Objectives, Outcomes, and Interventions

This section outlines ICJ-Kenya's planned work in Africa, emphasizing the set objectives, expected outcomes, and key strategic interventions for the six-year strategic period. While the primary focus will be on Kenya, the issues addressed within the three strategic result areas will adopt a continental perspective. This approach will involve regional strategies and strong partnerships in select countries.

### 4.1 Justice and Democracy

**Overview:** Although the state of democracy in the region provides mixed evaluative positions, the crossroad is clear.

There is an emerging trend of coups in some quarters of the continent while others demonstrate powerful democratic shifts and transitions.

Ethiopia, Sudan and Burkina Faso speak to the former while Kenya, Zambia and Ghana for the latter. While legal, policy, and institutional frameworks exist to uphold justice, equality, and human dignity, the lived experiences and realities of many citizens tell a different story.

Deep seated wealth inequalities explained by 10% richest Africans concentrating nearly 71% of total wealth, more than double the wealth held by the bottom 90%, alongside systemic exclusion, and governance failures perennially undermine democracy, especially reducing its significance for those it is meant to serve.

Fewer than half (45%) of Africans think their countries are mostly or completely democratic, and only 37% say they are satisfied with the way democracy works in their countries. Most indicate that satisfaction with democracy has dropped precipitously by -40.

This poses a bigger risk to the realisation of Sustainable Development Goals (SDGs), where inherent dignity is concomitant to just leadership and access to justice.

Increasingly citizens find themselves subject to state intimidation and constricted opportunities for justice. In the face of critical institutions' independence being threatened, besides of those who demand accountability, including Human Rights

Defenders, journalists, community organisers, opinion shapers, digital and artistic activists, the state of democracy continues to suffer systemically driven harassment, repression and suppression. At the same time, the security sector remains a tool of state control rather than a guardian of public safety, deepening distrust between governments and the people.

**Purpose of the result area:** We aim to reimagine democracy from the ground up by moving away from archaic, state-centric governance models and adopting a people-driven approach that prioritizes inclusion, innovation, and resilience.

This perspective recognizes that democracy is no longer solely about elections and formal institutions; it is about empowering communities to mobilize, galvanize, and amplify their voices in demanding justice, equitable services, and access to fundamental rights for all.

Our role is to contribute to the democratic re-engineering process and its outcomes, which should prioritise practices that are people responsive, justice focused, and service oriented. These practices must be grounded in Article 1 (1) of the International



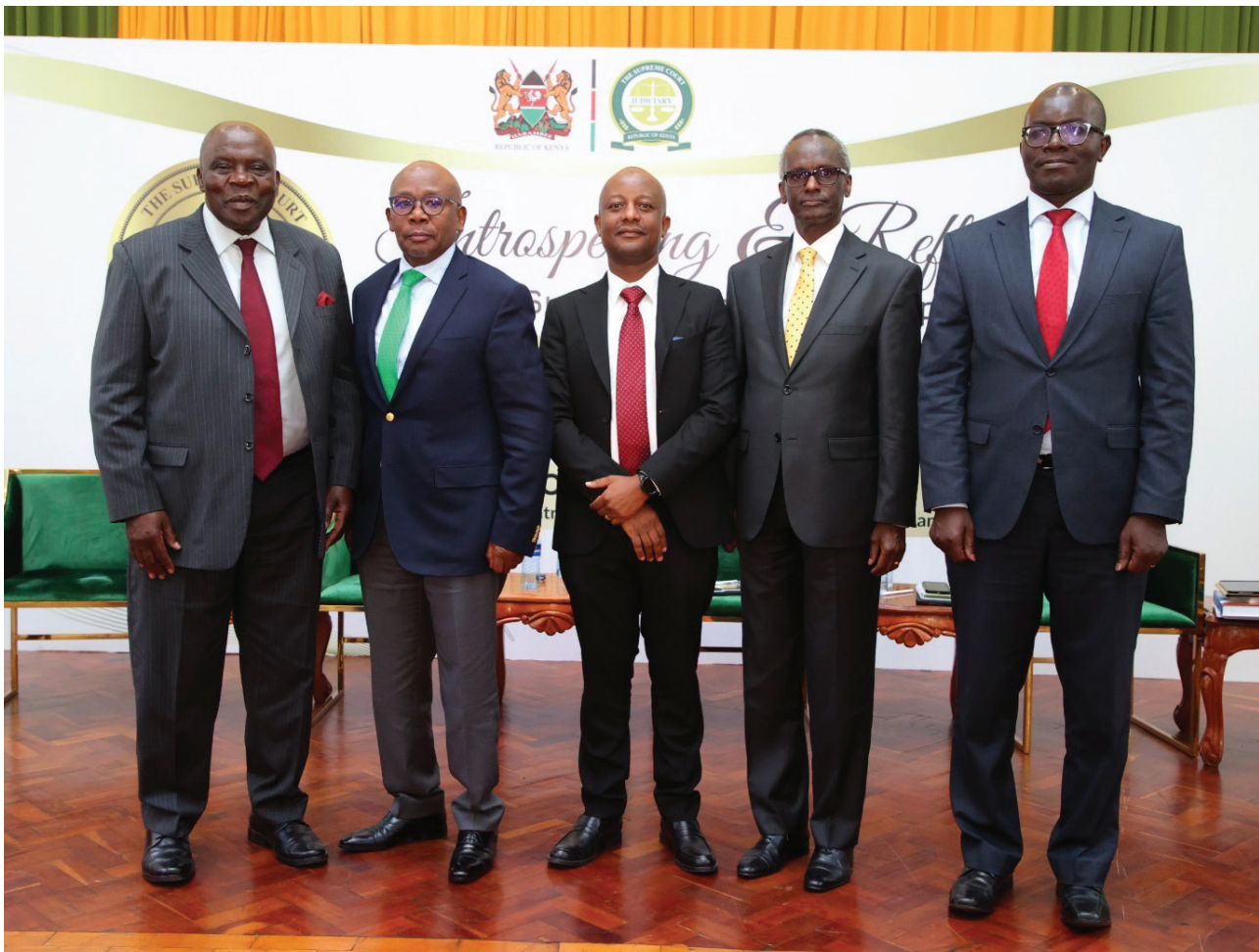
Covenant on Civil and Political Rights, as well as Article 10 of Kenya's Constitution, and align with the Africa Agenda 2063. Additionally, they should incorporate the United Nations' Sustainable Development Goals (SDGs) and the African Charter on Democracy, Elections, and Governance (ACDEG). These frameworks

emphasize that true democracy must be centred on the people, work for their benefit, and be built upon strong institutions, an engaged citizenry, and a justice system that upholds the rule of law without compromise.

To achieve this, we are driving interventions in three key areas:

1. **Constitutional independence** – Leading and collaborating with like-minded institutions to advance policies and practices that prioritise the protection of the constitution, ensuring democracy, justice, and the rule of law within governance.
2. **Justice Sector Strengthening** – Advancing a justice system whose multiplicity works effectively to address the intersectionality of the people, ensuring accessibility, fairness, and responsiveness to their needs.
3. **Public Safety Governance** – Focusing on ordinary citizens, especially the marginalised and vulnerable individuals whose voices are often overlooked, it is essential to transform our security and safety infrastructure.

This includes reforming policing practices to reduce repression while enhancing protection, accountability, integrity, dignity, and a human rights-based approach to law enforcement.



## 4.1.1 Constitutional Independence

**Overview:** A robust and independent constitutional order goes beyond just institutions; it is fundamentally about *protecting and upholding the rights, voices, and aspirations of the people*. In many African countries, constitutions are often viewed as instruments of power. However, their true purpose is to serve the people, defend democracy, and establish a foundation for justice and governance that prioritizes the welfare of citizens.

In this sub-area, ICJ Kenya aims to transform constitutionalism from a mere ideal into a practical reality. This involves strengthening institutions to make them more effective for the people and ensuring that legal and policy frameworks are transparent, inclusive, and responsive to the needs of citizens. Our focus extends beyond legal formalism and institutional enhancement; we strive to ensure that constitutionalism is experienced in people's daily lives..

Our primary goal is to bridge the gap between constitutional ideals and practical governance, ensuring that constitutional protections are upheld and actively implemented. In this context, we aim to be a strategic hub for thought leadership, research, and advocacy focused on democracy, governance, and elections across Africa.

**Expected Outcome:** Entrenched constitutionalism and respect for constitutional order

### Indicators of Change/ Key Performance Indicators (KPIs)

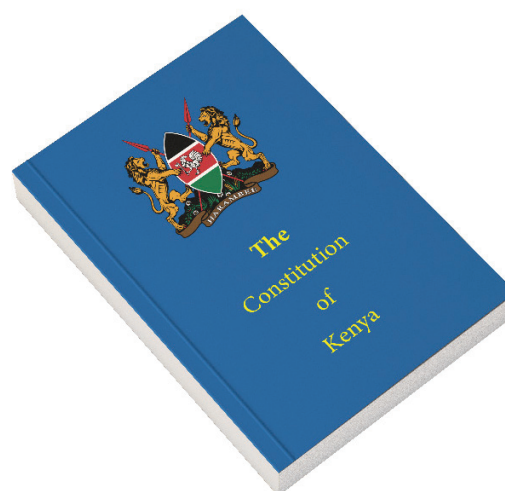
1. Constitutional amendments, if any, are governed by the defined tenets of the rule of the law.
2. Public confidence reports on independent offices and commissions' delivery of their mandate
3. Changes in the degree to which the electoral process are within law and reflect the will of the electorate.

### Strategic Interventions:

1. Establish, promote and protect movements of youth, women, and other vulnerable groups alongside other CSO's to safeguard the principles and practices of law and policy in resonance with the Constitution.
2. Promote relevant law, and policy development and reforms through policy position/working papers, policy conferencing and strategic/ PIL towards any violations of the Constitution or related regulatory and institutional frameworks.
3. Facilitate public awareness/ education, movement building and organisation on

electoral processes, reforms, rights and obligations of the citizenry and institutions.

4. Strengthen select electoral management bodies, processes and dispute resolution mechanisms.
5. Strengthen institutional competencies of select constitutionally mandated commissions and offices in defence of the Constitution.
6. Develop, consolidate and disseminate knowledge and information on constitutionalism.



## 4.1.2 Justice Sector Strengthening

**Overview:** We are committed to establishing a justice system that is both diverse and legitimate, one that enables people-led accountability while fostering public trust and confidence in justice claims and solutions. Our focus is on promoting equality, equity, and affirmative action to ensure inclusive access and benefits for all individuals, regardless of their backgrounds or identities. We aim to advance fairness, uphold human dignity, and drive rights-based outcomes in dispute resolution processes. Our commitment is motivated by the urgent reality that over 75% of people in Kenya and across the continent continue to struggle to access justice due to widespread violations of the rule of law, poor implementation of policies and laws, corruption, competing interests across sectors, systemic inconsistencies, and overlapping institutional mandates.

Our approach balances the imperative for rights holders to advocate for accountability with the need for duty bearers to respond effectively within the frameworks of human rights, the rule of law, and non-discriminatory service provision. Our primary objectives are to achieve comprehensive legal reforms, safeguard judicial independence, and enhance accountability and efficiency within the justice sector, all while maintaining a strong focus on people-centered outcomes. We firmly believe that the true measure of institutional importance and success lies in the lived experiences and well-being of the people.

In pursuit of these goals, we are committed to advancing a criminal justice system that is fair, transparent, and transformative—one that consistently upholds the dignity, rights, and freedoms of all individuals. Our focus is on reforming criminal justice processes to eliminate systemic inequalities, promote greater accountability, and build lasting public confidence in justice institutions. We strive to create a system that delivers people-centered outcomes through accessible, humane, and rights-based interventions, with particular emphasis on protecting marginalized and vulnerable groups.





We are driven by the recognition that in Kenya and across Africa, millions continue to suffer from injustices linked to arbitrary arrests, prolonged pretrial detention, overcrowded prisons, outdated and colonial-era laws, harsh penal punishments such as the death penalty, discriminatory policing practices, and the criminalization of poverty and social status. These challenges are exacerbated by weak institutional frameworks, chronically under-resourced justice systems, and limited access to legal aid services, all of which reinforce cycles of injustice and deepen inequality.

Our strategy seeks to balance the rights of individuals to fair treatment with the obligations of state actors to administer justice under the principles of constitutionalism, human rights, and the rule of law. We prioritize the decriminalization and reclassification of petty offenses, the promotion of non-custodial alternatives to incarceration, the protection of due process rights, and the abolition of the death penalty as critical pillars of reform.

Ultimately, our vision is to realize a criminal justice system where legal reforms are responsive, judicial processes are efficient, independent, and accessible, and the lived experiences of all people, especially the poor, marginalized, and vulnerable, are marked by true justice, equity, and dignity.

**Expected Outcome:** Increased judicial accountability, independence and adoption of fair justice practices.

#### Indicators of Change/ KPIs

1. Strengthened Independence of Judges, Lawyers and Prosecutors.
2. Improved public perception and confidence in the justice chain (National Council on Administration of Justice (NCAJ), Judiciary, Office of the Director of Public Prosecution and National Police Service).
3. Increased and Ringfenced resources for the Justice Sector Actors.
4. Strengthened Accountability and Oversight Mechanisms in the Justice Sector.
5. Increased uptake of the people-centred Justice approaches such as Alternative Justice Systems and Non-custodial Alternatives to sentencing.
6. Reformed human rights-centred criminal Justice system.

#### Strategic Interventions:

1. Provide technical support (NCAJ and other committees) and capacity building to the justice chain, criminal justice actors and institutions on legal and policy issues.
2. Research and develop relevant policies, practice guidelines that promote integrity, accountability, best practices and international standards within the Justice Sector.
3. Support the criminal justice sector and relevant actors in policy development, advocacy, and research on criminal justice matters, i.e abolition of the death penalty and criminalisation of poverty and status.
4. Undertake budget advocacy and diplomacy to achieve optimum resources for key justice sector actors.
5. Strengthen independent oversight bodies towards an accountable Justice sector.
6. Convene public and civil society engagement to reorient the judiciary and criminal justice system towards people-centred reforms and processes.
7. Utilise regional and international human rights mechanisms to bring attention to systemic justice failures and pressure for reforms.



### 4.1.3 Public Safety Governance (PSG)

**Overview:** An effective security infrastructure is just one part of a broader public safety ecosystem. This ecosystem should involve duty bearers and rights holders in law enforcement decisions, ensuring that citizens' voices, concerns, and needs are fully addressed. It is the right of the public to access a safety system that operates on democratic principles, human rights, inclusion, non-discrimination, and representation within a framework of social justice.

We recognize that trust in law enforcement agencies is currently at an all-time low. Our approach aims to shift away from reactive, militarized policing toward community-oriented problem-solving models. We also understand the importance of holding law enforcement accountable, particularly in cases of misconduct that lead to extrajudicial killings, abductions, and enforced disappearances. Such issues severely undermine civil liberties, as outlined in many national constitutions. Security services must be regarded as a fundamental aspect of the rule of law, justice, safety, and accountability.

**Expected Outcome:** A public safety ecosystem in which security and law enforcement agencies practice community-oriented problem-solving services high on professional ethics, transparency and accountability.

#### Indicators of Change/ KPIs

1. Progressive reviewing and updating of standard operating procedures to reflect adoption and compliance to human rights approaches.
  2. Improved democratic policing knowledge, problem solving models, and community driven strategies amongst law enforcement agencies and select communities.
  3. Strengthened civilian policing oversight authority
  4. Safeguarded civic space, particularly freedom to protest and freedom of expression.
  5. Improved public/community trust and confidence in policing solutions.
2. Offer technical assistance to security sector actors/ institutions, including Police Reform Working Groups and Missing Voices, through training, technical support, and resource allocation.
  3. Build strong community agency through police reform working group, citizen movements, youth, online and offline communities through knowledge, community advisory centre, social justice centres on the right to protest and assemble.
  4. Influence law and policy reforms through strategic/ PIL to reinforce legal protections, address abuses, and advance reforms that secure justice and accountability.
  5. Monitor, evaluate, and report on legal accountability to ascertain compliance with human rights tenets within the security sector governance.

#### Strategic Interventions:

1. Facilitate the development, review, and implementation of security sector laws, policies, and frameworks to ensure they are aligned with democratic principles, including community policing, human rights, and accountability standards.

## 4.2 Access to Justice

**Overview:** Many countries in Africa continue to face significant human rights violations, both local and international in scope. These violations disproportionately affect under-resourced, vulnerable, marginalized, and excluded individuals, further entrenching them in precarious situations where access to justice services remains difficult. The escalating crimes against girls and women, now manifesting as femicide, as well as abuses against boys and gender minorities, are becoming increasingly brutal and cyclical. Despite the existence of good laws and ongoing efforts to combat a growing culture of human rights violations, these trends seem to evolve in more subtle and insidious ways.

These patterns are also evident in crimes recognized on a global scale. Atrocities and crimes against humanity persist in certain areas. While countries like Rwanda, Sierra Leone, and Liberia have been addressing their pasts regarding genocide, new crises seem to be emerging, as seen in South Sudan, the Democratic Republic of Congo, and Sudan. This points to an uncertain future for vulnerable communities, marginalized ethnic groups, and those facing political extermination.

We are concerned that in both local and international contexts, accountability for perpetrators is often distant. This distance can prolong, if not impede, the ability of victims and survivors of human rights violations to access justice. We recognize the existing initiatives aimed at improving local access to justice, as well as those promoted internationally, such as the African Court on Human and Peoples' Rights and the International Criminal Court (ICC), among others. We are also aware of the initiatives that have contributed to national reconciliation processes and institutions, all within the framework of seeking justice. We aim to realize the human rights of every individual and promote inclusion for all, regardless of their identity, background, religious beliefs, political views, or life circumstances.

We may establish and participate in collaborative, multi-sectoral efforts to strengthen interventions that address the complex challenges faced by those with less negotiating power in seeking justice, particularly by promoting accountability for perpetrators.

The expected outcomes, KPIs and interventions for the subareas are presented here below.

### 4.2.1 Legal Empowerment

**Overview:** There has been a significant weakness in the justice system, particularly regarding the limited opportunities available for prisoners (inmates) to learn, understand, prepare for, and successfully navigate their exit from the justice system. At the same time, prison officers (professionals) are facing resource and capacity challenges that hinder their ability to effectively carry out their managerial and operational responsibilities.

This is especially difficult when dealing with inmates who have mental illnesses. Persons with mental disabilities, and in particular, those with intellectual disabilities are often excluded or marginalised in society and by the justice system. While mental health is linked to virtually every key issue in development, people living with mental illness are the most likely to be excluded from development interventions.

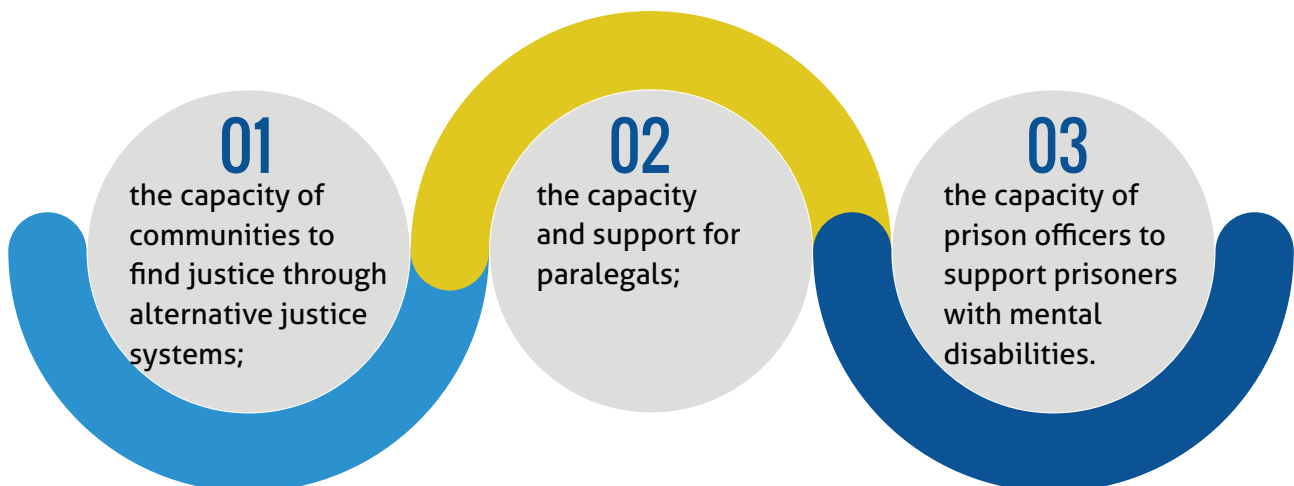
Some of the challenges include limitation of legal capacity, legal technicalities, limited understanding of their rights during the legal process, capture and arrest over petty offences,



limited access to justice amongst others. In light of the above, training prison officers on the rights and needs of persons with disabilities particularly those with intellectual disabilities or mental health conditions to ensure that no one is subject to discrimination, abuse, or neglect while in custody.

Our approach to closing this justice gap is to establish a strategic Legal Empowerment Hub (LEH). This hub will promote the institutionalization of legal empowerment resources (Fund Port), legal accountability, paralegal support, and technical assistance for correctional professionals. It will also incorporate relevant psychosocial mechanisms and emphasize human rights, in accordance with the Mandela Rules, in their work.

The sub-area will address challenges in the areas of;





**Expected Outcome:** Enhanced community-driven access to justice and inclusion of marginalised categories in the justice chain.

#### Indicators of Change/ KPIs

1. Noticeable steps for the institutionalisation of legal empowerment into mainstream government programming, and funding.
2. Community agency of local actors, paralegals, and Civil Society Organisations promoting legal accountability and justice within the grassroots.
3. Increased reference of disputes to alternative justice systems, as part of legal empowerment programming at the grassroots.
4. Improved people-led policy and legal reforms that entrench legal empowerment initiatives within grassroots frameworks to expand opportunities for the indigent, marginalised, minorities and vulnerable.

#### Strategic Interventions:

1. Structured state and nonstate engagements that point to the institutionalisation of legal empowerment into mainstream government programming, and funding.
2. Development of policy position and working papers to guide in the development of sustainable practices for legal empowerment and technical support.
3. Build, enhance and deploy the capacities of capabilities of local grassroots actors such as paralegals, paralegal support networks and CSOs to deliver legal aid in the community.
4. Provide technical assistance on human rights-based approaches to correctional professionals to improve the correctional infrastructure in the region.

## 4.2.2 Combating Gender - Based Violence

**Overview:** Women, children, and gender minorities are often vulnerable to various forms of gender-based violence (GBV), yet they frequently find it difficult to access justice. While we value the efforts and discussions initiated by other organizations, we are concerned about the shortcomings in the criminal justice system that hinder the chances of justice for survivors.

Additionally, essential legal knowledge is primarily located in urban institutions, leaving significant gaps in rural areas and within private sector agencies that have limited connections to GBV support networks in communities. Our approach aims to advocate for legal, policy and institutional reforms within the criminal justice system while supporting paralegal networks in rural and private sector environments.

This will help survivors pursue justice and engage in meaningful legal empowerment discussions. Furthermore, we plan to create a GBV knowledge hub that will serve as a valuable resource for justice and social actors, offering tools for learning and setting standards to enhance opportunities for healing and justice.



**Expected Outcome:** Enhanced access to Justice for victims of GBV.

#### Indicators of Change/ KPIs

1. Increase in number of reforms proposals adopted and integrated into laws and policies that reduce opportunities and prosecution of SGBV.
2. Increases success in the prosecutions of perpetrators of GBV.
3. Communities of Practice (COPs) proffering legal empowerment as preferred tool for GBV survivors legal support.

#### Strategic Interventions:

1. Research and advocacy to inform legal, policy and institutional reforms for enhanced access to justice for victims and survivors of GBV.
2. Facilitate dialogues within communities to encourage the community to stand against GBV.
3. Support initiatives that enhance better reporting mechanisms, victim support services, and perpetrator accountability.
4. Leverage ICJ Kenya membership to increase access to legal aid for GBV survivors.
5. Campaign for the establishment of a comprehensive forensic laboratory (centre) on GBV matters.

### 4.2.3 Accountability for Atrocity Crimes

**Overview:** In recent years, Africa has seen a significant rise in the perpetration of mass atrocity crimes against civilian populations. The commission of these crimes demands accountability for survivors, investigations into the crimes, as well as just reparations and guarantees of non-recurrence for survivors and affected communities

In most situations where atrocity crimes are committed, serious concerns remain regarding both the political will and acting capacity of the relevant states to ensure survivors and victims receive the justice they deserve and the states embark on meaningful transitional justice processes.

Accountability is essential to the overarching goal of enhancing justice for survivors and communities affected by mass atrocities in Africa, reinforcing the fight against impunity.

To achieve this, ICJ Kenya aims to strengthen legal mechanisms for prosecuting, promote transitional justice, and in solidarity with survivors and affected communities support them to identify effective options for seeking justice and appropriate reparations.

Ultimately, these efforts will contribute to strengthening the culture of accountability even for the gravest of crimes and fostering sustainable peace and security in Africa.

**Expected Outcome:** Increased voice and action in the push for accountability for atrocity crimes and eventual realisation of sustainable peace and security in the affected countries and in Africa.

### Indicators of Change/ KPIs

1. Strengthened adherence to fair trial for perpetrators and evidence-driven accountability pathways in addressing atrocity crimes in the region.
2. Strengthened capacities for judicial actors in the standards for effectively adjudicating atrocity crime cases.
3. Effective responses by states to the investigation and prosecution of atrocity crimes and in holding perpetrators accountable before appropriate judicial mechanisms at the national, regional and international levels.
4. Empowered survivors and affected communities who pursue justice and accountability.

### Strategic Interventions:

1. Initiate and collaborate in national, regional, and international advocacy efforts fighting impunity and advancing accountability for atrocity crimes.
2. Monitor and document ongoing and past situations of concern where atrocity crimes are committed, to provide analysis that can trigger robust responses by decision makers and stakeholders.
3. Engage in strategic impact and public interest litigation to end impunity for atrocity crimes.
4. Support and advocate for effective transitional justice approaches for affected states.





## 4.3 Economic Justice and Digital Rights

**Overview:** This program advances equitable socio-economic development through rights-based policies in healthcare, housing, land rights, and climate action. The aim is to ensure that all state and corporate initiatives are accountable to the people and adhere to public finance principles, including participation of the people and access to information. Moreover, as digital transformation accelerates, we ensure economic and social programs uphold fundamental rights - including non-discrimination, privacy, and freedom of expression.

With growing investments in digital public infrastructure (DPI) and emerging technologies like AI, we promote accountable, rights-respecting implementation that guarantees equitable access. Our key interventions focus on enforcing state/corporate accountability, developing inclusive digital solutions, advancing climate justice, and empowering marginalised communities.

The expected outcomes, KPIs and interventions for the subareas are presented here below.

### 4.3.1 Service Sector Accountability

**Overview:** Several issues bedevil the service sector, including allegations of corruption, human rights violations, and misapplication and misappropriation of resources. These are concerns around low compliance with and enforcement of existing legal and policy frameworks and limited access to relevant information for informed decision making.

This subarea will pursue interventions within the health sector to strengthen health systems for equitable service delivery. We will also strengthen and promote human rights-centred private sector practices in social protection in line with the Business and Human Rights Principles.

**Outcome:** Increased access to quality services for citizens.

#### Indicators of Change/ KPIs

1. Increased number of marginalised groups/ persons reporting access to quality timely services.
2. Number of community responsive proposals adopted and integrated in legal, policy and practice frameworks in promoting equitable, inclusive and quality services
3. Programmes, resources and facilities (institutions) designed or reformed in tandem to regional conventions, protocols, and international standards on health, including Sexual and Reproductive Health and Rights.

#### Strategic Interventions:

1. Influence the health and healthcare infrastructure to deliver inclusive services.
2. Generate/strengthen grassroots agencies (paralegals) as health rights champions.
3. Advocate for sector-improved and ring-fenced budgets.
4. Carry out public diplomacy initiatives to enhance access to information, in turn helping reduce state interference in institutional independent decision-making.
5. Undertake legal research and other knowledge-building and dissemination initiatives to build community and institutional resilience in healthcare.
6. Through business and human rights research call out investments and service players that engage in unethical practices.

## 4.3.2 Climate Justice

**Overview:** In line with SDG 13, this subarea emphasises the importance of climate laws, policies, and actions by both state and non-state actors to benefit all people, including indigenous groups and marginalised communities.

Through research, advocacy, capacity building, and litigation, we aim to ensure that citizens across the region can engage in programs like carbon trading from a position of empowerment, avoiding the pitfalls of neo-colonial exploitation. Laws and policies should promote sustainable practices and implement strong interventions that protect ecosystems, support livelihoods, and uphold justice systems for present and future generations.

**Outcome:** Improved compliance with progressive natural resources, environmental and climate change laws and policies

### Indicators of Change/ KPIs

1. Improved capacity of state justice sector actors to promote/ protect nature and human rights.
2. Strengthening and developing of specialised institutions, mechanisms, laws, policies and guidelines aiding in the prosecution, negotiation and adjudication on climate and environmental violations/ claims towards justice driven enforcement, accountability and oversight
3. Vibrant community agency to effectively identify, prevent and curate adverse climate change and environmental disharmony.

### Strategic Interventions:

1. Build and enhance the jurisprudential understanding of environment and climate change issues likely to be prevalent in the justice systems.
2. Review, analyse, assess and harmonise national and county laws to international legal instruments as anticipated by the Constitution's Article 2, Clause 5 and 6.
3. Host special seatings of Environment and Land CUCs to engage conversations

- that advance progressive adjudication of conflicts emanating from people and environmental rights/interests.
4. Monitor and document country compliance to the international legal obligations and the recommendations of the different COPs, especially from the 2015 Paris Agreement.
5. Identify, curate and contextualize legal conversations on climate change and environmental ruin.
6. Organise community movements and juries as rights holders to carry out campaigns to engage duty bearers and umbrella private sector institutions to enable environmental sanity.
7. Carry out (prosecute) PIL to prosecute and pursue justice for communities affected by climate change and environmental decisions, resulting in disastrous natural outcomes.

### 4.3.3 Digital Rights and Inclusive Transformation

**Overview:** This sub-theme highlights the importance of digital technologies and platforms in promoting civic and political rights as well as economic and social rights. It recognises how digital public infrastructures (DPIs) and digital public goods can provide economic opportunities and social services more safely, efficiently, and inclusively. ICJ Kenya will prioritise accountability, human rights, safety, and inclusion in all digital efforts. This includes calling for accountability from major tech companies based on Business and Human Rights Principles and ensuring that national, regional, and global digital initiatives are ethical, safe, and respect human rights. Ultimately, the program aims to keep the internet as an open public good and support laws and policies that protect and strengthen digital civic spaces.

**Outcome:** A more open, safe, inclusive, and accessible rights-respecting internet/ digital spaces.





### Indicators of Change/ KPIs

1. Improved knowledge, strategies and skills of state justice sector actors to promote and protect digital rights, particularly in relation to digital civic spaces, DPIs, and digital public goods.
2. Number of proposals adopted and integrated into laws and policies that maintain the internet as a digital public good and ensure DPIs are rights-respecting, safe, inclusive, and accountable.
3. Vibrant and evolving community agency that understands, claim, and exercise digital rights, fostering active participation in digital civic spaces.

### Strategic Interventions:

1. Build and enhance the understanding of digital rights and DPIs among legal professionals, policymakers, and justice sector actors.
2. Curate and contextualize legal conversations on digital rights to inform policy and practice.
3. Review and advocate for reforms in national and regional instruments to strengthen the protection of digital rights and ensure

inclusive, rights-respecting DPIs.

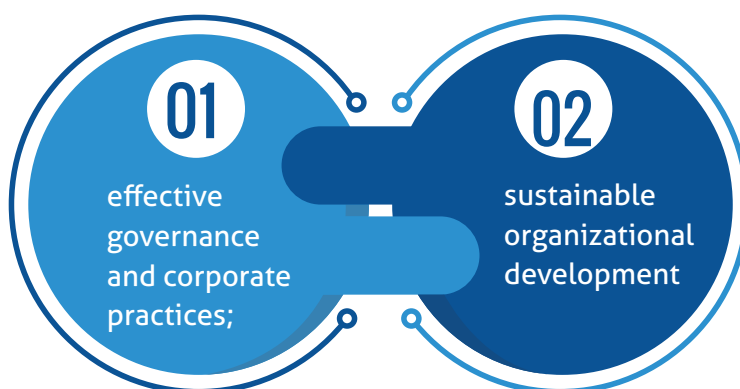
4. Prosecute PIL cases to seek justice for communities affected by harmful climate and environmental decisions, leveraging digital tools for evidence and advocacy.
5. Host specialised sessions for legislators, lawyers, judges, magistrates, journalists, bloggers, academia, and human rights defenders to deepen their understanding of digital rights, data protection, emerging technologies, and DPIs.
6. Organise community movements and citizen juries to campaign for digital rights, engaging duty bearers and private sector institutions to expand and protect digital civic spaces.
7. Conduct public awareness campaigns to empower communities to know and claim their digital rights, fostering active participation in digital governance.

## 4.4 Organisational Governance and Operations

**Overview:** We are dedicated to fostering a business culture that generates and acquires financial resources, operational competencies, systems, and technologies that facilitate the growth and development of our organisation.

Specifically, we will nurture, mentor, and implement strategies that promote organizational integrity, effective corporate governance, and accountability and transparency among all stakeholders.

Our professional commitment focuses on the desire to establish and strengthen pathways that lead to:



The priority issues, expected outcomes, indicators, and interventions for each area are detailed below.

## 4.4.1 Governance and Corporate Resilience

**Overview:** ICJ-Kenya has a robust governance structure comprising its members led by a seven-member council. This structure is guided by Chapter 6 and Article 27 of the Constitution, which serve as the foundation for the organization's by-laws. The council members are legal practitioners from various development sectors and hold leadership positions within their respective institutions.

For six decades, different councils have provided strategic oversight in policy and functions, ensuring effective delivery while adapting to the ever-evolving global corporate landscape. As a maturing democracy, the need to enhance corporate effectiveness remains a constant priority for the organization.

To build resilience, it is essential to revamp standards, policies, attitudes, and processes that promote and uphold organizational values, employee welfare, career development, financial prudence, and programmatic improvement.

This will help foster a culture of excellence where the organisation's purpose and vision are intentionally integrated with accountability, transparency, adaptability, innovation, and trust. This strategic plan will cover three electoral cycles for office bearers in the years 2025, 2027, and 2029, aiming to strengthen the council's leadership.

**Outcome:** An effective, responsive and adaptive organisational leadership and governance structures and processes



### Indicators of Change/ KPIs

1. Consistent and structured reformation, updating and application of organisational strategic plan, policies and other standard setting instruments for optimum production.
2. Members' recommendations implementation reports originating from Annual General Meetings (AGMs).
3. A self-succeeding council within the parameters set forth by the ICJ-Kenya's constitution.
4. Organisational governance report on corporate practices, related manuals and board charters.

### Strategic Interventions:

1. Fostering a corporate environment through formal and informal forums which members dedicate more time, presence, and resources to creating societal value; (commitment to AGM, JOYA and AJC).

2. Create, review, update and consolidate instruments for management and engagement to entrench professionalism in the organisation modus operandi.
3. Lead and manage organisational succession and transition processes to fulfil statutorily required obligations with the State Law Office, Kenya Revenue Authority (KRA) and Public Benefits Organisation Authority (PBOA).
4. Establishing a council performance appraisal system to hold all members accountable, with clearly defined terms of reference;
5. Developing a business arm (social enterprise) to promote the ideals of the ICJ-Kenya section.

## 4.4.2 Human Resource Competencies

**Overview:** This strategic period emphasises human resource development that prioritises, acquires, retains, and sharpens employee capacities and capabilities, especially providing a clear pathway of entry, growth, and exit that continuously builds organisational prowess and brand.

The Human Resource (HR) audit 2024 recommended ICJ-K recruit, retain, and transition adequate competencies. Over the past five years, it has focused on staff development programs to nurture innovation and adaptability.

A strong portfolio of competent staff, related technologies, and equipment is a priority despite the constraints sometimes caused by dwindling financial resources. The commitment to championing staff welfare, mental wellness, and a more supportive operational work environment is critical to attracting and succeeding in relevant competencies.

**Expected Outcome:** Sufficient highly qualified and productive employees.

### Indicators of Change/ KPIs

1. Human Resource development Strategy that includes an employee assistance program (Roadmap for the strategic period of 2025-2030).
2. Optimum presence and application of organisational competencies.
3. Responsive human resource policies alongside others that support employee welfare and rights (employee appraisals etc).



### Strategic Interventions:

1. Invest in human resource development (*invest in employee recognition programs; develop career development plans; establish flexible work arrangements; leverage free online learning platforms*).
2. Create a more inclusive work environment; Digitise and upgrade relevant work systems.
3. Establish a skill-based volunteer program; Develop entry-level staff who show promise and establish a clear, gradual growth path to groom them into roles where there are skill gaps.
4. Develop/ update and implement all relevant policies; Entrench ICJ Kenya values/ DNA.

## 4.4.3 Sustainability Measures

### 4.4.3.1 Membership

Over the past five years, ICJ Kenya has made significant strides in expanding its membership base, both demographically and regionally, recruiting 103 members, though challenges such as limited member engagement and resources persist.

In this strategic period the organization is focused on re-engaging dormant members, increasing membership subscriptions and continue to grow its active membership, which now stands at 143, with some members opting for long term plans.

Plans for the future include fostering active participation in ICJ Kenya's initiatives and implementing strategies to ensure continuous member development in response to emerging legal trends. Additionally, efforts to mobilize resources will involve introducing varied membership levels and individual forms encouraging donations linked to specific causes and offering one-time contributions for advocacy projects.

**Expected Outcome:** Vibrant membership base and deepened engagement in ICJ Kenya affairs.

#### Indicators of Change/ KPIs

1. Increased ICJ-Kenya membership.
2. Heightened and diverse member participation in ICJ Kenya affairs.
3. Member led initiatives in creating, bridging and strengthening relationships between the membership, the Council and Secretariat.

#### Strategic Interventions:

1. Member Recruitment initiatives
2. Implementing of a Membership participation roadmap
3. Actualisation of structured strategic organisational membership events such as JOYA, AJC and AGM to promote member commitment.



### 4.4.3.2 Resource Mobilization (RM)

In the period 2021-2024 ICJ Kenya projected to raise KES. 527,172,622 to support the implementation of strategic plan however only 80% was realized.

To address the deficits, the organization developed a Resource Mobilization (RM) strategy responsive to the fluid development landscape. Additionally, we seek to increase staff capacity and competencies in networkings, proposal development and resource mobilization. There will also be a continuous implementation and monitoring and adaptation of the RM strategy through the two pillars (grants and own generated resources) to diversify sources of income).

**Expected Outcome:** Increased organisational and fiscal sustainability (*diversity, stability, sufficiency*).

#### Indicators of Change/ KPIs

1. Improved Funding/granting and financial levels.
2. Improved numbers and qualities of technical and financial partnerships.
3. Resource Mobilisation Strategy in which diversity of resourcing is well articulated, (unrestricted and restricted, whether local or international).

#### Strategic Interventions:

1. Implement the resource mobilisation strategy; identify diverse funding sources; establish income-generating activities and investments.
2. Deepen current partnerships and actively seek new collaborations with funding agencies, media organisations, academia, and other strategic entities.
3. Leverage membership to build a robust network of supporters and advocates, increasing resource inflow, visibility, and shared opportunities for growth and impact.
4. Invest in training and upskilling staff in resource mobilisation techniques, grant writing, and partnership management to create an internal resource awareness and capability culture.

### 4.4.4 Monitoring, Evaluation, Adaptability and Learning (MEAL)

**Overview:** The mid-term review of the 2021-2024 strategic plan revealed that the existing monitoring, evaluation, and learning (MEAL) portfolio was inadequate. This highlights the importance of MEAL in building organisational resilience that is both programmatically robust and competent. In the past, our Monitoring, Evaluation, and Learning tools have been found lacking.

During the 2025-2030 strategic period, we will focus on strengthening staff capacities and developing effective tools that enable timely and appropriate adaptations. We will also invest in relevant supportive technologies. Additionally, we will ensure that the effectiveness of the Strategic Plan is integrated into every program and organizational event to maintain a universal sense of purpose..

**Expected Outcome:** ICJ-Kenya with strong and adaptive programming and financing based on several vibrant development frameworks.

#### Indicators of Change/ KPIs

1. Improved results harvesting at program, finance and OD levels.
2. Adaptive programming, budgeting and financing.
3. Improved reporting at all possible levels looking at internal and external audiences.
4. Changes in levels of generation and dissemination of knowledge products (reports, research, etc.).

#### Strategic Interventions:

1. Annual review of the strategic plan besides the mid and end term.
2. Develop and operationalise an effects-focused reporting system (tools, processes, methods, etc.)
3. Coordinate research initiatives to generate knowledge, documentation, and analysis.
4. Develop and invest in mechanisms to effectively disseminate research findings and knowledge products to internal and external stakeholders, ensuring they are accessible and actionable.

### 4.4.5 Finance portfolio

**Overview:** ICJ Kenya has consistently aimed to increase its annual funding to ensure optimal resources for covering its strategic pillars, targeting a 10% increase in funding each year over the past four years.

However, this goal has not been fully met, leading to a 13% impact on work delivery. In the next six years, ICJ Kenya will focus on improving access to unrestricted (general purpose) funds to better align with its needs. Additionally, the organization will strengthen its internal processes to enhance efficiency and prioritize financial accountability through consistent financial reporting and auditing.

**Outcome:** Organisational fiscal health with systems supporting strategic pillars and result areas.

#### Indicators of Change/ KPIs

1. 10% Increase/improvement in annual funding levels each year.
2. Optimum financial resources to support the implementation of the 2025-2030 strategic plan.
3. Functional financial competencies, systems (policies, tools, manuals), equipment and processes for improved prudence and efficiency.

#### Strategic Interventions:

1. Develop, update and implement Resource mobilization strategy
2. Implement/raise targeted and unsolicited fundraising campaigns and partnerships
3. Develop diverse funding streams and donor engagement strategies to ensure unrestricted funds meet strategic needs.
4. Optimize workflows and adopt technology solutions to enhance organisational efficiency.
5. Structured updating of policies to strengthen internal controls for transparent financial reporting and auditing practices.



## 4.4.6 Communications

**Overview:** Effective communication is essential for promoting the ideals, vision, mission, and brand of ICJ-Kenya Section. It plays a key role in enhancing our credibility, legitimacy, and visibility.

By 2025, ICJ-Kenya's website is expected to reach an average monthly readership of 25,000, attracting 30,000 followers who engage with our articles and organizational profile.

The institution currently has 71,700 followers on X (formerly Twitter) and a similar audience on LinkedIn, Instagram, and Facebook. Our goal is to reposition ICJ-Kenya as a leading voice on issues related to justice, law, democracy, and governance.

To achieve this, we will implement targeted multimedia campaigns, engage with experts, and expand our digital outreach. Furthermore, we will enhance our digital presence by adopting data-driven storytelling, improving access to legal information, and utilizing innovative communication tools.

**Outcome:** Increased brand visibility of ICJ Kenya's impact through effective communication strategies.

### Indicators of Change/ KPIs

1. Positive perception of an improved branding and reputation of the work we do amongst stakeholders
2. Leading and occupying specialised collaboration presence in strategic spaces, places and (social, mainstream, new) media.
3. Change in performance of ICJ Kenya's content across digital platforms.

### Strategic Interventions:

1. Develop, maintain and standardise consistent, impactful messaging by establishing a key messaging framework that ensures consistent, clear, and aligned messaging across all platforms.
2. Build a cohesive brand that resonates with audiences and effectively communicates the organisation's goals, even during crises.
3. Strengthen connections with target audiences by creating more relevant, personalised interactions and engaging directly with the community.
4. Provide capacity-building training, including media training, digital literacy, and strategic storytelling workshops, to enhance the team's communication and digital skills.

Develop a comprehensive digital strategy, including a social media plan, search engine optimization, content calendar, and multimedia content creation; Regularly monitor impact metrics and gather feedback to adapt strategies.

## 5.0 Operational Modalities

### 5.1 Monitoring, Evaluation, Learning and Reporting (MERL)

ICJ Kenya recognizes MERL as a critical management and engagement tool for effective planning, monitoring, evaluation, adaptation, decision making, learning and accountability.

We will thus develop a results framework and other relevant MERL tools to guide the delivery, monitoring, and evaluation of the strategic actions and result indicators set out in this strategy.

The frameworks will be complemented by implementation instruments such as annual work plans, M&E Plans, programme budgets, and individual programme log frames.

These tools will inform periodic and systematic collection, analysis, reporting, and dissemination of progress data on the result indicators. As implementation progresses, the MEL framework will be updated to suit the operational context.

The success of the implementation of the Strategic Plan will be evaluated mid-term and at the end.

The mid-term review will provide an opportunity to gauge the extent of

achievements as of then, draw lessons and review strategies to inform evidence-based adjustments. ICJ Kenya will also undertake periodic reviews to gauge the progress of the strategy's implementation.

These reviews will be used to measure the strategy's implementation, relevance, and impact. Additionally, evaluations and monitoring processes will be used to identify emerging developments that need to be onboard.

The MEL processes will be participatory, involving all key stakeholders (partners, Council, Members, and the Secretariat), to foster transparency, accountability, and ownership of outcomes.

ICJ Kenya will, where applicable, including at the program level, conduct baseline studies that will help set targets and enable continuous monitoring to track progress throughout the implementation.

### 5.2 Risk Management

ICJ Kenya operates in an environment characterised by flux (things changing fast) but also impunity, as successive regimes tend towards authoritarianism. Thus, there are many risks that ICJ Kenya needs to address to realise its objectives. The following table provides the risks and measures ICJ Kenya can implement to enhance resilience, protect its mission, and continue supporting Kenya's democratic governance and human rights initiatives.

The table below provides an overview of prevailing risks, implications, and mitigation strategies.

**Table 1: ICJ Kenya Risk Management Framework**

#	Risk Category	Risk	Likelihood	Potential Impact	Mitigation Strategies
1	Political Risks	<ul style="list-style-type: none"> <li>• Civic space suppression (crackdowns)</li> <li>• Retaliation by perpetrators of human rights violations</li> <li>• Oppressive laws</li> </ul>	High	<ul style="list-style-type: none"> <li>- Closing of CSOs</li> <li>- Physical and psychological harm to human rights defenders</li> <li>- Incarceration or elimination of human rights defenders</li> </ul>	<ul style="list-style-type: none"> <li>- Institute PIL against government excesses</li> <li>- Build strength in numbers with other CSOs</li> <li>- Build citizen trust to expand legitimacy</li> <li>- Create international alliances to exert pressure on political leaders</li> </ul>
2	Judicial and Criminal Justice System Risk	<ul style="list-style-type: none"> <li>• Executive overreach (crackdowns)</li> <li>• Judicial sector corruption</li> <li>• Afront on the judiciary</li> </ul>	High	<ul style="list-style-type: none"> <li>- Compromised independence of judiciary and impartiality of the criminal justice system</li> <li>- Erosion of public trust</li> </ul>	<ul style="list-style-type: none"> <li>- Advocacy for judicial independence</li> <li>- Judiciary and justice system strengthening</li> <li>- Promote automation &amp; digitalisation to enhance accountability and transparency</li> </ul>
3	Economic Risks	<ul style="list-style-type: none"> <li>• Bad fiscal policies (taxation, debt)</li> <li>• Corruption and privileged impunity</li> <li>• Economic marginalisation and community tensions</li> </ul>	High	<ul style="list-style-type: none"> <li>- Increased poverty</li> <li>- Low levels of meritocracy</li> <li>- Increased favouritism</li> <li>- High levels of inequality</li> <li>- Lack of access to services by vulnerable and marginalised groups</li> </ul>	<ul style="list-style-type: none"> <li>- Public Interest Litigation</li> <li>- Advocacy and lobbying for meaningful public engagement in policy development</li> <li>- Support and Partnership with EACC and other oversight bodies</li> </ul>
4	Funding Risks	<ul style="list-style-type: none"> <li>• Inadequate funding.</li> <li>• Changing funder policies</li> </ul>	Medium	<ul style="list-style-type: none"> <li>- Compromised sustainability</li> <li>- Few comprehensive or integrated projects</li> </ul>	<ul style="list-style-type: none"> <li>- Update &amp; enforce resource mobilisation strategy</li> <li>- Diversify funding</li> <li>- Optimise budgets as per available funding</li> <li>- Focus on high-impact areas (depth over breadth)</li> <li>- Partnerships and resource sharing</li> </ul>
5	Climate Risks	<ul style="list-style-type: none"> <li>• Environmental/climate disasters</li> <li>• Limited voice of communities in climate justice</li> </ul>	High	<ul style="list-style-type: none"> <li>- Livelihoods destroyed</li> <li>- Poor quality of life</li> <li>- Disenfranchising the vulnerable</li> </ul>	<ul style="list-style-type: none"> <li>- Climate Justice Advocacy</li> <li>- Community empowerment</li> </ul>



## 5.3 Overview of Governance and Management

ICJ Kenya has a four-tier leadership structure comprising the Members, Council, Senior Management team (SMT) and the secretariat.

**ICJ Kenya Members:** ICJ Kenya has a base of over 365 members comprising lawyers and judicial officers who volunteer to support its activities. The members are drawn from the various divisions of the legal profession. Any person who holds an academic or professional qualification in law or undergo formal training in law is eligible to apply for the organisation's membership.

**The Council:** This is the governing body for ICJ Kenya. It is elected by members of ICJ Kenya from among themselves. The principal role of the Council is to provide a strategic framework within which the Secretariat executes programmes/ projects. Thus, The Council offers strategic leadership and is responsible for developing ICJ Kenya vision, strategies, structures, and policies. Council members offer their skills, competencies, and services to ICJ Kenya voluntarily. The Council members (see <https://icj-kenya.org/who-we-are/icj-kenya-council/>) have a two-year term limit and meet at least once every two months to discharge their mandate.

**The Senior Management Team and Secretariat:** The Senior Management Team (SMT) of ICJ Kenya comprises the Executive Director, Deputy Executive Director, Finance Manager, Manager for People and Administration, and Program Manager(s). The management's role is to implement the vision, strategy, policies and programmes as determined by the Council, oversee program delivery, as well as talent acquisition and management. Further, the secretariat is responsible for building and managing partner relations, identifying opportunities for strategic growth and reporting to the Board

ICJ Kenya assumes a functional structure informed by the core program areas. The organizational structure is presented in Figure 2 below.

## 5.4 Organisational Structure

The ICJ-Kenya Members serve as the supreme authority on all governance matters. They delegate their responsibilities to a seven-member elected Council. This Council is responsible for setting policy, strategic direction, and oversight.

It collaborates directly with the Office of the Executive Director, through which organizational decisions are communicated and feedback is received.

The Executive Director is supported by a Deputy Executive Director, who supervises and coordinates the heads of the key thematic areas. Together with the heads of programs, and the Managers of Finance and People and Culture, the Executive Director and Deputy Executive Director manage the day-to-day operations of the organization.

Under their supervision, several project officers, consultants, and interns work within the programs, administration, and finance departments.







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