



**KITUO CHA SHERIA**

**LEGAL ADVICE CENTRE**

*we care for justice*

# STRATEGIC PLAN 2020 - 2024

Realizing Sustainable Development: Strengthening Access  
to Justice and Promoting Human Rights!

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## FOREWORD

The theme of the Strategic Plan 2020-2024 is “Realizing Sustainable Development: Strengthening Access to Justice and Promoting Human Rights!”. The COVID-19 pandemic has definitely magnified the inequalities and inequities within our societies. It has brought to the fore the importance of sustainable development for all. The pandemic is not just a health crisis; it is also a justice crisis. Thus there can be no opportune time to focus on sustainable development and more so its linkages to justice.

At the global level, many legal empowerment organizations are having honest conversations around the efficacy of their strategies and the extent to which their programmes actually transform the lives of beneficiaries. As Kituo cha Sheria-Legal Advice Centre (hereinafter referred to as “KITUO”), we have reviewed and evaluated our strategies, programmes and systems with the main objective of enhancing positive impact to the lived realities of the beneficiaries that we seek to serve.

The theme of the 2015-2019 Strategic Plan was “Towards Legal Aid, Legal Empowerment and Social Justice.” Definitely, there were gains during the past strategic period. Having focused on legal aid and empowerment, our efforts in advocating for legislation on legal aid were fruitful following the enactment of the Legal Aid Act 2016. Notably, the said Act recognizes paralegals as legal aid providers, seeks to establish a Legal Aid Fund and sets up the National Legal Aid Service with the mandate of coordinating legal aid programmes in Kenya. Being the oldest legal aid organization in East, Central and the Horn of Africa, we welcome the steps taken by the State towards fulfilling its mandate to provide legal aid services to the indigent.

At the end of the 2015-2019 Strategic Plan, we found it necessary to move beyond legal aid programming and service provision. The development of this Plan, as is always the case of any strategic planning process, took a substantial amount of time, dedication and sacrificial involvement of several stakeholders including our beneficiaries, CBOs, NGOs, partners, KITUO’s General Assembly, Board of Directors and Secretariat who were actively involved at every stage in the formulation process.

In line with the UN Sustainable Development Goal No. 16, we recognized that access to justice is a key component of sustainable development. Justice is inextricably linked to development. It has been argued by several scholars that the law may be used as a tool for development. The 2020-2024 Strategic Plan is hence informed by the need to promote access to justice for sustainable development. The Plan provides strategic objectives which ensure effective programmes and service delivery, ground-breaking and evidence-based research that informs programming, capacity building of stakeholders and sustained advocacy for access to justice in the core mandate areas of land, labour, housing, forced migration and human rights in general.

The strategic objectives can only be achieved within an enabling environment. Therefore, the Strategic Plan 2020-2024 provides enabling objectives that promote effective

governance and management, efficient and skilled-based human resources, adequate resources to support our work and an enhanced brand and reputation. We believe that the strategic and enabling objectives will contribute towards the transformation of the lives of our beneficiaries,

Having anchored the Strategic Plan 2020-2024 in an international policy framework, we as KITUO intend to enhance our scope and impact at regional and international levels. Being only three years to our 50<sup>th</sup> Golden jubilee, we believe that we have lessons to share nationally, regionally and internationally.

Finally, we wish to express gratitude to the Almighty for His guidance and direction while we patiently reflected, formulated and compiled key issues and strategies to realize our vision of a just and equitable society.

We sincerely thank all our development partners and stakeholders for their immense and relentless commitment, support and advice towards the development of the Strategic Plan, 2020- 2024. You have faithfully supported our vision and mission as KITUO whilst building our capacity through the years to deliver our mandate. We specifically express our sincere gratitude to the Ford Foundation and Mott Foundation with whose support the development of the Plan would not have been possible.

Special tribute goes to the KITUO General Assembly members, the Board of Directors and the Secretariat for their commitment demonstrated in their meaningful participation during the entire process of the development of the Strategic Plan 2020-2024.

Last but not least, the development of this Strategic Plan was made possible by the facilitation of an independent consultant who steered the entire process and enabled us to focus on the past, present and future role of KITUO. In this regard, we highly appreciate the contribution of Edwin Osundwa and his dedication and stellar work throughout the process. He was ably supported by Okech Owiti, member of the Board of Directors, who was instrumental in the review of the drafts.

Finally, the General Assembly, Board of Directors and the Secretariat all commit to ensure we implement the Strategic Plan 2020-2024 to the letter in the five years to come. We believe that implementation of the Plan shall be crucial towards the progressive realization of the vision and mission of KITUO. We therefore invite local, regional and international partnership in this endeavour. Long live KITUO! Viva KITUO!

**Dr. Annette Mbogoh**

**Executive Director**

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## KITUO CHA SHERIA: WHO WE ARE

Kituo Cha Sheria-Legal Advice Centre (KITUO) was established in 1973 to enhance access to justice for the poor and marginalized. KITUO is a public benefit organization registered in Kenya by the NGO Coordination Board. KITUO is also a membership organization, with the active recruitment of members throughout the year. The categories of membership include ordinary, advocate, corporate and honorary. KITUO's programme areas include: promoting access to justice in land, labour, housing, forced migration and human rights in Kenya among others. The organization also delivers its work through research, capacity building and advocacy.

KITUO is comprised of the following governing bodies:

- i. The General Assembly;
- ii. The Board of Directors (BoD); and
- iii. The Secretariat.

The General Assembly is composed of all the members of KITUO from across the country. It meets once a year but may hold special meetings when necessary. Its main function is to provide broad policy and strategic guidance. The BoD offers a dynamic, strategic and visionary leadership to steer the implementation of programs while the Secretariat carries out the day-to-day implementation of strategy.

### Vision

Our vision is 'A Just and Equitable Society.'

### Mission

Our mission is 'to provide general legal education to the Kenyan people through the delivery of civic education programmes, legal aid, and strategic public interest litigation as well as to monitor the implementation by the State of the constitutional provisions on human and peoples' rights through regular research and reporting.'

### Values

Our **values** are core to our work as an organisation. The values include:

- Respect for human rights
- Commitment to justice and equity for all Solidarity with pro-poor individuals

and agencies

- Courage in promoting social transformation and empowerment of the poor and marginalized
- Service through volunteerism Transparency, reliability and accountability  
Obligation to upholding the rule of law Professionalism.

## OVERVIEW OF THE STRATEGY

This strategy aligns with the Sustainable Development Goals (SDGs), which has as one of its key principles: Leave No One Behind. This principle is central to our organisational ethos and underpins the entire strategy along with our identity as a rights-based organisation working to get the voice of people who are poor and marginalized and cannot access justice.

SDG 16 is about promoting peaceful and inclusive societies for sustainable development, providing access to justice for all and building effective, accountable, and inclusive institutions at all levels. This SDG acknowledges access to justice as an important developmental issue. Yet justice remains a dream for a majority of the poor and marginalized Kenyans who continue to face barriers in accessing justice. The Constitution of Kenya in Article 48 recognizes access to justice as a right for all. However, the lack of political will to implement policies and laws on access to justice, poverty, high cost of filing fees, inability to afford the services of an advocate, ignorance and limited awareness on human rights continue to prevent deserving persons from accessing and enjoying their rights as enshrined in Article 48 of the Constitution.

During the implementation of this strategy, we will continue to consult widely with our key stakeholders, including the indigent in need of justice, partner organizations, government and development partners to ensure we focus our efforts in line with their priorities. This strategy will contribute to the realization of KITUO's vision and mission through the implementation of 4 strategic objectives and 4 enabling objectives.

Key enabling factors required to deliver this strategy are developing our capacity to raise funds, attracting, developing, and retaining quality staff and positioning ourselves as experts in delivery of quality programs that promote access to justice for the poor and marginalized in Kenya and the region.



Diagram 1 below shows a simple outline of the Strategy:



## STRATEGIC OBJECTIVES

### **Strategic Objective 1 – Strengthen and ensure the implementation of quality programs and services that promote and protect the rights of the poor and marginalized.**

KITUO, being a non-governmental organization (NGO), will continue to deliver services through the implementation of sustainable and cost-effective programs. We, however, note that some of the programs will be pilots because, in the long run, we would like to evidence how well such programs work in order for us, partners and government to scale them up. As we continue with designing of new programs and scaling up of existing ones, we shall consult with beneficiaries and incorporate lessons from our work as well as getting evidence from other reputable sources. Our programs will, at all times, be measured for their quality, cost effectiveness, efficiency and sustainability.

#### Outcomes:

- *Increased access to justice and legal aid using different approaches that include appropriate technology to reach 25,000 poor and marginalized people disaggregated by sex, age, disability, county/region etc.*
- *o 25,000 poor and marginalized people in Kenya demonstrating confidence to access justice and claim their rights as a result of legal education.*
- *5 public interest litigation cases on land, labour, housing, and displaced persons rights and single welfare cases such as sexual and reproductive health rights, sports rights, mining oil and gas successfully prosecuted.*
- *5 rights monitoring reports on land, labour, housing, refugees and internally displaced persons produced and disseminated.*

### **Strategic Objective 2 – Build evidence grounded in research to inform better policies and practices on access to justice and human rights.**

We appreciate the role that research plays in generating evidence that informs our work. As an organization, research will be an important pathway through which we shall gather evidence to inform our work and influence others. We shall carry out independent pieces of research aligned to different themes of our work either as KITUO or in collaboration with others. Where possible, we shall publish and disseminate our research findings to inform what other stakeholders in the access to justice and human rights do.

## Outcomes:

- *Improved access to justice for the poor and marginalized in Kenya informed by 5 research reports produced, disseminated and used for advocacy.*
- *Enhanced status of human and people's rights in Kenya informed by 5 rights monitoring reports produced, disseminated and used for advocacy.*
- *Improved understanding of the gaps in at least 10 different legal frameworks on justice and human rights by the citizens of Kenya informed by research, capacity building and awareness raising*

## **Strategic Objective 3 – Strengthen the voices of the poor and marginalized to represent themselves in accessing justice to realize and enjoy their rights**

We realize that access to justice and the realization of human rights by Kenyan citizens is still a dream for the poor and marginalized. KITUO alone cannot do it. Therefore, we shall continue building the capacity of others including partner organizations, paralegals, beneficiaries and individual citizens to increase their knowledge and capacity to agitate for their rights and pursue justice as right-holders. On the other hand, our capacity building initiatives will ensure that duty-bearers like government officials improve their understanding and delivery of services that promote access to justice and the realization of people's rights.

## Outcomes:

- *2,500 paralegals (court user committees, community and prison justice centres) have strengthened capacity on self-representation, Alternative Dispute Resolution and alternative justice systems as they seek to promote access to justice.*
- *10,000 community members with improved knowledge on access to justice and rights through online and in-person courses conducted by KITUO.*
- *1,000,000 community members/citizens of Kenya with improved understanding of the constitutional provisions (Constitution of Kenya 2010) and their applicability.*

## **Strategic Objective 4 – Advocate to ensure that the rights of the poor and marginalized are recognised and realised in all relevant legal frameworks leading to the promotion of the rule of law and equal access to justice by all**

In line with KITUO's vision and mission, we realize that the rights of the poor and marginalized are often provided for in legal frameworks but not implemented. We further appreciate that access to justice for the poor and marginalized is, in most cases, not affordable. We, therefore, want to be their voice through advocacy. Our advocacy work will be multi-faceted: engage directly with duty-bearers; support rights-holders to engage duty bearers and generate evidence through research to be used for influencing duty-bearers. All these advocacy strategies will promote our endeavour to ensure that all relevant legal frameworks leading to the promotion of the rule of law and equal access to justice by all are formulated (where they don't exist) and implemented.

### Outcomes:

- *Increased recognition and realization of rights through alliances and consortia established to advocate for initiatives geared towards changing at least 5 policies and laws that affect access to justice and rights for the poor and marginalized.*
- *Advocate for the formulation of at least 3 new laws/ amendments to existing laws in order to promote access to justice for the poor and marginalized.*

## ENABLING OBJECTIVES

### Enabling Objective 1 - Strengthen KITUO's brand and reputation as a leading national and regional organization that advocates for access to justice and rights for the poor and marginalized

#### Strategic growth and influence

We will grow the operations and influence of KITUO through growing each of the existing programmes in terms of size and establishing new innovative ones both nationally and regionally. Whilst doing this we will establish KITUO as a leading expert on matters of access to justice for the poor and marginalized through improved communications, increased involvement in legal networks and through positioning ourselves as a technical capacity building partner of government, downstream partners, stakeholders and citizens.

#### Outcomes:

- *At least 3 new programmes established in sexual and reproductive health rights, sports rights, mining oil and gas by the end of this strategic period.*
- *At least 4 strategic partnerships established (programs, research, capacity building and advocacy) with other CSOs working in Kenya and the African region.*
- *Strengthened involvement of KITUO in at least 3 regional networks in Africa and beyond.*

#### Strengthened mutual relationships with partner organizations and capacity development within KITUO

We will establish and strengthen good working relationships with other partner organizations in the legal and development sector to enable joint programming, advocacy, and fundraising.

#### Outcomes:

- *80% of staff trained in project management, gender, rights, research, monitoring and evaluation to enhance their capacity to deliver.*
- *KITUO will identify and engage with at least 5 partner organizations involved in the areas of gender, disability, poverty, youth and, research and build systems for cross-learning and sharing.*

- *KITUO will actively engage 3 regional partner organisations and networks to enhance its visibility and impact in the Access to justice sector in Africa.*

## **Develop/review a communication strategy that supports profiling of KITUO's work**

We will develop and review a communications strategy so that it is fit for purpose. This will include reviewing our website, social media platforms, mainstream media profiling etc.

### Outcomes:

- *Development and dissemination of at least 5 annual reports on KITUO's work.*
- *Weekly updates of KITUO's website and social media platforms with relevant news and information.*
- *Develop and implement one communications strategy.*

## **Operationalise KITUO's values and strategy**

We will operationalise KITUO's values and strategy by ensuring they inform what we do internally and externally with all staff understanding their responsibility in actualising them.

### Outcomes:

- *5,000 copies (print, electronic and other augmented formats) of the strategic plan disseminated.*
- *At least 90% of staff, board members and volunteers inducted on KITUO's strategic plan and values.*
- *At least 90% of KITUO's reporting tools and templates for different projects reflect KITUO's strategic plan objectives and indicators.*
- *Executive director to report on a quarterly basis to the board on progress against strategy.*

## **Enabling Objective 2 - Strengthen governance and management to best support KITUO to achieve its objectives**

### **Governance and strategic plan is fit for purpose and organisational structure and policies best support the purpose of KITUO**

We shall continue to build our governance and management policies and human resource to ensure that they play their oversight and implementation roles effectively. In line with our constitution, we shall ensure that those who take up positions at different governance levels are people with relevant and requisite experience to support KITUO achieve its objectives. We shall regularly review our governance systems to ensure that they support our work and do not place unnecessary bureaucracy on us.

#### Outcomes:

- *KITUO fully complies with the NGO Coordination Board regulations.*
- *The membership of the board includes people with diverse experience including law, program management, resource mobilization, financial management, Monitoring, Evaluation, Accountability Reporting and Learning (MEARL), communications and public relations.*
- *The board members are trained on different topics that build their capacity to play their role effectively on a quarterly basis.*
- *Organogram for KITUO reviewed and clearly agreed with clear roles and responsibilities, and reporting lines for each level.*
- *Annual work plans for all programs with clear monitoring plans developed by management and reported against to measure performance.*
- *Annual staff capacity development plans for management in place - to incorporate trainings in financial management – reporting compliance, procurement, policy formulation and adherence.*

### **Quality programme development and management systems are strengthened and implemented**

We will work towards delivering quality programmes by prioritising investment of time and resources into extensive consultation during the programme design stage to ensure that our programmes respond to the real needs of the intended beneficiaries. In accordance with this we will continue to hold annual participatory programme reviews with all stakeholder groups represented and will share our learning extensively both internally and externally.

We will also establish a system of risk identification and management that escalates risk management from the partner level and to KITUO management level.

Outcomes:

- *Evidence of thorough consultation prior to each programme design.*
- *Evidence of annual participatory programme reviews with learning captured for all programmes.*
- *KITUO Risk Register in use.*

**Develop and embed a Monitoring, Evaluation, Accountability, Reporting and Learning (MEARL) framework in KITUO to support programme quality, advocacy, communications, and fundraising.**

We will develop a MEARL framework whilst also establishing effective monitoring and quality assurance and monitoring systems in all our programmes. We will continually assess our success in delivering our strategic plan by monitoring the key performance indicators.

Outcomes:

- *MEARL framework developed and in use by KITUO.*
- *Monitoring and quality assurance systems in place for each programme.*

**Advocacy plan**

To be more effective in achieving our advocacy objectives we will develop a robust advocacy plan. This will be monitored and reported against by management.

Outcomes:

- *Advocacy Plan with clear Key Performance Indicators (KPIs) developed and implemented.*



## **Enabling Objective 3 - Strengthen Human Resource capacity to best support KITUO to achieve its objectives**

### **KITUO staffing adequate for achieving the strategic plan**

We will encourage a culture of responsibility and innovation in our staff and will invest time and resources in their personal development. As we expand our portfolio of programmes, we will undertake personnel restructuring in order to meet the requirements of managing and implementing new programmes.

We will improve Human Resources procedures by introducing a standard performance appraisal system including competency profiles for each role and 360-degree feedback. The new procedures will be accompanied by a guidance manual for staff to understand and engage in the process and salary reviews properly institutionalised.

#### Outcomes:

- *Performance appraisal system complete with templates for competency profiles and 360-degree feedback and a guidance manual for staff in use.*
- *New salary structure implemented at the beginning of the strategic period based on salary benchmarking data with cost of living increase factored into the salary structure for future years.*
- *Annual team building activities to improve organizational culture and commitment to its values.*

### **Strengthened internal knowledge and confidence in quality technical programming and a rights-based approach**

We will ensure professional development plans are in place for all staff regularly and will continue to invest in training and development ensuring our technical staff stay at the forefront of international practice relating to access to justice and rights, and program/project management.

#### Outcomes:

- *Professional Development Plans developed and implemented annually by line managers with the support of the Executive Director.*

## Knowledge management system

We will develop an online system to act as a platform for repository of resources. This is in addition to ensuring that we build our processes, systems, and data management functions through online platforms.

### Outcomes:

- *An online platform with repository of resources developed.*

## Enabling Objective 4 - Strengthen and grow funding and finance to best support KITUO to achieve its objectives

### Fundraising strategy and systems developed

We will scope for funding opportunities both locally and internationally to inform the fundraising strategy that we shall develop. The strategy will have clear targets. Within the fundraising strategy, we shall also address the issue of membership to ensure that KITUO has a stronger membership attraction, recruitment and retention plan and that membership recruitment fee will be a source of income for KITUO. Additionally, the fundraising plan will outline strategies that will generate resources to develop a House of Justice Project which involves developing the property where the main office in Nairobi is located, including purchasing property for the regional office in Mombasa. The strategy will also outline how KITUO will be developed as a resource hub for human rights materials which can be used for online capacity building.

#### Outcomes:

- *Develop a fundraising strategy that supports KITUO to mobilize resources from different development partners including corporates, bilateral, multi foundations, trusts, and individuals.*
- *Scoping of opportunities conducted on an annual basis.*
- *Develop and implement a membership attraction, recruitment and retention plan and generate unrestricted funds from membership fees.*
- *Develop projects using the social enterprise model to generate resources and meet*
- *KITUO's overheads. These may include consultancies and trainings.*
- *Establish a project committee to develop a strategy/plan to operationalize the House of Justice project on KITUO property as an income generating venture.*

## Financial systems

We will review and improve our financial management systems guided by global financial standards to ensure that our operations are above board. We will also leverage on technology to automate and move to online financial management systems where this is not the case at the moment.

### Outcomes:

- On a regular basis, review finance policy, manuals and systems and implement
- recommended changes to make them fit-for-purpose.
- Implement all audit recommendations.
- Automate and develop online finance management systems in cases where such systems are still manual.

## **ANNEXES**

Annex 1: Strategic plan implementation matrix

Annex 2: Fundraising strategy

Annex3: membership recruitment strategy

Annex 4: Advocacy strategy

Annex 5: Communication strategy



# KITUO CHA SHERIA

## LEGAL ADVICE CENTRE

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### Head Office

Ole Odume Rd, Off Argwings Kodhek Rd,  
P.O. Box 7483 - 00300, Nairobi, Kenya.

Tel: 254-020-3874220, 387419, 3876290

Mobile: 0734874221, 0727773991

E-mail: [info@kituochasheria.or.ke](mailto:info@kituochasheria.or.ke)

### Branch Office - Nairobi

Forced Migration Program (FMP),  
KCDF House, 4th Floor.

Chai/Pamba Road, Pangani

Tel: 202451631, 0736867241, 0720806531

E-mail: [fmp@kituochasheria.or.ke](mailto:fmp@kituochasheria.or.ke)

### Regional Office - Mombasa

Taratibu Street, Tudor

Next to White Rhino Hotel

P. O. Box 89065, Mombasa, Kenya.

Tel. : 0700638379, 0731129739

E-mail: [msa@kituochasheria.or.ke](mailto:msa@kituochasheria.or.ke)



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