



KITUO CHA SHERIA STRATEGIC PLAN 2020-2024

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



STRATEGIC OBJECTIVES

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S01

Strengthen and ensure the implementation of quality programs and services that promote and protect the rights of the poor and marginalized.

S02

Build evidence grounded in research to inform better policies and practices on access to justice and human rights.

S03

Strengthen the voices of the poor and marginalized to represent themselves in accessing justice to realize and enjoy their rights

S04

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

OUTCOME:

1

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.

Improved access to justice for the poor and marginalized in Kenya informed by 5 research reports produced, disseminated and used for advocacy.

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.

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.

OUTCOME:

2

25,000 poor and marginalized people in Kenya demonstrating confidence to access justice and claim their rights as a result of legal education.

Enhanced status of human and people's rights in Kenya informed by 5 rights monitoring reports produced, disseminated and used for advocacy.

10,000 community members with improved knowledge on access to justice and rights through online and in-person courses conducted by KITUO.

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.

OUTCOME:

3

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.

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

1,000,000 community members/citizens of Kenya with improved understanding of the constitutional provisions (Constitution of Kenya 2010) and their applicability.

OUTCOME:

4

5 rights monitoring reports on land, labour, housing, refugees and internally displaced persons produced and disseminated.

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

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- 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

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- 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

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- 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

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- 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

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- 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



- 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.



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

Advocacy plan

- 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



- 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



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

Knowledge management system



- 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



- Develop a fundraising strategy that supports KITUO to mobilize resources from different development partners including corporates, bilateral, multilaterals, 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



- 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.