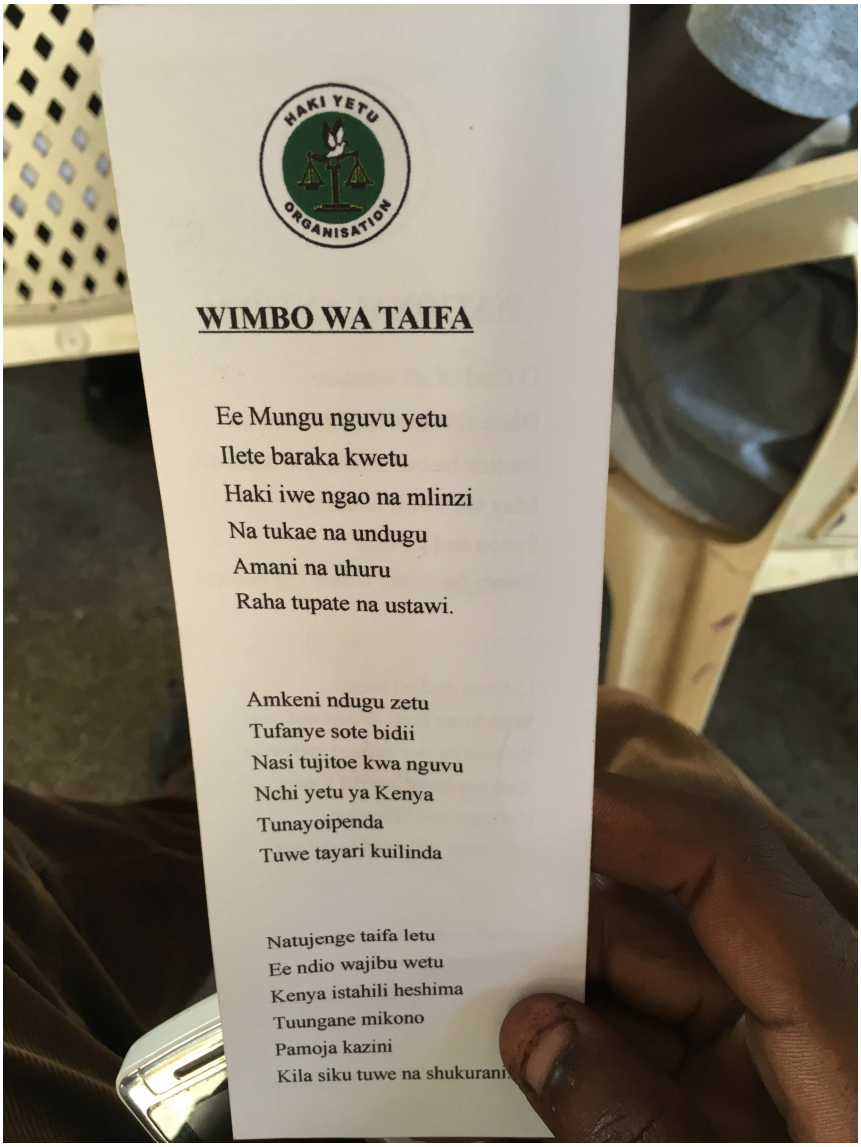
Haki Yetu Organisation

Strategic Plan
2017 – 2022


HAKI YETU
ORGANISATION
WIMBO WA TAIFA
Ee Mungu nguvu yetu
Ilete baraka kwetu
Haki iwe ngao na mlinzi
Na tukae na undugu
Amani na uhuru
Raha tupate na ustawi.
Amkeni ndugu zetu
Tufanye sote bidii
Nasi tujitoe kwa nguvu
Nchi yetu ya Kenya
Tunayoipenda
Tuwe tayari kuilinda
Natujenge taifa letu
Ee ndio wajibu wetu
Kenya istahili heshima
Tuungane mikono
Pamoja kazini
Kila siku tuwe na shukurani

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Foreword & Acknowledgement

Human Rights people are passionate about change, angry about injustice and committed to peaceful reform. They are also extremely active people whose joy comes from listening and empowering victims of discrimination, poverty and violence. We want to make a difference and to see the weak inherit the earth.

Yet because of our many activities and commitments we don't take enough time to reflect on the impact we are making or to try out new strategies. We don't ask enough difficult questions nor take time to listen to others on the same. We are satisfied with being busy and restless for change.

A strategic plan, then, offers the opportunity and time to celebrate what we have achieved and to dream and plan for the future. It is a fairly painful, time exhausting exercise. One never appreciates its value until the job is done. That would most certainly be the experience of Haki Yetu Staff who have spent many days in 2016 and 2017 sharing, arguing, writing, reporting and getting frustrated.

This is the end product and we are proud of what we have achieved as a team. However, nothing would have been achieved without the professional support and immense patience of Anne Ritter, the GIZ – CPS consultant attached to Haki Yetu since May 2015. She asked all the right questions, recorded the responses and made sense of our half baked ideas. CPS also supported our gatherings and times for reflection. We are eternally grateful to both Anne and CPS for this assistance and professionalism.

We dedicate this plan to the many wonderful people who challenge and inspire us on a daily basis to give them time, support and energy to deal with the injustices that burden their lives. The courage of survivors, landless communities and committed citizens keep us motivated, humble and in touch with the reality of the struggle that is life for many Kenyans.

We hope and pray that we will continue to find ways, means and resources to continue to carry out all that we have planned. We also aspire to keep alive our commitment to "act justly, love tenderly and walk humbly with your God".

Fr Gabriel Dolan
Executive Director, Haki Yetu
June 1st 2017 – Madaraka Day

Executive Summary

The Strategic Plan 2017 – 2022 is the end-result of a participatory internal review and envisioning process.

Beginning 2016 the director opened the doors for discussions around how the team envisions the organization's future in terms of management and mandate. In April and July 2016, the team met in order to assess and agree on ways forward in regards to the design of the process. In September 2016 the team met for three days, reviewed the organization's profile, did a SWOT analysis, developed internal structures and set the ground for strategies as well as policies to be formulated.

Between September and November 2016, each department in a time-intense yet focused and committed process developed five-years objectives, strategies and outcomes per program, which were brought together in a two-day meeting in November 2016. From there on, documentation started, and in April 2017, a participatory risk assessment concluded the exercise.

The plan at hand outlines the organization's profile, explains each department's operational context, the interlinkages between the programs and across departments, and provides an overview of objectives, strategic approaches, expected outcomes and a set of indicators, for monitoring purposes.

In a further analysis of the strategic approach, five implications of the strategy have been identified and are accompanied by enabling actions, which provide guidance for growth beyond direct program implementation. Lastly, a summary is provided for the risk assessment done and monitoring, evaluation and learning standards are outlined.

As in all cases, this strategic plan is subject to continuous review, in order to be adapted to changes, owned by the whole team and thereby enhancing our focus towards achieving sustainable change. It will provide the basis for annual monitoring meetings and therefore form an integral point of reference for planning, implementation, monitoring and learning.

List of Acronyms

ADR	Alternative Dispute Resolution
ANV	Active Non Violence
CBO	Community Based Organisation
CLNSA	Coast Land Non State Actors
CSO	Civil Society Organisation
HRD	Human Rights Defenders
MCA	Member of the County Assembly
MEL	Monitoring, Evaluation and Learning
SDG	Sustainable Development Goals
SGBV	Sexual and Gender Based Violence
SWOT Analysis	Strengths, Weaknesses, Opportunities and Threats
WASH	Water, Sanitation and Hygiene

I. Introduction

a) Organizational History

Haki Yetu Organisation is a Human Rights Organisation that was established in an informal settlement in Mombasa County, Kenya, with the specific aim of advocating for the rights of marginalized communities living in informal settlements in Mombasa. It has since expanded its mandate and is today covering the areas of Land and Housing, Governance and Accountability, Peacebuilding, Child Protection and Safeguarding as well as Sexual Gender Based Violence (SGBV) and the provision of Legal Aid.

Being rooted under the umbrella of St Patrick's Parish, the organisation though has registered as a Community Based Organisation (CBO) in 2015, and embraces a cross-religious approach. Anchored at grassroots-level, Haki Yetu has established a strong standing among Mombasa-based Civil Society Organisations (CSOs), a close working relationship with government and judiciary, and continuously works on finding its niche of community-based, needs-oriented, participatory project implementation.

Several achievements can be named as milestones along the way, among them the successful prosecution of five sexual offences cases; membership of Court Users Committees (CUCs) adn Child Protection Bodies in all three Counties; garnering political support for protection of fishing communities; the successful accompaniment and protection of a severaly mistreated and sodomised young boy in 2016, the successful support of a community in Mombasa to aquire land titles (Owino Ouro), the likewise succesful court case of stopping construction of a road through the informal settlement of Bangaldesh, Mombasa, the fruitful communication and community mobilization in response to evictions in Jomvu Sub-County, Mombasa, alongside the Highway construction side Mombasa-Nairobi Highway, and the petitioning of several offices in order to make public participation in budget making processes a reality.

Haki Yetu has established itself therefore as a voice for poor and vulnerable communities and individuals. Wherever the weak have been threatened with eviction, violence, marginalization, then Haki Yetu will be found.

Additionally, comprehensive trainings and community engagement in Goshi and Ganda Locations, Kilifi County have strengthened the community and enabled several individuals to pro-actively work on transformation of community conflicts and grievances, that previously had led to the killings of the old people accused of being witches. The training also brought about resolutions as the communities started questioning their leaders' roles ans misuse of their powers.
In February 2017, the County Commissioner for Kilifi County followed an invitation and visited the 160 trained community members in Goshi and Ganda. Being impressed by the efforts that have been taken place in the area in order to stop the killing, he expressed support to carry the project further into other areas of Kilifi.

As the organization itself is growing, several internal steps have been taken in order to ensure staff welfare, relevance of approaches and continuous monitoring of strategies.

b) Rationale for the strategic plan

In its 8th year of existence, the organization has grown from a two-staff legal community advice service to a well-established Community Based Organization (CBO). With a growing team, a continuous demand and together with an increase in diverse interventions over the years, the organization engaged in a participatory, all-inclusive process throughout 2016, including a review of the organization's mandate as well as internal structures and processes. The process aimed at ensuring appropriate and significant interventions as well as establishing effective internal structures. Staff feedback sessions, SWOT analysis, risk assessment, and development of 5-years' strategies per program were part of the process; resulting in a 5 years' strategic plan that tackles both operational and structural issues.

The Sustainable Development Goals (SDGs) were developed 2015 in order to end extreme poverty, inequality and climate change by 2030.[1] They are a commitment of so called world leaders; government leaders who signed into key commitments in order to seek transformational change. Yet, who is holding them accountable, who is filling the gap when implementation has gaps, who is providing bridges between government and grassroots. Civil Society Organizations are the key player in holding governments accountable. On the other hand, they have the opportunity and the responsibility to create platforms for dialogue, to confront, and at the same time to seek for joint solutions.

In respect and in line with the organization's guiding principles, we belief in the strength of cooperation, it being a process that will bear fruitful results as each and every individual stakeholder is taking up respective responsibilities and mandates. Working for the most vulnerable of our society; our compassion aligns with the belief that *concerted efforts towards building an inclusive, sustainable and resilient future for people and planet*[2] are crucial.

In that, Haki Yetu specifically addresses the SDGs 5 (Achieve Gender Equality and Empower Women and Girls), 10 (Reduce Inequalities Within and Among Countries), 11 (Make Cities Inclusive, Safe, Resilient and Sustainable), and 16 (Promote Just, Peaceful and Inclusive Societies). In times where extremism becomes a way to articulate grievances, and protectionisms through violence and partitioning grows, the translation of global approaches into locally feasible and suitable engagements is of urgent need. In line with the definition of sustainable development (a term we as Haki Yetu prefer to address as Transformational Change), our activities tackle issues that foster, sustain, or create poverty and inequality.

In an attempt to create different narratives, emphasizing the need for coordinated efforts, Haki Yetu Organisation has developed objectives and strategies that holistically embrace all stakeholders and aim at creating resilience through acceptance of diversity and adherence to Human Right Standards. Grassroots Human Rights communities are empowered, through provision of services and capacities such as dialogue, alternative dispute resolution mechanisms and networks, fostering a bottom-up change process.

[1]For an overview of the SDGs, see: http://www.globalgoals.org/
[2]http://www.un.org/sustainabledevelopment/development-agenda/

How can this process be made sustainable, how can the most vulnerable among the Kenyan society be best empowered, and how can the narrative of nonviolent conflict transformation be advanced, at all levels?

II. Organizational Profile

a) Structure

The organization currently has seven programs, which are run under three departments. In regards to programming, decisions are made based on internal consultations between program officers and with the director. The positions of Program Coordinators are already filled and that of the Program Manager is in development. Final decision power and financial control lay with the Executive Director, who together with the HR & Finance Department and the future Program Manager forms the Management Team.

See Organogram attached.

b) Vision

We envision a society that gives the vulnerable a voice, dignity and justice

c) Mission

We advocate for transformational change, good governance, social justice and peaceful coexistence

d) Values & Guiding Principles

Humility	We respect, engage and empower communities at grassroots level convinced that they can acquire justice and live in harmony.
Accountability	We are accountable to these communities; we respect the rule of law and we demand that public institutions be accountable to their citizens.
Restorative Justice	We aim to heal, reconcile and restore dignity to victims and communities who have been denied social justice.
Collaboration	We work with faith-based organizations, government, grassroots and civil society partners to ensure that there is an inclusive approach to the challenges facing our communities.

e) SWOT

In a participatory assessment, the organisation brainstormed and clustered its Strength, Weaknesses, Opportunities and Threats. In the course of the following process, strengths were taken into account as mitigation measures for risks as well as used as a basis for development of policies and program strategies. Weaknesses were assessed in the context of the organization's growth and used as guidance

for developing policies and procedures that mitigate the weaknesses and offer suitable ways for handling those. Opportunities also feed into the development of objectives and strategies, whilst threats were analyzed more in-depth during the joint risk assessment.

Below is a summary of the exercise:

Strength	**Weaknesses**
• Good collaboration & networking – staff rooted in the area • Experience at grassroots level and good engagement with communities at grassroots level, ensuring a strong ground perspective • Expansion into interior areas (away from high NGO-engagement) • Flexibility • Diverse and committed team • Stability (no high staff turnover) • Effective communication within the team • Individual strength • Being unique in our ideas and approaches • Interlinked programmes and projects • Involvement of community members in our activities (ownership created) • Strong organisational profile • Clear target groups • Well researched cases and publications	• Short term funding • Structural - young organisation • Slow growth (only known by those we work with) • Lack of proper administration • Shortage of staff vs. area of coverage (very wide) – overstretching • Limited office space • Filing • Documentation • Reporting • Communication • Assumptions rather than clear guidelines
Opportunities	**Threats**
• Good community responses • Follow-ups leading to identification of new target groups – good feedback • Continuity in implementation • On-going needs • Emerging issues communicated to Haki Yetu • Strong support from existing donors • Trusted • Growing consultations • Collaborative staff and partners • New areas of coverage (growing on demand) • Strong networks (CLNSA, Security, HRDs) • Good working relationships with diverse government institutions • Trainings and exchange with partners • Social media, webpage • Support from advocacy institutions • Clear laws passed and progressive constitution = working basis	• Attitude problems at community level / high expectations at grassroots level • Lack of access to target groups • Security / insecurity in the area • Fear of the unknown • Change in political and institutional landscape • Challenges of mandates and responsibilities when working in networks – threat to cooperation • Delays in diverse partner-responses • Poor community follow ups • Division among community members • Mentality that CSOs only criticise – mistrust & lack of cooperation • Competition among CSOs – multiplication of work / inefficiency • Unreliable income

III. Operational Context

The organisation's area of intervention encompasses the three Coastal Counties of Kenya, Kilifi, Mombasa and Kwale, which border each other and face similar issues. Kwale and Kilifi are rated among the five counties with the highest inequality rate in Kenya, with many rural areas being remote and with little access to services. Mombasa, being the second biggest city in the country, is a dense area with highly diverse communities. Historical land injustices, inter-ethnical conflicts, long standing grievances, high rate of unemployment and lack of prospects for young people, threats of recruitment into radical groups and manipulation through leaders aiming at personal gain constitute an explosive conglomerate of factors which can easily be triggered into outbreaks of violence. While Kenya is the 9th largest economy on the continent and the 4th largest in sub-Saharan Africa; the country was ranked 21st on the continent in regards to conducive standards of living.[3]

Mombasa:

Mombasa County borders Kilifi County to the North, Kwale County to the South West and the Indian Ocean to the East. It covers a surface area of 229.7sq.km and has a population of 1.2 million people. Mombasa county is the smallest county in Kenya and it has six constituencies: Jomvu, Changamwe, Kisauni, Likoni, Mvita and Nyali. 55% of Mombasa Citizens live in informal settlements, with no security of tenure and lack of essential service provisions. Devolution has brought hope and enthusiasm to the counties, but its progress is hindered by lack of participative, inclusive and accountable structures.

Kwale

Kwale County is located in the South Coast of Kenya. It boarders the Republic of Tanzania to the South West, and the following counties; Taita Taveta to the West, Kilifi to the North, Mombasa to the North East and Indian Ocean to the East. Kwale County covers a total surface area of 8270.2 sq.km and accounts for 1.42 percent of Kenya's total surface area. The county has a population of 649,931 which accounts for 1.7 percent of the total Kenyan population(Kenya Population and housing census of 2009).The county is divided into four constituencies and twenty wards. The constituencies are: Matuga, Msambweni, Kinango and Lungalunga.

Kilifi:

Kilifi County is the biggest in the Coast region and is located north of Mombasa County in the coastal line, but also borders Tana River and Kwale Counties. It covers a total surface area of 12,610sq.km and accounts for 1.42 percent of Kenya's total surface area. The county has a population of 1,109,735 which accounts for 1.7 percent of the total Kenyan population(Kenya Population and housing census of 2009).The county is divided into seven constituencies and thirty five wards. The constituencies are: Kilifi North, Kilifi South, Rabai, Kaloleni, Ganze, Malindi and Magarini.

[3] https://www.standardmedia.co.ke/business/article/2001229898/kenya-rich-on-paper-but-majority-struggling-to-make-ends-meet

a) Areas of implementation

In the process of development of the Strategic Plan, the Team conducted a context analysis per thematic area of intervention. Focusing on existing programs, core problems were analyzed in terms of root causes and effects of the issue. Those analyses are based on community engagement over nine years; and brought together the individual assessments, observation and monitoring insights made per program intervention over the years.

Socio-Economic Department

Housing

Housing evolved as a new thematic area around 2013, closely related to the land program yet demanding our engagement into right to affordable and decent housing. 55% of Mombasa citizens live in informal settlements with no security of tenure and no prospects of adequate and decent housing as guaranteed in Constitution Article 43. The county government had promised to provide 25.000 housing units in Mombasa County, however is only capable of providing 4.000 new ones. There are insufficient resources to adequately fulfill social, economic and cultural rights, which translates into terrible state of housing estates, urban renewal programs not suitable for target population and no security of tenure for the most vulnerable.

The lack of resources, privatization, no capacity at county government level, bad management as driven by political agendas, personal interests, corruption and the low cost housing aspect not being addressed in the national housing bill are the root causes of the problem, hampering productive and effective housing provision for the vulnerable and poor community members.

This easily results in lethargy among community members, with a lack of security leading to lack of energy in long term visions of development of their own situation, given that every effort can easily be demolished again – as forced evictions are a result of lack of pro-poor agendas and policies that favor private investors. WASH, waste management and power provision is neglected and schools suffer enormously from bad hygiene and poor infrastructures.

Land

Historical and current land injustices remain the biggest challenge to peaceful coexistence across the three counties. In particular grassroots communities lack knowledge on specific laws and regulations that would enable them to take ownership of issues that affect their existence. A high number of community conflicts and family conflicts in addition rise around land matters. Community field visits in remote areas of Lungalunga and Malindi have given evidence to land being closely interlinked with different layers of family conflicts.

New cases of land grabbing emerge on a regular basis and so the poor face eviction, threats, neglect and are unable to access courts and National Land Commission (NLC). Insufficient justice-infrastructure, and little or no access to information for citizens, together with a lack of transparency

in land acquisition processes are key problems. In addition, we have witnessed a number of situations where communities are not united of honest in pursuinig their own land concerns. This makes them less able to pressuries the government in pursuit of justice.

Mistrust among CSOs and a much more emergency- rather than process-oriented intervention logic by the same are cause for that. In regards to enormous challenges and potential for conflict related to land issues at the Coast of Kenya, political and historical marginalization, leading to injustice, is key. In addition, lack of goodwill, mismanagement of files, a certain level ofimpunity favouring political influences, and lack of protection for vulnerable communities constitue root causes for persisting challenges and conflicts around land.

Thisleads to forced evictions as a persistent threat, and a feeling of insecurity which again hampers selfmotivated development and innovation among citizens and easily creates lethargy and frustrations.

Governance & Accountability

The National Government Constituency Development (NGCDF) Act was amended in 2015, in order to erase duplication of resources between county and national level and adjust to changes due to devolution. Yet, knowledge of the Acts rarely reaches or is understood by local communities, who however when having knowledge on procedures and regulations would be in a better position to demand public participation and accountable governance of tax-payers' money. Public Participation and accountable governance is stated in under Art. 10 as well as Art. 174 in the constitution and binding guidelines from the Ministry of Devolution are in line with those. However bridging the gap between those regulations and the essential knowledge provision about them to vulnerable and marginalized communities is missing, which makes lack of sensitization and awareness the result of lack of ownership and pro-active demand for services.

Lack of information of use of public funds, data held back, lack of citizen's education through government institutions and lack of guidelines on public participation have been identified as core problems with regards to demanding accountability.

This is due to lack of capacities at management levels, alongside dependence of implementation on individual positions and lack of infrastructures to disseminate information to the public. Lack of knowledge results in frustrations among populations, misperceptions and assumptions, and feeling of neglect and hopelessness.

Legal Department

Legal Aid

Various actors such as the judiciary, lawyers, and civil society groups have tried to reach out to the masses through holding legal awareness sessions every year but still the level of awareness is at the minimum. Legal protection being a constitutional right, the government through the National Legal Aid Program is still challenged to offer maximum services to its citizens due to inadequate funds. For instance in the Coast, the program has for more than one year been unable to employ a lawyer citing slashing of their budget by the national government. Rural women, people living with disabilities, and children have been facing the biggest neglect when it comes to being represented and having knowledge of reporting structures. This has its roots in socio-economic, cultural, and political factors, hence constitutes a complex situation of marginalization.

Lack of accessibility (distance and costly procedures), timely procedures, and insufficient check-and-balance systems that would enhance coordination and efficiency have been identified as core issues in terms of legal aid provision. In addition, lack of knowledge on existing oversight bodies among communities, together with procedures that are not 'community-friendly' and for which there is no simplified information available, are at the core of the challenge of providing legal access to all.

This is rooted in the lack of resources among judicial institutions, combined with a stagnant judicial system that shows little self – critique, appears to see little sense in cooperation and has no structure of how information is to be provided to communities. In addition, Human Rights violations are not as lucrative as other cases, and reporting mechanisms for communities to report mismanagement are rather inefficient.

This causes mistrust in the judicial system, an inability of community members to act in case of violation through a judicial actor, and causes fear among communities towards the system, as it appears to be complicated and shadowy.

SGBV

Kenyan society is a patriarchal one, with restricted rights and limited spaces for women. Domestic violence is rampant, hidden and silenced in many cases. There is a great need to advocate for change in public policies and their effective implementation. Although states bear the fundamental, legal responsibility to combat violence against women and girls and to guarantee the rights of survivors, governments must develop formal mechanisms, together with local communities, to promote society-based ownership and to ensure that grassroots experiences are taken into account when designing appropriate interventions.

Poor methods of public participation, a gap between communities and existing protection structures to voice concerns, poor case management and lack of proper referral systems that trickle down to grassroots level have been identified as core issues when addressing SGBV. Slow and inadequate responses from actors mandated who oversee SGBV cases is another issue. In addition, lack of referral

systems includes lack of psychosocial support structures as well as lack of ownership at community level in terms of follow up after a case has been reported.

This is rooted in poor policies at national and county level to support survivors, lack of capacities at grassroots level to understand case management structures, and insufficient resources and capacities among the judicial system.

It effects in laws being passed that are not in conformity with reality at grassroots level, a persisting mistrust from communities' side towards the judicial system and hence a high number of cases remaining unreported. Early marriages are one result, which interlinks the SGBV aspect closely with Child Protection and Safeguarding, as SGBV towards minors results in early pregnancy, early marriage, and school dropout and hence child rights violations.
Sex-Tourism has been identified as another root cause; as it constitutes a social setting where children try to get money and exploitation takes place.

Child Protection

In rural areas, early marriage, domestic violence, school dropouts, child abuse and sexual gender based violence are rampant issues. Child Protection is widespread and a huge concern all over Kenya, Kwale and Kilifi County have been identified to be among the most affected areas.[4]

Plan International, in its study in 2012[5], states that Kenya's prevalence in child marriages stands at 43,3% of females married as children, and 11,6% of males.[6] Majority of the girls get married at the age of between 13 and 16 years. Most of these are forced or arranged marriages. The Kenya National Bureau of Statistics (KNBS) indicates that for example in Kwale County, only 10% of the county's residents have a secondary level of education or above.[7]

Poverty, drug abuse, family structures, weak law enforcement mechanisms and inadequate Child Protection structures as well as cultural behaviours and beliefs have been identified as the main underlying causes for child abuse.[8] Challenges lie in cultural practices and concepts, including stigmatization and shame. This results in many unreported cases, child neglect, early pregnancies and child marriage. Although international human right laws and guidelines have been translated into Kenyan law, implementation however is rarely seen to trickle down.

Root causes identified are lack of safe spaces for children, few employees at children offices, a disconnect between county and national government levels in terms of responsibilities such as setting up rescue homes or implementing child protection and safeguarding policies.
Hence, little or no knowledge among institutions on child protection policies exists, and there is little monitoring efforts from the government side in order to ensure safety of children and enforcement of

[4] http://inequalities.sidint.net/kenya/wp-content/uploads/sites/2/2013/09/Mombasa.pdf
[5] Because I Am A Girl – Kenya Country Report 2012
[6] file:///C:/Users/user/AppData/Local/Temp/Because-I-am-a-girl--Kenya-Country-Report-2012.pdf (2012:3)
[7] http://inequalities.sidint.net/kenya/wp-content/uploads/sites/2/2013/09/Kwale.pdf (2013:10)
[8] See Mwangi, Isabel; 'Kesho' Study (2014): http://keshokenya.org/resources/Downloads/Our-Children-Matter_Kesho-CP-Situational-Report-2014_2.pdf

policies. Institutions in addition show little ownership on existing policies, which results in abandonment of the latter and lack of guiding framework towards child protection standards.

This is rooted in lack of resources, an ineffective juvenile legal system, issues of corruption when it comes to e.g. issuing license for children's homes, and the fact that child protection appears to be nobody's 'actual mandate'. In addition, among communities, it is difficult to break existing habits and it takes time and patience to accompany a process that fundamentally changes the role of children in society. It results in inexistence of individual development opportunities for children.

Peacebuilding Department

Young people are among the most vulnerable members of society. Approximately 80% of the Kenyan population is below 35 years old; with an unemployment rate of about 55% among youth[9]. This results in "youth idleness"; young people who have finished school but who do not have any opportunity other than hustling for day-to-day money. Unemployment at an age where one is expected to start providing for oneself, starting a family and settling down results in lack of prospects loss of feeling of belonging and fragile self-esteem. This leaves a whole generation vulnerable to manipulation, which in many cases (recruitment into radical groups, siding towards political groups) builds on exactly this: the creation of a feeling of belonging; deepening the perceptions of "us" versus "them". Lack of opportunities makes young people vulnerable to be involved into crimes, which results in stigmatization by them being seen as 'troublemakers'.

Lack of empowerment in order to access and manage available funds as well as the lack of safe spaces for young people in order to be creative, built relationships and engage in longer-term projects is at the core of conflicts around young people. Lack of economic opportunities is surely a root cause, however own victimization (surely also related to lethargy and frustrations) is to be found at the root cause level as well, resulting in lack of future prospective, lack of confidence to express oneself, manipulation and frustration closes the circle.

Weak citizenship, gaps between citizens and institutions, lack of safe spaces for public dialogue and along with that lack of transparent structures for demanding accountability, resulting in impunity are another core problem. Rooted in lack of awareness on foundation for active citizenship and a pattern of violent responses to conflict, misperceptions built up between administration and communities, and misuse of power remains unchallenged. Impunity is again an effect of this. Stereotyping and misperceptions among communities remains, and killings – especially related to accusation of witchcraft – has become a sad reality especially in the counties of Kilifi and Kwale.

Hand in hand with misperceptions among administration and communities goes a lack of structures that would close the existing and persisting gap between traditional and modern legal systems in addressing conflict. Patterns of violent responses fuel incitement, revenge and protraction of community conflicts. Lack of knowledge on laws that guide traditional practices leads to misuse of traditional systems, which is rooted in ineffective legal systems especially in rural areas and therefore the risk of traditions being used in order to pursue individual agendas by those in power – especially administration and elders. The main root cause for both aspects of misuse of power, resulting in killings, misuse of traditions and revenge are conflicts over resources, mainly land: boundaries, inheritance and use.

The Peacebuilding department in this regard in many contexts provides an entry point into communities, and later on coordinating further with both the legal and the socio-economic department.

[9] https://www.aku.edu/eai/Documents/kenya-youth-survey-report-executive-summary-2016.pdf

b) Future areas of interest

Transformational Change, hence sustainable development, is at the core of our passion for our communities. Over the years, we have emphasized the strong interlinkages of our programs, highlighting the interconnectedness of issues and the need for holistic approaches to challenges faced. Environmental issues have become more and more important, as they impact on many of our programs. The SDGs state that"*sustainable development action cannot be achieved without climate action*[10]"" and in line with Pope Francis and his Encyclical Letter (2015), we believe that *"today […] we have to realize that a true ecological approach always becomes a social approach; it must integrate questions of justice in debates on the environment, so as to hear both the cry of the earth and the cry of the poor*."[11]

In referring to St Francis of Assisi, Pope Francis states the inseparability of the *bind between concern for nature, justice for the poor, commitment to society, and interior peace*.[12] Privatization is mentioned as hampering public access to places of beauty[13], integration of diversity in especially bigger cities is seen as pivotal to 'create' a "We" among societies. Information for local populations on projects affecting environment is key in order to foster participation, which is the voice of local populations and the acknowledgment of its relevance towards sustainable development, hence transformational change.[14] Environmental issues touch the Human Right of access to clean water[15], exploitation hurts the vulnerable communities such as depleting of fishing reserves especially hurts small fisher communities[16], rise of mega-cities and the inherent lack of housing for poor populations[17] at both ends fuels and is a result out of disrespect for human ecology. Pope Francis acknowledges the fact of having a home; the insurance of personal dignity and growing a family; as major issue of human ecology[18], and we believe that this is the direct linkages to Human Rights Communities, to a citizenship that is empowered to make its voices been heard.

[10] http://www.un.org/sustainabledevelopment/development-agenda/
[11] Encyclical Letter; Pope Francis (2015:35)
[12] Ibid. (2015:10)
[13] Ibid. (2015:31)
[14] Ibid. (2015:134ff.)
[15] Ibid. (2015:23,24)
[16] Ibid. (2015:34)
[17] Ibid. (2015:113)
[18] See: Ibid. (2015:113)

Environmental awareness has therefor become an area of future interest for the organization. In 2016, we successfully celebrated the International Environmental Day in our community in Changamwe, Mombasa County. With children planting trees around their schoolyard and a procession including garbage collection through the community, we raised awareness and saw the acknowledgement of that issue among the community. However, much awareness is still needed. In addition, empowerment of local populations is crucial, in order to ensure awareness of and participation in development processes where economic interests are put prior to aspects of human ecology.

> *"This we forget that "time is greater than space", that we are always more effective when we generate processes rather than holding on to positions of power. True statecraft is manifest when, in difficult times, we uphold high principles and think of the long-term common good. Political powers do not find it easy to assume this duty in the work of nation-building."*[19]

In the long term, we aim at making this aspect a crosscutting aspect of all our programmes.

[19] Ibid. (2015:131)

c) Organizational Theory of Change

Our Organizational Theory of Change explains approach and assumptions on how to achieve envisioned change, starting with our work for and with the vulnerable and marginalized communities.

The organizational theory of change aims at explaining impetus of why we work and how we believe it creates relevant impact. As the plan as outlined, the organization has seven specific areas, spread over three counties. We work on an informed needs based approach, which is based on continuous needs assessment and highlights our approach of the interconnectedness of the programs. None of the challenges addressed in our program exists in its own, rather they reflect in their approaches the linkages of reality.

The theory of change is to be understood in the light of this. We do not intend to claim holistic coverage of all programs in all geographical areas, based on existing capacities and relevant needs. But we do outline the general approach the organization is taking in working towards transformational change.

As we engage communities in a participatory way, this gives us the impetus to address their relevant needs as our work is founded on humility and based on community ownership. Our community-owned programs inform our strategies hence giving us credibility because we constantly balance, seek feedback and review.

While doing that, we create meaningful synergies through not only consulting our partners but also building strong networks to raise the voice of the marginalized especially those in the remote areas. Through this, these hitherto forgotten communities are finally able to hold their institutions accountable and to access justice.

As the voices of the marginalized get louder, and more masses are aware of their rights, it catalyzes our strategic approaches towards transformational change, influence on policies, good governance, social justice and peaceful coexistence.

Our approaches are inclusive and multi-dimensional towards guaranteeing our communities restorative justice, dignifying the voiceless while we reinforce value systems and procedures.

See Theory of Change Chart attached.

d) Long Term Goals

Our main goals are developed per program and address the realization of Human Rights and the provision of access to justice for everybody, the transparent performance of accountable institutions, and the empowerment of communities to pro-actively take action while upholding values of integration and cohesion.

See Overview of Goals Chart attached.

IV. 5 years strategic approach

a) Socio-Economic Department: Land, Housing, Governance &Accountability

Table: objectives, strategies, outcomes, indicators

	Housing	Governance & Accountability	Land
Long Term Goal	Decent and affordable housing for the vulnerable communities	Accountable, transparent and inclusive public finance management and governance	Current and historical land injustices are addressed
Objectives 2017 - 2022	1. We will lobby Mombasa County Government for affordable housing to increasingly become a priority area for County Government interventions 2. We will increase the number of area / settlements in Mombasa county where land ownership / security of tenure is provided to vulnerable communities 3. We will enforce policy formulation at Mombasa County level and increase our influence in regards to process and input 4. We will continue to promote a holistic approach to the right to housing in Mombasa county	1. We will advocate in order to ensure the county Public Participation Act is passed in Mombasa County and implementation enforced in Kilifi and Kwale 2. We will establish a timely updated database of all implemented projects by county and CDF, including expenditures and audit reports – covering sampled areas in the 3 coastal counties Kwale, Kilifi and Mombasa 3. We will establish and enhance strong linkages and networks in the 3 counties (Kwale, Kilifi and Mombasa) covering all relevant stakeholders in national and county government public finance management 4. We will enhance community awareness on, and participation in national and county government	1. We will increase access to justice for remote and vulnerable communities in Kwale, Mombasa and Kilifi 2. We will advocate for enforcement of 2016 land laws to be implemented in the 3 counties Kwale, Kilifi& Mombasa 3. We will become part of the process of building an information system towards correcting land irregularities / mal-practices due to manipulation of records, standing in for the counties Kwale, Kilifi and Mombasa 4. We will enhance community's participation and influence in the land legislation process in the three counties Kwale, Kilifi, Mombasa

		finance management procedures and legislations in Kwale, Kilifi and Mombasa	
Strategies	• Public education on right to housing and its components • Networking and enforcing cooperation for greater advocacy outreach – communication and increase of knowledge sharing • Capacity building for stakeholders relevant to land and housing • Capacity building of MCAs on public housing policies, including eventual available good practices from other counties • Community mobilization and representation	• Documentation & publication • Capacity building of CBOs • Capacity building of journalists on land matters • Advocacy through media • Advocacy with networks through justice, legal & affairs committee • Capacity building on social auditing • Resource mobilization • Expansion / outreach	• Capacity building of communities and key stakeholders (creating & enhancing linkages there • Documentation & mapping of hot spots & ongoing case management • Build pressure on national government / advocacy through relevant institutions • Capacity building on new legislations for county committee on lands • Collaboration and networking with partners, supporting influential key stakeholders • Capacity building / training on alternative dispute resolution mechanisms • Provision of legal support
Outcomes	1. - There is an increase in the availability of housing for the vulnerable 2. - Perception of security of tenure increases among vulnerable population in Mombasa - Secured tenure is guaranteed and evictions and threats of evictions decrease 3. - Clear housing guidelines for Mombasa county are in place, that will help to hold the county accountable 4. - The provision of housing is following universal standards - In cases accompanied, related social needs are addressed publicly (WASH)	1. - Reduced cases of conflict - Smooth implementation of county programs - Counties pro-actively ensure public participation process to be efficient 2. - Counties are more accountable and cases of corruption decrease - Data on implemented projects is available in a timely manner - Projects are kept track of 3. - Remote areas where Haki Yetu has no or limited access are include in access to information 4. - Communities pro-actively speak out and organize themselves - Communities are empowered through access to information	1. - Increased number of cases are addressed - Decrease of back-logs of cases in court - Conflicts increasingly addressed, communities – relationships improved - Communities benefit of credibility through organisation's representation and become connectors for other communities - Enhanced access to justice into areas Haki Yetu has no representation in 2. - Strong networks of supporters in the three counties of Kwale, Kilifi and Mombasa, to advocate for implementation of land laws - Increase of community needs (eventually, through increased awareness and procedures to be followed)

			3. - Inclusion of community voices in the process of gathering information - Communities' concerns addressed - Reduction of dependency-symptom towards organizations 4. - Land legislation process includes and embraces communities' needs
Indicators	1. – x number of social housing projects discussed, planned and implemented 2. – population from informal settlements report on increased feeling of secure housing situation - no evictions taking place and no threat for evictions received by local communities for more than a year 3. – x number of meetings where Haki Yetu did participate in design of housing policies - documents available 4. – social housing policies are geared towards holistic approach to housing - x number of cases where social needs did arise have been referred and been addressed - communities report awareness and right to decent housing - communities report improved living conditions in the areas we work in	1. – communities report on effective implementation of projects in their areas - x number of public participation meetings held by county government - x number of people participating in public participation meetings and this number increasing over an x period of time - communities report feeling of being heard during public participation meetings 2. - data base in place - projects captured in data base are implemented in expected time period - all projects captured in data base are effectively implemented - civil society reports being on track of following up with county projects 3. - citizens in remote areas report increase of awareness on public finance management - x members of networks, connected through contact sharing lists - X number of meetings held with stakeholders 4. –x number of community events held for coordination and engagement - community members report on increased confidence based on access to information	1. -x number of cases addressed - communities report faster procedures at courts - x number of conflicts at community level addressed - community members report increased knowledge on pathways to access justice - x numbers of advice provided between community members working with Haki Yetu and other community representatives - x number of cases referred to civil society organizations from areas where Haki Yetu is not working 2. - x number of network meetings held - X advocacy actions taken - x number of new cases from areas where we work on issues related to land matters 3. – x meetings held in areas identified in order to capture community perspectives - x number of meetings with relevant key stakeholders on land matter - communities report perceptions of own ability to follow up on issues - x number of cases / issues where community

			concerns got directly addressed 4. - communities report on effective processes that fit their needs - number of cases / issues addressed through appropriate legislation procedures

b) Legal Department: SGBV, Child Protection & Safeguarding, Legal Aid

Table: objectives, strategies, outcomes, indicators

	SGBV	Child Protection	Legal Aid
Long Term Goal	Communities empowered and stakeholders at all levels pro-actively taking key actions in prevention, and supporting SGBV survivors	Ensured protection and safeguarding of children, enabling a happy and safe environment	Access to justice for the voiceless
Objectives 2017 - 2022	1. We will increase influence in existing networks and enhance efficiency of those structures in regards to case management in the three of counties Kwale, Kilifi and Mombasa 2. We will empower grassroots network structures in the three counties of Kwale, Kilifi and Mombasa through supporting formation of new structures, strengthening existing structures and enhancing capacities 3. We will enhance partnership with and among key stakeholders in the three counties of Kwale, Kilifi and Mombasa geared towards increasing support for SGBV survivors 4. We will enhance access to justice for SGBV survivors through	1. To increase awareness – and hence capacities - among communities and other key stakeholders in the 3 coastal counties on laws, policies and the case management process of Child Protection and Safeguarding 2. We will bring stakeholders together and enhance networks, structures and coordination in the areas of Kwale, Kilifi and Mombasa 3. We will create a platform which will ensure a safe space for children for their voice to be heard; in Kwale, Kilifi and Mombasa 4. To increase the number of institutions having Child Protection and Safeguarding policies in place, and enhance the implementation of those policies in all three counties, Kwale, Kilifi and Mombasa	1. Increase awareness of communities about legal and judicial systems and procedures 2. Increase provision of legal aid services through free legal advice, representation and legal aid clinics in Kwale, Kilifi and Mombasa 3. We will ensure that in Kwale, Kilifi and Mombasa a functioning and reliable network of key stakeholders is in place 4. We will enhance efficiency and effectiveness of legal structures in the three coastal counties which will increase accessibility of and trust in the judiciary among communities 5. Increase awareness on alternative dispute resolution mechanisms in communities and among stakeholders

	creation of strong support structures	5. We will lobby for a law to be passed at national level stating that each institutions working towards safeguarding of children needs to have a proper child protection and safeguarding policy in place which complements Art 53 of the constitution	
Strategies	• Sensitization • Capacity building • Coordination • Partnership & collaboration with institutions supporting survivors of SGBV • Resource mobilization • Advocacy	• Sensitization / awareness creation • Coordination & creation of a strong referral system • Enhancing and fostering partnerships (gov. + non-gov.) • Advocacy & Lobbying • Documentation, Research, Publication	• Advocacy • Coordination & enhancing cooperation • Capacity building • Sensitization • Legal representation
Outcomes	1. - Networks are advocating for improved structures for handling SGBV cases - SGBV to be a priority in discussions - SGBV cases are properly documented and fast-tracked by different structures - Gender offices are in place and working - Enhanced confidence in reporting of SGBV cases by communities to relevant offices 2. - Networks are well informed on relevant policies, laws and institutions mandated in tracking SGBV cases - Networks built bridges and instill confidence in communities to report SGBV cases - More cases being reported and properly documented - Grassroots networks lobby through various platforms at county and national level for policies geared towards reduction of SGBV cases	1. - Communities know all steps of case management and trust in reporting structures - Communities are doing follow-up on cases and give feedback - Communities are more informed and stakeholders cooperate - Key stakeholders are up-to-date on changes in law and emerging issues in the communities 2. - There are proper referral systems in place - Enhanced working relationships - Communities are aware of the mandate of different institutions of Child Protection and Safeguarding 3. - More cases, as children speak out and understand structures and procedures for reporting - Increased number of children advocating for their rights - Children aware of duties and responsibilities in their community	1. - Better case management by communities - Communities are more confident in legal structures 2. - Reliable network of pro-bono advocates in place - Effective cooperation between and pro-active engagement of, key actors in ensuring access to justice 3. - Outreach to remote areas and poor and vulnerable community members for easy access to justice 4. - Enhanced fast tracking of cases, hence back-log in courts reduced - More courts constructed, being accessible to remote areas - More judicial officers assigned to handle cases 5. - Relevant cases are successfully handled, using mechanisms of alternative dispute resolution - Communities are aware of ADR mechanisms

	3. - Improved communication and referral systems, county wide, in place 4. - Survivors are represented in court - A network of magistrates, lawyers, prosecutors, judicial clerks, counselors, police, doctors and rescue centers in place	- Children being able to recognize abuses - Children able to bridge gaps and provide peer support - Enhanced relationship and communication between teachers, parents and children 4. - Policies in place Institutions will be safer for and more accountable to children - Institutions will be more pro-actively in identifying child abuses and establish mechanisms of reporting such abuses 5. - National government being engaged in supervising and ensuring policies are in place	- More stakeholders involved in, use and apply ADR mechanism structures
Indicators	1. - Additional structures & SGBV centers in place - Regular presence of members, minutes from meetings, outcomes of discussions - X Number of cases addressed - Guidelines followed - communities report enhanced confidence in reporting cases 2. - X Number of areas / targets reached - communities report knowledge on network members - communities report increased confidence in reporting cases - Actual reduction of cases - visible increased, pro-active and constant levels and range of engagement of network members - X Number of cases reported, documented, addressed	1. - Communities report good engagement with stakeholders and confidence in knowing what to do in cases of child right abuse - X Number of cases being brought up, hence being made visible - X Number of meetings held between Haki Yetu and the communities - X Number of exchange meetings held between community representatives on case follow up 2. - X Number of cases referred - X Number of meetings- held as network events - Network members in the three counties report on effective communication structures among the network members - Communities report on knowledge of network and feeling of knowing whom to approach	1. - X number of cases have moved in the procedure and are in positions of active follow up by community members - X number of cases reported - Communities report increased awareness on structures and increased confidence in reporting cases 2. - Constant Number of advocates (&x forms of availability filled) during network meetings / outreach meetings - X amount of cases taken up by advocates from the network - X number of meetings held by advocate network - X number of petitions / memorandums filed by network members - X number of joint activities / ideas implemented 3. - Communities report judiciary representation visible at grassroots level

	3. - X Number of cases referred 4. – Constant number of active network members - network members report on effectiveness of network structure	3. - X Number of cases/ concerns reported by children to any authority - Parents report on change of behavior in their children - Teachers report on enhanced engagement and increase in performance of children - X number of child friendly structures in places - children report increased feeling of confidence through exchange-structure in place 4. - Staff members of institutions report on implementation and functionality of procedures in place - Staff members report good knowledge on policies in their respective institutions 5. - X Number of institutions having supervision structures linked to national government structures	- X number of cases reported from remote areas of intervention 4. - X number of courts established in rural areas - X number of officers in place in rural areas Increase number of cases handled per institution (comparison of cause list) 5. - X Number of cases successfully addressed through ADR mechanisms - Communities and stakeholders report on feasibility of ADR

c) Peacebuilding Department

Table: objectives, strategies, outcomes, indicators

	Peacebuilding
Long Term Goal	A peaceful society that upholds values of cohesion and integration
Objectives 2017 - 2022	1. In 2022 we will have a strong and diverse peacebuilding team working with new and relevant approaches 2. We will increase ownership among communities and enhance citizens' participation in demanding accountability in a non-violent way in the three counties of Kwale, Kilifi and Mombasa 3. We will have strengthened youth in the three counties Kwale, Kilifi and Mombasa through enhancing relationships, developing linkages and promoting public space which allow for exchange and provide platforms to counter stigmatization of the youth 4. We will strengthen community-based conflict transformation approaches and mechanisms, including all relevant stakeholders and putting special emphasis on gaps between traditional and national legal systems
Strategies	Specific approaches per objective will entail: 1. Internal knowledge exchange 2. Awareness raising; civic education and capacity building on the constitution; capacity building and dialogue on Nonviolence and nonviolent action; relationship building and fostering cohesion & integration 3. Improve relationships between youth and communities with special focus on youth & police; promoting establishment of resource centers in key areas of our intervention in the three counties of Kwale, Kilifi and Mombasa 4. Capacity building and community platforms on ADR; establishment of strong pillars of women groups in the three counties; capacity building on conflict transformation; relationship building; fostering cohesion and integration General strategies for the Peacebuilding department are: • Documentation and publication • Internal capacity building & knowledge management • Creating safe space and providing platforms • Use of cultural resistance approaches (community issues) • Capacity building (trainings) on nonviolence and conflict transformation (for women and youth) • Networking and fostering cooperation (among youth and training participants) • Dialogue • Enforcement and use of connectors

	• Community forums • Mobilization of resources • Creating linkages and support structures • Capacity building (ADR and conflict transformation) • Public forums & facilitation of meetings and platforms • Expansion, outreach, trust building (into other sub-counties)
Outcomes	1. - Trust on the ground - Unified peace-unit, working with joint approaches - Documentation in place 2. - Improved and organized public participation approaches, community-led - Communities standing up publicly in cases of misuse of political power - Increase in nonviolent grievance mechanisms in place of violent protests - Decrease of violent inter-group conflicts among youth and women groups that we have been engaged with through trainings and other means of engagement - People / communities organizing themselves in group activities - Communities coming out and openly address tensions among themselves - Communities using recognized structures of addressing grievances - Increased feeling of confidence among communities - Communities make informed decisions based on the constitution - Change of perception from marginalization towards inclusion and support through structures 3. - Increased feeling of trust between youth and their communities, especially between youth and the police - Reduced profiling of youth and generalization of cases - Increased feeling of belonging and acceptance by the youth from their communities - General use of materials at the resource centers - Youth using the space creatively - Increase of bonding / relationships between youth from the respective area 4. - Increased participation of women in peace-issues at all levels - Increased level of trust towards women from their communities - Increase of small-scale cases handled by women - Reference system to communicate, address and advice on issues of concern in place - Improved services and responses to threats of violence for the communities - Legal issues including the traditional perspective - Increase of judicial outreach into remote areas - Platforms in place for challenges to be shared and best practices to be discussed and developed
Indicators	1. - Comprehensive knowledge management in place - Communities we engage with report knowledge to all peace team members and understand the mandate and responsibilities 2. - X number of public nonviolent action taken by citizens - X number of meetings at village level in regards to public participation issues - Trained participants report increase in nonviolent conflict resolution processes adapted within their grassroots organization - X number of petitions submitted - Beneficiaries report confident knowledge on constitution and rights an regulations provided within - Communities in remote areas as well as marginalized community members report on increased feeling of support through governmental structures and service provision 3. - Youth report an increased feeling of security through the police, instead of harassment - Increase in community meetings with youth participation - Youth report an enhanced feeling of belonging, as in, feeling of acceptance from their communities - X numbers of resource centers in place in areas we work in

	- X amounts of events organized by young people in their areas 4. - Regular engagement with women groups in our areas of engagement - Women report on increased confidence in addressing conflicts at family and community level - X number of cases of violence reported to respective service providers / authorities - X number of visits from members of the judiciary into remote areas - X number of reoccurring visits from members of judiciary into remote areas - Sub-location communities in rural areas report on knowledge of judicial structures in town - Community members from rural areas report on trust in functionality of judicial structures - X number of regular meetings between key stakeholders / dialogue forums, to share best practices - X number of challenges followed up upon and addressed / changed

V. Implications of the Strategy

Haki Yetu's belief in holistic approaches and joint efforts focuses on increasingly enhancing outreach and enlarging partnerships at all levels. Humanitarian service provision and civil society mobilization and effort are to ensure that gaps are filled and that the social contract between state and citizens is held in equilibrium.

We belief in capacity building towards Human Rights Communities that take up matters in their own hands. Our interventions are designed with a longer-term vision in mind; render Haki Yetu redundant through drawing on structures and institutions and empowering citizens for pro-active engagement, conflict transformation and justice seeking.

In order to achieve the program objectives and increase sustainability of our interventions, we need to mobilize additional resources and expertise, and further enhance our influence and outreach. Below, key areas of strategy implications are outlined, naming enabling actions that will scale up our ideas and hence the impact of our actions.

Strategic Implication	Enabling Action
Leverage strategic partnerships	○ Advocate for law enforcement and enactment ○ Increase outreach into new geographical areas along the Coast ○ Increase influence by working with competent local and national players
Harness publication & outreach work	○ Increase engagement with variety of actors through providing capacity support on tools and methodologies and through increase in visibility of the organization ○ Harness relevant communication tools
Build training capacities	○ Development of comprehensive, context-appropriate training materials ○ Expand visibility among civil society, service providers and learning institutions
Advance Monitoring, Evaluation & Learning (MEL)	○ Develop monitoring and evaluation structures in each program ○ Establish effective learning structures ○ Use knowledge for both internal growth and external outreach
Enhance resources	○ Development and growth of emergency fund to enable effective support for survivors of violence ○ Establish strong financial support structures that allow for longer-term planning and engagements

a) Leverage strategic partnerships

As we widen our networks, work at grassroots level as well as at policy level, and continuously make efforts to bridge the gap between those levels, we will increase influence at both levels. In fostering a reputation as a grassroots civil society organization, representing the needs of especially the marginalized community members; we ensure liability and legitimacy of our work. Our influence through advocacy and outreach, public communication and documentation will deepen engagement with policy makers and authorities with constitutional mandate, for better service provision to the Kenyan citizen.

As we continuously aim at engaging like-minded civil society partners in our daily activities, through cooperation, joint mobilization, and formation of networks and development of interventions, we will play our part in supporting a stronger civil society that acts in cooperation and therefore has better abilities to cope with challenges. In that, we will seek strategic partnership with stakeholders that are active in both thematic and programmatic areas of our work.

b) Harness publication & outreach work

As to harness means of social media and increase outreach through publications, we will identify and enhance communication means and tools that are suitable for advocacy, civic learning and effectiveness for mass mobilization and awareness. This includes internal communication structures including publications and dissemination likewise, as well as dipping into social media communication tools, assessing options and developing communication strategies.

c) Build training capacities

As we partner through increased networking and support increased capacities at all levels of relevance, we will build and professionalize our own training capacities. This requires development of differentiated content and methodology for different audiences, as well as professional training material in form of localized modules, allowing for internal capacity building as well as provision of resource materials for institutions. Moreover, in time, such training materials could work towards more and more institutionalized avenues of the organization's work in professionalizing its standing as capacity building provider, allowing for multiplication and self-help among citizens and institutions.

d) Advance Monitoring, Evaluation & Learning (MEL)

Objective demonstration of the effectiveness of our work is important both to donors and likewise to us and other stakeholders, as it enables us to cross-check assumptions with reality and allow for transformational change to take place through constant review and increase of effective engagements. Despite its importance, Monitoring, Evaluation and Learning (MEL) is often an afterthought, not sufficiently included in planning or satisfied too early with assumption-based observations. We will increase internal structures that allow for MEL efforts in a more systematic way, which in return will inform us better and enhance future planning and strategizing.

e) Enhance resources

We have long-standing donor support for our core programs. As the strategy enables us to grow as an organization, we will actively look out for enhancement of resources. Strategy implementation and enhancement of resources are mutually dependent as newly established structures and provisions will allow for increase in visibility as well as for increased capacities in accumulating funding opportunities.

Conversely, increase in (especially longer-term) funding will allow for continuous, stable growth of a professional team, which will bring forward the organization's mission.
In addition, we will engage in creation of an 'emergency fund' that supports survivors of violence, primarily under the SGBV and Child Protection program.

See Organizational Profile Chart attached.

VI. Risk Assessment

In early 2017, the organization performed a participatory risk assessment. From there, a security plan will be developed that ensures adherence to security standards and provides Standard Operating Procedures in order to ensure safety and security for staff and assets. Below we provide a summary on the assessment, which outlines identified risks, the organization's vulnerabilities and capacities likewise. Continuous effort will be put on enhancing required capacities, which touch on all aspects of strategy, structure and policies.

Risks identified:
Risks identified range from loss of staff members, loss of valuables and assets, to loss of data. Outreach into rural and remote communities that come with sometimes challenging travel- and bad road conditions bear risks of road accidents. Burnout had been identified as a risk to the team, referring to high workload and likewise referring to constant stress-level and psychological impact of Human Rights work. Risks related to this are being intimidated or attacked by community members due to exposure and close engagements, as well as the mistrust, misuse, creation of bad reputation and profiling of NGOs. The latter also induce the risk of harassment, intimidation or arrest.

Vulnerabilities assessed:
Vulnerabilities assessed in relation to risks of loss in above listed facets address insufficient office security and movement in crowed places, as well as insufficiently stored data. Hiring poorly maintained cars or depending on public transport was identified in regards to risks while travelling. High workload makes the team vulnerable to burnout, and a lack of a well maintained early warning system combined with lack of institutionalized information-structures, being viewed as a small organization and not being accepted in certain communities are points that make the organization vulnerable to risks of mistrust and misuse.

Existing capacities:
Good and strong relationships, on personal level in many cases, strong culture of peer-consultation among colleagues, being sincere and committed, building up on the ongoing process of strengthening internal structures , and providing strong standpoints alongside firm representation and good linkages in networks were points identified as existing capacities that support mitigation of identified risks.

The exercise raised awareness on existing Standard Operating Procedures, identified new ones such as: staff welfare, establishment of a centralized contact database of relevant authorities and reference persons on the ground, development of guidelines and writing down procedures and best practices

VII. Monitoring & Evaluation

Human Rights work is not always obvious in its results, especially when it comes to soft-skills and relationship work. As Haki Yetu believes in the enhancement of 'Human Rights Communities', a lot of the implementation is depending on continuous community engagement, feedback sessions, discussion forums and presence on the ground.
While case management, legal aid and accompaniment can be monitored more directly and in a qualitative manner, its impact on communities, and the accompanying work of raising awareness, sensitizing and increasing pro-active citizenship is longer-term and its impact to be assessed to a high extend through qualitative data. Community perceptions and individual success stories are crucial to understand whether the interventions are going in the right direction.

Hence, monitoring within the organization's interventions is an integral part of each activity and done both in formal as well as informal ways, paying sufficient attention to context monitoring.We are working on improvement of monitoring tools in order to ensure effective data collection and adhere to below outlined data quality.

Data Collection

Data collection and documentation tools will be developed further, as to fit the context, the organization's capacities and needs, and the communities' requirements. Qualitative data collection methods include: informal community engagements, feedback and follow-up meetings, evaluation sheets from trainings and workshops, focus group discussions. Quantitative data collection methods are based on continuous recording, documentation and monitoring of engagements, cases and outputs.

The tools developed will ensure that data is sufficiently gathered and effectively made available for internal and external use. The team will jointly decide on suitable tools, and each program is responsible for its proper data collection – modalities such as time and frequency will be determined and harmonized among program coordinators, in line with proposal requirements and internal monitoring schedules. Capacity building meetings on a regular basis will ensure that all staff members are familiar with the tools.

Data Quality[20]

- Validity

Validity referring to an accurate reflection of reality in the captured data will be ensured through continuous engagement with beneficiaries (data captured in informal ways as well), and through triangulation of feedback and data gathered – collection will include community beneficiaries, government stakeholders and CSOs.

[20]Based on criteria identified by PACT: "Field Guide for Data Quality Management" (http://www.pactworld.org/library/field-guide-data-quality-management)

- Reliability

As the organization is developing its data collection toolbox, reliability is the key criteria to benefit from that development. Reliable data is ensured through consistent monitoring; systems and procedures for collection and use will further add on its reliability, as data generation will not depend on who is generating it.

- Integrity

Haki Yetu Organisation represents the voices of the most vulnerable, and aims at partnership and networking in order to enhance joint efforts towards improvement of living conditions and protection of human rights. As much as our work is based on the values of the Catholic Church' it is interpreted as an inclusive rather than exclusive ground. We are committed to provide un-biased service to our communities and likewise to the collection and documentation of integrated data material.

- Precision

Data collection can only always provide a picture of reality, which, depending on by whom where and how data is collected, reflects perspectives of interviewer and interviewee. We aim at precise data through triangulation of information, providing a broad sample. Additionally, given the various inter-linkages of the organization's programs, different staff members will be engaged in data collection, allowing for cross-checking in terms of accuracy and precision.

- Timelessness

Timely data is data that is collected frequently and is current. Ongoing context and outcome monitoring ensures a constant reflection of realities on the ground. The organization is further improving follow-up schedules especially into remote areas, ensuring timely data is comprehensively covering the areas of intervention.

- Confidentiality

Confidentiality is an important criterion in Human Rights work. Beneficiaries of our work are not to be exposed and it shall be ensured that their privacy is secured. In all monitoring forms to be developed, confidential data collection will be feasible, and likewise storage and use will ensure the same. Policies will be put in place to finally ensure confidential case management and beneficiaries information handling internally.

- Ethics

Ethics of data collection include informed consent of data collection from the beneficiary/respondent, protection of privacy and confidentiality of information gathered, and insurance of none-misrepresentation of data. Data collected shall be presented in the way gathered, including notification of limitation of data. The organization will put in place a code of conduct for data collection, analysis and reporting, in order to ensure adherence to ethics.

***

PM&E is integral part of implementing activities. In outlining data quality for Monitoring and Evaluation in such detail in our strategic plan, we ensure transparency and acknowledge constant improvement of collecting voice from beneficiaries, in order to keep a high standard of community engagement and provision of relevant services, alongside respect for and security of beneficiaries.

A strategic plan is a guiding document, which itself needs constant review and evaluation. The plan will be guiding quarterly review and monitoring meetings and will further be subject to yearly review, based on the criteria:

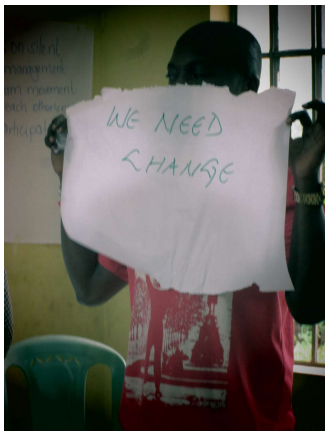
- Achievements
- Challenges
- Lessons learnt
- Adjustments needed

Outline monitoring guideline:

Program					
Monitoring guide	Objective 1	Objective 2	Objective 3	Objective 4	Objective 5
Under which proposal					
Activities done					
Successes					
Pending					
Challenges					
Plans for the next quarter					
Comments …					

Outline review guideline:

Program					
Yearly review	Objective 1	Objective 2	Objective 3	Objective 4	Objective 5
Under which proposal					
Results achieved					
Lessons learnt					
Changes in context					
Adjustments needed					
Comments …					



ANNEX

1) Organogram
2) Theory of Change
3) Overview of Goals
4) Organizational Profile

Haki Yetu Team

Fr Gabriel Dolan	Executive Director
Jackson Munyao	Administration
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