
HAKI YETU STRATEGIC PLAN

2023-2027

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They say the planners are the doers. If that maxim is true then the management, staff and board of trustees of Haki Yetu will be very busy people for the next five years. That same group together with our partners, stakeholders, beneficiaries and communities have been fully involved at every stage of the process of creating this strategic plan for the period 2023-2027, and that shows in the final product.

It has been a very engaging process, under the watchful and experienced eye of our wonderful facilitator, Ms. Helena Kithinji. She cut no corners and ensured that the team of Haki Yetu knew exactly what the public and the country expected of them. Endless meetings, revisions and clarifications eventually led to the production of a plan that almost everyone concerned had an input to. Yet, all that hard work has ensured that the implementing team has full ownership of the plan. It may be now written on paper but it is already inscribed in their memories.

The plan is a commitment to serve communities that are frequently forgotten in large national development plans. It is the product of listening to the voiceless and giving them a platform to be heard. It may be a task but it is also a joy to be called to do this noble work and to be instruments of changes in a country undergoing many changes.

We pray for the health, strength and courage to do what we have committed ourselves to.

Fr Gabriel Dolan, International Human Rights Day, December 10, 2022

EXECUTIVE SUMMARY

Haki Yetu, a human rights organization, was founded in 2008 in Mombasa's Bangladesh Slums. The organization is registered as a Charitable Trust and has offices in Mombasa (Star of the Sea Primary), Kilifi (Malindi), and Kwale. Haki Yetu's core mandate is to amplify the voices of the vulnerable and neglected members of society through legal representation, research and documentation, awareness creation, capacity building, and strategic partnerships.

The Strategic Plan 2023-2027, Haki Yetu's second Strategic Plan, is the culmination of an extensive participatory exercise involving the staff and Board of Haki Yetu, communities, stakeholders (government and non-government), and partners. The plan aims to provide a strategic approach to operationalizing Haki Yetu's strategic objectives. The plan is informed by the demands of a dynamic operating environment and builds on the successes, challenges, and lessons of the previous Strategic Plan.

The first chapter of the plan gives an overview of Haki Yetu's growth over the years. The chapter documents the organization's inception as a programme of the St Patrick's Missionary Society (SPMS) at Bangladesh Parish, operating in Jomvu and Changamwe Sub-counties to a full-fledged Charitable trust, working in the whole of the Coast region. This section highlights some of the key milestones over the years, including landmark cases litigated in promoting access to justice for the vulnerable, expanding to the counties, and developing its governance structure.

The plan also analyses the organization's operating environment, specifically the Social, Technical, Economic, Environment, Political, Legal and Ethical (STEEPLE) factors and their implication for the organization. It also assesses the organization's Strengths, Weakness, Opportunities, and Threats (SWOT) and their strategic implications for the strategic planning period. Finally, the environmental analysis concludes with Haki Yetu's stakeholder analysis and strategic issues.

The organization's vision is outlined in the third chapter. Haki Yetu envisions a society that values human rights, democracy and the rule of law. The plan will contribute to the realisation of this vision through the following outcomes:

- Vulnerable groups, especially PWDs, children, and older persons in the coast region, are able to access justice expeditiously and affordably
- Marginalised and vulnerable coastal communities are increasingly involved in the formulation and implementation of policy and legal frameworks on land and environmental management.
- Governments and government representatives adhere to the rule of law and are responsive to communities.
- Strengthened capacity of Haki Yetu to effectively and efficiently implement its programmes.

The fourth chapter looks at the implementation strategies that will facilitate the realisation of the strategic objectives. Key strategies include fundraising and resource mobilization, knowledge management, research, lobbying and advocacy, cross-cutting issues, communication, coordination, and cooperation. In addition, the chapter includes a risk analysis and provides strategies for mitigating potential hurdles, challenges, and risks. The chapter also identifies critical

success factors, including intensive fundraising, strengthening of systems and policies, a shift from activities to results, increased visibility, training and capacity training, and strengthening of the procurement function.

The final chapter looks at performance management and monitoring of progress. It proposes a comprehensive Monitoring, Evaluation, Reporting, and Learning (MERL) strategy. The strategy emphasises results and not activities highlighting what has been achieved (result) over what was done (activity). It also outlines the annual review of the strategy as well as a mid-term and end-term external evaluation of the Strategic Plan.

CHAPTER 1: BACKGROUND

HISTORY OF HAKI YETU

Haki Yetu (Haki Yetu) began its operations in 2008. The organisation started activities without an address or a functional office and operating out of a metal box for nine months under the shade of a few surviving trees in Bangladesh, Mombasa's largest informal settlement. During these early days, Haki Yetu and its volunteers strived to provide service, hope, and justice to the poorest citizens affected by labour and rent cases, neglect, and domestic violence issues.

These early days of stumbling to provide service, hope, and justice to the poorest of citizens grounded the organisation in values and attitudes that remain at the core of the organisation's vision. By 2010, Haki Yetu had established itself with a proven capacity to access courts and mobilise communities to defend their lives and livelihoods. Haki Yetu endeavoured to give communities the platform, training, organisation, and confidence to believe in their citizens' right to be heard.

In September 2010, rumours of an enforced eviction of 30,000 residents of Bangladesh had the whole community awake and vigilant for twenty-four hours, ready to resist any illegal invasion. The invasion did not occur. Two years later, in the neighbouring Kibarani community, despite a court order prohibiting eviction, a raid occurred in the early morning that destroyed hundreds of homes. Kibarani resisted, rebuilt, and remains on site until today.

In Kwale, Kilifi, and other settlements in Mombasa, communities facing similar threats of eviction were inspired by Kibarani's resilience, organisation, and courage. Soon after, Haki Yetu extended its services to these areas and opened accessible offices in Lunga, Kwale County, and Malindi town in Kilifi County. Appendix A illustrates the organization's timeline, highlighting key milestones.

Haki Yetu's growth and expansion are guided by its commitment to its values, community needs, and priorities. Examples that demonstrate understanding and responding to communities include initiatives to defend older citizens threatened and attacked by accusations of being witches; demanding public participation in budgeting at the county level; involving communities in improving health services at the grassroots level; defending victims of sexual and gender-based violence in court; strategic public interest litigation in matters of housing; land and accountability in leadership; training paralegals; close involvement with the six Court Users Committees (CUCs) and religious leaders in the Coastal Region in political and constitutional education and reform and providing training for Committees for Safeguarding children and vulnerable adults.

RATIONALE FOR THE STRATEGIC PLAN

This Strategic Plan aims to provide a coherent and strategic approach to operationalising Haki Yetu's strategic objectives that adapt to the demands of a dynamic operating environment. The plan is built on the successes, challenges, and lessons learnt from Haki Yetu's Strategic Plan (2017-2022) and form a basis for budgeting and operational planning for the next five years (2023-2027). The Strategic Plan helps Haki Yetu deliver its strategic results and provides a platform for the organisation to contribute to developing, empowering, and protecting communities in the coastal counties of Kenya.

STRATEGIC PLAN DEVELOPMENT PROCESS

Haki Yetu's Strategic Plan was developed through a highly participatory and inclusive process, ensuring the involvement and goodwill of the internal and external stakeholders, partners, and communities that the organisation works with. The comprehensive approach ensured that Haki Yetu's vision, mission, and outcomes included the aspirations of essential stakeholders such as the communities we work with and other strategic partners. Development of the strategic plan went through the following phases:

1. **Mobilisation and planning** – Initial consultations and meetings with Haki Yetu were held to establish the Strategic Planning Team (SPT), comprising senior managers and programme staff. The committee held initial workshops to agree on the assignment plan, responsibilities for various tasks, the role of the Board of Trustees (referred to as the Board), and stakeholders, among others. Haki Yetu fully embraced social media and digital platforms to support the process.
2. **Involvement of the Board** – The Board was highly involved in drafting the plan, particularly determining the strategic direction (vision, mission, outcomes and values) that guide Haki Yetu's operations.
3. **Desk review** – The SPT conducted a comprehensive review of Haki Yetu's internal and external documents, evaluations, reports, and publications, resulting in Haki Yetu's timelines illustrating notable events in Haki Yetu's existence.
4. **Data collection tools and methodology** – The Strategic Planning Committee developed and validated data collection tools and agreed on methods. The data collection methodology included focus group discussions (FGD), face-to-face meetings, and telephone interviews. Respondents were selected from communities Haki Yetu works with, development partners, and stakeholders at the local, county, and international levels. SPT felt confident that the sample of respondents was large enough to give significant input into the strategic plan.
5. **Data collection and analysis** – Data collected from FGDs, interviews, meetings, and consultations were analysed, verified, and qualified. This data formed the basis for the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, the Social, Technological, Economic, Environmental, Political, Legal, and Ethical (STEEPLE) analysis, and the strategic profile.
6. **Review of the previous Strategic Plan** – Haki Yetu's Board and Secretariat reviewed the previous strategic plan and extracted lessons learned and their implications for the new strategic plan.
7. **Environmental analysis** – The environmental analysis involved conducting a SWOT and STEEPLE analysis to understand Haki Yetu's internal and external environment and its implications for the Strategic Plan.
8. **Strategic planning workshops** – Draft one of the Strategic Plan was developed following a series of consultative workshops and meetings with Haki Yetu's leadership, management, and staff to develop the vision, mission, values, and key result areas (outcomes and outputs) for the strategic planning period.
9. **Development of the Strategic Plan** – Feedback and input from Haki Yetu's Board and Secretariat were consolidated into the final draft of the Strategic Plan.

10. **Validation of the Strategic Plan** – The Strategic Plan was distributed to stakeholders for validation. The Final Draft of the plan incorporated their input and feedback.

Development of the operational plan and budget – This will be subject to annual review and adjustment.



Figure 1: Haki Yetu Staff and Board Members during a Strategic Plan Development workshop.

CHAPTER 2: ENVIRONMENTAL ANALYSIS

This chapter examines the organisation's external Social, Technological, Economic, Environmental, Political, Legal, and Ethical (STEEPLE) factors. It also assesses Strengths, Weaknesses, Opportunities, and Threats (SWOT) and their strategic implications for the strategic planning period. Finally, it identifies categories of stakeholders and the strategic issues Haki Yetu will pursue in the next five years.

STEEPLE ANALYSIS

The STEEPLE analysis gives practical insight into external macro-environmental factors and identifies strategic implications specific to Haki Yetu. This analysis considers external opportunities and threats to develop an appropriate and successful strategy.

Table 1: STEEPLE Analysis

Social	
Factors	Implications
<ul style="list-style-type: none">• Inadequate levels of awareness, capacity, knowledge of constitutional rights, human rights, access to justice, alternative justice systems, and existing oversight bodies• Increased dissatisfaction and frustration over violation and infringement of rights and fundamental freedoms• High levels of illiteracy within the coastal region• Social inequality and continued stigmatisation of the disenfranchised, PWDs, and mentally ill• Harmful traditional and cultural practices• Intergenerational conflicts and mistrust• Inadequate understanding and consideration of the Coastal region's historical and social challenges and context• High levels of impunity feed distrust in the democratic institutions that are entrusted with enforcing law and order and protecting civil rights	<ul style="list-style-type: none">• Develop and implement awareness and capacity building programmes on access to justice, accountability, human rights, and more• Continue to advocate and lobby for the realisation of human and constitutional rights for all Kenyans• Incorporate issues of gender and diversity in policies, procedures, and practices• Develop and implement programmes aimed at empowering the disenfranchised and people affected by disability and mental illness• Employ risk management and mitigation that is initiative-taking instead of reactive• Develop and use alternative methods to share information that addresses challenges such as illiteracy levels and lack of access to information• Establish and maintain strong partnerships and collaboration with grassroots networks• Lobby, develop and implement programmes for safeguarding children's rights

	<ul style="list-style-type: none"> • Explore alternative tradition-sensitive conflict and dispute resolution mechanisms
Technological	
<ul style="list-style-type: none"> • The critical role of technology in the provision of services • Cost of accessing online services, software, and hardware • Prevalence of misinformation and fake news and inadequate capacity to verify the same • Low levels of digital literacy • Inadequate systems for collecting and sharing disaggregated data • Rapid and emerging technological changes • The importance of technology in reducing operational costs, enhancing research, and improving service delivery • Privacy concerns, lagging legislation, and the ever-increasing threat of data-mining corporations, states, and other entities • Harmful effects of the digital revolution not understood (e.g., cyberbullying, fraud, misinformation, data mining) 	<ul style="list-style-type: none"> • Develop and implement an ICT strategy • Conduct training and online coaching to ensure that all personnel have adequate capacity and knowledge in ICT, including basic cyber security training • Maintain securely hosted and backed up servers, websites, and emails • Allocate sufficient resources for digital security and research and product development of cost-efficient applications that allow communities to access Haki Yetu's services easily • Conduct research and identify areas of intervention to combat emerging challenges related to the adoption of technology (e.g., Cyberbullying, data mining, identity theft, misinformation)
Economic	
<ul style="list-style-type: none"> • High rates of poverty • High levels of asset, labour market, social, educational, and gender inequality • Inflation and high cost of living • High unemployment rates • Lack of infrastructure to travel to courts • Scarce resources and competing priorities • Effects of globalisation on Coastal communities • Slow economic growth, growing public debt, reduced incomes, and revenue collection • Wastage of public resources 	<ul style="list-style-type: none"> • Lobby, advocate and litigate for the provision of financial assistance • Prioritise cost-effective use of funds and resources during planning and implementation • Ensure that Haki Yetu's objectives and activities align with international, regional, and national agendas and priorities • Develop and implement a resource mobilisation strategy and communication strategy • Develop and implement a financial sustainability strategy • Demand for greater accountability • Secure economic sustainability of Haki Yetu programmes
Environmental	

<ul style="list-style-type: none"> • Inadequate concern for implementing long-lasting measures to counter climate change • The poorest of the world's citizens being most affected by climate change • Low levels of allocation towards climate action and environmental protection within the coastal region • Inadequate drainage and solid waste disposal systems in certain areas • Improper disposal of waste and disregard for community safety • Inadequate understanding of environmental impact Opportunities for economic activities • Suboptimal electronic and industrial waste management 	<ul style="list-style-type: none"> • Incorporate sustainable business practices and climate change adaptation and mitigation strategies into programme design and implementation • Participate in local, national, and regional ecological forums and event • Create a green-friendly workplace through recycling, cleanliness, and eco-friendly practices • Conduct research and evidence-based lobbying and advocacy related to building sustainable drainage and waste disposal systems and decreasing environmental impact • Seek opportunities to cooperate and collaborate with stakeholders and partners to reduce the negative ecological impact of programmes and activities
Political	
<ul style="list-style-type: none"> • Change in elected officials, priorities, politics, government policies, and more. • Mobilisation along tribal lines instead of policy. • Little opportunity for women and youth in Kenyan politics. • Existence and acceptance of unethical practices such as nepotism. • Non-existing of a stable party landscape, as it changes from election to election. • Culture of corruption is embedded in Kenya's politics. • Lack of integrity and accountability in leadership. 	<ul style="list-style-type: none"> • Develop and implement a stakeholder engagement strategy • monitoring and research on participation levels of women, elderly, youth and PWDs • Ensure that Haki Yetu remains unbiased and non-partisan, especially toward any political group • Establish, join, maintain, or expand existing civil society networks that can lobby for change and withstand threats • Document and analyse political trends for publication and to inform Haki Yetu's decision making
Legal	
<ul style="list-style-type: none"> • Inadequate information, awareness, and capacity to access Alternative Justice Systems • High legal fees and inaccessible courts • Inadequate financing and deliberate attempts to negatively impact the effectiveness of Independent Commissions, the Judiciary, 	<ul style="list-style-type: none"> • Research, monitor, and publish papers on challenges faced • Lobby and advocate for an increased number of courts, judicial officers, and prosecutors • Develop and implement a case tracking system • Produce and share informative material

<ul style="list-style-type: none"> • Prolonged cases and delayed settlement of disputes • Incomplete devolution and decentralisation of judicial and legal services • Historical land injustices and emerging land disputes not adequately addressed. • Inadequate legislation, enforcement, and capacity to deal with human rights abuses related to witchcraft allegations 	<ul style="list-style-type: none"> • Identify and follow up on unresolved historical land disputes • Expand involvement and commitment to CUCs in the Coastal Region
Ethical	
<ul style="list-style-type: none"> • Rising corruption and unethical behaviour • Tolerance of corruption by society • Wanton theft and wastage of public resources • Culture of impunity • Normalisation of corruption and other unethical practices 	<ul style="list-style-type: none"> • Be role models by maintaining a corruption-free environment within the organisation • Review, make recommendations, and ensure adherence to the code of ethics for employees. • Ensure that policies and practices are in line with national values. • Build capacity of community and staff to participate in budgeting and resource monitoring • Entrench a culture of vetting and monitoring leadership in communities

SWOT ANALYSIS

The SWOT analysis outlined in the following table examines the internal strengths and weaknesses and external opportunities and threats specific to Haki Yetu and their strategic implications.

Table 2: SWOT Analysis

Strengths	Strategic Implications
<ul style="list-style-type: none"> • Skilled and committed staff. • Autonomy and flexibility in decision-making at the programme level. • Management is accessible, responsive and open to direct communication. • Minimum bureaucracy. • Non-political and non-partisan. • Good reputation amongst existing stakeholders and partners. • Committed and respected Board of Trustees. • Strong grassroots networks. 	<ul style="list-style-type: none"> • Establish a culture of continuous education and learning. • Seek resources, support, and technical assistance for continuous organisational development and capacity building for all personnel. • Document and formalise current decision-making processes. • Develop and regularly review and implement all identified organisational policies.

<ul style="list-style-type: none"> • Courageous in taking up complex cases, resilient in taking them to conclusion. • Collaborating closely with communities and on relevant issues. • Working in difficult and remote areas. • Compliant with statutory and audit requirements. 	<ul style="list-style-type: none"> • Use existing partnerships for cross-marketing opportunities. • Develop and implement a research and knowledge management strategy to document, publish and share information. • Monitor stakeholder and partner satisfaction.
Weaknesses	Strategic Implications
<ul style="list-style-type: none"> • Lack of funding for institutional strengthening. • A work culture that may at times forget the importance of maintaining a balance between work and staff welfare. • Inadequate or outdated organisational systems, policies, and structures due to rapid growth. • Inadequate capacity for reputation, visibility, and knowledge management. • Procurement system that is not fully aligned with best standards and practices. • Inadequate or outdated infrastructure, facilities, and equipment. • Undocumented decision-making process. 	<ul style="list-style-type: none"> • Develop and implement staff feedback mechanisms. • Monitor staff satisfaction. • Implement a new organisational structure. • Develop and implement funding/resource mobilisation strategy. • Conduct a work environment assessment and develop and implement recommendations. • Annually assess staff welfare and implement recommendations. • Develop and implement an ICT strategy. • Develop and implement a comprehensive communication strategy that improves liaison with the media, public, and stakeholders. • Conduct capacity building for newly developed and implemented systems, policies, structures, and strategies. • Professionalise procurement process. • Identify capacity needs and address gaps.
Opportunities	Strategic Implications
<ul style="list-style-type: none"> • To incorporate environmental issues into programmes to address existing and emerging climate change issues. • To document and share successes and lessons learned to raise awareness of Haki Yetu's activities. • For resource mobilisation and diversification. • For effective and cost-efficient collaboration between teams and programmes, better delivery of service. • To support communities through lobbying and advocacy at the policy level. 	<ul style="list-style-type: none"> • Integrate environmental, programmatic, and financial sustainability in the planning and implementation of programmes and projects. • Develop and implement a research, knowledge management, and communication strategy. • Develop and implement stakeholder and partner engagement systems, structures, and mechanisms. • Capacity building in stakeholder and partner engagement.

<ul style="list-style-type: none"> • To contribute, document, and publish experiences and best practices learned from programmes, projects, and activities. 	<ul style="list-style-type: none"> • Subscribe to regional and international professional bodies. • Strengthen advocacy and lobbying capacity.
Threats <ul style="list-style-type: none"> • Resistance to change from internal and external stakeholders. • Hostility and threats towards human rights and civil society organisations from individuals, corporations, and state actors that work on human rights, governance, and land and housing rights. • Inflation/rising cost of living. • Competing priorities and reduced resources from development partners and donors. • Effects of climate change 	Strategic Implications <ul style="list-style-type: none"> • Remain flexible to respond timely to any unforeseen events. • Ensure strategic alignment with international, regional, and national priorities and agendas. • Increase Haki Yetu's profile through awareness-raising and visibility interventions sharing successful project implementations through print, and social media, documenting and sharing of successes, cross-collaboration, and participation in events and for a. • Develop and implement fundraising/resource mobilisation strategy and diversify funding and revenue streams.

STAKEHOLDER'S ANALYSIS

An essential tool for effective strategic planning is stakeholder analysis. Haki Yetu has identified partnerships and collaboration opportunities with major groups and stakeholders to achieve its strategic objectives. These stakeholders and partners include coastal communities, the National Executive, the County Government, the Legislature, the Judiciary, the National Police Service and other stakeholders within the justice chain, Commissions and Independent Offices, resource, and technical assistance partners, the media, civil society, research institutions, faith-based organisations, community-based organisations and, among others.

Haki Yetu has developed a respected reputation with existing stakeholders and partners. However, increasing the visibility of the organisation and its programmes is still an essential strategic priority during this planning period. Establishing and managing partnerships will be closely associated with effective communication and stakeholder engagement with different categories of stakeholders. A more detailed analysis of stakeholders can be found in appendix B.

The first stakeholder category includes those who have already worked with the organisation, have knowledge of the organisation or its work, and have expressed interest in its work. This category of stakeholders has the power to advance the work that Haki Yetu does. These stakeholders significantly impact project success and require close management, engagement, and frequent communication.

The second stakeholder category that interests Haki Yetu is those who do not know of the organisation and include those who do not know or have not worked with Haki Yetu but could potentially be interested in Haki Yetu's work. These stakeholders must be informed about Haki Yetu to gain their support and interest. However, even if stakeholders within this category are engaged and express little to no interest in the outcome of Haki Yetu's work, they are still carefully managed due to their power and influence to negatively affect

EMERGING STRATEGIC ISSUES

The following emerging strategic issues for the strategic planning period were identified by Haki Yetu using the SWOT and STEEPLE analyses and feedback from internal and external stakeholders:

1. Inadequate levels of awareness, capacity and knowledge of constitutional rights, human rights, access to justice, alternative justice systems and existing oversight bodies among coastal communities.
2. Survivors of gender-based violence, girls in rural areas, older persons accused of practising witchcraft, the landless, PWDs, urban dwellers, and those exposed to industrial and solid waste remain vulnerable and face challenges in accessing justice.
3. A deficit of integrity in leadership in the country has permeated the lower cadres of government, leading to wastage and theft of public resources.
4. A lack of awareness and trust in political and electoral processes has hindered the full participation of women, youth, PWDs and other marginalized groups in decision-making.
5. There is inadequate allocation of resources towards climate action and environmental protection within the coastal despite the evident devastating effects experienced.



Figure 2: Haki Yetu staff conferring with Masaai women during a community outreach on Child Protection in Kwale

CHAPTER 3: STRATEGIC DIRECTION

This chapter outlines Haki Yetu's strategic direction through the organisation's identity, vision, mission, and values and the strategic results that shape and direct it.

IDENTITY

Haki Yetu was founded by Fr Gabriel Dolan of the St Patricks Missionary Society (SPMS), as a program of the St Patrick's Parish, Bangladesh, Mombasa. The core mandate of the organization is to safeguard the human rights of marginalized and vulnerable communities by amplifying their voices, building their capacity, and advocating for adherence to constitutionalism, rule of law and human rights. Haki Yetu was initially registered as a Community Based Organization (CBO) in 2015 with the Ministry of Social Services and Gender. In 2021, the organization transitioned to a charitable trust under the Trustees Act (Cap 167) and Trustees Perpetual Succession Act (Cap 164). The Trust is headed by a Board of Trustees comprising of 8 members, highly qualified and experienced in different fields, ranging from human rights and legal, to finance, strategic communication, and management etc. The Board guides the organization's strategic direction, and oversights the operations of the secretariat. Haki Yetu maintains close links with the SPMS and the St Patricks Parish in Bangladesh. The organization's trust deed has provided for a representative of the society to sit on the Board of Trustees at all times.

VISION

A society that values human rights, democracy and the rule of law.

MISSION

To promote a peaceful society that respects the rule of law, human rights and democratic governance.

VALUES

Haki Yetu will be guided by the following values:

Table 3: Guiding values

Human Dignity	We believe every human should be treated with honour and respect
Integrity	We believe in honesty for ourselves, our partners, and those entrusted with leadership at all levels.
Accountability	We are transparent and accountable to the communities and partners we work with.

Restorative Justice	We aim to heal, reconcile, and restore dignity to communities and individuals who are denied social justice.
Inclusivity	We embrace diversity among partners, our staff, and the people we work with.
Courage	We believe in being bold and fearless in defending the rights of vulnerable communities and individuals.

THEORY OF CHANGE

The organization will pursue its mission through 4 pillars (programmes): Access to Justice, Land and Urban Development, Democratic Governance and Organizational Development. Organizational Development is a facilitative programme for the 3 main programmes, focussing on strengthening the capacity of the organization to achieve its goal. These programmes will be implemented across the Coast region's six counties, focussing majorly on marginalized and vulnerable groups facing injustices and exclusion including older persons, women, PWDs, children, the urban poor living in informal settlements, the landless among others. We will build resilience amongst these groups to safeguard their rights and secure their participation in governance and democratic processes. We will do this through lobbying and advocacy, awareness creation and capacity building, research and documentation, community mobilization and empowerment, policy change, the promotion of access to justice and by building strategic partnerships at regional, national and global level. We shall also oversight excesses of government institutions and elected leaders to ensure there is adherence to the rule of law, and constitutionalism. We believe If communities and particularly the vulnerable and marginalized members are empowered and facilitated to access justice, safeguard their rights including their right to land, and participate in governance and democratic processes including securing their land rights, and leaders held accountable for their actions, then we are likely to have a just society that values human rights, the rule of law and democratic governance. See theory of change on Appendix G.

OUTCOMES

The Haki Yetu Strategic Plan focuses on four long-term strategic outcomes: These are:

1. Outcome 1: Vulnerable groups, especially PWDs, children, and older persons in the coast region, are able to access justice expeditiously and affordably
2. Outcome 2: Marginalised and vulnerable coastal communities are increasingly involved in the formulation and implementation of policy and legal frameworks on land and environmental management.
3. Outcome 3: Governments and government representatives adhere to the rule of law and are responsive to communities.
4. Outcome 4: Strengthened capacity of Haki Yetu to effectively and efficiently implement its programmes.

The following table summarises expected outcomes, outputs, and strategic interventions. A detailed results framework with outcomes, outputs, indicators, activities, and means of verification can be found in Appendix C.

OUTCOME 1: ACCESS TO JUSTICE PROGRAMME

Table 4: Outcome 1

Vulnerable groups, especially PWDs, children, and older persons in the coast region, are able to access justice expeditiously and affordably.	
Outcome indicators: <ul style="list-style-type: none"> • Number of trained people reporting improved understanding of the justice system. • Proportion of empowered vulnerable persons feeling safer and protected by the law. • Number of teen pregnancy cases reported and acted upon. • Number of early marriage cases reported and acted upon. • Number of cases of older persons killed/threatened reported and acted upon. 	
Outputs	Strategic Interventions
1. Enhanced access to legal aid services, including legal advice and representation of communities and vulnerable groups facing injustices	<ul style="list-style-type: none"> • Develop, update, and consolidate baseline data and information on the needs, knowledge, and capacity of communities and vulnerable groups to access justice. • Provide legal services including legal advice, referrals and representation.
2. Strengthened capacity of community paralegals and grassroots networks to counter retrogressive cultural practices through awareness creation and case management.	<ul style="list-style-type: none"> • Strengthening grassroots paralegals through regular trainings • Build grassroots human rights groups to monitor and safeguard human rights of vulnerable groups. • Create awareness on retrogressive cultural practices

	<ul style="list-style-type: none"> • Conduct research, document and disseminate information on human rights abuses.
3. Increased monitoring and strategic impact litigation leading to adherence to human rights and the rule of law	<ul style="list-style-type: none"> • Develop, review, implement and monitor programmes and systems promoting ease of access to justice • Review, update, and document methodologies for monitoring and reporting on access to justice • Conduct strategic impact litigation leading to adherence to human rights and the rule of law.
4. Functional referral systems with essential partners and improved collaboration with actors in the justice sector established and managed	<ul style="list-style-type: none"> • Map out and engage with stakeholders to establish a functional referral system • Support regular network meetings for access to justice actors through the court users committee.
5. Survivors and frontline workers of human rights violations access mental health support	<ul style="list-style-type: none"> • Identify, document, and implement interventions to address the mental health needs of frontline workers and beneficiary communities



Figure 3: School pupils performing during the Day of the African Child, 2022 at Kilibasi

OUTCOME 2: LAND AND URBAN DEVELOPMENT PROGRAMME

Table 5: Outcome 2

<p>Outcome 2: Marginalised and vulnerable coastal communities are increasingly involved in the formulation and implementation of policy and legal frameworks on land and environmental management.</p> <p>Outcome Indicators:</p> <ul style="list-style-type: none"> • Reduction in forced evictions of project-affected persons and the landless • Number of programme beneficiaries securing land titles, • Increase in capacity levels and public awareness of communities • Number of submissions made by communities towards policy formulation 	
Outputs	Strategic Interventions
1. Strengthened capacity of vulnerable coastal communities to collectively secure their land tenure through community land registration	<ul style="list-style-type: none"> • Create awareness on community land registration legal framework. • Capacity building of community land committees. • Strengthening partnerships with respective county departments • Monitor implementation of community land act.
2. Increased land and environment rights awareness among marginalised communities in the coast region	<ul style="list-style-type: none"> • Develop, update, and consolidate baseline data and information on the needs, knowledge, and capacity of communities and vulnerable groups concerning land rights. • Create awareness on land and environment rights.
3. Enhanced protection of persons affected by mega infrastructural projects through mobilization, capacity building, participation, and representation	<ul style="list-style-type: none"> • Community mobilization and documentation of rights violated. • Capacity building of affected communities • Support creation of platforms for participation and negotiations.
4. Promotion of proper waste management practices in Mombasa and Kilifi through policy advocacy and awareness creation	<ul style="list-style-type: none"> • Monitor implementation of solid waste management policies of relevant counties. • Awareness creation on climate change • Push for implementation of mitigation measures by governments to counter impact of climate change.
5. Improved capacity of coastal communities to manage land and natural resource use	<ul style="list-style-type: none"> • Create awareness on conflict management and AJS

conflicts through Alternative Justice Systems (AJS)	<ul style="list-style-type: none"> Support creation of community AJS units to complement formal conflict resolution systems.
6. Strengthened partnerships for effective and sustainable advocacy to protect the vulnerable in implementing integrated urban development plans at the county and national levels	<ul style="list-style-type: none"> Establish, nurture, and manage effective relationships with key stakeholders and partners. Build capacity of the Land and Housing CSO network to strengthen their advocacy skills.



Figure 4: Launch of the Mombasa Housing Report, graced by the Mombasa Deputy Governor, October 2022

OUTCOME 3: DEMOCRATIC GOVERNANCE PROGRAMME

Table 6: Outcome 3

Outcome 3: Governments and government representatives adhere to the rule of law and are responsive to communities.

Outcome Indicators:

- Increased levels of participation of women, elderly, and PWDs in electoral processes
- Increased levels of capacity and public awareness (number of memorandums/ petitions submitted and adopted. number of people attending public awareness forums)
- Increased levels of public participation in awareness forums

<ul style="list-style-type: none"> Increased number of community members demanding accountability from leaders. 	
Outputs	Strategic Interventions
1. Increased adherence to the rule of law by governments and government representatives.	<ul style="list-style-type: none"> Develop strategic partnerships with other actors for joint advocacy Identify emerging strategic issues for public interest litigation. Promoting local communities to undertake civic actions on a broad range of issues that affect them.
2. Strengthened capacity of communities to participate in democratic processes (elections and other political processes)	<ul style="list-style-type: none"> Conduct civic education to raise awareness on electoral and governance processes Support local communities to participate in monitoring the performance of leaders (elected and non-elected).
3. Increased capacity of local communities to engage in and demand accountability on public finances.	<ul style="list-style-type: none"> Building a pool of public finance accountability champions in select coastal counties. Conduct advocacy initiatives on raising, allocation, accounting, and use of public finances (debts, loans, grants) Document and expose wastage of public resources and corruption through periodical publications
4. Increased capacity of citizens to engage in the provision of service delivery at the national and county levels	<ul style="list-style-type: none"> Develop, implement, monitor and report awareness-raising and capacity building initiatives for communities. Conduct scorecards for select county functions in the coastal counties.
5. Increased capacity of the organization and other non-state actors to oversight the excesses of government and government representatives.	<ul style="list-style-type: none"> Conduct capacity building sessions for staff and members of the civil society on governance, rule of law and democracy. Support media advocacy initiatives by the organization and members of the civil society.



Figure 5: Kilifi County gubernatorial candidates in the 2022 elections, taking questions from the public during a public debate

OUTCOME 4: ORGANIZATIONAL DEVELOPMENT PROGRAMME

Table 7: Outcome 4

Outcome 4: Strengthened capacity of Haki Yetu to effectively and efficiently implement its programmes	
Outcome Indicators: <ul style="list-style-type: none"> Increased number of collaborative activities between programmes Staff satisfaction index Increase awareness and visibility of Haki Yetu programmes Number of policies and manuals developed/reviewed 	
Outputs	Strategic Interventions
1. Programmes design and implementation are based on evidence from field research	<ul style="list-style-type: none"> Develop, update, and consolidate baseline data and information on the needs, knowledge, and capacity of communities and vulnerable groups concerning human rights, access to justice, and participation in governance and democracy.
2. Haki Yetu's human resources needs are regularly reviewed and addressed	<ul style="list-style-type: none"> Performance appraisal system reviewed, implemented, and monitored Conduct staff and stakeholder satisfaction surveys

	<ul style="list-style-type: none"> Review and implement fully the Human Resources policy
3. Programme Monitoring, Evaluation, Reporting and Learning (MERL) is developed and fully implemented.	<ul style="list-style-type: none"> Develop and implement programme monitoring, evaluation, reporting, and learning system Review and implement systems, procedures, and activities to document and communicate programmes successes and lessons learned
4. Organisational policies and manuals are aligned to the strategic plan	<ul style="list-style-type: none"> Review/Develop and implement organizational policies and manuals including: Finance and Procurement management, ICT and Knowledge Management, Organizational Sustainability, capacity development interventions, succession policy etc.
5. Increased mobilization of resources and fundraising activities	<ul style="list-style-type: none"> Assess and improve fundraising and resource mobilisation capacity of programme leaders and staff Develop and implement the Resource mobilization strategy
6. Programme coordinating mechanisms strengthened and functioning optimally	<ul style="list-style-type: none"> Communication, Coordination and Collaboration Strategy developed and implemented Analyse and establish inter-team and programme coordination systems and mechanisms



Figure 6: Haki Yetu staff addressing the media on the grabbing of a public cemetery in Mombasa, 2022

CHAPTER 4: IMPLEMENTATION OF THE PLAN

KEY STRATEGIES

To help achieve its vision, Haki Yetu has identified and drafted a number of strategies including:

- Fundraising and Resource Mobilisation Strategy
- Knowledge Management Strategy
- Research Strategy
- Lobbying and Advocacy Strategy
- Communication, Coordination, And Cooperation Strategy

The detailed strategies can be found in appendix D and are subject to further refinement during the implementation of this plan.

CROSS-CUTTING ISSUES

Cross-cutting issues form critical pillars of Haki Yetu's programme work. The organization will ensure all its programmes and interventions implemented address the following issues:

- Gender equity and equality,
- Inclusion of most marginalised groups such as people with disabilities, landless, homeless, and poor; victims and survivors of human rights violations;
- Environmental rights and
- Devastating effects of climate change on the communities and project sustainability.

RISK ANALYSIS

During the genesis of this plan, the Haki Yetu team did a joint exercise to identify potential risks, their likelihood, and how Haki Yetu will manage them if they occur.

While the team evaluated the overall risk for the organisation at medium level, the following areas were identified as high risk: The global economic crisis, staff-turnover due to the absence of opportunities for career development and growth and the deterioration of implemented programmes following Haki Yetu's exit.

The team did well to identify the latter as one of the main and potentially most impactful challenges for the organisation, as failure to achieve sustainability and transformational change will frustrate the communities they work with and can potentially prevent them from collaborating for future projects. It will also lead to donors backing out as they understandably want to see a long-term and sustained return of investment and it will also impact the motivation of Haki Yetu staff, as the reoccurrence of issues that are believed to be resolved might lead to team members questioning organisation's strategy to achieve its mission. It is therefore great that the team identified the risk and decided to incorporate sustainability from the very start of each of their projects and activities.

Staff turnover is a risk to any organisation. What came out of the conversation regarding this is that, the risk it poses might be even higher for small and medium sized organisations, as key knowledge is oftentimes divided among very few individuals. While natural death or retirement

can hardly be avoided, staff leaving due to the lack of opportunities to grow is at least to some extent preventable. The team identified the continued provision of learning opportunities to all staff members, the development of a capacity development framework and the regular review of staff remuneration as ways to mitigate this risk.

And finally, the global economic crisis, elevated by the Covid 19 pandemic and the war in Ukraine, was rightly identified as a serious risk during the assessment in late 2022. The team agreed that achieving its vision might not be possible if the circumstances prevent staff from doing their work and communities from collaborating. Something that could already be observed during activities in drought and famine affected areas during the development of this plan. Communities are not able to participate in activities when basic human needs (in this case water and nutrition) are not met. To mitigate this, the team opted to continue to expand its fundraising efforts. At the time of writing there was no plans for emergency relief, but providing the latter might be a next step, if the situation deteriorates and communities continue to be unable to participate in Haki Yetu's regular programming.

The full risk assessment table including the proposed mitigation measures are under appendix E.

PROPOSED ORGANISATIONAL STRUCTURE

PRINCIPLES AND GOOD PRACTICE

The proposed organisational design shall be based on good practices and recommended principles.

1. Based on the Constitution of Kenya 2010 and Kenyan Laws. The organisational design shall promote values and principles in the Constitution, such as devolution, efficient and effective use of resources; transparency; accountability, and devolving authority, responsibility, and accountability to the lowest level.
2. Haki Yetu is led by the Board of Trustees and the CEO. The Board determines the overall strategic direction and monitors the achievement of outcomes. Staff and management play a vital role in the success of the organisation. There will be a clear distinction between strategic and operational functions and levels.
3. The executive authority is delegated to the CEO and her/his office from the Board. However, ultimate accountability lies with the Board, who in turn demands accountability from the CEO and her/his team (CEO, Team Leaders, Programme, and Administrative Staff)
4. The organisational design shall be responsive to people's changing needs and priorities. The staff at Haki Yetu should be able to multi-task and perform various duties across programmes and departments. They should consider the diverse types of users of the organisation and how to meet their requirements. Therefore, collaboration with other teams and departments will be required for every employee. The organisational design should aim to break down "silos" or "stovepipes" rather than reinforce them.
5. The structure shall be aligned to good practices in current NGO management

6. The structure shall foster professionalism and innovation. This means organisational structures should enhance internal and external communication and encourage information sharing and knowledge management.

Based on the stated outcomes, principles, and brief workload analysis, Haki Yetu's organisational design will be organised around outcomes, supporting functions of finance, administration, and procurement, and facilitative functions such as:

- Organisational Development, Human Resource Management, Performance Management
- Board Development, including Managing Governance Challenges
- Monitoring, Evaluation, Reporting, and Learning
- Communication, Coordination, and Cooperation Management, including Partnership Management
- Knowledge Management
- Resource Mobilisation, including Fundraising and Financial Sustainability

The stated outcomes establish the three Programme Teams, that are accountable for outcomes and outputs of each programme, including facilitates fundraising at the programme level, programme coordination, programme synergy, cross programme learning, review and documentation of programme methodologies and best practices, and monitoring, evaluation, reporting, and learning.

In addition to the Programme Teams, supporting functions will be reorganised and strengthened. These supporting functions include finance, procurement, and administration. Establishing a functional procurement system will be one of the priorities for Haki Yetu. The CEO will allocate the procurement function to a designated individual. With adequate assistance and support from the Board, CEO, Programme Manager, and an external consultant, the procurement officer will develop and implement an effective and efficient procurement system that is in line with good procurement management practices. In addition, Haki Yetu will strengthen the role of the Procurement Committee and establish the committee's membership criteria and ToR.

The Finance, Procurement and Administration functions will also be responsible for the function of personnel administration. In contrast, the human resource management function will be transferred to the Office of the CEO.

This design will ensure that:

- There is clarity in decision-making and accountability
- There is an easy flow of information because the final responsibility for communication is in the Office of the CEO
- There is a manageable span of control
- There is a clear delegation of authority and accountability at all levels.
- The structure meets legal and regulatory requirements and expectations of Haki Yetu's partners

The proposed structure is illustrated in appendix H.

CRITICAL SUCCESS FACTORS

For successful implementation of the Plan, Haki Yetu should ensure that the following aspects are present:

INTENSIVE FUNDRAISING

Developing and implementing a resource mobilisation/fundraising strategy will involve identifying the necessary funding sources and engaging government agencies, development partners, and other stakeholders. Haki Yetu will effectively engage with resource partners to secure adequate funding for operations and the organisation's financial sustainability. Haki Yetu will strengthen its capacity to fundraise, develop proposals and manage relationships with partners.

STRENGTHENING OF HAKI YETU'S SYSTEMS AND POLICIES

Haki Yetu will invest in developing, reviewing, and implementing systems and policies to guide its operations. Specifically, Haki Yetu will develop/review, document, and disseminate policies on recruitment and selection, procurement, discipline, stakeholder engagement, communication, human resources, knowledge management, and more.

A SHIFT FROM ACTIVITIES TO RESULTS

Institutional and individual accountability of Haki Yetu will be enhanced by adopting a results-based performance management system. The performance management framework will be developed through a consultative process. The framework will establish performance measures of organisation units, teams, and individual staff, and it will be aligned with the targets of the strategic and operational plans. Focus on institutional and individual performance and accountability will help improve organisational and individual performance.

INCREASED VISIBILITY

To achieve stated results, Haki Yetu will raise awareness, strengthen its image and reputation, and increase visibility through implementing and monitoring its communication, stakeholder, and media engagement strategies.

TRAINING AND CAPACITY STRENGTHENING

Haki Yetu will strive to strengthen its profile as a learning organisation by promoting continuous development and learning. Organisation development and capacity building are two central factors in this process

STRENGTHENING THE PROCUREMENT FUNCTION

The purchase of goods and services is necessary for the smooth operation of Haki Yetu. The aim of strengthening the procurement function will be to establish, implement and follow clearly defined methods for purchasing goods, equipment, and services required for the organisation or its programmes.

ALIGNMENT WITH THE STRATEGIC PLAN

The strategic plan is generally aligned with the legal and regulatory environment, with Haki Yetu's values, organisational systems, policies and practices, with Board/s and staff's capacities, organisational culture and style of leadership. Haki Yetu will closely monitor this alignment to ensure that:

- Working relationships with leaders are maintained
- The organisation fully implements performance management system at all levels
- Policies and systems are reviewed, updated and documented
- Capacity development is emphasised at all levels
- Leadership and management styles continue to be consultative, with emphasis on results

Additional details on the alignment are included in Appendix F.



Figure 7: Bodaboda operators in Mombasa, taking part in a peaceful procession to promote peaceful elections in the run up to 2022 elections.

CHAPTER 5: MANAGING PERFORMANCE AND MONITORING PROGRESS

MONITORING, EVALUATION, REPORTING, AND LEARNING (MERL)

The MERL system that Haki Yetu will adopt will be a part of overall Performance Management that the organisation will fully implement during this planning period. The system emphasises results and not activities highlighting what has been achieved (**result**) over what was done (**activity**).

The system will distinguish between three operating concepts: the distinction between monitoring and evaluation, the difference between monitoring change from the monitoring process, and finally, monitoring programmes of Haki Yetu away from monitoring Haki Yetu as an institution.

Monitoring is an ongoing process based on the following thinking: Haki Yetu and partners will develop clear agreements and mechanisms for the monitoring process. Monitoring of Haki Yetu's work and programmes based on qualitative and quantitative, agreed-on indicators will be done by a variety of means and actors that include:

- Management and coordination meetings
- Progress reports
- Performance review workshops and peer reviews
- Haki Yetu officers using the agreed-upon monitoring system
- Office of the CEO

METHODOLOGY

Monitoring reports will show the results that have or have not been achieved and will be done monthly, quarterly, and yearly. Haki Yetu will rely on the following methodologies used for M&E to measure this Strategic Plan's success, including its mandate. These are:

- **Standardised templates** - Develop, disseminate, and implement standardised templates for monitoring and reporting
- **Monthly reviews** - Monthly department reviews of progress achieved and lessons learned.
- **Quarterly progress reports** - Quarterly department progress reports with analysis of trends
- **Annual Review** - Annual review with an external facilitator to analyse the past performance of Haki Yetu for re-strategizing and operational planning for the subsequent fiscal year
- **Annual Board Report (Outcome Level)** – Annual evaluation and report provided to the Board of Trustees highlighting progress towards outcomes
- **External mid-term evaluation** - To be initiated **two and half years** into the implementation of the strategic plan with a report provided at three years
- **External end-term evaluation** – To be initiated **four and half years** into the implementation of the strategic plan before the development of the next strategic plan
- **Environmental scanning** - Regular or periodic monitoring and analysis of relevant external data sources such as media reports, reports from national, regional, and international organisations dealing with devolution, and information from government institutions

Evaluation is different from monitoring. The evaluation asks the following questions: Did we do things right or the right things? Were we effective, and were we efficient? The next set of questions assesses performance: Given what was set out to be done and how well it was done? The final question provides a broader answer: Given what is now known, how might Haki Yetu implement the programme differently?

PROCESS AND CHANGE MONITORING

The M&E system at Haki Yetu will distinguish between monitoring and reporting on process versus results (outcome). More specifically, it will differentiate between process and change indicators. Process indicators describe the key processes contributing to the achievement of the result or outcome. These indicators can be used diagnostically to explore the reasons for success or failure and derive recommendations for improving performance. Change indicators track the extent to which an intervention produces the changes anticipated in the results chain. These indicators are used to identify progress or non-progress towards identified results.

Haki Yetu's Performance Management System will comprehensively link its strategy and outcomes to departments, units, individual objectives, and performance expectations. It will consist of two components:

- M&E of Haki Yetu's performance (outcomes, outputs, activities, strategies) as defined in the Strategic Plan
- Performance appraisal of individual performance as defined in the performance contract.

A linkage between the two components is illustrated in the figure below:

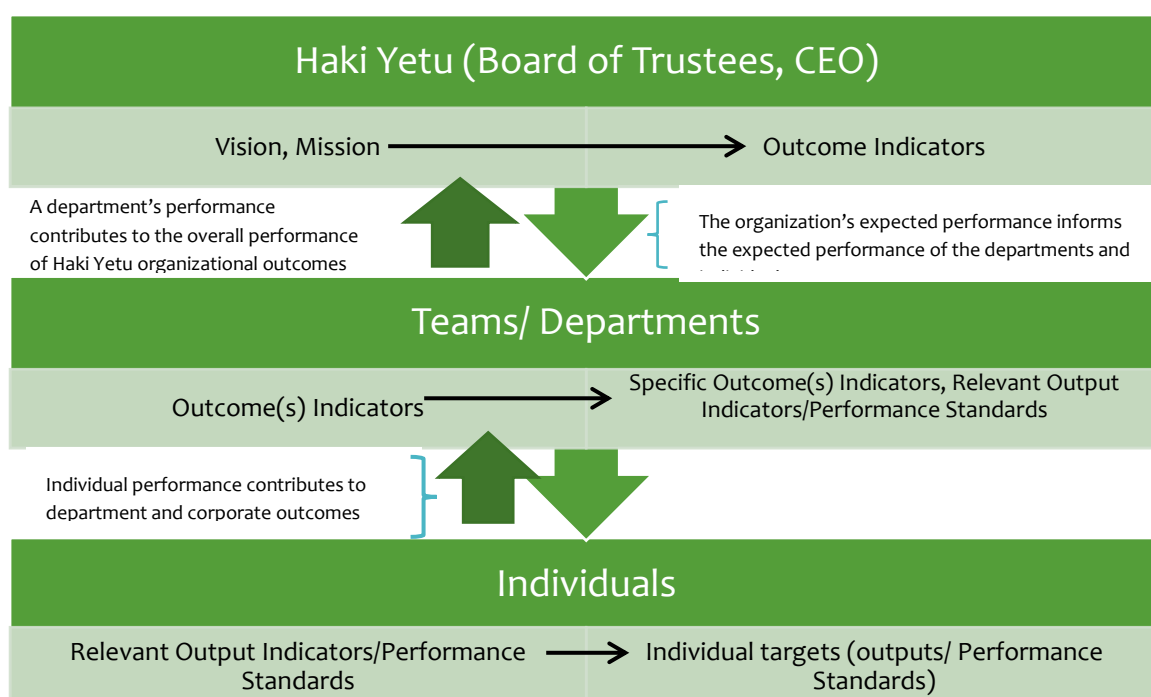


Figure 2: Linkage between M&E and Performance Appraisal

MONITORING HAKI YETU PROGRAMMES

Haki Yetu will closely monitor the achievement of its outcomes. Each outcome has quantitative and qualitative indicators that will be used. Haki Yetu will also establish precise baseline data through secondary data (if available) or research if such a baseline does not exist.

Climate change has emerged as a critical cross-cutting issue affecting the lives of communities Haki Yetu works with. The organisation will therefore monitor and report the impact of climate change on its programmes while also assessing how its work might contribute to climate change. This will enable Haki Yetu to identify and implement appropriate mitigation measures. Haki Yetu will also monitor and report on the effectiveness of interventions that address the concerns of PWDs, minorities, and other special interest groups.

The effectiveness and efficiency of all the organisations functions and strategies that provide support to programmes will also be monitored. Those functions are:

- Fundraising/resource mobilisation
- Communication, coordination, and cooperation (including managing partnerships)
- Knowledge management
- Finance and administration, including procurement
- Effectiveness and efficiency of organisational structure and systems

ASSESSMENT OF OUTCOMES, OUTPUTS, STRATEGIES, AND BOARD PERFORMANCE

The following table summarises each assessment's frequencies, responsibilities, methodologies, and outputs.

Table 8: Reporting Progress on Outcomes, Outputs, Strategies, and Performance

Dimension	Responsibility	Methodology	Frequency	Deliverable
Outcomes	Board of Trustees Senior staff	Performance review workshops	Annual review	Annual progress reports with specific recommendations for the next operational plan
Outputs	Staff members	Review the progress of each unit	Monthly; quarterly, annually	Monthly progress reports, quarterly and annual progress reports reviewed and ratified by CEO and Board
Strategies	Board Staff	Annual review of strategies in a workshop Quarterly	Annually	Annual progress reports with specific recommendations for the next operational plan
Performance appraisals of senior staff	CEO Board	Self-assessment and appraisal interview	Semi-annually, annually	The annual performance appraisal report

Performance of other staff	CEO and senior staff	Self-assessment and appraisal interview	Semi-annually, annually	The annual performance appraisal report
Appraisal of Board performance	Board of Trustees	Self-assessment and external Consultant performance review	Annually	Annual assessment report

CASCADING TO DEPARTMENTS

The Board of Trustees and the CEO are accountable for achieving Haki Yetu's vision, mission, and outcomes. The CEO cascades these outcomes and outputs to Departments and units/individuals they directly supervise. Each organisational unit has the responsibility for a part, one or more outcome(s). These outcomes are translated into specific sub-outcomes and outputs at the organisational units' level. The CEO and Heads of Units will coordinate the process and ensure its quality and integrity.

If a department consists of units, then each unit head must cascade relevant department outputs to unit ones. Outputs and indicators of a unit should align with the department. The sum of all units will give results for the department.

With the results indicators developed within Haki Yetu's organisational units, the CEO and Heads of Units will cascade the expected results to individual jobholders. They will communicate Haki Yetu's outcomes and outputs to all employees in their unit when they set their performance objectives to align them with the result areas of their organisational unit. Therefore, Haki Yetu's performance appraisal form will identify relevant objectives and outputs and elaborate on the job holder's contribution to specified outcomes and output(s).



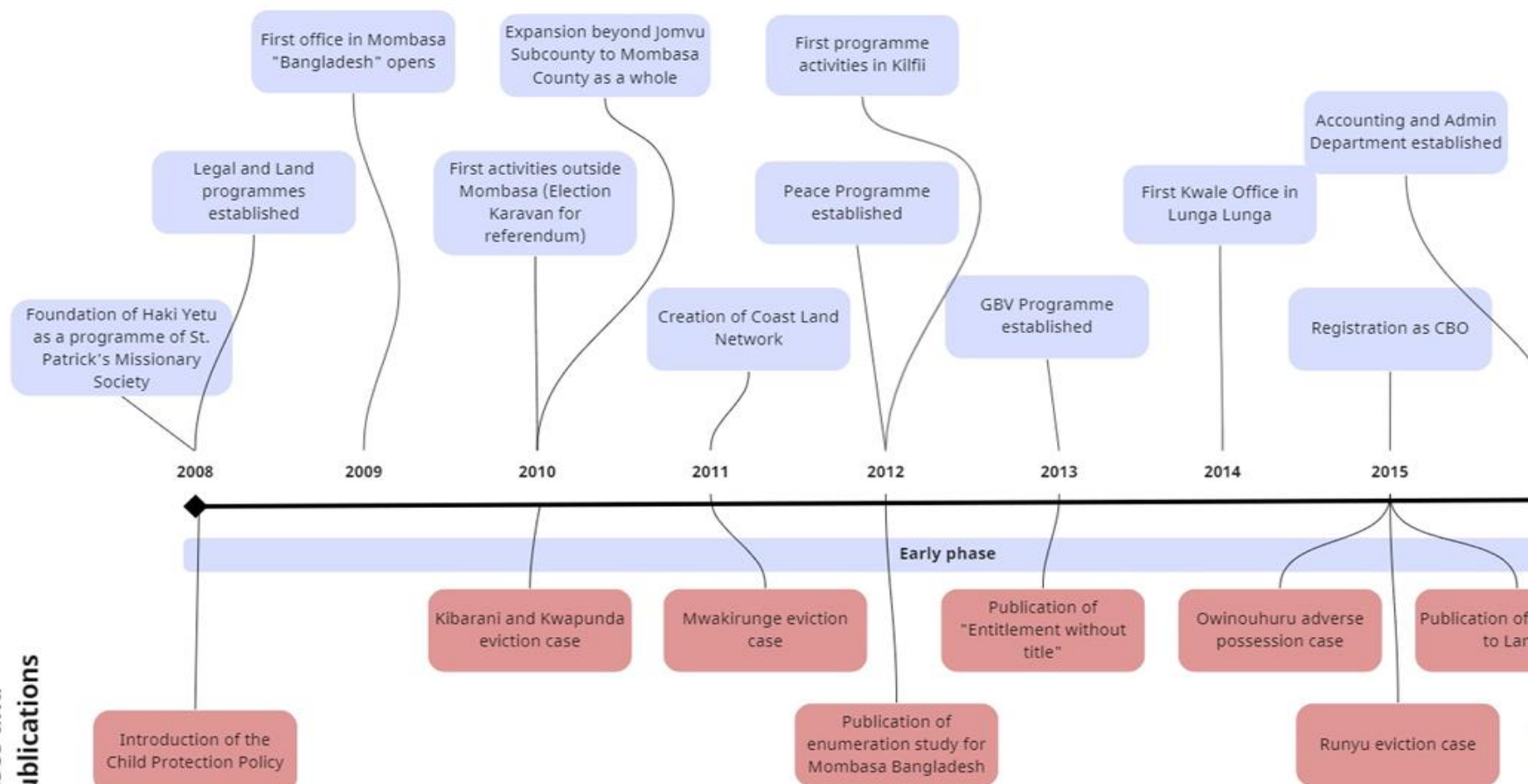
Figure 8: Haki Yetu Director joins Vikobani residents in celebrating the acquisition of a title to their land following a protracted court case, 2021

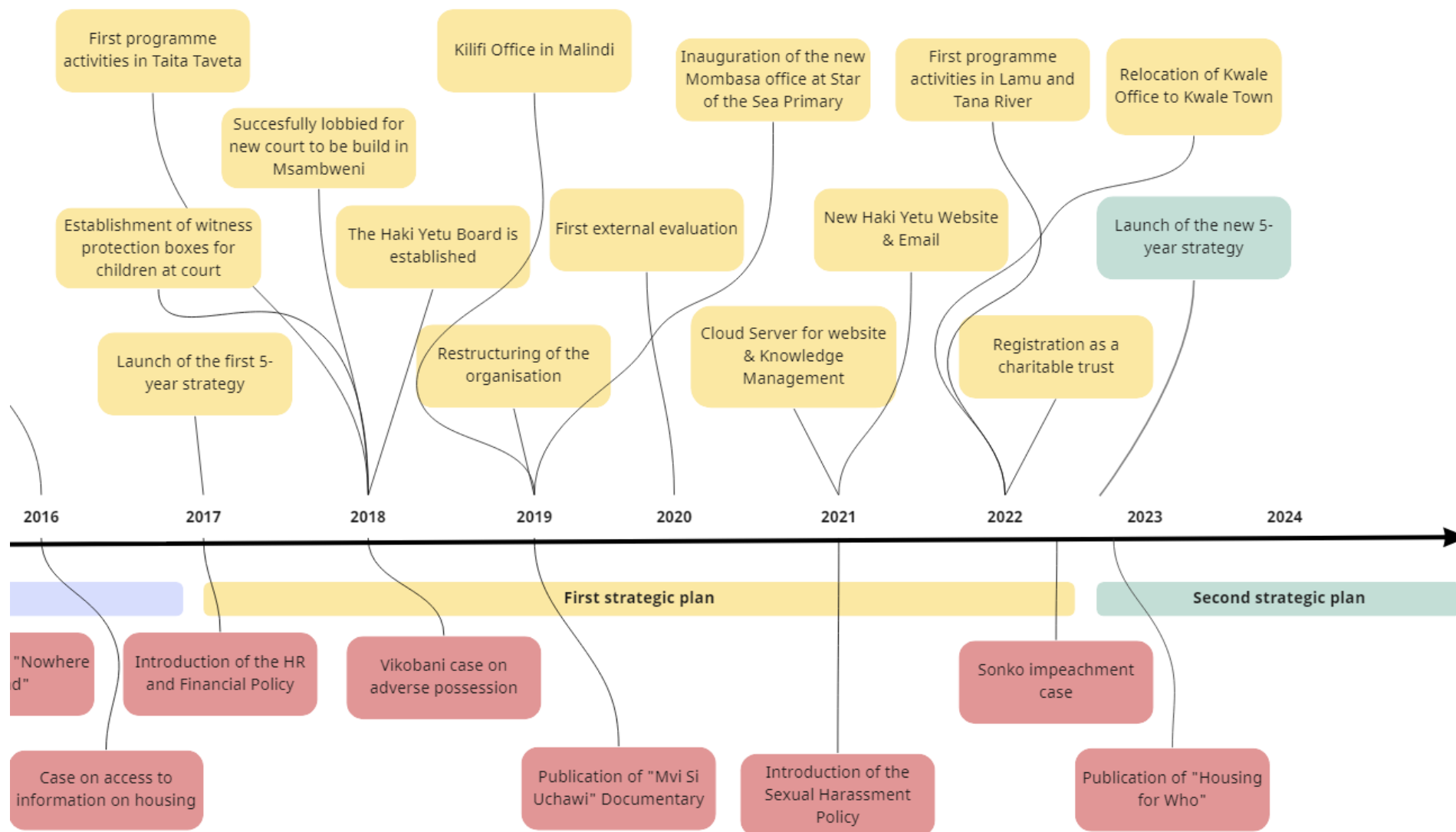
APPENDICES

APPENDIX A: HAKI YETU TIMELINE

Key events in the history of Haki Yetu

Key policies, cases and publications





APPENDIX B: STAKEHOLDER ANALYSIS

Stakeholder	Expectations
Coastal Communities	<p>Stakeholder expects Haki Yetu to:</p> <ul style="list-style-type: none"> • Safeguard human rights • Assist with cases transparently, impartially, and procedurally • Improve welfare, housing, and living conditions • Timely and effective communication and feedback <p>Haki Yetu expects the stakeholders to:</p> <ul style="list-style-type: none"> • Participate and get involved • Embrace a culture of accountability and transparency • Be open to change
The National Executive: Office of the President, National Government Departments, National Government Administration, Office of the Auditor General, National Police Service, Security Agencies, Solicitor General National Disaster Management Unit, among others	<p>Stakeholder expects Haki Yetu to:</p> <ul style="list-style-type: none"> • Operate with transparency and accountability • Open channels of communication • Accountable use of resources • Professionalism • Recommend improvement in service delivery <p>Haki Yetu expects the stakeholder to:</p> <ul style="list-style-type: none"> • Respect for constitutional rights • Open, clear, and transparent communication • Participate and engage • Quick response and improved service delivery
The Legislature: Parliament and Parliamentary Service Commission, National Assembly Committees, Members of the National Assembly, and Senators, among others	<p>Stakeholder expects Haki Yetu to:</p> <ul style="list-style-type: none"> • Operate with transparency and accountability • Open channels of communication • Clear and transparent communication • Professionalism <p>Haki Yetu expects the stakeholders to:</p> <ul style="list-style-type: none"> • Support programmes • Open channels of communication • Clear and transparent communication

	<ul style="list-style-type: none"> Understanding concerns and priorities of Haki Yetu's beneficiaries
County Governments: County Assembly and Committee's, County Executive, County Governors, Council of Governors, County Departments and Ministries, among others	Stakeholder expects Haki Yetu to: <ul style="list-style-type: none"> Operate with transparency and accountability Open channels of communication Cooperation and collaboration Strategic partnerships Devolution of services Haki Yetu expects the stakeholders to: <ul style="list-style-type: none"> Transparency and accountability Open channels of communication Cooperation and collaboration Strategic partnerships Devolution of services
Commissions and Independent Offices: Kenya National Human Rights Commission, National Gender and Equality Commission, Independent Police Oversight Authority, National Land Commission, Independent Electoral, and Boundaries Commission, Public Service Commission, Ethics and Anti-Corruption Commission, National Police Service Commission, Commission on Administrative Justice, Registrar of Political Parties, among others	Stakeholder expects Haki Yetu to: <ul style="list-style-type: none"> Operate with transparency and accountability Open channels of communication Cooperation and collaboration Professionalism Strategic partnerships Haki Yetu expects the stakeholders to: <ul style="list-style-type: none"> Transparency and accountability Open channels of communication Cooperation and collaboration Professionalism Strategic partnerships
Justice Sector Stakeholders: Judiciary, Office of the Director of Public Prosecution, National Police Service, Kenya Prisons Service, Probation Office, Court Users Committees, among others	Stakeholder expects Haki Yetu to: <ul style="list-style-type: none"> Operate with transparency and accountability Open channels of communication Cooperation and collaboration Professionalism Partnership Haki Yetu expects the stakeholders to: <ul style="list-style-type: none"> Transparency and accountability

	<ul style="list-style-type: none"> • Open channels of communication • Cooperation and collaboration • Professionalism • Partnership
Media, Civil Society, Academia, and Research Institutions	<p>Stakeholder expects Haki Yetu to:</p> <ul style="list-style-type: none"> • Communicate transparently and regularly • Ensure public participation <p>Haki Yetu expects the stakeholders to:</p> <ul style="list-style-type: none"> • Fair and objective media coverage
<p>Funding and Technical Assistance Partners: Bilateral and Multilateral Development Partners, International Democratic Institutions, Charitable and Private Foundations, Public Benefit Organizations, Faith-Based Organizations, Private Sector Organizations, and Corporations, among others</p>	<p>Stakeholder expects Haki Yetu to:</p> <ul style="list-style-type: none"> • Use funds in an accountable, effective, and efficient way • Open channels of communication • Timely reporting • Results • Document and share results <p>Haki Yetu expects the stakeholders to:</p> <ul style="list-style-type: none"> • Honest communication • Long term commitment • Empathy • Understand community concerns and priorities • Autonomy

APPENDIX C: RESULTS FRAMEWORK

Narrative/ Description	OVI (Indicators)	Means of Verification/ Source of Data	Assumptions
Outcome 1: Vulnerable groups, especially PWDs, children, and older persons in the coast region, are able to access justice expeditiously and affordably	<ul style="list-style-type: none"> Number of trained people reporting improved understanding of the justice system. Proportion of vulnerable persons feeling safer and protected by the law. Number of teen pregnancy cases reported and acted upon. Number of early marriage cases reported and acted upon. Number of cases of older persons killed/threatened reported and acted upon. 	<ul style="list-style-type: none"> Pre- and post-training evaluation reports Court records Focus Group Discussions with beneficiaries Haki Yetu MERL reports 	<ul style="list-style-type: none"> The judiciary will continue to receive adequate funding from the government Kenya will remain a democracy The economic situation will stabilise Programme funding will continue
Output 1: Enhanced access to legal aid services, including legal advice and representation of communities and vulnerable groups facing injustices.	<ul style="list-style-type: none"> Number of vulnerable persons assisted to get justice through representation. Number of vulnerable persons with improved understanding of the justice system. Number of community members reporting satisfaction with the quality of legal services. 	<ul style="list-style-type: none"> Haki Yetu's MERL reports FGDs with paralegals and communities Court records 	<ul style="list-style-type: none"> Availability of funding Cooperation of stakeholders The judiciary will continue to receive adequate funding from the government
Output 2: Strengthened	<ul style="list-style-type: none"> Number of trained community 	<ul style="list-style-type: none"> Haki Yetu' MERL reports 	<ul style="list-style-type: none"> Availability of funding

Narrative/ Description	OVI (Indicators)	Means of Verification/ Source of Data	Assumptions
capacity of community paralegals and grassroots networks to counter retrogressive cultural practices through awareness creation and case management.	<ul style="list-style-type: none"> members reporting improved understanding of the legal process Number of teen pregnancy cases reported and acted upon. Number of early marriage cases reported and acted upon. Number of cases of older persons killed/threatened reported and acted upon. 	<ul style="list-style-type: none"> FGDs with paralegals and communities FGDs with partners Government records Reports from the administration and security offices Media reports 	<ul style="list-style-type: none"> Cooperation of stakeholders Cooperation of communities
Output 3: Increased monitoring and strategic impact litigation leading to adherence to human rights and the rule of law.	<ul style="list-style-type: none"> Number of strategic impact litigations conducted or monitored Number of human rights violations exposed Number of community members speaking out 	<ul style="list-style-type: none"> Haki Yetu's MERL reports FGDs with communities and justice actors Media reports Court records 	<ul style="list-style-type: none"> Availability of funding Cooperation of stakeholders Cooperation of communities
Output 4: Functional referral systems with essential partners and improved collaboration with actors in the justice sector established and managed.	<ul style="list-style-type: none"> Number of justice network meetings conducted. Number of case referrals made, and taken up by other actors. Referral forms/template developed and adopted by actors in the justice sector. 	<ul style="list-style-type: none"> Minutes of meetings. Haki Yetu's MERL reports Reports from stakeholders 	<ul style="list-style-type: none"> Availability of funding Cooperation of stakeholders Cooperation of communities

Narrative/ Description	OVI (Indicators)	Means of Verification/ Source of Data	Assumptions
Output 5: Survivors and frontline workers of human rights violations access mental health support.	<ul style="list-style-type: none"> Number of survivors and frontline workers reporting improved mental health. Number of trained frontline workers reporting improved capacity to manage emergencies and crisis situations. 	<ul style="list-style-type: none"> Pre- and Post-training questionnaires Well-being questionnaires (Every day Feeling Questionnaires) List of participants Reports from counsellors Focus Group Discussions with beneficiaries 	<ul style="list-style-type: none"> Availability of funding Cooperation of stakeholders Cooperation of communities
Outcome 2: Marginalised and vulnerable coastal communities are increasingly involved in the formulation and implementation of policy and legal frameworks on land and environmental management.	<ul style="list-style-type: none"> Reduction in forced evictions of project-affected persons and the landless Number of land titles issued to affected persons Increase in capacity levels and public awareness of communities Submissions made by communities towards policy formulation 	<ul style="list-style-type: none"> Records from the land, housing and environment departments Focus group discussions with beneficiaries Haki Yetu's MERL reports Human rights watch reports 	<ul style="list-style-type: none"> Kenya remains a democracy Communities are cooperative Finances available to operate Cooperation of stakeholders
Output 1: Strengthened capacity of vulnerable coastal communities to collectively secure their land tenure through community land registration.	<ul style="list-style-type: none"> Number of trained community members reporting improved understanding of the land registration processes. Number of community groups taking up steps to register their land communally. 	<ul style="list-style-type: none"> Focus group discussions with beneficiaries Haki Yetu's MERL reports Pre- and post-training evaluation reports. 	<ul style="list-style-type: none"> Availability of funding Cooperation of stakeholders Cooperation of communities
Output 2: Increased land and environment rights	<ul style="list-style-type: none"> Increased land and environmental rights awareness among 	<ul style="list-style-type: none"> Focus group discussions with beneficiaries 	<ul style="list-style-type: none"> Availability of funding Cooperation of stakeholders

Narrative/ Description	OVI (Indicators)	Means of Verification/ Source of Data	Assumptions
awareness among marginalized communities in the coast region.	<ul style="list-style-type: none"> communities in urban centres. Number of community members facilitated to contribute to policy formulation. Increased understanding of the impact of climate change among communities. 	<ul style="list-style-type: none"> Haki Yetu's MERL reports Pre- and post-training evaluation reports. Media reports 	<ul style="list-style-type: none"> Cooperation of communities
Output 3: Enhanced protection of persons affected by mega infrastructural projects through mobilization, capacity building, participation, and representation.	<ul style="list-style-type: none"> Number of community members with increased understanding of the doctrines of forced acquisitions, and evictions and resettlement guidelines. Number of project-affected persons feeling represented in project implementation teams Increase in number of project-affected persons reporting satisfaction with compensation and relocation plans. 	<ul style="list-style-type: none"> Minutes of meetings conducted Focus group discussions with beneficiaries Haki Yetu's MERL reports Pre- and post-training evaluation reports. Media reports 	<ul style="list-style-type: none"> Availability of funding Cooperation of stakeholders Cooperation of communities
Output 4: Promotion of proper waste management practices in Mombasa and Kilifi through policy advocacy and awareness creation.	<ul style="list-style-type: none"> Number of civic actions including petitions, demonstrations, undertaken by communities against duty bearers on waste management. Increased understanding of the impact of climate change among communities. 	<ul style="list-style-type: none"> Minutes of meetings conducted Focus group discussions with beneficiaries Haki Yetu's MERL reports Pre- and post-training evaluation reports. Media reports 	<ul style="list-style-type: none"> Availability of funding Cooperation of stakeholders Cooperation of communities

Narrative/ Description	OVI (Indicators)	Means of Verification/ Source of Data	Assumptions
	<ul style="list-style-type: none"> Number of community members facilitated to contribute to policy formulation. 		
Output 5: Improved capacity of coastal communities to manage land and natural resources use conflicts through Alternative Justice Systems (AJS)	<ul style="list-style-type: none"> Number of trained community members reporting increased understanding of AJS. Number of community conflicts including land and natural resources related resolved through AJS. Number of trained community leaders actively engaged in resolving conflicts 	<ul style="list-style-type: none"> Minutes of meetings conducted Focus group discussions with beneficiaries Haki Yetu's MERL reports Pre- and post-training evaluation reports. 	<ul style="list-style-type: none"> Availability of funding Cooperation of stakeholders Cooperation of communities
Output 6: Strengthened partnerships for effective and sustainable advocacy to protect the vulnerable in implementing integrated urban development plans at the county and national levels	<ul style="list-style-type: none"> Number of joint advocacy meetings conducted with CSO network. Number of joint initiatives undertaken with members of the CSO network to address injustices. Number of submissions made to the county administrations on policies and directives on urban development. Community members facilitated to contribute to policy formulation. 	<ul style="list-style-type: none"> Minutes of meetings conducted Focus group discussions with beneficiaries Haki Yetu's MERL reports Pre- and post-training evaluation reports. 	<ul style="list-style-type: none"> Availability of funding Cooperation of stakeholders Cooperation of communities

Narrative/ Description	OVI (Indicators)	Means of Verification/ Source of Data	Assumptions
Outcome 3: Governments and government representatives adhere to the rule of law and are responsive to communities.	<ul style="list-style-type: none"> Increased levels of participation of women, elderly, and PWDs in the electoral processes Increase in levels of capacity and public awareness (number of memorandums/ petitions submitted and adopted. number of people attending public awareness forums) Increased levels of public participation in awareness forums Increased number of community members demanding accountability from leaders. 	<ul style="list-style-type: none"> Report from participants through FGDs Haki Yetu's MERL reports Media reports County public participation reports Independent Elections and Boundaries Commission reports Ethics and Anti-Corruption Commission reports 	<ul style="list-style-type: none"> Communities are cooperative Finances available to operate Kenya remains a constitutional democracy
Output 1: Increased adherence to the rule of law and constitutionalism	<ul style="list-style-type: none"> Number of strategic advocacy initiatives (media highlights, litigation, demonstrations etc) conducted by the organization to promote adherence to the rule of law and constitutionalism. Increased understanding of the principles of rule of law and constitutionalism among community members. Number of grievances recorded and interventions conducted by communities. 	<ul style="list-style-type: none"> Media reports Haki Yetu's MERL reports Court records 	<ul style="list-style-type: none"> Goodwill from both the communities and leaders Timely availability of funds.

Narrative/ Description	OVI (Indicators)	Means of Verification/ Source of Data	Assumptions
Output 2: Strengthened capacity of communities to participate in democratic processes (elections and other political processes)	<ul style="list-style-type: none"> • Baseline report on the voting partners in the coast region. • Increased awareness among marginalised groups on democratic governance. • Increased participation of marginalised groups in democratic processes including the delimitation of boundaries, registration of voters. • Increased number of people reporting feeling safe in the post-election period. 	<ul style="list-style-type: none"> • Baseline report • Media highlights • IEBC/ Observers' report • Security reports • Haki Yetu's MERL reports 	<ul style="list-style-type: none"> • Goodwill from both the communities and leaders • Timely availability of funds.
Output 3: Increased capacity of local communities to engage in and demand accountability on public finances.	<ul style="list-style-type: none"> • Number of social audits conducted • Increased understanding of the public finance management among communities • Number of social accountability cells established • Number of projects flagged for wastage of resources. • Number of social vetting of leaders conducted 	<ul style="list-style-type: none"> • MERL evaluation report, • Media highlights. • Feedback/ report from cells • FGD with communities • 	<ul style="list-style-type: none"> • Goodwill from both the communities and leaders • Timely availability of funds
Output 4: Increased capacity of citizens to engage in the provision of service delivery	<ul style="list-style-type: none"> • Number of scorecards/ repeat score card conducted 	<ul style="list-style-type: none"> • Scorecard report • Minutes of meetings • FGD Report 	<ul style="list-style-type: none"> • Goodwill from both the communities and leaders • Timely availability of funds

Narrative/ Description	OVI (Indicators)	Means of Verification/ Source of Data	Assumptions
at the national and county levels.	<ul style="list-style-type: none"> Number and quality of civic actions conducted Grievances recorded and number of interventions conducted Number of joint engagements between community and respective authorities 	<ul style="list-style-type: none"> Key informant interview reports 	
Output 5: Increased capacity of the organization and other non-state actors to oversight the excesses of government and government representatives.	<ul style="list-style-type: none"> Number of trained social justice actors reporting increased capacity to oversight government. Number of interventions undertaken to counter the excesses of public officers. 	<ul style="list-style-type: none"> Media highlights. CSO network reports 	<ul style="list-style-type: none"> Goodwill from both the communities and leaders Timely availability of funds
Outcome 4: Strengthened capacity of Haki Yetu to effectively and efficiently implement its programmes	<ul style="list-style-type: none"> Increased number of collaborative activities between programmes Staff satisfaction index Increase awareness and visibility of Haki Yetu programmes Number of policies and manuals developed/reviewed. 	<ul style="list-style-type: none"> Haki Yetu's MERL reports Haki Yetu manuals Haki Yetu appraisal reports Website Traffic 	<ul style="list-style-type: none"> Availability of funding Haki Yetu Programmes equipped with qualified staff Foreign affairs policy does not adversely affect donor relations
Output 1: Programmes' design and implementation are based on evidence from field research	<ul style="list-style-type: none"> Number of programme guidelines/manuals developed/reviewed as per Haki Yetu standards 	<ul style="list-style-type: none"> Haki Yetu Manuals Haki Yetu MERL reports 	<ul style="list-style-type: none"> Timely release of funds

Narrative/ Description	OVI (Indicators)	Means of Verification/ Source of Data	Assumptions
	<ul style="list-style-type: none"> Number of tools developed and disseminated as per Haki Yetu standards 		
Output 2: Haki Yetu's human resources needs are regularly reviewed and addressed	<ul style="list-style-type: none"> Human resources manual reviewed and adopted. Staff expressing satisfaction in work environment Number of staff receiving capacity building trainings annually. 	<ul style="list-style-type: none"> Haki Yetu MERL reports Haki Yetu performance appraisal reports Minutes of meetings Midterm evaluation reports Annual reports 	<ul style="list-style-type: none"> Timely release of funds
Output 3: Programme Monitoring, Evaluation, Reporting and Learning (MERL) is developed and fully implemented.	<ul style="list-style-type: none"> Number MERL tools developed and in use Baseline database for programmes developed and used Number of programme reports, including lessons, success and failure, documented and disseminated 	<ul style="list-style-type: none"> Haki Yetu quarterly and annual reports Stakeholder feedback reports 	<ul style="list-style-type: none"> Timely release of funds
Output 4: Organisational policies and manuals are aligned to the strategic plan	<ul style="list-style-type: none"> Number of policies developed/reviewed and adopted, 	<ul style="list-style-type: none"> Haki Yetu Manuals Haki Yetu annual reports Consultants' reports 	<ul style="list-style-type: none"> Timely release of funds
Output 5: Increased mobilization of resources and fundraising activities	<ul style="list-style-type: none"> Number of concept papers and proposals developed annually, Number of new funding partners contacted and established relationship 	<ul style="list-style-type: none"> Haki Yetu annual reports Funding partner reports 	<ul style="list-style-type: none"> Timely release of funds Foreign affairs policy does not adversely affect donor relations

APPENDIX D: ORGANISATIONAL STRATEGIES

FUNDRAISING AND RESOURCE MOBILISATION STRATEGY

Haki Yetu's funding and technical assistance partners will include bilateral and multilateral development partners, government institutions, international democratic institutions, faith-based organisations, charitable foundations, individuals, international and local NGOs, private sector organisations, and corporations. To guide fundraising, the Board of Trustees will develop an Ethical Funding Policy that will:

- Ensure that Haki Yetu appropriately manages its priorities and projects with appropriate independence from its funders
- Outline the process of determining whether to accept a donation of funds or other resources
- Establish criteria to assess potential or perceived ethical concerns Associated with the acceptance of funding from current and prospective partners

The fundraising function will be shared between the Office of the Executive Director, Programmes, the CCC Team, and the Finance, Procurement, and Administration Team.

KNOWLEDGE MANAGEMENT STRATEGY

As part of the knowledge management strategy, Haki Yetu will mobilise resources for establishing and managing a comprehensive information management system; an up-to-date website; the documentation and dissemination of good practices and lessons learned; consultative workshops with essential stakeholders, including the media, and the exchange of lessons learned among counties and relationships with academic and research institutions.

RESEARCH STRATEGY

The research will be a shared function between programmes and the CCC team. The CCC team will ensure the overall direction of the research. In contrast, programme teams will use research to identify baselines for their work, future areas of intervention, gaps in their work, and recommendations to policymakers and other stakeholders. The findings of prior research and how to meaningfully integrate research into future work shall be part of every project planning exercise.

LOBBYING AND ADVOCACY STRATEGY

Lobbying and advocacy are critical for Haki Yetu's survival and growth. It is not only essential for the implementation of Haki Yetu's mandate as defined by the strategy but also for attracting additional resources and political goodwill. Haki Yetu needs to brand and market itself as what it is, as a professional, relevant, and effective organisation that champions the rights of the most marginalised, not on behalf of the communities. During this planning period, Haki Yetu will deepen its lobbying efforts for a more significant impact involving national, regional, and international partners.

COMMUNICATION, COORDINATION, AND COOPERATION STRATEGY

The Communication, Coordination and Cooperation (CCC) Strategy covers both internal and external communication. Internal communication is information and ideas exchanged within the organisation, and external communication refers to the exchange of information between the organisation and external audiences. The purpose of the Communications strategy will be to ensure that Haki Yetu's communication is consistent, timely, coordinated, efficient, and accurate and provides good-quality information about the organisation's programmes to wider audiences.

APPENDIX E: RISKS AND MITIGATION STRATEGIES

Description of risk	Rating of risk	Mitigation measures
Strategic objectives not aligned to donor priorities and requirements	Low	<ul style="list-style-type: none">• Be mindful of donor requirements and priorities• Align objectives with donor priorities or seek donors who are likely to support Haki Yetu's work
Drop in performance when staff are unwell or absent	Low	<ul style="list-style-type: none">• Ensure that there are systems in place to cater to sick or absent staff• Prioritise physical and mental health of personnel by improving the medical cover and offering opportunities for check-ups and counselling services
Change in government and national priorities	Medium	<ul style="list-style-type: none">• Strengthen and effectively manage existing partnerships• Build coalitions and use existing partnerships to navigate change in the county and national government leadership
Lack of funds to implement the Strategic Plan	Medium	<ul style="list-style-type: none">• Develop and implement the resource mobilisation strategy• Approach existing resource partners for additional funding
Inadequate number of staff and capacity to implement the Strategic Plan	Medium	<ul style="list-style-type: none">• Identify staffing needs, fundraise, and recruit relevant personnel• Identify fitting courses, raise funding if required and send staff for training.
Resistance from communities in new locations	Medium	<ul style="list-style-type: none">• Develop and implement awareness and visibility exercises in new communities, such as inviting members from communities where Haki Yetu already works to share their experiences• Conduct a needs assessment and conflict analysis before expanding into new areas

Higher visibility leads to Haki Yetu becoming a target or making enemies	Medium	<ul style="list-style-type: none"> • Have security and communication protocols in place • Participate in security training and assess the risks during planning and implementation of activities. • Monitor attacks and verbal abuse and decide to react to what needs to be replied to and how • Train staff on how to respond to attacks
Resistance to change and uncertainty of restructuring	Medium	<ul style="list-style-type: none"> • Effective change management • Open communication and involvement of staff through the entire process
Loss or theft of equipment	Medium	<ul style="list-style-type: none"> • Regular backup of data and information online • Secure offices • Train staff on equipment management protocols and practices • Insurance for equipment
Global economic crisis	High	<ul style="list-style-type: none"> • Aggressive fundraising
Staff turnover due to the absence of opportunities for career development and growth	High	<ul style="list-style-type: none"> • Establish a culture of continuous education and learning • Develop and implement a capacity development framework • Review staff remuneration
Deterioration of implemented programmes following Haki Yetu's exit	High	<ul style="list-style-type: none"> • Ensure that sustainability of programmes is prioritised in design and implementation
Overall Risk:	Medium	

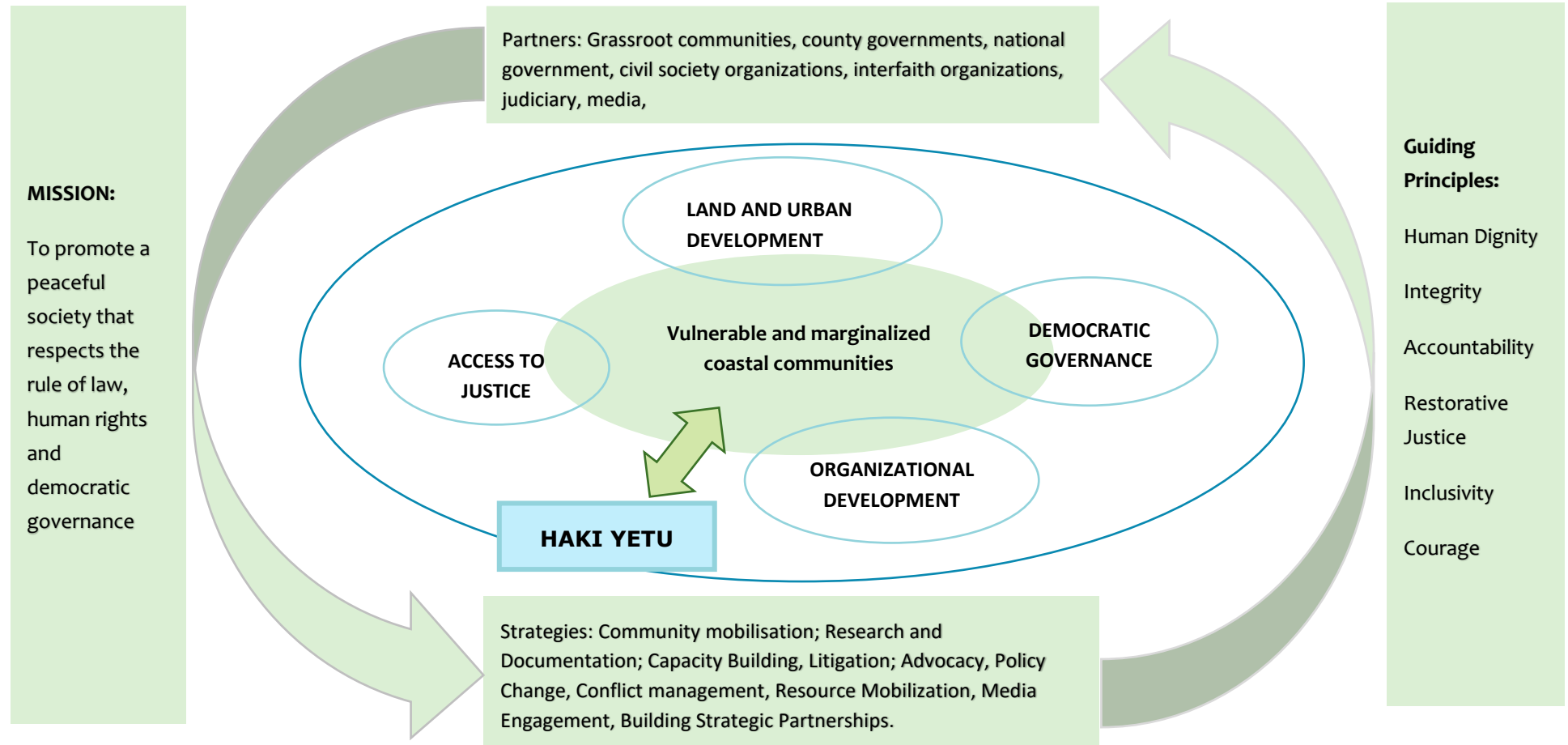
APPENDIX F: ALIGNMENT OF KEY ELEMENTS WITH THIS STRATEGIC PLAN

Element	Strategic Opportunity
The legal and regulatory environment,	Establish a working relationship with elected and nominated MPs, Governors, Senators, and MCAs on the Coast; present people's agenda clearly
Haki Yetu's core values, strategic vision, and mission	Those values and strategic direction form a basis for quarterly and annual reviews. Every policy, system, and practice of Haki Yetu must be 100% aligned with organisational values and vision.

Performance management	Haki Yetu does not currently have a comprehensive performance management system that will combine the requirements of MERL and performance appraisal of individual employees. During this strategic plan starting with the budget year 2022-2023, Haki Yetu will harmonise MERL with the performance appraisal system and rename its performance management. The overall responsibility for Haki Yetu performance management will be shared between the Programme Team Leader (responsible for MERL), the Office of the CEO (overall responsibility including performance appraisals), and the Finance and Administration Team Leader (administration of PM).
Policies, Systems, and Practices	Policies and systems are right now being developed or reviewed. Once completed and approved by the Executive Committee, they will professionalise Haki Yetu's operations. Policies, strategies, and manuals that will be completed during the budget year will include: (i) Human Resource Manual, (ii) Communication and Knowledge Management Policy and Procedures Manual, (iii) Resource Mobilisation Manual, (iv) Performance Management Manual and manuals for programme methodologies
Management and Leadership Styles	The Board, CEO, and senior management team believe in mentoring and coaching employees and delegating authority to the lowest possible levels in line with its values. The emphasis will continue being on results and respect for employees' rights. Once the delegation of authority is concluded, the senior programme and administrative staff can focus more on strategic issues such as programme development and systems review. Programme staff should focus on programme activities and not programme administration.
People	Haki Yetu will regularly review its human resource requirements, conduct capacity audits, and institutionalise capacity development for all employees, Haki Yetu will remain a responsive organisation that respect human rights and has zero tolerance for any kind of discrimination.
Organisational culture	<p>Organisational culture is evolving as the organisation is growing. The Executive Committee of the board and the CEO are putting in place structures and systems for an accountable, result-focused working environment, with open communication and emphasis on continuous improvement.</p> <p>They will put in place other interventions to ensure Haki Yetu remains people-focused, embracing necessary change, result-oriented, and responsive organisation.</p>

APPENDIX G: THEORY OF CHANGE

ORGANIZATIONAL THEORY OF CHANGE



We will build resilience amongst these groups to safeguard their rights and secure their participation in governance and democratic processes. We will do this through lobbying and advocacy, awareness creation and capacity building, research and documentation, community mobilization and empowerment, policy change, the promotion of access to justice and by building strategic partnerships at regional, national and global level. We shall also oversight excesses of government institutions and elected leaders to ensure there is adherence to the rule of law, and constitutionalism. We believe If communities and particularly the vulnerable and marginalized members are empowered and facilitated to access justice, safeguard their rights including their right to land, and participate in governance and democratic processes including securing their land rights, and leaders held accountable for their actions, then we are likely to have a just society that values human rights, the rule of law and democratic

APPENDIX H: HAKI YETU ORGANOGRAM

