



Economic and Social Rights Centre
"Putting People First"



STRATEGIC PLAN 2025-2028

empowering communities as rights holders to claim and realize their economic, social and cultural rights and live in dignity





**Economic and Social Rights Centre
(Hakijamii)**

STRATEGIC PLAN 2025 - 2028





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LIST OF ACRONYMS AND ABBREVIATIONS

AJS	Alternative Justice Systems
ASALs	Arid and Semi-arid Lands
CBO	Community Based Organisation
COK	Constitution of Kenya
CSO	Civil Society Organisation
ED	Executive Director
ESR	Economic and Social Rights
GDP	Gross Domestic Product
ICT	Information and Communications Technology
MEL	Monitoring Evaluation and Learning
ODA	Official Development Assistance
NGO	Non-governmental Organization
NSA	Non-State Actors
PBO	Public Benefits Organizations
PIL	Public Interest Litigation
SDG	Sustainable Development Goals
SMT	Senior Management Team
SWOT	Strengthen Weaknesses Opportunities and Threats
UPR	Universal Periodic Review
WASH	Water Hygiene and Sanitation

PREFACE



It is an honour to present Hakijamii's Strategic Plan for the period 2025-2028. This plan charts a course for the next four years, building upon Hakijamii's twenty-year legacy of working with communities to realise their rights. Our core mission remains unwavering: to amplify the voices of the marginalized communities in our society. Hakijamii's overarching goal is to ensure that communities, especially those facing different forms of economic or social marginalization, can effectively participate in governance issues and have their voices heard, especially on issues that touch on their rights and welfare.

The strategy is informed by the understanding that every individual deserves access to economic opportunities, social well-being, and a dignified life. The plan is informed

by the experience and lessons that Hakijamii has gathered over the last two decades, working with marginalized communities, as they seek to have their needs, priorities, and collective demands addressed. This plan serves as a renewed commitment to putting people first.

As we step into the next phase of activities, we reaffirm our commitment to building strong and effective partnerships, based on solidarity with the marginalized communities, and implementing together, strategies and activities that will advance social justice across Kenya and beyond. Dedicated outcomes from this engagement include: tackling economic marginalisation and societal inequalities and exclusion, and addressing systemic injustices in the society.

The Strategic Plan is not just a roadmap - it is a renewed call to action by all of us at Hakijamii and to our various stakeholders whom we work with to advance the realisation of human rights. We look forward to the next four years with a clear vision, a shared purpose, and an unwavering belief in the power of people to create lasting change.

A handwritten signature in blue ink, appearing to read 'Dr. Conrad Bosire', written in a cursive style.

Dr. Conrad Bosire
Board Chairperson

FOREWORD



This Strategic Plan is our blueprint for bold action and greater impact over the next four years. Drawing from lessons learnt from our past practice, and building on our track record, this strategic plan seeks to appropriately reposition Hakijamii against the ever-changing operating context for continued relevance and impact. Nonetheless, we remain committed to adapting our strategies to maximize impact as we navigate these terrains. The Strategy provides a detailed and structured framework for how Hakijamii intends to deliver on its mandate and ambitions, as well as the strategies for delivering the same. The plan thus provides a framework that will inform Hakijamii's programming, highlighting the current state with regard to the realization of Economic

and Social Rights (ESRs) at the national and international level.

The development of this plan is the outcome of a co-creation process between the Hakijamii fraternity and several stakeholders, all of whom we are deeply appreciative of. Throughout the process, Hakijamii reflected on and reviewed its organizational identity; philosophy and theory of change; strategic focus areas and organizational roles; major interventions, as well as goals and strategies for achieving the same.

Through strengthened partnerships, enhanced capacity, and innovative approaches, Hakijamii seeks to drive systemic change, ensuring ESRs are realized for all, especially the most vulnerable. We are confident that, together with our partners and communities, we can create a future where ESRs are not just aspirations, but realities.

The strategic plan is organized into five main sections. The first section provides background information on Hakijamii, while section two provides an overview of the operating context. The third section presents the basis of the strategic choices and the theory of change, while the fourth contains the objectives, expected outcomes and interventions. Operational matrices are appended to the plan.



We are grateful to our funding partners, peer organisations, consultants, and the board and staff of Hakijamii for graciously supporting the development of this strategic plan. We also wish to thank in advance our partners and peers who have and continue to subscribe to our vision by collaborating with us towards actualization of the same. We invite these valued partners to join hands with us as we venture into this exciting, ambitious and equally challenging phase of our journey.

We believe that with your confidence and support, we shall attain our goals and make meaningful difference in the quality of life of our constituents. Onward, with unwavering resolve.



Zipporah Muthama
Executive Director



1.0 BACKGROUND AND INTRODUCTION

1.1 Organisational Background

Founded in 2004 and registered in 2007, the Economic and Social Rights Centre (Hakijamii) is a national human rights organization that supports marginalized communities to claim and realize their Economic and Social Rights and live in dignity through Human Rights-Based Approaches (HRBA). With over two decades of grassroots engagement, Hakijamii supports rights holders to participate meaningfully in governance processes and hold duty bearers accountable for equitable service delivery and pro-poor policy development.

Hakijamii intervenes to amplify the voices of vulnerable communities to effectively and directly participate in advocating for the realization of their ESRs. The organization's work is guided by the goal of promoting community organizations and social movements to engage in the promotion of human rights-centred practices and policies. Hakijamii's work is anchored on Article 43 of the Constitution of Kenya with a focus on Land & Housing, Education, Health, Water & Sanitation. It applies various strategies, which include social mobilization, networking, awareness raising, public interest litigation (PIL) and research and budget analysis to achieve its objectives.

1.2 Organisational Identity

Vision Statement: A just society that guarantees protection, promotion and fulfillment of all human rights.


Mission Statement: To empower and ensure inclusion of marginalized groups in the realization of their economic, social and cultural rights.

Core Values:

Empowerment: We enable individuals and communities to enhance their agency and voice to enable them claim and exercise their rights as a means to greater social justice and equality.

Inclusion: We are committed to ensuring universal access to rights, resources and opportunities and to enable marginalized persons to participate in all spheres of society to their full potential.





Justice: We promote impartial access to social justice, social, economic, and cultural rights for all, with special attention to marginalized groups.

Dignity: We dedicate ourselves promoting ideals that respect and advance human dignity and wellbeing.

The above core values are encompassed in the principles of: Non-discrimination; Meaningful Participation; Accountability; Transparency and Empowerment.

Motto: Putting People First (Jamii Mbele).

Organisational Philosophy: Hakijamii's work is premised on the indivisibility of human rights and the foundation that everyone deserves a dignified life, and that this is attainable. Our actions are motivated and guided by the Constitution of Kenya and other relevant instruments of human rights, including the African Charter on Human and Peoples' Rights. We believe in the principle that systemic social injustice requires transformative structural change. We thus invest in empowering communities as rights holders to claim and realize their economic, social and cultural rights and live in dignity, while advocating for responsive duty bearers. We are guided by principles of participation, equality, and justice. Hakijamii views participatory development and community voice as central to sustainable change.

1.3 Track Record

Community organizing and Coalition Building to amplify voices and increase collective power. Through the support of Hakijamii, communities have established social movements and networks which include Nairobi People's Settlement Network (NPSN); Muungano wa Wanavijiji; Soweto Forum; United Slums Association (USA); Kisumu Social Rights Association (KISORA); Isiolo Diversity Network (IDN) among others. Through these social movements and other capacity development efforts, the communities have been empowered to advocate for pro-poor policy development and increased budget allocations for the progressive realization of their ESR.

Supported communities through Public Interest Litigation, in which progressive judgments have been obtained leading to security of tenure for over 10,000 individuals in Kisumu (Kibos Nubian Community), Nairobi and Garissa Counties.

Developed and disseminated the Annual State of Housing Report, Volume 1, 2 and 3 which informed development and submission of the shadow reports on housing



and basic services to the Committee on ESRs and the African Commission on Peoples and Human Rights. This has influenced the government's commitment on the implementation of the affordable housing agenda which was a key recommendation in the State of Housing Report.

Strengthened capacity of Human Rights Institutions in Nairobi, Kisumu and Mombasa Counties who were able to effectively engage in policy discussions, advocate for implementation of housing policies and laws. This led to, among other policies, the development of the National Slum Upgrading and Prevention Strategy and draft Bill which provides a framework to address the challenge of informal settlements in Kenya and enhance the living conditions.

Policy influencing including review and input in the development of, among others, the National Slum Upgrading and Prevention Policy (NSUPP), Water Act 2016, Community Land Act 2016, Land Laws Amendment Bill 2015, Draft National Land Policy (2024), Housing Bill (2023). Further, Hakijamii secured representation on the Kenya Slum Upgrading, Low-Cost Housing and Infrastructure Trust Fund (KENSUF) Board to influence national urban and housing policies.

Developed and submitted parallel reports to the regional and international mechanisms and followed up with the government on implementation. Hakijamii served as the lead convenor of Kenya's CSO submissions on the right to water and housing during the Universal Periodic Review process, thus contributing to international recommendations on Human Rights.

Nationally, Hakijamii has, over the years, developed publications and other critical knowledge resources, including handbooks on budgeting, health, land, evictions, housing and water rights.



2.0 CONTEXT ANALYSIS

2.1 Analysis of the External Operating Context

Cognizant that the external context may change over time, this section of the strategy provides a high-level overview of the situation in Kenya and regions where Hakijamii operates as at the time of developing this strategic plan. We will adjust the strategy as necessitated by external changes while remaining true to our organizational mandate and mission.

2.1.1 Overview of the Political, Policy and Institutional Contexts


Legal, Policy and Institutional Context: Kenya has made considerable political, structural, and economic reforms since the promulgation of the Constitution of Kenya (CoK) 2010. Notable reforms realized through CoK 2010 include the institutionalization of devolution; the establishment of several constitutional commissions and independent offices; and the introduction of programme-based budget practices. Other measures include the enactment of laws and policies and strengthening the capacity of both national and county governments and institutions to implement their respective functions.

The noted successes notwithstanding, Kenya faces a growing disregard for and/or selective application of the rule of law¹ linked to the erosion of constitutionalism, political interference, privileged impunity, and undermining of independent institutions. Furthermore, there is weak implementation of policies. These challenges are driven by, among others, poor resourcing, weak institutional capacities, ethnicity and identity politics, dominance by the executive,² insufficient civic engagement, and political capture of independent institutions.³ Other manifestations of weak governance include chronic insecurity, pervasive violations of fundamental rights, marginalization of certain groups, and persistent attacks on the media.

1 Patricia K. M., and Migai A. 2001. Kenya Justice Sector and Rule of Law. Accessed on 15th December 2020 from <https://www.opensocietyfoundations.org/uploads/38762285-51db-4bac-b8f9-285cf0ef2efc/kenya-justice-law-20110315.pdf>

2 Open Society Publications. Kenya: Democracy and Political Participation. Accessed on 15th December 2020 from <https://www.opensocietyfoundations.org/publications/kenya-democracy-and-political-participation>.

3 http://siteresources.worldbank.org/EXTGOVANTICORR/Resources/Kenya_HumanRightsCommission_web.pdf



Devolution: Kenya's development model is anchored on a devolved governance structure, comprising 47 counties. Devolution is considered as one of the key gains of the CoK 2010⁴, having brought the government closer to the people, improved citizen engagement⁵, and improved equity in national development.⁶ The COK 2010 mandates county governments to address key drivers of poverty, such as inadequate housing, nutrition, protection, water, sanitation and economic empowerment, which disproportionately affect vulnerable and marginalized groups. County governments hold the key to effective service delivery, making it imperative for policies, budgets, and plans to be tailored to the needs of vulnerable populations.⁷ By focusing on the most vulnerable, devolution can be harnessed as a force for social change.

Devolution has, however, not been without challenges. Key concerns include corruption, delayed funding, and poor civic engagement. Additionally, counties have challenges in developing and implementing critical regulatory and institutional strengthening frameworks. Other concerns include a lack of consistent and harmonized public participation processes, inadequate capacity and human resources skills to deliver the required quality of services to citizens, and ineffective citizen participation and accountability.⁸ These situations constrain the possibility of effectively delivering the devolution dividends of shared prosperity, enhanced service delivery, and improved management of public resources. There is thus a need for continued investment in citizen participation and social accountability.

2.1.2 Economic, Social and Cultural Context

National Economic Indicators: Kenya's economy is the largest and most diversified in East Africa. Significant policy, structural, and economic reforms have led to sustained economic growth and social development over the past two decades. Kenya's real Gross Domestic Product (GDP) growth is projected to stand at 5.6% in 2025, driven by private sector confidence, services, and household consumption. Inflation is expected to fall to 5.5% in 2025, as food and global inflation declines.⁹

4 <http://www.worldbank.org/en/news/feature/2015/04/30/public-participation-central-to-kenyas-ambitious-devolution>


5 IEA Kenya 2019. A Political Economy Analysis of Devolution in Kenya. Accessed on 15th December 2020 from <https://www.ieakenya.or.ke/publications/research-papers/a-political-economy-analysis-of-devolution-in-kenya>

6 <https://www.undp.org/kenya/projects/strengthening-devolved-governance-kenya>

7 <https://www.unicef.org/kenya/press-releases/why-devolution-must-work-children-youth-women-and-marginalized-groups->

8 <https://repository.kippra.or.ke/bitstream/handle/123456789/2258/transformation-of-lives-since-inception-of-devolution-issue-10-3-january-march-2019.pdf?sequence=1&isAllowed=y>

9 <https://www.afdb.org/en/countries-east-africa-kenya/kenya-economic-outlook>



Kenya's development challenges remain poverty, inequality, climate change, food insecurity, corruption, and vulnerability to internal and external shocks. Kenya struggles with a heavy debt burden that hit US\$ 80 billion (Kshs 10.4 Trillion) as of 2025.¹⁰ Unemployment is especially high among the youth at 7%.¹¹ These worrying trends come against the backdrop of new taxation measures being implemented by the government.¹² These situations erode the rights of citizens to access quality basic services such as food, clean water, decent housing, health care, and education.

Poverty, Inequality, and Exclusion: Inequality in Kenya manifests in inequitable access to opportunities, resources, and decision-making spaces, often perpetuated by State power.¹³ Kenya has a national equality and inclusion index of 58.9%, implying that over 42.1% of the population do not benefit from various public services.¹⁴ The gap between the richest and poorest in Kenya is alarming: less than 0.1% of the population owns more wealth than the bottom 99.9%,¹⁵ while 38.6% of the population lives below the poverty line.¹⁶ Further, there exists pervasive discrimination against women, persons with disabilities, refugees, indigenous groups, stateless persons, and other minority groups. Such discrimination plays a key role in excluding these minority groups from accessing their Economic and Social Rights.

The transformative CoK,2010 prioritizes its people in Article 1 as being sovereign. The empowerment of the vulnerable and the marginalized individuals was one of its greatest promises expounded in Article 43 on ESR. The Bill of Rights specifically guarantees residents the right to access the highest attainable standard of healthcare, adequate housing, sanitation, food security, clean and safe water, social security, and education. However, significant challenges remain in fully realizing these rights due to poverty, inequality, and inadequate government provision of essential services.

The state has, however, been slow to embrace ESR as a vehicle for social transformation. The Executive has exhibited a disregard for these rights by either not implementing legislation or refusing to comply with court orders that would help implement them. Examples of abuse of ESR include unlawful, arbitrary and forceful evictions that result in severe human rights violations, humanitarian crises, and substantial economic losses for the affected population.

10 <https://nation.africa/kenya/business/revealed-the-cloud-of-secrecy-in-domestic-public-debt-payments-4938042#story>

11 <https://www.statista.com/statistics/1319860/unemployment-rate-in-africa/>

12 <https://democracyinafrica.org/kenya-has-changed-the-gen-z-protests-and-what-they-mean/>

13 Readings on Inequality in Kenya: Sectoral Dynamics and Perspectives, SID East Africa, 2006

14 NGEC 2016. Report of Status of Equality and Inclusion in Kenya

15 <https://www.oxfam.org/en/even-it/kenya-extreme-inequality-numbers>

16 http://inequalities.sidint.net/kenya/about_us/



Land and Housing: The CoK makes clear provision for the principles of land policy in Kenya, requiring all land to be held, used and managed in a manner that is equitable, efficient, productive and sustainable. This requires that land tenure be implemented in a manner that respects human dignity, and be inclusive, non-discriminatory, and protect the rights of marginalized groups.¹⁷ Overall, Kenya's land and housing rights sector faces several challenges, with marginalized communities bearing the brunt of tenure insecurity, forced evictions, and inadequate access to essential services.

According to UN-Habitat, over 6.4 million Kenyans live in informal settlements, with no security of tenure. Despite the constitutional guarantee of the right to adequate housing under Article 43, over 50,000 people were forcibly evicted from informal settlements such as Mukuru, Kariobangi and Mathare in Nairobi between 2019 and 2023.

Women and Indigenous communities continue to experience systemic barriers to land ownership. Only 10% of land in Kenya is registered under women's names, limiting their access to property and economic empowerment. Customary land tenure systems often exclude women and Indigenous groups from decision-making processes. Indigenous communities such as the Ogiek and Endorois continue to struggle for land recognition despite landmark rulings from the African Court on Human and Peoples' Rights.

Health: The CoK 2010 enshrines the right to health under the Bill of Rights. Specifically, Article 43 provides that every person has the right to the highest attainable standard of health, including the right to health care services and reproductive health care.¹⁸ However, despite these constitutional guarantees, basic health services remain very poor. Only about 25% of Kenyans have some form of health insurance per the 2022 Kenya Demographic and Health Survey. The transition from the National Health Insurance Fund to the Social Health Insurance Fund has faced challenges, with some reporting negative impacts on access for vulnerable populations. These, combined with the privatization of health services has excluded millions of Kenyans from accessing quality healthcare services.¹⁹


Governance challenges, such as insufficient health budgets and mismanagement of devolved health funds, impede service delivery. Corruption and weak regulatory frameworks further erode trust in public healthcare. Furthermore, climate change increases disease burdens, with rising cases of vector-borne diseases like malaria and dengue fever.

17 https://www.cifor-icraf.org/publications/pdf_files/OccPapers/OP-222.pdf

18 https://icj-kenya.org/news/sdm_downloads/right-to-health-bench-book-select-decisions-issues-and-themes/

19 <https://icj-kenya.org/news/soaring-healthcare-costs-in-kenya-hinder-access-to-vital-services/>





Water Hygiene and Sanitation (WASH): Article 43 of the CoK 2010 provides for the right to water that is safe, clean and in sufficient quantities and guarantees the right of everyone to sanitation facilities of good standards.²⁰ Despite improvements, access to clean water, adequate sanitation, and hygiene remains a pressing issue, particularly in arid and semi-arid lands (ASALs) and informal settlements. Nearly 32% of Kenyans lack access to basic water services, and 70% lack safely managed sanitation facilities. Increasing cases of privatization of water services has marginalized low-income households, while climate change increases water scarcity through prolonged droughts and erratic rainfall. Weak enforcement of water management laws and insufficient public-private partnerships further compound the governance crisis, hindering Kenya’s progress toward universal WASH coverage.

Basic Education: The CoK 2010 guarantees every person the right to education and every child the right to free and compulsory basic education and mandates affirmative action programs to ensure youth and marginalized groups access education and training. However, significant challenges in accessing education and training remain, especially for communities in informal settlements, ASALs, and low-income groups. According to Kenya National Bureau of Statistics data from 2023, over 1.8 million children remain out of school, with the highest rates of exclusion reported among girls’, children with disabilities, and those from ASALs and informal settlement. Factors contributing to these disparities include poverty, inadequate infrastructure, teacher shortages, and cultural barriers e.g., early and forced marriages. The 2022 UNICEF country report notes that over 1.8 million children remain out of school. Gender, disability, ethnicity, indigenous status, poverty, and displacement are major factors limiting access to education.²¹

Civic/ political Education: Civic education is a critical strategy towards democratic governance, with public participation being a constitutional requirement. A study by Uraia Trust and the Consortium of Election Research and Advocacy noted that 43% of respondents were unaware of any civic and voter education initiatives in the country; the awareness was higher among older individuals (58%) compared to youth (41%), indicating that current methods may not effectively engage younger populations.

Further, according to a 2023 study by Afrobarometer, only 35% of Kenyans are aware of their civic rights and responsibilities, and fewer actively participate in governance processes. This is particularly pronounced among vulnerable groups such as youth, women, and persons with disabilities, who face systemic barriers to engagement, including limited access to information and exclusionary practices. The lack of structured civic education program in schools and communities further exacerbates this gap, limiting the potential for informed and inclusive governance.

20 <https://www.knchr.org/portals/0/ecosocreports/phe-framework.pdf>

21 <https://www.statista.com/statistics/1135862/primary-school-enrollment-in-kenya/>



There is therefore a need for governance programs to emphasize the importance of civic engagement and political participation, especially for the youth and marginalized groups. These should focus, among others, on educating young people about their rights, promoting youth leadership, and creating platforms for their voices to be heard. By fostering a sense of agency and involvement, these initiatives can help channel the energy and aspirations of the youth toward constructive societal contributions.

2.1.3 Livelihoods Security and Climate Change

Climate Change: This represents a new frontier that profoundly affects human rights, access to resources, business operations, and the cost of living. Its impact on human rights is significant as it exacerbates vulnerabilities, particularly among marginalized communities who face great challenges in accessing clean water, food, and shelter. Climate change has also had devastating impacts on human health and well-being. Such impacts include increasing heat-related illnesses and deaths; changing patterns of infectious disease transmission; worsening maternal and child health outcomes; and intensifying health impacts from extreme weather events such as floods, droughts, and windstorms.²² Women and indigenous communities commonly face higher risks and greater burdens from the impacts of climate change due to limited access to resources, technology, and financial support needed to adapt to climate risks.

Kenya has established various legal, policy, and institutional frameworks to address climate change. Kenya's priorities as articulated through these instruments include adaptation, reducing emissions, afforestation and reforestation, landscape restoration, climate-smart agriculture, geothermal and clean energy development, energy efficiency, and drought and flood risk management.²³ Nevertheless, the country is experiencing an increased loss of vegetation cover, ecological degradation, and pollution.²⁴

Separately, weak policy implementation on climate-smart agriculture and insufficient investment in research and development undermine progress toward resilience. Most Kenyans lack access to sustainable, reliable, and affordable energy to produce, store, and process food, resulting in significant food losses. It is notable in this regard that agri-food chains account for about 30% of global energy consumption and greenhouse gas emissions.²⁵ Furthermore, climate change is also attributable to various conflicts, with women and girls facing increased vulnerabilities to all forms of gender-based violence, including conflict-related sexual violence, child marriage, and other forms of violence.²⁶

22 <https://napglobalnetwork.org/wp-content/uploads/2022/01/napgn-en-2022-kenya-NCCAP-2018-2022>

23 <https://www.usaid.gov/climate/country-profiles/kenya>

24 The Government of Kenya. 2013. The national Environment Policy, 2013.

25 <https://openknowledge.fao.org/server/api/core/bitstreams/29d17480-ee46-405d-a8fd-413cf900d039/content>

26 <https://www.unwomen.org/en/news-stories/explainer/2022/02/explainer-how-gender-inequality-and-cl>





Livelihoods and Community Resilience: More than 75% of Kenyans’ livelihoods depend on agriculture, with the sector accounting for more than 25% of Kenya’s GDP. However, agriculture is largely subsistence, 27 and mostly rainfed, thus very susceptible to climate change impacts. Adopting regenerative farming practices presents a promising solution to address these challenges.²⁸ Emerging global challenges like conflicts that have disrupted global food supply chains, further complicate Kenya’s food security landscape. While Kenya has adopted innovative technologies like digital farming platforms and drought-resistant seeds, uptake remains low due to inadequate infrastructure and limited farmer education.

Similarly, climate change is significantly impacting Kenya’s forestry, tourism, and fisheries sectors, all of which are crucial for livelihoods, particularly in vulnerable communities. In particular, increased temperatures and altered rainfall patterns are leading to land degradation and deforestation resulting in loss of biodiversity and increased vulnerability to natural disasters and ultimately leading to loss of traditional food sources, medicinal plants and other needs forcing communities to adopt unsustainable livelihood strategies.²⁹

2.1.4 Other Relevant Context Developments

Development Funding Context: The last decade has seen significant changes in the development policy arena: a gradual shift in favor of trade diplomacy away from aid support,³⁰ a preference to support direct implementation, and a reduction of development financing.³¹ Rising geopolitical tensions, economic constraints, and shifts in donor priorities are reshaping international aid, diverting resources towards emergency relief and security-driven initiatives, often at the expense of long-term sustainable development projects.³² The share of ODA dedicated to climate adaptation remains critically low, despite its critical importance for vulnerable communities.³³ To exemplify, sudden suspension of USAID funding has plunged thousands of Kenyans into a state of uncertainty due to the abrupt cessation of these vital programmes.³⁴ As an example, while still the biggest recipient, Africa’s share of Official Development Assistance (ODA) has dropped from 37.6% in 2013 to 26.7% in 2023, according to Mo Ibrahim Foundation’s latest figures.

mate-change-are-interconnected

27 <https://www.usaid.gov/kenya/document/agriculture-and-food-security>

28 Regenerative agriculture broadly encompasses both conservation agriculture and more sustainable agroforestry techniques.

29 <https://vocal.media>

30 ‘Building partnerships for changes in developing countries’ - https://ec.europa.eu/europeaid/home_en.

31 Accessed at www.gov.uk/government/organisations/department-for-international-development.

32 <https://www.visionofhumanity.org>

33 devinit.org

34 <https://news.un.org/en/story/2025/02/1159746>



Further, there is an increased push towards systems thinking and multisector cooperation. Other notable trends by development partners include reduced investments in governance work and direct support to State programs. Furthermore, there is growing attention towards the demonstration of value for money and higher degrees of transparency and accountability by implementing agencies. These are besides the push for localization and shifting the power agendas, as well as the inclination towards working through consortia arrangements.

ICT and Digitization: Kenya has experienced dramatic advances in ICT, internet access, mobile telephony, social media, and other web-based platforms. The government is also increasingly exploring digital strategies for service delivery. However, whilst these advances provide opportunities for service delivery efficiencies, there are growing risks of data insecurity, privacy infringements, as well as the use of ICT to silence dissent or free expression and spread of propaganda. There is thus a need to continually assess digital risks and establish safeguards to protect individuals and organisations.

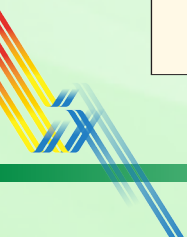
2.2 Analysis of Strengths, Weaknesses, Opportunities, and Threats (SWOT)

The table below summarizes the SWOT of Hakijamii as identified during the strategy development process. The identified strengths and weaknesses substantially inform the priority interventions for institutional development, whilst the opportunities and strengths inform the adopted strategies in the plan.





Strengths	Weakness
<ol style="list-style-type: none">1. Qualified and experienced staff and board committed to human rights advocacy.2. Strong relations with funding partners and other stakeholders (including duty bearers and rights holders).3. Strong community mobilizing, organizing and capacity development.4. Over 20 years' experience advocating for ESR of marginalized communities using HRBA.5. Well laid out internal policies and systems promoting financial accountability, reporting and monitoring.6. Strong presence in digital platforms for advocacy.7. Clear organisational identity that guides our work.	<ol style="list-style-type: none">1. Inadequate internal strategies.2. Sub-optimal staffing levels vis-à-vis workloads.3. Insufficient institutional infrastructure/equipment4. Limited National coverage5. Insufficient levels of institutional funding.
Opportunities	Threats
<ol style="list-style-type: none">1. Strategic engagement with National and County governments on current and emerging areas such as climate change.2. Broadened partnership with stakeholders in the ESR space including community-based partnerships.3. Expansion of funding landscape.4. Leverage new and emerging technologies.	<ol style="list-style-type: none">1. Shrinking civic space/ human rights violations.2. Shifting donor priorities and policies including growing competition for reducing resources/unpredictable donor trends.3. Digital risks – surveillance, cyber-attacks, and risks of data breaches; data protection laws4. Economic downturns (inflation, debt, over-taxation, corruption, increasing inequalities).5. Increasing frequency & severity of disruptions (climate, political, conflicts, pandemics, etc.)6. Unfavorable government policies and legislations.7. Unstable political atmosphere.

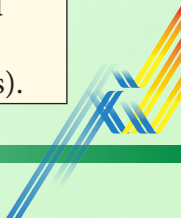




2.3 Stakeholders Analysis and Value Proposition

We propose to add value to our key stakeholders as follows:

Constituency	Value Addition
Citizens/ Marginalized / Vulnerable communities	<p>Provide civic education, legal aid, and skills to demand their rights.</p> <p>Increase visibility and knowledge of ESR in Kenya.</p> <p>Provide platforms for participatory governance and policy engagement.</p>
Funding Partners/ Investors	<p>Track record for impact delivery, open accountability, efficiency, and value for money.</p> <p>Opportunities for joint research, innovation, and knowledge management.</p> <p>Provision of crucial data/evidence for policy-level discussions/engagements.</p> <p>National partner with strong legitimacy, local presence, and expertise.</p>
Civil Society Actors	<p>litigation support, capacity strengthening and joint advocacy initiatives.</p> <p>Strengthen the capacities of CSOs on ESR matters/ offer ESCR technical expertise.</p> <p>Facilitate the leveraging of resources for socio-economic development.</p> <p>Provide collaborative leadership on ESR matters.</p>
Authorities/ Government	<p>Distill and share community feedback towards policy work and better service delivery.</p> <p>Inputs towards evidence-based policy reforms and implementation.</p> <p>Support with grassroots community mobilization and capacity strengthening.</p> <p>Contributions to the State development agenda via various development initiatives.</p>
Private Sector <i>(incl. media & academia)</i>	<p>Promote collaboration in corporate social responsibility, social accountability, and public interest communication.</p> <p>Complementarity in the areas of research and knowledge management.</p> <p>Facilitation of spaces and platforms for enhanced visibility.</p> <p>Facilitate research partnerships, joint analysis, and documentation of ESCR trends and innovations (especially with academia / knowledge institutions).</p>



2.4 Stakeholders Analysis

HakiJamii works with a diverse range of stakeholders. Some of the key stakeholders who are instrumental to the implementation of this strategic plan are highlighted below.

	Sampled Stakeholders	Value add from Haki Jamii	Value add to Haki Jamii
Public	<ol style="list-style-type: none"> 1. Marginalized Groups 2. Vulnerable Communities 3. General Public 	<ol style="list-style-type: none"> 1. Redress in situation where ESR's are violated 2. PIL services 3. Capacity building on ESR issues and claim making 4. Amplification of their voices 5. Awareness creation on ESR 	<ol style="list-style-type: none"> 1. Provide information on violation of ESR to them and the community at large 2. Respect the ESR of fellow members of the public 3. Respect for the rule of law 4. Participate in HakiJamii's community programs

<p>Social Move-ments</p> <p>Net-works</p>	<ol style="list-style-type: none"> 1. Muungano wa Wanavijiji 2. Soweto Forum 3. Urban Slums Association 4. NPSN 5. Kisumu Social Rights Association 6. Isiolo Diversity Network 	<ol style="list-style-type: none"> 1. Capacity development 2. Collaboration and coordination 3. Community organizing 4. Coalition building 	<ol style="list-style-type: none"> 1. Advocate for realization of their ESR 2. Mobilization and advocacy (protests, demonstrations, & campaigns) 3. Participate in community organizing in their locations 4. Pass information/ skills on ESR to the community at large 5. Collaborative partnerships 6. A platform for their advocacy efforts 7. Accountability to members/ community 8. Community based action
<p>Authori-ties /Govern-ment</p>	<ol style="list-style-type: none"> 1. KNHRC 2. Ministry of Land and National Planning 3. National and County Assemblies 4. Other Relevant Ministries 5. National Gender and Equality Commission 6. County Governments 	<ol style="list-style-type: none"> 1. Implementation of the National Land Policy 2. Provide advice on human rights issues including ESR 3. Monitor compliance with global human rights obligations 4. Advocacy for policy changes and promote the realization of ESR 	<ol style="list-style-type: none"> 1. Uphold and promote ESR 2. Policy implementation and law making 3. Development of inclusive policies and address specific needs of marginalized and vulnerable groups 4. Strengthening legal frameworks 5. Creation of an enabling environment

NGOs	<ol style="list-style-type: none"> 1. ESCR-Net 2. East African Centre for Human Rights 3. The Coalition for Human Rights in Development 4. Housing Coalition 	<ol style="list-style-type: none"> 1. Support ESR PIL cases 2. Provide technical support to the programs executed by the stakeholders 3. Capacity building 	<ol style="list-style-type: none"> 1. Collaboration in research activities/PIL 2. Provide forums for civil society to air their views 3. Participation in legislative reforms & advocacy initiatives
Funding Partners	<ol style="list-style-type: none"> 1. Development Partners 2. WWF Kenya 	<ol style="list-style-type: none"> 1. Improved standards of living of vulnerable and marginalized citizens 2. Timely/Quality implementation 3. Open & accountable use of resources/ accountability 4. Capacity development 	<ol style="list-style-type: none"> 1. Financial and technical support 2. Timely disbursement of funds 3. Participation in joint initiatives 4. Feedback
Corporates	<ol style="list-style-type: none"> 1. Various private sector entities 	<ol style="list-style-type: none"> 1. Effective and efficient service delivery 2. Advocacy for ESR 	<ol style="list-style-type: none"> 1. Corporate social responsibility 2. Research and documentation 3. Compliance with ESR rules and policies
Media	<ol style="list-style-type: none"> 1. Various media entities 	<ol style="list-style-type: none"> 1. Clear communication and accurate reporting 2. Creating a platform for marginalized voices 	<ol style="list-style-type: none"> 1. Accurate dissemination of information 2. Facilitation of dialogue with key actors 3. Support accountability 4. Capacity building on ESR reporting

2.5 Lessons Learnt and Critical Success Factors

The following lessons from our previous strategy period have informed our strategic direction and work.

Community-led approaches and sustainable long-term impact is achieved when communities lead their own advocacy efforts and initiatives.

Strategic Litigation enhances realization of rights; such legal action can effectively prevent systemic violations and drive national jurisprudence. Furthermore, proactive legislative engagement helps align laws with community needs.



Multi-stakeholder collaboration yields results; Joint actions with CSOs, government, and citizens build ownership and policy responsiveness. Similarly, aligning with rights-focused donors and technical partners enhances coherence and sustainability.

Intersectionality matters; thus, ensuring gender, age, and identity conscious programming ensures inclusivity.

Civic space is shrinking; and there is thus a growing need to defend civic space and community actors from repression.

Knowledge is Power – subsequently, civic education and awareness-raising empower communities to participate meaningfully.

Climate and social justice must be linked; HRBA must guide climate adaptation and resilience-building.

Organisational learning drives growth-evidence-based reflections, MEL, and staff development improve adaptive programming.



3.0 STRATEGIC DIRECTION: ANALYSIS AND CHOICES

3.1 Conceptual Framework

The analysis of the operating context points to an intricate relationship between poverty, exclusion, people's capacities and poor governance. This implies that social justice and development are inextricably linked, mutually reinforcing and complementary - both have the ultimate objective to improve human and ecological well-being, freedom, dignity and equity.³⁵

Hakijamii understands that the systemic drivers of marginalization and poverty are commonly linked to formal laws, policies, institutions, and social norms that are not pro-people, as well as individual and collective capacity constraints. It is acknowledged in this regard that realization of human wellbeing and dignity, as enshrined in the Universal Declaration of Human Rights, the International Covenant on Economic, Social and Cultural Rights, COK 2010, and various global instruments, will not be achieved if development is pursued in isolation of social justice and good governance.³⁶

For the above reasons, Hakijamii believes that strategic linking of ESR to development is and will remain a powerful basis of strengthening participatory approaches to empowering communities and residents to demand and/or access their ESR. We also believe that marginalized communities should not be regarded as subjects of benevolence but are rather entitled to decent and dignified standards of living.

Hakijamii will thus facilitate the securing of ESR by holistically addressing the interlinked and intersecting root causes of inequalities and marginalization grounded in participatory HRBAs. Empowerment of people and their institutions shall continue to be key hallmarks of our work. Similarly, support will be granted for the reform or implementation of enabling pro-people policy, legal and institutional frameworks, besides strengthening applicable service delivery systems. Finally, we will invest in strengthening our own capacity to enable us to more effectively realize our mandates and strategic ambitions.

³⁵ See United Nations, 2005. Human Rights and Poverty Reduction, A conceptual Framework

³⁶ UN, 2011. Office of the Commissioner of Human Rights. <http://www.ohchr.org/EN/Issues/MDG/Pages/MDGIndex.aspx>



3.2 Analysis of Strategic Priorities and Options

The key strategic areas and strategies for addressing the identified issues are given in the table below

Driver	Key Issues Identified	Strategic Priority Area	Potential strategies
Political Transitions	Change in leadership, shifting policy agendas, weakened public participation	Inclusive Governance & Civic Awareness	Build alliances with reform-minded officials; institutionalize civic education with a youth and digital focus; formalize MoUs with county governments.
Economic Pressures	Inflation, cost of living, public debt, and reduced funding for social programs	Livelihood Security & Economic Resilience	Invest in social protection advocacy and economic literacy; promote climate-smart livelihoods; build evidence for pro-poor fiscal policies.
Social Vulnerabilities	Forced evictions, inequality, health and WASH inequities, youth exclusion	Land, Housing, and Basic Services	Promote legal empowerment, public interest litigation, and duty-bearer responsiveness; expand housing rights advocacy in informal settlements.
Technology Shift	E-services, digital divide, cyber risks, shrinking digital freedoms,	Digital Justice & Community Access	Launch digital literacy initiatives; advocate for digital rights protection; use tech for data-driven advocacy and mobilization.





Climate Crisis	Drought, food insecurity, displacement, weak adaptation planning, prolonged droughts, landslides, heat stress	Climate Justice & Community Resilience	Promote gender- and community-led adaptation; link traditional knowledge with policy; advocate for financing and implementation of climate plans; sensitization and awareness creation on local adaptation measures/advocate for locally led adaptation programmes; capacity building on community rights in carbon projects
Legal & Institutional Trends	Weak enforcement of ESR, harmful policy proposals, tokenistic participation	ESR Legal Reform & Accountability	Advance public interest litigation, co-design legal reforms with grassroots input, and engage in multi-level ESR accountability platforms

3.3 Theory of Change (ToC)


Hakijamii believes that addressing the root causes of exclusion and marginalization – commonly non-progressive legal, policy and institutional frameworks, retrogressive norms, and capacity constraints - is a major prerequisite to attaining a just and inclusive society where everyone accesses fundamental rights and lives in dignity. Our work is rooted in the belief that empowering communities by providing them with the skills and tools to claim and enjoy their ESR is a prerequisite for social transformation. We understand in this regard that only if empowered and resilient communities demand their rights, and duty bearers are responsive and held accountable, and pro-poor policies are fully implemented, will greater justice, equity, and access to ESR be attained.

To achieve this ambition, Hakijamii is cognizant that it must address three factors which have contributory and reinforcing tendencies towards socio-economic injustices, viz:

- a) Non-enforcement of pro-poor policy, legal and institutional regimes.
- b) Inadequate capacity of citizens, state and non-state development actors; and
- c) Retrogressive societal norms, perceptions and practices.

To do this, Hakijamii will pursue a threefold integrated approach focusing on:



- 
- a) Leveraging resources and capabilities to promote and strengthen access to ESR (e.g., land, housing, Health, WASH, education, livelihoods, etc.), particularly for disadvantaged communities and groups;
 - b) Supporting evidence-based legal and political actions (advocacy, PIL, petitions, etc.) to ensure duty bearers fulfil their obligations, are responsive and held accountable; Strengthening community resilience and capacity (legal empowerment, civic engagement); and
 - c) Further strengthen Hakijamii's internal capacity.

Grounded in a participatory HRBA programming model, this ToC is operationalized through four thematic result areas: land and housing; health and WASH; basic education and awareness; as well as sustainable livelihoods and climate justice.

We will localize our work by strengthening county-level presence and harnessing the power of devolution. Further, we will intentionally address structural inequalities by placing marginalized groups at the center of our programs and decision-making processes. We are intentional about prioritizing depth over breadth, focusing resources in fewer areas to deepen impact.

A diagrammatic representation of this theory of change is presented in figure 1 below.

4.0 STRATEGIC OBJECTIVES, OUTCOMES AND INTERVENTIONS

This section outlines the objectives, anticipated outcomes, and overarching strategic interventions for the key result areas that Hakijamii will prioritize during the strategic plan period. Specific activities are not detailed here but will be developed as part of program/ project proposals or annual work plans.

4.1 Land and Housing

Overview: Kenya has, since independence, faced challenges of land commodification, fragmentation, parcellation, marginalization and discrimination that have, amongst others, led to land conflicts and threats to community livelihoods. These are in addition to concerns of land degradation, pollution, and major contestations around land use planning, management, and ownership rights. These situations exacerbate community land tenure insecurity, increase their vulnerability, and threaten their livelihood and resilience.

This strategic focus area aims to support transparent, just and pro-people practices in the governance of land and housing to guarantee security, dignity, and equitable land and housing development for all. We will, in this regard, explore a rights-based approach that integrates legal and policy reforms, strategic litigation, and community empowerment.

Priority Issues: Hakijamii will invest in addressing challenges of forced dispossession of communities' land, arbitrary, unlawful evictions, unjust compensation, retrogressive land governance frameworks, and unsustainable land-use practices. We will equally attend to concerns around security of land tenure for marginalized communities; limited involvement in governmental housing initiatives; limited access to affordable housing and related essential utilities; as well as gender and indigenous land rights disparities.

Expected Outcome: Rights to land, housing and associated basic services for marginalized communities in Kenya safeguarded.



Indicators of Change:

1. Percentage reduction in cases of arbitrary, unlawful evictions (among supported communities)
2. Percentage increase in access to adequate housing and associated basic services.
3. Change in access to just, fair, and prompt compensation for communities affected by compulsory acquisition of land.
4. Increase in equitable access to security of land tenure for marginalized communities.
5. Change in the levels of host communities' active involvement in land and housing governance.

Strategic Interventions:

1. Compensation for land and housing injustice.
2. Advocate, in collaboration with communities and stakeholders, for pro-poor housing rights policies to ensure affordable and inclusive housing solutions, especially for low-income populations.
3. Strengthen rights-holders' capacity to claim their land and housing rights and effectively hold duty bearers accountable (e.g. legal aid clinics to communities facing eviction threats, education on how to secure land & housing rights + legal/ legislative processes related to land and housing, etc.).
4. Strengthen capacity of duty bearers/service delivery systems to ensure effective enforcement of land and housing rights and responsiveness to needs of rights holders, support embedment of human rights in the resolution of land and housing-related injustices.
5. Undertake legal and political actions on injustices related to land, housing and associated basic services (includes PIL to challenge unlawful evictions or stop unjust compulsory land acquisition).
6. Research and document injustices on land and housing and facilitate the generation of accurate and up-to-date information on the status of land and housing rights to support evidence-based advocacy.
7. Strengthen Alternative Justice Systems (AJS), e.g., mediation and customary dispute resolution; Offer accessible and community- driven solutions that benefit historically excluded groups.
8. Foster multi-stakeholder collaborations within/with civil society, government and international partners to create land tenure regularization programs targeting vulnerable populations.



4.2 Health and WASH

Overview: The rights to health and WASH are enshrined in Article 43 of COK, which mandates the state to establish legislative, policy, and standards to ensure the realization of these rights. County governments are also mandated to facilitate service delivery relating to health and WASH. Despite constitutional guarantees and efforts to expand access to health and WASH services, Kenya faces Significant challenges in fully realizing these rights. Only 68% of people in Kenya have access to safe drinking water, whilst 29% have access to improved sanitation facilities.³⁷

Hakijamii's focus in these strategic focus areas will be the protection and promotion of human rights principles in the health and WASH sectors.

Priority Issues: We will invest in addressing challenges of limited access to comprehensive, equitable health; inadequate access to sustainable WASH services; and significant disparities (inequity) in access to health and WASH services. Notably, the outcomes across this area remain below desired global standards, a status linked to weak WASH and health governance structures, inadequate resourcing, limited community involvement, stigmatization and limited awareness of SRHR, and extreme weather events.

Expected Outcome: Increased demand and access to comprehensive healthcare and quality, affordable health services, and WASH services.

Indicators of Change:

1. Changes in budgetary allocation/ resourcing of health and WASH services.
2. Changes in quality or implementation of prioritized legal, policy and institutional frameworks.
3. Changes in the level of access to prioritized health and WASH services/rights (for prioritized groups)³⁸


Strategic Interventions:

1. Undertake community capacity building/ political education and engagements on rights to health and WASH, and the need to claim these rights and or hold duty bearers to account.
2. Monitor and facilitate reform and/or implementation of prioritized legal, policy and institutional frameworks that promote the realisation of human rights obligations in the health and WASH sectors.

³⁷ <https://www.knbs.or.ke/reports/kdhs-2022/>

³⁸ Includes for instance changes in access to safe drinking water, basic sanitation/ hygiene services etc.



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3. Conduct advocacy towards a more open, accountable and responsive governance of health and WASH sector to assure service access, especially among marginalized communities and informal settlements using human rights-based approaches.
 4. Undertake legal actions (including PIL, petitions, etc.) that promote the rights to health, SRHR and WASH services (as rights) for targeted marginalized/ minority groups
 5. Undertake research, analysis and documentation/ evidence building on emerging human rights issues in the health and WASH sectors; Promote innovation & knowledge transfer.
 6. Offer strategic political solidarity, linking and partnerships development with key actors in the health and WASH sectors (for enhanced voice, services, visibility, shared learning, mutual accountability, etc.)
 7. Strengthen health and WASH service delivery systems.

4.3 Basic Education

Overview: Education remains a fundamental pillar for the growth and development in Kenya. Over the last decade, the country has made significant strides towards achieving equity in education but significant challenges remain. The Kenyan public education system is rife with inadequate facilities, insufficient and often poorly trained teachers, poor infrastructure, inadequate teaching and learning materials, overcrowded classrooms and poor results. Kenya has huge regional inequalities in education access and outcomes, with children from rural, ASAL areas and lower-income populations being the most affected. There is also a significant digital divide due to limited access to ICT, electricity and internet connectivity.³⁹

Hakijamii aims under this strategic result area to contribute to universal access to quality basic education among supported communities.

Priority Issues: The priority concerns to be addressed under this strategic result area inequitable education sector resourcing framework, inadequate education sector resourcing, Competency-Based- Curriculum/ Competency-Based-Education reforms, public participation and weakened education oversight systems⁴⁰; and compromised education services (quality, affordability, accessibility, integrity, etc.).

Expected Outcome: Improved access to and outcomes of basic education as a right.

³⁹ <https://www.fawco.org/global-issues/education/education-articles/4949-education-round-up-january>

⁴⁰ Includes for instance student bodies, teachers/lecturers' unions, parents' associations etc.



Indicators of Change:

1. Change in the degree of citizen/ relevant actors' engagement in education governance processes.
2. Changes in budgetary allocation/ resourcing of basic education (to marginalized areas/ groups).
3. Changes in the levels of enrollment, retention, and transition rates among focus groups.
4. Changes in quality or implementation of prioritized legal, policy and institutional frameworks.


Strategic Interventions:

1. Strengthen mechanisms for public participation in (education) governance and or decision-making processes (be robust, inclusive, and accessible); Support initiatives that bridge the digital divide.
2. Advocate for accountability and transparency in education resource allocation at the national and county level; Undertake legal and policy actions towards pro-poor education policy reforms and enforcement (e.g., PIL, petitions, policy dialogues, policy monitoring, etc.)
3. Strengthen parents' and communities' capacity for engagement in schools' and other governance, decision-making, and accountability processes. (training community champions & CBOs on governance, conduct civic awareness/ education and political conscientization)
4. Institute or enjoin in PIL; Support legal aid and representation to marginalized groups on emerging strategic cases on education rights.
5. Undertake research, analysis and documentation/ evidence building on emerging human rights issues in education rights; Undertake budget tracking at national and county levels to ensure community education needs are met.
6. Support civic education campaigns in partnership with governments, CSOs, and grassroots networks to deepen awareness and engagement; Launch & propagate digital literacy initiatives and use ICT for data-driven mobilization and advocacy.
7. Engage with/ participate in International Mechanisms, Networks or Forums, e.g., SDGs Kenya Forum and UPR Kenya Coalition to amplify marginalized voices; Submit alternative reports to highlight socio-economic rights issues.

4.4 Sustainable Livelihoods and Climate Justice

Overview: Kenya faces significant challenges in achieving sustainable livelihoods and food security, with nearly 14.1 million people currently experiencing food insecurity according to recent reports. This is besides increasing vulnerability to climate change,





manifested in more frequent and intense extreme weather events. Additionally, climate change intensifies droughts and floods disrupting crop cycles, reducing yields, and threatening pastoralist communities in ASALs. Climate change has also significantly impacted livelihoods dependent on forestry, tourism and fisheries of local and indigenous people who are mostly marginalized. Further, budgetary allocations to the agricultural sector are consistently below the 10% commitment under the Malabo Declaration. Governance challenges like mismanagement of agricultural subsidies, conflicts, weak enforcement of land use policies and environmental laws, limited involvement of local communities in decision-making processes related to natural resource management and limited access to credit for smallholder farmers, further exacerbate the situation. These challenges pose threats to food security, water safety, and availability.

Hakijamii aims under this strategic result area to promote sustainable practices for secure and resilient livelihoods as well as to build community resilience to climate variability. We will also support equitable climate governance by prioritizing the participation of vulnerable groups in decision making processes, ensuring that climate policies are inclusive and advocating for strategies that align with the principles of climate justice. We will address the systemic inequalities that hinder adaptive capacities of communities by empowering local stakeholders, improving climate literacy, and ensuring equitable access to resources for adaptation.

In Kenya, while there have been efforts to integrate climate adaptation into national development plans, marginalized communities still face barriers to meaningful involvement in policymaking, often due to a lack of access to information, capacity, and political representation. To build resilience, there is a need for policies that not only provide technical solutions but also promote inclusion, equity, and empowerment at the community level.

Priority Issues: Hakijamii will under this result area focus on exclusion of vulnerable groups from climate governance processes; policy gaps; ineffective climate justice AJS; and insufficient resourcing of climate adaptation efforts. We will furthermore address concerns around non-integration of traditional knowledge into climate resilience strategies; gender inequalities in climate change initiatives; unsustainable land use and farming practices; and unfair distribution of the burdens and benefits of climate change impacts.

Expected Outcome(s):

1. Increased ability of communities, the State and NSAs to prepare for, address climate change effects, and recover from disruptions.



Indicators of Change:

1. Change in number of women and marginalized groups accessing climate adaptation resources
2. Change in number of climate adaptation initiatives that incorporate traditional knowledge.
3. Change in number of environmental or natural resource disputes resolved through strengthened alternative justice systems

Strategic Interventions

1. Support reforms of key policies and laws at national and county levels to fully address equitable climate adaptation and mitigation; Facilitate meaningful participation of marginalized groups in policy processes; build evidence for pro-poor policy reforms; advocate for financing and implementation of climate plans.
2. Strengthen the capacities of the national justice system to be able to handle disputes related to climate impacts in ways that ensure fair outcomes for affected communities.
3. Support marginalized groups to access essential resources such as technology, finance, technical knowledge and natural resources required for better climate adaptation.
4. Address gender inequalities and empower the vulnerable including women, children, youth, marginalized, people living with disabilities, and the old through education, access to resources, and leadership opportunities to enhance resilience in communities.
5. Invest in protecting and integrating traditional knowledge into climate resilience strategies and policies to ensure that adaptation efforts are contextually appropriate and culturally sensitive.
6. Support climate and environmental justice with attention to fair distribution of burdens and benefits of climate change impacts.
7. Strengthen communities on sustainable livelihoods; Support agro-ecological initiatives to promote biodiversity protection, soil and human health, and crop productivity.
8. Invest in social protection advocacy and economic literacy.
9. Support local and marginalized communities to identify and implement locally led adaptation interventions with funding from different sources of climate finance.
10. Support development of technical capacities of local CSOs to develop adaptation projects and sensitization of climate finance sources.





4.5 Organisational Development

Overview: This strategic focus area seeks to enable Hakijamii to establish itself as an entity that operates effectively, efficiently, professionally, and with accountability. We seek in this regard, to enhance our institutional sustainability, develop into a knowledge hub for ESR, and maintain a skilled human resource base capable of supporting our work.

Priority Issues: Four sub-areas will be addressed in this regard: i) Institutional Sustainability; ii) Strategic communications and partnership development; iii) Human capital and leadership development; and iv) Systems, structures, and policies. The expected outcomes, key performance indicators, and interventions for these sub-areas are elaborated below.

4.5.1 Institutional and Financial Sustainability

Expected Outcome: Sufficient resources to assure the growth and continuity of Hakijamii's services and operations into the foreseeable future are mobilized and reserved.

Key Performance Indicators

1. Annual growth in funding level over the strategic plan period.
2. Growth in the number of funding sources over the strategic plan period.

Strategic Interventions

1. Develop/ review and operationalize resource mobilization strategy, policy and plans.
2. Strengthen Hakijamii's capacities and structures for resource mobilization.
3. Further strengthen relations with existing and potential funders, diversify funding portfolio among existing donors, and negotiate for institutional funding.
4. Invest in assets building, investments and enterprises; establish an endowment fund.

4.5.2 Human Capital and Leadership Development

Expected Outcome: Increased investment towards achievement of optimal human capital and leadership development in terms of building capacity of the team towards efficiency and effectiveness. (Financial, Exposure based/benchmarking capacity development).



Key Performance Indicators

1. Changes in the quality of the work environment.
2. Changes in the capacities of the Hakijamii Board and staff.
3. Changes in the levels of performance of Hakijamii Staff and Board.

Strategic Interventions

1. Invest in talent acquisition and retention processes, competitive compensation packages, and facilitate remote work and flexibility and wellness programmes.
2. Undertake regular capacity building of staff and board based on identified need areas.
3. Conduct periodic reviews of and operationalize human resources policies.
4. Strengthen governance and oversight of strategic objectives; strengthen leadership engagement in strategic management informed by expert advice.
5. Strengthen systems and processes for staff performance management.

4.5.3 Systems, Structures and Policies

Expected Outcome: Increased integrity of internal processes for effective stewardship of Hakijamii resources.

Key Performance Indicators

1. Changes in compliance with all applicable statutory requirements, donor and internal policies.
2. Changes in the efficiency and effectiveness of internal operations.
3. Comprehensive up-to-date policies, procedures & structures.





Strategic Interventions

1. Conduct periodic reviews and updates of systems, policies, and processes.
2. Institute frameworks on the safe and smart use of artificial intelligence at Hakijamii.
3. Invest in continuous strengthening of institutional systems, records, and management through an integrated automated system and reporting structure.
4. Establishing a knowledge hub to consolidate and disseminate ESC rights information; Research to enhance knowledge generation, inform programming, policy reform, and advocacy.
5. Developing MEL systems and tools to monitor progress, evaluate impact, and ensure effective resource use.

4.5.4 Strategic Communication and Partnerships Development

Expected Outcome: Increased Hakijamii Brand recognition and visibility.

Key Performance Indicators:

1. Changes in visibility and presence in strategic spaces.
2. Changes in the quality of media engagement and strategic communications.

Strategic Interventions

1. Further invest in marketing, branding, visibility and public relations management.
2. Develop and operationalize Hakijamii's communications strategy to enhance visibility.
3. Further strengthen Hakijamii's strategic media engagement (tools, presence).
4. Create and maintain partnerships that strengthen the organization's capacity to advocate for human rights and engage with stakeholders; formalize MoU with county governments and build alliances with reform-minded state officials.

5.0. OPERATIONAL MODALITIES

5.1. Overview of Governance and Management

Hakijamii's governance and management structure is designed to ensure strategic leadership, technical oversight, accountability, and operational efficiency in delivering our mission. Our governance is anchored by a Board of Directors, which is the highest policy-making and oversight body. The Board provides strategic direction, ensures compliance with legal and ethical standards, approves major policy and financial decisions, and plays an active role in fundraising, visibility, and external relations. It comprises individuals with diverse expertise in law, public policy, finance, human rights, and development.

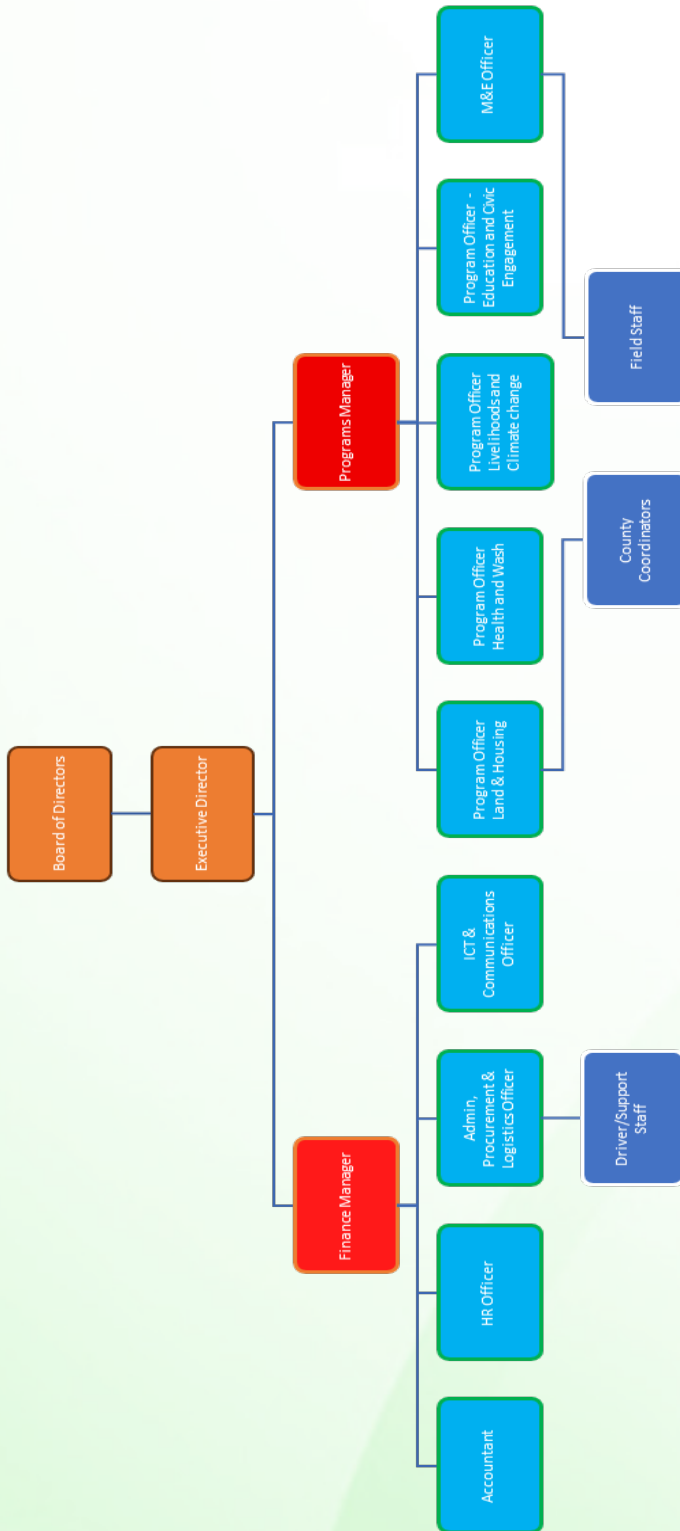
To enhance technical input and responsiveness, the Board is supported by three standing committees, each composed of three board members and one technical lead from the secretariat. These committees, focused on Programs and Strategy, Finance and Audit, and Human Resources and Governance, provide in-depth review and advice on critical organizational matters throughout the year.

The organization's day-to-day management is led by the Executive Director (ED), who reports to the Board. The ED is supported by a Senior Management Team (SMT) composed of the Programmes Manager and Finance & Administration Manager. The SMT meets monthly to provide managerial oversight, coordinate implementation of the strategic plan, track progress, and ensure operational alignment across departments.

Hakijamii's structure also incorporates decentralized county-level coordination to enhance grassroots engagement. County Coordinators, currently part-time with performance-based retainers, support local mobilization, partnership building, and program monitoring in strategic locations. As resources allow, these roles will transition into full-time positions to deepen devolution and presence at a community level.

All staff operate within a clear organizational framework guided by up-to-date manuals, job descriptions, and operational policies. To ensure continued excellence, regular orientation, and refresher training, performance reviews are conducted annually. A long-term goal is to transition from a rented office model to permanent premises to improve institutional stability and cost efficiency.

Hakijamii’s proposed organogram, which we intend to effectuate as we implement the Strategic Plan, is provided in the figure below





5.2 Monitoring and Evaluation of the Strategic Plan

To ensure effective delivery, learning, and accountability, Hakijamii will implement a comprehensive MEL system. This system will be anchored on evidence-based decision-making, participatory learning, and adaptive management across all five thematic areas.

At the onset of the strategic period, Hakijamii will undertake a comprehensive baseline survey and context analysis to establish the starting point for all key performance indicators (KPIs). The baseline findings will inform the monitoring framework and ensure that periodic progress is measured against empirically derived starting points.

Routine monitoring will be conducted quarterly to track progress on activity implementation, assess emerging results, and ensure fidelity to program design. Each theme will be reviewed at least once per quarter by the respective program team. Monitoring efforts will focus on two key dimensions:

a) Implementation Fidelity and Effectiveness with attention to:


- Timeliness and quality of activity implementation (work plan adherence).
- Initial and emerging outcomes in targeted communities (intended/unintended, positive/negative).
- Identification and documentation of case studies, success stories, and stories of change.
- Early signals of sustainability, such as the integration of interventions into county government systems or community structures.

b) Adaptive Learning and Continuous Improvement focusing on:

- Identification of effective practices and understanding the reasons behind their success.
- Reflection on implementation challenges and barriers.
- Observation of how stakeholders (local partners, government actors, peer CSOs) are learning from and adapting Hakijamii's approaches.
- Use of real-time feedback to inform course corrections and program improvements.

We recognize that our environment is dynamic, and so we are committed to being innovative and flexible in our approach. We will continuously learn, adapt, and refine our strategies to stay relevant and effective. To strengthen accountability and evidence-based reporting, Hakijamii will adopt results-based reporting tools aligned with the performance measurement framework. Program staff will use standardized templates to prepare quarterly and annual reports, focusing on:



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- Progress against indicator targets at both output and outcome levels.
 - Analysis of variance between planned and actual results.
 - Explanatory narratives highlighting lessons learned, challenges encountered, and recommended adaptations.

The senior management team, supported by the technical team, will lead the development and institutionalization of the rights based reporting tools and ensure the capacity building of staff in their use.

Hakijamii will furthermore convene annual review and reflection forums, bringing together internal and external stakeholders, including the Board, staff, government representatives, donors, partners, and civil society organizations. These forums will:

- Review performance data, highlight key achievements, and interrogate challenges.
- Reflect on the relevance and validity of underlying strategic assumptions.
- Document emerging lessons and good practices.
- Assess changes in the broader operating context and incorporate them into annual planning.
- Identify any required revisions to strategies, indicators, or thematic focus areas.

The annual reviews will foster shared learning, ownership, and alignment among stakeholders. Two major evaluations, Mid-Term (2026) and End-Term (2028), will be conducted to assess the overall relevance, effectiveness, and impact of the strategy. These evaluations will be led by external evaluators and will utilize a participatory Outcome Harvesting approach to:

- Identify and analyze significant changes resulting from Hakijamii's interventions.
- Understand the pathways and contextual factors contributing to or hindering success.
- Examine unintended outcomes and assess contributions to systemic change.
- Inform decision-making for the remainder of the strategic period (midline) or future strategic plans (endline).

Findings from both evaluations will be widely disseminated and used to strengthen organizational learning and strategic repositioning.



5.3 Risk Management

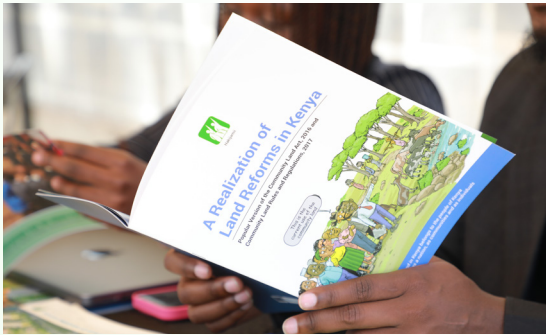
During the 2025–2028 strategy period, Hakijamii will adopt a proactive and dynamic approach to risk management, recognizing that risks, both internal (such as governance, financial, or operational) and external (such as political instability or security threats), can significantly impact program delivery. Risks will be classified and analyzed based on their probability, potential impact, and scale, acknowledging their fluid and interconnected nature. A structured risk management framework will guide the continuous identification, assessment, and mitigation of risks, supported by tools like a risk matrix and regular political economy analyses. This process will be embedded into programme planning and execution, ensuring that staff and partners are safeguarded, organizational reputation is protected, and service delivery remains responsive and resilient across different counties.

Risks or Limitations	Assessment of potential Impact	Likelihood	Impact	Rating & Likelihood of occurrence
Internal Risks				
Inadequate program funding	Impediment of programme implementation.	High	High	Diversification of revenue streams, Strengthen resource Mobilization capacity.
Staff turnover & inadequate human resources	Delayed implementation of the strategic plan, low quality of work.	Moderate	Moderate	Establish retention plan, Succession plan and leverage, e.g. interns and mentorship for continuity.
Statutory compliance	Fines and Penalties, reputation damage and de-registration.	Low	High	Adherence to statutory requirements and timelines, regular internal compliance audits led by the board.
Corruption/ mismanagement of funds	Loss of programme funds.	Low	High	Prudent management of resources and full compliance, strengthened internal controls, regular internal audits.
External Risks				
Political instability as We approach the 2027 General Elections	Delayed implementation of activities.	High	High	Incorporate innovations to ensure the continuous implementation of activities, prepare a political risk plan, institutionalize remote working mechanisms.



Protests for good governance	Disrupt implementation of interventions.	High	High	Develop a Risk management plan
Unfavorable government policies	Negatively affect ESR activities.	High	High	Align and/or review program with policy shifts; Engage in policy dialogues (lobbying and advocacy) with government.
Pandemics	Delayed implementation of activities and a change in programme focus.	Low	High	Prepare risk management plan, establish remote working protocols and mechanisms.
Climate-related disasters	Delayed implementation or change failure in some activities	Moderate	High	Climate-sensitive project designs and climate mitigation measures. Incorporate disaster risk reduction in all program areas
Displacement of communities by large projects eg Affordable housing	Loss of housing, livelihoods, leading to poverty, inequality, and social exclusion. Lack of access to basic services.	low to moderate impact on		Establish a database of communities living in informal settlements; Alternate Dispute Resolution and Litigation as a last resort.
Lack of cooperation	Inefficiencies and duplication of efforts, Competition for resources.	Low	Low	Devise partnership strategies: join relevant consortia/networks
Lack of political goodwill	Development, enactment and implementation of policies that are not pro-poor.	High	High	Memorandum of Understanding between Hakimamii, National and County Governments
Inflation/ Rising cost of goods	High cost of living, High cost of activity implementation.	High	High	Contingency planning, cost-efficient activity implementation, enhance resource mobilization







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