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STRATEGIC PLAN 2013 - 2018

**KENYA NATIONAL COMMISSION
ON HUMAN RIGHTS**

Promoting and Protecting Human Rights in Kenya

VISION

A society that upholds human rights for all.

MISSION

To protect, promote and monitor the respect for human rights in Kenya through law, policy and practice.

GOAL

Increased enjoyment of fundamental rights and freedoms by all in Kenya.

CORE VALUES

The core values of the Commission are:

- Integrity
- Accessibility
- Impartiality
- Independence
- Inclusiveness



**KENYA NATIONAL COMMISSION ON HUMAN
RIGHTS (KNCHR)**

**STRATEGIC PLAN
2013 – 2018**

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Published by:

Kenya National Commission on Human Rights,

Head Office,

1st Floor CVs Plaza, Lenana Road,

P.O.Box 74359-00200, Nairobi, Kenya

Tel:254-20-2717908/928/900

Fax: 254-20-2716160,

Email: haki@knchr.org

Website: www.knchr.org

ISBN: 978-9966-040-10-7

Printed by:

Mwisaf Limited Company

P.O. Box 365 - 00300 Ronald Ngala,

Nairobi - Kenya.

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LIST OF ABBREVIATIONS AND ACRONYMS

ADR	Alternative Dispute Resolution
ASAL	Arid and Semi-arid Land
AU	African Union
CAJ	Commission on Administrative Justice
CEO	Chief Executive Officer
CIC	Commission on the Implementation of the Constitution
CoE	Committee of Experts on Constitutional Review
COMESA	Common Market for Eastern and Southern Africa
CSOs	Civil Society Organizations
CUCs	Court User Committees
DPP	Director of Public Prosecutions
DPM	Directorate of Personnel Management
EAC	East African Community
EACJ	East African Court of Justice
EALA	East African Legislative Assembly
ECOSOC	Economic, Social and Cultural Rights
GJRoL	Governance, Justice and Rule of Law
HRBA	Human Rights-Based Approach
ICC	International Criminal Court
ICC-NHRI	International Co-ordinating Committee for National Human Rights Institutions
ICESR	International covenant on Economic and Social Rights
IPCRM	Integrated Public Complaints Referral Mechanism
ICT	Information Communication Technology
IDPs	Internally Displaced Persons
IEC	Information, Education and Communication
IGAD	Inter-Governmental Authority on Development
IPOA	Independent Policing Oversight Authority
KENHREC	Kenya National Human Rights and Equality Commission
KNCHR	Kenya National Commission on Human Rights
KPI	Key Performance Indicator
LAPPSET	Lamu Port-Southern Sudan-Ethiopia Transport
LGBTI	Lesbian, Gay, Bisexual, Transgender and Intersex
M & E	Monitoring and Evaluation
MDA	Ministries, Departments and Agencies
MoJNCCA	Ministry of Justice, National Cohesion and Constitutional Affairs
MOU	Memorandum of Understanding
MTP	Medium Term Plan

NANHRI	Network of African National Human Rights Institutions
NCIC	National Cohesion and Integration and Commission
NGEC	National Gender and Equality Commission
NHRIs	National Human Rights Institutions
NLC	National Land Commission
NPSC	National Police Service Commission
NSC	National Steering Committee
PESTLE	Political, Economic, Social, Technological, Legal and Environmental
PMER	Planning, Monitoring, Evaluation and Reporting
PRIC	Police Reforms Implementation Committee
SALW	Small Arms and Light Weapons
SLO	State Law Office
SMART	Specific, Measurable, Achievable, Reliable and Timely
SWOT	Strengths, Weaknesses, Opportunities and Threats
TJRC	Truth, Justice and Reconciliation Commission
UPR	Universal Periodic Review

FOREWORD

This strategic plan marks a significant milestone for the Commission as it coincides with the 10th year since the establishment of the Commission in 2003. Originally constituted as a statutory commission under the Kenya National Commission on Human Rights Act, 2002 the Commission now enjoys the status of a Constitutional Commission by virtue of the provisions of Articles 59 and 249 of the Constitution of Kenya, 2010.

In this new strategic period, we seek to build from the gains made and lessons learnt from the previous strategic plan 2009-2013, which was developed at a watershed moment in Kenya's history having just emerged from the horrors of the 2007 Post Election Violence. As such the Commission's strategic plan was tailored around midwifing the transitional process in line with Agenda 4 of the National Accord. The strategic plan therefore focused on among others, reducing systemic human rights violations; infusing human rights principles and standards in legal and governance reforms and enhancing knowledge and practice on human rights principles and standards in public and private spheres.

Key achievements of the Commission in implementing the previous strategic plan include monitoring and advising on the implementation of the National Accord, including matters of constitution making, police reforms, judicial reforms, resettlement of internally displaced persons and advocating for the prosecution of the perpetrators of the post election violence.

With regard to the Constitution making process, the KNCHR's participation was remarkable through preparation and submission of various memoranda and advisories to the Committee of Experts on Constitutional Review (CoE), the Parliamentary Select Committee on Constitutional Review both on the Bill of Rights and the entire constitutional content. Furthermore, the Commission conducted countrywide civic education and public outreach strategies geared at empowering Kenyans to make an informed choice on the adoption of the draft Constitution. The Commission has continued to engage with the relevant state organs such as the Commission on the Implementation of the Constitution(CIC), Parliament, the Judiciary and the Security Organs, towards the realization of the reform objectives that spurred the enactment of the Constitution.

On security sector reforms, the Commission has continued to advocate for a comprehensive legal and policy framework that seeks to promote accountability and professionalism in the police service. To this end, the KNCHR was a member of the Taskforce on Police Reforms and the Police Reforms Implementation Committee (PRIC) both of which resulted in the development and enactment of the National Police Service Act, the Independent Police Oversight Authority Act and the National Police Service Commission Act. Notably, the Independent Policing Oversight Authority Act 2011 lists the Chairperson of the Commission as an ex-officio member of the board a move that will ensure that KNCHR remains strategically placed to infuse human rights in the ongoing Police reforms.

With reference to the Judicial Reforms process, the Commission was a member of the Taskforce on Judicial Reforms, which made far reaching recommendations that have guided the on going reforms in the Judiciary . In addition the Commission contributed to developing a vetting tool which was largely adopted by the Judges and Magistrates Vetting Board (JMVB). The foregoing are just snippets of what the Commission has been able to achieve within the previous strategic period.

With the first elections under the 2010 Constitution having been concluded and with a new Government firmly in place, the Commission assures Kenyans that it will continue to assert its independence and impartiality in line with its constitutional mandate of promoting the respect for human rights in Kenya. In this regard, we have focused our priority interventions in the thematic areas of institutional reforms, access to justice and the promotion of economic, social and cultural rights. To realise these, we intend to work with the national as well as the county governments towards enhancing their capacity to deliver on their human rights obligations, as well as empowering the public to claim their rights in a responsible manner.

As we embark on this exciting new journey, we are confident of the unwavering support from the people of Kenya who have bestowed on us this honourable task, the Government of Kenya and our friends and development partners who have stood with us this far.

Anne Munyiva-Kyalo-Ngugi,



Chairperson

PREFACE


This is the 3rd Strategic plan of the Kenya National Commission on Human Rights since its establishment in 2003. As with the development of the previous strategic plans, the process has benefited from broad consultations from a wide range of stakeholders. The Commission is greatly indebted to the stakeholders for the invaluable contributions made.

In developing this strategic plan we have taken cognisance of the creation of the several commissions and institutions and have been careful to avoid duplication of efforts. In addition to realigning our priorities with our Constitutional and statutory mandate, the Commission has also invested in the restructuring of the organisation so as to make it more effective and efficient. In the identification of our key objectives and strategies, the Commission has been guided by the twin roles of playing both a watchdog and advisory role to the state with regard to the promotion and protection of human rights. We also have responded to the changes in the political, social, economic and legal contexts.

The Contribution of the Staff was instrumental in the finalisation of this plan. We also acknowledge the direction and momentum provided towards the development of this strategic plan by Mr. Mohammed Konso Hallo and Dr. Bernard Mogesa, immediate former Commission Secretary and Ag. Commission Secretary respectively.

Finally, the Commission is highly indebted to Comm. Anne Ngugi, Acting Chairperson of the Commission who has single handedly provided strategic leadership and direction to the process. At the Secretariat we are committed to work towards the fulfilment of the aspirations set out in the Strategic plan. We shall bank on the support and collaboration of our partners and stakeholders to enable us accomplish the aspirations of this strategic plan.

Patricia Mande Nyaundi



Commission Secretary/ Chief Executive Officer

EXECUTIVE SUMMARY

Kenya National Commission on Human Rights (KNHCR) implements human rights interventions with support from both the government and development partners. Following the expiry of its second strategic plan covering the period 2009 to 2013 KNCHR undertook to develop a new 5 year strategic plan (2013 – 2018) taking into account the changing operational environment, previous reviews and evaluations as well as feedback from consultations with partners and various stakeholders.

A participatory approach was applied in the development of the strategic plan. The process entailed reference to various documents as well as discussions with partners, Commission staff and Commissioners. Feedback was also received through questionnaires administered to various stakeholders.

An analysis of the Commission's past performance and a scan of the operating environment were carried out focusing both on internal and external spheres. The analyses resulted in the identification of the strengths, weaknesses, opportunities and threats facing KNCHR. Stakeholder analysis and contextual analysis were also undertaken. The situational analysis culminated in identification of strategic themes and areas of focus for the next five years. The identified strategic themes formed the basis for setting strategic goals and objectives that will be pursued in the planning period as well as strategies that would enable the achievement of the objectives. The overall strategic goal for the planning period is *“Increased enjoyment of fundamental rights and freedoms by all in Kenya”*.

The goal was further operationalised into four (4) strategic objectives as follows;

- a. To promote the respect and observance of human rights standards in public institutions.
- b. To increase the application of human rights principles and standards in mechanisms of justice.
- c. To enhance the realization of economic and social rights in Kenya.
- d. To enhance the efficiency and effectiveness of the Commission.

INTRODUCTION

1.1 ORGANIZATIONAL BACKGROUND

The Kenya National Commission on Human Rights (the KNCHR or the Commission) is an independent National Human Rights Institution (NHRI) first established as a statutory body under the KNCHR Act No. 8 of 2002 and subsequently entrenched in the Constitution of Kenya (Article 59 – Constitution of Kenya, 2010) with both watchdog and advisory roles to ensure the promotion and protection of Human Rights in Kenya.

The Preamble to the Constitution recognizes the aspirations of all Kenyans for a government based on the essential values of human rights, equality, freedom, democracy, social justice and the rule of law. Article 10 of the Constitution sets out the National Values and Principles of Governance which include human dignity, equity, social justice, inclusiveness, equality, human rights, non-discrimination and protection of the marginalized. Chapter 4 of the Constitution, also referred to as the Bill of Rights makes detailed provisions for the realisation of both civil and political rights as well as economic social and cultural rights.

The functions of the Commission as spelt out in Section (8) of the Act are to¹;

- a) Promote respect for human rights and develop a culture of human rights in the Republic.
- b) Promote the protection and observance of human rights in public and private institutions;
- c) Monitor, investigate and report on the observance of human rights in all spheres of life in the Republic.
- d) Receive and investigate complaints about alleged abuses of human rights, except those relating to the violation of the principle of equality and freedom from discriminations under the Gender and Equality Commission, and take steps to secure appropriate redress where human rights have been violated.
- e) On its own initiative or on the basis of complaints investigate or research a matter in respect of human rights, and make recommendations to improve the functioning of State organs.
- f) Act as the principal organ of the State in ensuring compliance with obligations under international and regional treaties and conventions relating to human rights except those that relate to the rights of special interest groups protected under the law relating to equality and non-discrimination.
- g) Formulate, implement and oversee programmes intended to raise public awareness of the rights and obligations of a citizen under the Constitution and any other written law.
- h) Work with the National Gender and Equality Commission and the Commission on Administrative Justice to ensure efficiency, effectiveness and complementarity in their activities and to establish mechanisms for referrals and collaboration.

¹These are largely derived from the Paris Principles international standards guiding the establishment of NHRIs

1.2 RATIONALE FOR FORMULATION OF THE STRATEGIC PLAN

The formulation of this strategic plan was informed by several important factors which necessitate strategic re-orientation.

The first of these factors is the redefinition of the mandate of the Commission as spelt out in Section 8 of the Kenya National Commission on Human Rights Act, 2011. With the establishment of the Commission on Administrative Justice and the National Gender and Equality Commissions the Commission the KNCHR has had to redefine its programmatic focus to ensure that it avoids duplication of efforts and there is optimal utilization of the resources available².

Secondly, shortly before the development of this strategic plan, the Directorate of Personnel Management (DPM) conducted an organizational review³, of the institution and gave several recommendations that would require changes in the operational coordination of the commission's work. Guided by this report the commission has set out to reformulate its operational structures for efficient service delivery.

Thirdly, with the promulgation of the Constitution in 2010 there is now a sound legislative framework for the protection and advancement of human rights of Kenya. The Bill of Rights is one of the most progressive internationally. In addition the National human Rights Policy and Action Plan are now finalised. These developments afford the Commission a firm basis upon which to leverage its interventions as it seeks to fulfill its mandate.

²Business Unusual report 2011

³Report on the reorganization and staffing of the Kenya National commission on Human Rights(KNCHR), November 2012

SITUATIONAL ANALYSIS

2.0 INTRODUCTION

This chapter presents an analysis of the achievements of the commission in the preceding strategic plan period as well as key challenges encountered. It also analyses the key strengths, weaknesses, opportunities and threats of the commission as it transits from one strategic plan to the next. The chapter further reflects on prevailing socio-economic conditions nationally and internationally as well as gaps in human rights protection arising from the above diverse contexts.

2.1 ACHIEVEMENTS AND CHALLENGES UNDER THE 2009-2013 STRATEGIC PLAN

The strategic period 2009-2013 witnessed the successful conduct of the 2010 August referendum and promulgation of the Constitution. The Commission was involved in the monitoring of the August referendum and was also instrumental in ensuring human rights compliance in the Constitution making process. During the Constitution making process, the Commission compiled and submitted various memoranda and advisories to the Committee of Experts on Constitutional Review (CoE), the Parliamentary Select Committee on Constitutional Review and Parliament on the Bill of Rights and the entire constitutional content.

Ahead of the referendum, the Commission conducted a countrywide civic education drive and implemented other targeted public outreach strategies, including the media geared at empowering the populace to make informed choices on the adoption of the draft Constitution. The Commission further monitored the referendum in August with the view to ensuring compliance with human rights standards and principles.

During the same period, the Commission monitored the implementation of the National Accord and continued to advise and advocate for land reforms, constitutional review, accountability of the perpetrators of the post election violence and the resettlement of internally displaced persons.

The Commission also continued its engagement with the legislative arm of Government through the lobbying for enactment of Bills key among them the Prevention of Torture Bill, 2011, Access to Information Bill, and the Special Tribunal for Kenya Bill, and reviewing laws and policies to ensure their alignment with the Constitution of Kenya (2010). Additionally the Commission successfully lobbied both at the national and international level for the development of an IDP policy and law which is in line with international standards. Similarly, the Commission sustained its momentum in conducting research in systemic and emerging human rights themes. In the wake of the new Constitution for instance, the Commission published thematic magazines in a timely fashion by locating and addressing the Constitutional needs from a human rights standpoint. *Nguzo za Haki* on Constitutionalism (2011) provides a selection of key issues that would help the country during initial stages of transformation. The next *Nguzo za Haki*, focusing on Devolution offers different perspectives on devolution ranging from its impact on participation, to the likely challenge of devolving graft to the county level.

During the same period on the 11th of February, 2011, the Commission was appointed by the Attorney General as the monitoring agency on the rights of persons with disabilities under Article 33(2) of the Convention on Rights of People with Disabilities (CRPD). Since then the Commission has been able to monitor the status of the rights of persons with disabilities in 10 counties. In doing so, the Commission has collaboratively worked with disabled Persons organizations and forged sustainable partnerships.

The period saw the Commission gain international appreciation in regard to engagement with the United Nations Human Rights Council's the Universal Periodic Review (UPR) mechanism, under which Kenya was reviewed in May 2010. The Commission coordinated and worked jointly with civil society organizations to prepare for and participate in the UPR in a manner, which has been cited as a best practice internationally. The Commission has, since the review, continued to work with civil society organizations to monitor implementation of the UPR recommendations. Reports from Kenya's UPR experience have been widely disseminated.

With respect to security sector reforms, the Commission has constantly been at the forefront advocating and lobbying for a comprehensive legal and policy framework review, professionalism in the police force, community policing and oversight. The Independent Policing Oversight Authority Act 2011 lists the Chairperson of the Commission as an ex-officio member of the board a move that will ensure that KNCHR remains strategically placed to infuse human rights in the ongoing reforms. Moreover, the Commission sits on the selection panel responsible for nominating members of the National Police Service Commission.

These achievements have not been without challenges. Financial constraints owing to inadequate Government funding continue to be the greatest challenge the Commission has had to grapple with. The financial constraints that the Commission has faced and delay in the appointment of the Chair and requisite Commissioners is a clear indication of the wavering political support. This state of affairs has impeded the Commission's work.

2.2 SWOT ANALYSIS

The achievements of the commission as briefly explained above were a cumulative outworking of certain strengths and weaknesses within the institution. The performance of the institution was also affected by external factors some that worked to the favour of the commission (opportunities) while others destabilised the work of the commission (threats). This sub section presents details on the SWOT analysis. In this new strategic framework, the commission has strategized on how to build on its strengths, address its weaknesses, exploit new opportunities as well as counter the anticipated threats, some of which cross over to the new strategic plan period.

2.2.1 STRENGTHS

Key strengths of the commission during the preceding strategic plan period included; building extensive partnerships on human rights issues; its independence, especially around advocacy even on unpopular Human Rights areas; thoroughness of investigations and litigation; effective management of staff learning through regular quarterly and annual programme reviews; and effective internal control systems. In addition, KNCHR

enjoys national clout as an indefatigable protector of Human Rights and is currently in the process of defining itself as an authority in Human Rights curriculum development.

In the 2013-2018 strategic plan, KNCHR will further exploit these strengths to advance the new strategic objectives for greater impact. It will establish partnerships and networks with various stakeholders across the 47 counties. It shall also use its skills on curriculum development to infuse human rights in training curriculums of various cadres of public officers and academic institutions. The commission will also use its advocacy clout to safeguard constitutionalism and to ensure that Kenya evolves into a human rights respecting state.

2.2.2 WEAKNESSES

KNCHR's key weaknesses have included; inadequate provision of feedback to clients; inadequate focus on ECOSOC issues by the Commission; inadequate use of powers vested by the statute e.g. powers to summon and public interest litigation and limited regional outreach. The commission has also been affected by poor knowledge management practice as well as inadequate fund raising strategy.

Strategic response to the Commission's Weaknesses

In response to the above weaknesses, the commission will devise strategies to ensure periodic feedback to the public through diverse mechanisms such as semi-annual public accountability statements and increased community forums in the regions to share progress updates. The commission will also make conscious efforts to ensure that previously underutilized powers are effectively used to hold perpetrators of human rights violations accountable e.g. through more public interest litigation.

The commission will also devise additional strategies on Economic and Social rights (ECOSOC) so as to ensure that the constitution translates into real benefits for the underprivileged Kenyans. This will be done through increased focus on legislative and policy advisories as well as increased public awareness on these rights. The commission is also in the process of developing more comprehensive communication, branding, regional outreach and fundraising strategies to ensure that these weaknesses are overcome.

KNCHR will develop and implement a communication and branding strategy that will focus on branding the Commission as opposed to Commissioners. In addition, the Commission shall exploit the growth of social media and the use of Community radio. The Commission also plans to open additional regional offices as well as enhancing strategic partnerships.

The Commission will make necessary consultations in the new strategic plan period to ensure that knowledge management is improved during the period. Consultations will be made with knowledge management experts to ensure that the current inadequacies are addressed. Further, the Commission will develop and implement a fund raising strategy that will focus on increasing the government funding in line with the Paris Principle and also approach non-traditional development partners for greater stability in its resource base.

2.2.3 OPPORTUNITIES

Through PESTEL analysis, the KNCHR identified a myriad of opportunities that will have relevance for the new strategic framework. On the political front, the country enjoys increased democratic space. It presents an opportunity to demand for increased accountability by all. Devolution as a form of restructuring in political governance under the new constitution also offers an opportunity for the KNCHR to mainstream human rights based approach in county governance and to ensure accountable leadership in management of county resources and development programmes.

Several public institutions have also been created to handle specific human rights themes. This will enhance KNCHR's collaborations with these institutions for even greater impact on human rights. The manifesto of the ruling coalition (Jubilee) gives priority to the realisation of social and economic rights. Investment by the government and commitment to the manifesto will make the environment better for KNCHR's work on Economic and Social rights.

Economically, there has been discovery of minerals, oil, and gas in various sections of the country, which await commercial exploitation. In the intermediate term, this development presents an opportunity for the KNCHR to scale up its business and human rights programmes to ensure that exploitation of minerals does not lead to irresponsible displacements, marginalization, and abuse of fundamental rights of the underprivileged. Respect of rights by all stakeholders will ensure that exploitation of the natural resources translate into development for all.

There are also several opportunities identified as a result of the changes in the legal environment. These include; adoption of the National Action Plan and Policy on Human Rights; transition of the Commission from a Statutory to a Constitutional body with enhanced mandate; and elaborate bill of rights as provided in the constitution. The KNCHR also has membership in various taskforces and Commissions such as Independent Police Oversight Authority, National Council on Administration of Justice, among others. Such membership opportunities will enable KNCHR to enhance, protect and infuse human rights in the country. The Government has also established the Witness Protection Agency (WPA) that will ensure better protection for people with crucial information in the fight against impunity.

Strategic response to the Commission's opportunities

KNCHR plans to open additional regional offices in order to devolve its operation to the counties. The commission shall also liaise with the Transition Authority and other agencies to promote human rights based approach in the county governance structures such as the county executive committees. KNCHR also appreciates the establishment of various state agencies to handle aspects of human rights and good governance; hence will provide technical assistance to these institutions as they develop their structures and practices for improved adherence to human rights standards in public service delivery.

KNCHR will take advantage of the legislative opportunities to strengthen its partnerships with other Commissions such as the NGEC, CAJ, Judicial Service Commission, NPSC, NCAJ, as well as with non-state

actors, particularly to improve the Integrated Public Complaints Referral Mechanism (IPCRM) issues. Due to the growth in extractive industries, the KNCHR will engage with stakeholders to ensure that human rights principles are respected in trade and business. The Commission will also sensitize the public on their economic and social rights to ensure that the right holders get improved capacity to claim these rights.

2.2.4 THREATS

The first potential threat that KNCHR faces is the uncertainty of political goodwill towards the promotion of human rights by the new government. As at the time of developing this strategy, it is not clear the extent of commitment that the new government has to the protection of human rights. With the change in regime, political goodwill and commitment on human rights could go either direction. This could affect the commission's funding from both government and development partners. Secondly, there is growing disparity between the rich and the poor. Though economic growth continues to improve, the gap between the poor and the rich continues to widen. This has potential to increase vulnerability of both groups to violation of human rights. Thirdly, there have been increased cases of cybercrime alongside advancements in technology. Like other watchdog institutions, the commission faces threat to its electronic information being hacked into, hence compromising its work.

Strategic response to the Commission's Threats

The Commission will work closely with the relevant Cabinet Secretary/ Ministry and also with the relevant Parliamentary Committees to ensure that it is consistently supported by the political offices. KNCHR will also seek to identify champions for human rights including, previous Commissioners and former members of the civil society who are now Senators, Governors, and Members of Parliament. On tackling increasing inequalities, KNCHR will closely monitor the use of the equalization fund and also the devolution process to ensure meaningful participation of citizens in county and national development processes and the reduction of systemic marginalization. Regarding threats to security of information, KNCHR will endeavour to maintain the highest security level especially on its confidential information.

2.3 NATIONAL, REGIONAL AND INTERNATIONAL CONTEXTS

The following have been identified as the critical developments that are relevant to the strategic planning of the commission for the next 5 years;

2.3.1 NATIONAL CONTEXT

At the time of this strategy development, Kenya is in the process of finalizing the second medium term plan under the Vision 2030 development framework. Sector hearings and presentations have been done on the same. The Governance, Justice and Rule of Law sector has identified its high priority areas for the 2nd medium term plan which include; implementation of the Bill of Rights, Coordination of Sector Reforms, and Political Reforms and Issue based politics, among others. The formulation of this strategic plan has considered these sectoral priorities and aligned this strategic roadmap to the sector's 2nd MTP policy document in accordance with the mandate of the KNCHR vis a vis those of other state agencies.

There has been growing insecurity in the country as evidenced by the rising cases of killings (including of law enforcement officers), terrorist attacks, murders, among other forms of violent crime in various parts of the country. Causes of this insecurity include conflict over resources, criminal activities, and politically instigated violence. Investigations and prosecutions of perpetrators have been generally slow. This points to weaknesses in management of security issues in the country as well as possible lapses in administration of justice.

2.3.2 REGIONAL CONTEXT

As a member of the international community, Kenya has regional and international obligations. At the regional level, there exist organs and institutions whose mandate is to foster regional promotion of human rights. These include; African Commission on Human and People's Rights and the African Court on Human and People's Rights while at the sub-regional level, there exist East African Court of Justice (EACJ), East African Legislative Assembly (EALA) and the East African Community (EAC). Other sub-regional bodies include; the Inter-Governmental Authority on Development (IGAD) and the International Conference on the Great Lakes Region. The EAC is in the process of finalizing the protocol on human rights and good governance and it is expected that this development will enhance human rights protection framework at the sub-regional level. The initiative provides the opportunity for KNCHR to engage with the sub-regional bodies in order to strengthen the human rights frameworks.

The Coordinating body for National Human Rights Institutions on the continent, NANHRI has embarked on a programme that seeks to interrogate the role of NHRI's in conflict resolution. NANHRI plans to undertake capacity building of various NHRI's to enhance their potential in the area of conflict resolution and mitigation. This programme will enable KNCHR to pursue a cross border approach to mitigation of conflicts and to engage effectively in National Reconciliation and Unity Interventions.

In addition, the African Union (AU) and the East African Community have early warning mechanisms and trained mediators who can be deployed to conflict situations in the region. These early warning mechanisms are linked to national early warning mechanisms, which in Kenya is housed at the National Steering Committee on Peace Building and Conflict Resolution (NSC) on which the KNCHR is a member. In addition at the regional level there is increased restlessness towards the ICC. There is a drive for African states to pull out from the ICC and Kenya is at the centre of this conversation. There isn't a corresponding movement to ensure the protection of citizens from war crimes and crimes against humanity in the region.

2.3.3 INTERNATIONAL CONTEXT

Over the past years there have been challenges facing the European countries, the major one being the debt crisis. This has affected key partners to Kenya. As the countries adopt austerity measures this has reduced the money available for development funding. With reduced support from its development partners the country's development plans may be slowed down and consequently its economic development. This may have a negative impact on realisation of human rights.

There is also increased international recognition of Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) rights. The focus on this category of rights will, even for the traditionally conservative countries, present new frontiers in the agitation for recognition of all rights as being truly universal.

2.4 GAPS IN HUMAN RIGHTS PROTECTION

The commission has also made an effort to scan the political, economic, and social environments so as to identify issues of strategic relevance. Results of the deliberations are as follows;

2.4.1 THE POLITICAL LANDSCAPE

The reform process has not had the intended effect as the political class have often acted to protect the status quo. Infact the Agenda on Accountability has ground to a halt.

This is seen in the multiple amendments to the Elections Act, which negated the intention to entrench political party discipline. Also, there were amendments to the Ethics and Integrity Act so that the revisions of the Act did not meet the threshold defined in Chapter 6 of the Act. There has been blatant disregard for court rulings and judgements, this culture of impunity does not portend well for respect for the rule of law. For example, it took a threat of court action for the Head of state to formalise the Appointment of Commissioners to the National Land Commission. The government is yet to abide with the court ruling directing that the appointment of County Commissioners should be nullified. Public institutions therefore need much support to ensure that they are respected within the law, and adequately empowered to undertake their mandates even as they outgrow their formative challenges.

The commission also appreciates the ongoing transformations in the judiciary. As noted in the 2nd Medium Term Plan of the Governance, Justice and Rule of Law (GJRoL) sector and in the Judiciary transformation Framework, justice still remains inaccessible to most Kenyans either in terms of physical access to courts, cultural practices that are repugnant to principles of justice, or cost implications of access to mechanisms of justice.

2.4.2 ECONOMIC LANDSCAPE

Despite the reported economic growth, Kenya remains one of the most unequal societies. The gap between the rich and poor continues to broaden. The Bill of rights and recognition of socio economic rights provides an avenue to address this challenge. Insecurity remains to present a major challenge to the Country. As a consequence to the insecurity Kenyans have suffered loss of lives, property, limb and livelihood. This has compromised their enjoyment of human rights. It is necessary to address the absence of security as a human rights concern. It is also important to ensure that structural causes of economic marginalization be confronted particularly in the context of devolution of governance, so as to reduce economic inequalities.

2.4.3 SOCIAL LANDSCAPE

The ethnic divisions within the country will retard measures that are being taken to build a cohesive and united society as a key pillar of Vision 2030. In some counties, ethnic divisions are a threat to devolution. It is therefore necessary that deliberate measures be taken to deal with negative ethnicity. The transitional justice agenda also remains an important area of focus as the country looks forward to the implementation of the report by the TJRC.

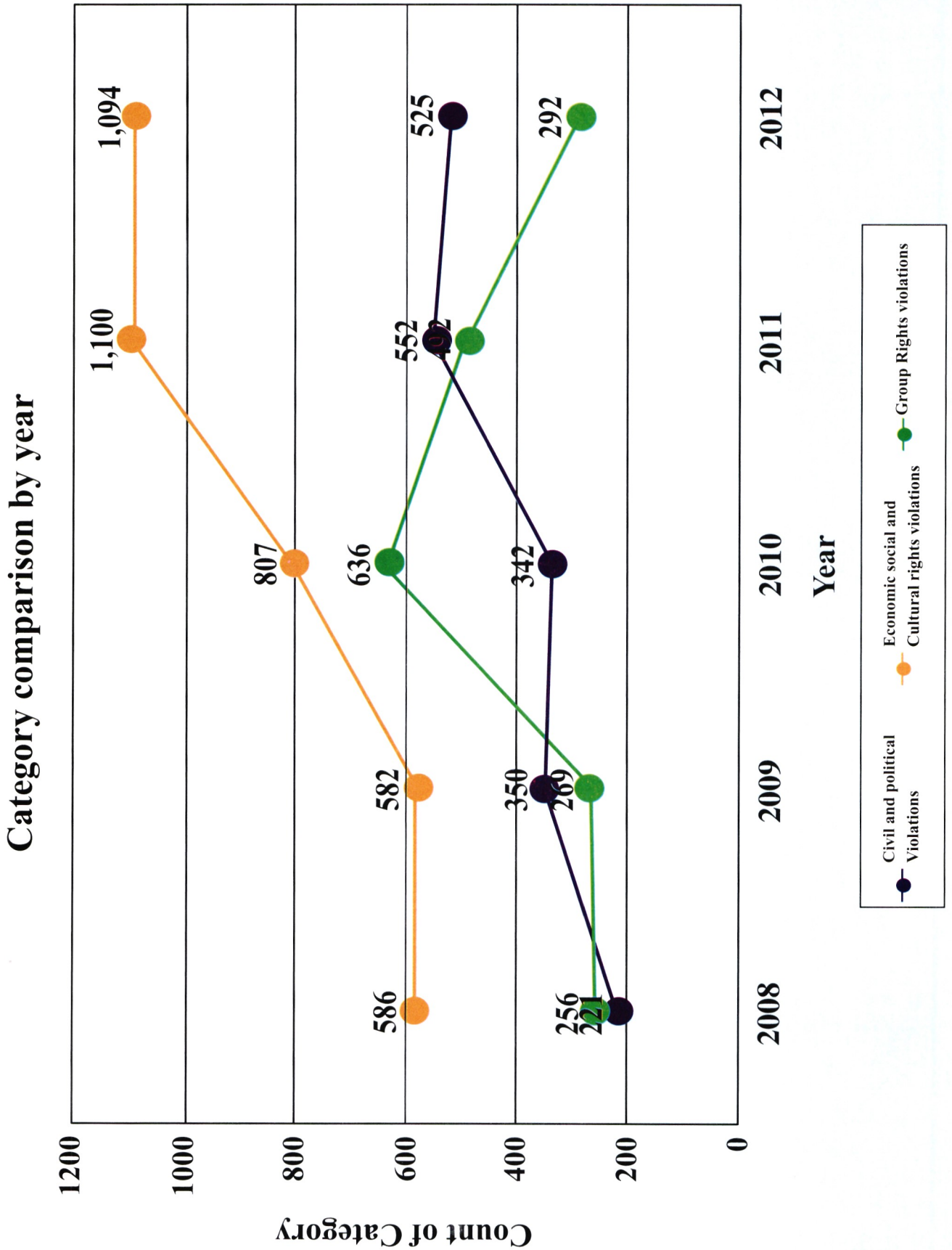
It is hoped that the report that will provide avenues for addressing historical injustices. KNCHR will remain an important agency, among other state and non state actors, in ensuring implementation of the recommendations from the report.

2.5 ANALYSIS OF TRENDS IN HUMAN RIGHTS VIOLATIONS

Pursuant to its mandate as enshrined under Sec 8(d) and 8(e) of the KNCHR Act (2011), the Commission receives complaints on violations of human rights from members of the public and resolves them either through legal advice, case referrals or investigations and redress. These cases are categorized as (i) Civil Political Rights, (ii) Economic social Rights, and (iii) Group rights.

Complaints on violations of Economic and Social Rights have remained high throughout the five year period across all the three regional offices and Nairobi (see graph below). Although the country has made significant progress towards civil political rights particularly in the new constitution, violations related to civil and political rights are still high at 24.5%, 51.5% for Economic and Social rights, and 24% for group rights. This means that the new constitution is yet to be fully translated into real practice in the respect and protection of human rights. Statistics are still high on reported cases of inaction by state institutions such as security agencies. Land matters, violations on fair judicial process, arbitrary deprivation of life by both security agencies and members of the public remain high. The chart on next page presents a summary trend analysis on the three categories of violations over the last five years;

Figure 1: Trend Chart of Reported Human Rights Violations 2008 – 2012



2.6 CONCLUSION

This chapter has reviewed important contexts within the organization, local, regional and international human rights contexts. From the analysis conducted, KNCHR considers it strategic to focus on the following areas;

- 1. Institutional Reforms:** The constitution of Kenya (2010) lays down the framework for reforms in key institutions (electoral, police and judiciary). KNCHR will therefore build on its ongoing work in this area focusing particularly on building the capacities of these institutions on human rights and monitoring their compliance with human rights standards and principles.
- 2. Promotion of Human Rights in Mechanisms of Justice:** KNCHR will continue to complement the work of the Judiciary by continuing to infuse human rights principles in formal justice institutions while also strengthening their capacity and monitoring judicial processes in the informal mechanisms. This will include enriching human rights jurisprudence in Kenyan judicial mechanisms, based on the Bill of Rights and the National Human Rights Policy.
- 3. Economic and Social Rights:** KNCHR will seek to ensure that appropriate policies are put in place for the protection and promotion of Economic and Social Rights in line with the constitution.
- 4. Institutional Strengthening:** KNCHR will also ensure that the Commission's efficiency and effectiveness is improved. This is informed by the various institutional weaknesses as has been noted during the ended strategic planning period. KNCHR will also strive to more effectively address the increased needs on human rights in the country, for instance on addressing devolution needs through appropriate outreach programmes.

STRATEGIC DIRECTION

The strategic direction of the Commission comprises vision, mission, values, strategic issues, goals, objectives and corresponding strategies. These components are as presented below as formulated from the preceding situational analysis.

3.1 VISION

A society that upholds human rights for all.

3.2 MISSION

To protect, promote and monitor the respect for human rights in Kenya through law, policy and practice.

3.3 CORE VALUES

The core values of the Commission are:

- (a) Integrity
- (b) Accessibility
- (c) Impartiality
- (d) Independence
- (e) Inclusiveness

3.4 GOAL

Increased enjoyment of fundamental rights and freedoms by all in Kenya.

3.5 STRATEGIC THEMES

The following are the strategic themes that will be addressed during the new programme period 2013- 2018 as informed by analysis of past performance of the commission and the various human rights contexts locally and internationally:

3.5.1 INSTITUTIONAL REFORMS

The Constitution of Kenya, 2010 vests the exercise of sovereign power on the people either directly or through their democratically elected representatives. To safeguard this sovereignty, the constitution has established various institutions, stipulated key requirements, and guiding principles aimed at reforming our institutional and public management systems.

Though some critical public institutions have made progress in the reform agenda, such as the National Police Service, the Kenya Prison Service and the Judicial Service Commission among others, there is still need to monitor these reforms to ensure that the momentum is maintained. The institutional reforms objective of the KNCHR strategy seeks to transform public institutions to ensure service delivery in a manner that complies with national and international human rights standards and principles, particularly the Bill of Rights.

The reforms objective will not only focus on the institutions, but also target the citizens to build their capacity for improved respect of the rule of law and to ensure vigilance by the citizens to avoid human rights abuses.

3.5.2 ACCESS TO JUSTICE

This involves enhancing the right of individuals and groups to obtain a quick, effective and fair response to protect their rights, prevent or solve disputes, and control the abuse of power through a transparent and efficient process, in which mechanisms are available, affordable and accountable. The right of Access to Justice is now recognized under Article 48 of the constitution and judicial reforms to enhance realization of this right are currently underway.

However, little focus has been placed on Traditional Justice Systems despite the fact that they play a critical role in delivery of justice and conflict resolution, particularly at the community level. In most cases, Traditional Justice Systems form the first line of governance and hence the first point of call in seeking for redress whenever there are violations within the community. KNCHR will therefore enhance the capacity of traditional institutions to deliver access to justice especially for the poor and vulnerable in society. The Commission will continue to engage other players in the justice system through various forums such as the Court Users Committees, the encouragement of establishment of small claims courts and any other mechanisms that will ensure timely access to justice by all.

3.5.3 ECONOMIC AND SOCIAL RIGHTS

Various efforts have been made by the government over time to address economic and social rights through its various sessional papers. KNCHR seeks to lobby for review of various laws and policies that will enhance realization of human rights. KNCHR is currently engaged in training various government institutions and other agencies on HRBA for effective use of human rights principles in their programming and planning. The KNCHR will also be engaged in tracking the allocation of resources to ensure minimum standards are attained in budgetary allocations. Furthermore as Kenya embarks on exploiting its recently discovered natural resources, KNCHR shall work closely with the businesses engaged in the extractive industry to ensure that International guidelines and Constitutional standards are adhered to.

The KNCHR has been a strong advocate of systematic implementation of the international covenant on Economic, Social and Cultural rights. Some of the key contributions of the Commission's interventions have included among other things, the national discourses on rights of special interest groups and the enactment of Internally Displaced Persons Act, 2013. During the new strategic plan period, the commission will take

advantage of the more robust Bill of Rights to advance access to; right to education, right to water, right to health, right to housing, rights of special interest groups such as children, women, persons with disabilities, persons living with HIV- Aids, among others.

3.5.4 ORGANIZATIONAL EFFICIENCY AND EFFECTIVENESS

Reflecting on the lessons learnt in the previous two strategic plan dispensations, the KNCHR will work to improve its internal control systems, sharpen the skills of its human resource as well as enhance the accessibility of its services to the citizens of Kenya. The commission will also mount a very effective funds mobilization and management strategy that will ensure that it pursues its mandate with utmost independence and efficiency.

3.6 OBJECTIVES, EXPECTED OUTCOME AND STRATEGIES

The four strategic objectives that have been identified will be pursued through the following target outcomes and strategies;

Table 1: Strategic Objectives, Expected Outcome and Strategies

Objective	Expected Outcome	Strategy
1. To promote the respect and observance of human rights standards in public institutions	1.1 Public Institutions operating in accordance with human rights principles	<ul style="list-style-type: none"> i. Strengthen capacity of public institutions on human rights principles ii. Establish relevant partnerships and collaborations iii. Monitor compliance with Human rights standards by public institutions iv. Advocate for responsiveness of public institutions to human rights complaints
	1.2 Enacted laws and Policies that promote respect of human rights by public institutions	<ul style="list-style-type: none"> i. Provide technical support to state and non state agencies ii. Strengthen collaborative research with the public institutions iii. Review policy and legislation relating to institutional reforms
	1.3 Improved redress for victims of human right violations by public institutions	<ul style="list-style-type: none"> i. Enhance complaints screening and investigations ii. Sensitize the public on human rights iii. Expand scope of public interest litigation on human rights violations iv. Conduct research on systemic human rights violations by public institutions v. Strengthen partnership and collaborations with state and non state actors
	1.4 Empowered communities that are able to claim their human rights	<ul style="list-style-type: none"> i. Build capacity of the public to claim their human rights ii. Strengthen partnership and collaborations on human rights with communities
	1.5 Enhanced compliance with international and regional human rights standards and obligations	<ul style="list-style-type: none"> i. Facilitate state compliance with regional and international obligations through capacity building of both state and non-state actors. ii. Advocate for implementation of obligations undertaken by the state at regional and international level. iii. Engage with international and regional human rights mechanisms
2. To increase the application of human rights principles and standards in institutions and	2.1 Expeditious and fair dispensation of justice in accordance with human rights principles and standards	<ul style="list-style-type: none"> i. Monitor compliance mechanisms of justice with human rights standards and principles ii. Strengthen partnerships and collaboration on dispensation of justice iii. Build capacity of criminal justice actors on human rights principles and standards
3. To enhance the realization of economic and social rights in Kenya	3.1 Laws and policies enacted that promote economic and social rights (Article 43 rights)	<ul style="list-style-type: none"> i. Provide technical support to state and non state agencies on implementation of ECOSOC rights ii. Advocate and lobby for ratification and implementation of ECOSOC rights obligations iii. Strengthen collaborative research on ECOSOC rights iv. Review policy and legislation relating to ECOSOC rights v. Build strategic partnerships with state and non-state actors
	3.2 Delivery of economic and social rights to Kenyans by the state in a manner consistent to human rights standards	<ul style="list-style-type: none"> i. Engage in budget analysis and policy review ii. Sensitize the public to engage in budget making processes iii. Enhance collaboration with NGEK and Ministries, Departments and Agencies (MDAs) in development/ review of Minimum Core Standards iv. Build capacity of County Assemblies and Executive Committees, Directorates and, Parliamentary Committees Members of Senate on Minimum Core Standards v. Monitor compliance with Minimum Core Standards(Pilot Counties) vi. Build capacity of communities and CSOs to monitor compliance with Minimum Core Standards

Objective	Expected Outcome	Strategy
	3.3 Greater respect for human rights in trade and business	<ul style="list-style-type: none"> i. Advocate and lobby for compliance with human rights policies, practices and laws by businesses ii. Advocate and lobby for ratification and implementation of obligations related to trade and business iii. Strengthen collaborative research on trade and business iv. Review policy and legislation relating to trade, business and human rights v. Build strategic partnerships with state and non-state actors on trade and business vi. Enhance investigations on trade and business related violations. vii. Conduct public interest litigation on human rights violations on trade and business. viii. Conduct research on systemic human rights violations ix. Build capacity of the judiciary and other mechanisms of justice on business and human rights
4. To enhance the efficiency and effectiveness of the Commission	4.1 A vibrant, efficient and highly effective National Human Rights Institution	<ul style="list-style-type: none"> i. Provide adequate logistical, administrative and technological support ii. Strengthen the human resource management practices iii. Develop and institutionalize fundraising and grant management system iv. Strengthen KNCHR outreach, partnerships and networks v. Develop an effective communication and branding strategy vi. Strengthen the internal control and risk management systems vii. Strengthen the monitoring, evaluation and reporting function

3.7 APPROACH TO WORK

In implementing the above outlined strategies, the KNCHR will adopt some cross cutting approaches which shall be emphasized across all strategies. These shall include;

A. Human Rights Based Approach

Human Rights-Based Approach (HRBA) presupposes that the ultimate goal of all development programmes is the realization of human rights. Over the last eight years, the KNCHR has used HRBA as a transformative framework that has great potential for catalyzing positive change not only within State institutions and actors as they deliver services to the public but also in the larger society.

In this strategic period, KNCHR will work to ensure that the principles of accountability, non-discrimination and equality, participation and empowerment, as enshrined in the Constitution are actualized and that the mutual inter-relationship between state actors' duties and non-state actors' responsibilities become a lived reality by supporting rights analysis of root causes of violations, and develop comprehensive solutions guided by the rights holders priorities and realities in which the rights holders are seen as active agents of their own development. In addition, KNCHR will support the empowerment and capacity building of rights holders to influence public policies and laws and make claims in defence of their rights.

B. Partnership Building

KNCHR will seek to deepen its work by building strategic partnerships at various levels. At the community level, the Commission will work with rights holders and their local institutions (CBOs and NGOs) to speak against rights violations and build community action to demand greater respect and protection of human rights for all. In particular KNCHR will strengthen advocacy and campaigning for access to basic services at county level by strengthening community voices to demand for accountability in resource use, public participation and good governance from the devolved governments and ensuring human rights principles are adhered to.

KNCHR will also work with other constitutional Commissions to build a critical voice to ensure respect for human rights, respect for the rule of law and constitutionalism. KNCHR will apply itself to areas of its competitive advantages and those areas stipulated under the KNCHR Act, even as it lends complementary support to other commissions and state authorities.

C. Gender and Disability Mainstreaming

In line with the functions of the commission (Sec8, KNCHR Act), the commission will work to ensure realization of human rights for all, being the overall human rights watchdog. Therefore the commission will mainstream gender and disability to ensure equal realization of human rights for all. Article 27 of the constitution has laid down the necessary grounds on which discrimination must not be exercised; among which are gender and disability. KNCHR and NGEC are under legal obligation to work together to ensure realization of human right for all.

IMPLEMENTATION PLAN

4.1 RESOURCE MOBILIZATION

In the Strategic Plan ending 30th June of 2013, the level of funding by the Government of Kenya and the Donors was at a ratio of about 50:50 basis. The Government funding has mainly contributed to the financing of personnel emoluments and other operating expenses while the Donor funds have been used in the programmatic work.

The operating and maintenance costs will increase during the strategic plan period (2013-2018) because the Commission is planning to open five (5) additional regional offices. The current fleets of vehicles are fully depreciated and hence there is need to purchase new vehicles which will be more economical to maintain. The Commission will also incur additional expenses in paying of personnel emoluments and office furniture and equipment for newly recruited staff because of the new strategic aspirations.

KNCHR expects that both the Government of Kenya and development partners will provide adequate funding to enable the Commission execute her mandate. In implementing this strategic plan, KNCHR will strive to advocate for increase of government to donor funding from the ratio of 50:50 to 70:30 percent. The projected funding scenario is presented table 2:

Table 2: Projected Funding Flow for the period 2013- 2018

SOURCE OF FUNDS	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	TOTAL
GOK	320,090,000	392,122,203	470,546,643	611,710,637	672,881,700	2,467,351,183
Donors	383,834,097	358,684,064	319,228,817	280,921,359	309,013,495	1,651,681,832
TOTAL	703,924,097	750,806,267	789,775,460	892,631,996	981,895,195	4,119,033,015
Development/Programme	364,924,097	369,856,553	380,553,609	430,211,304	473,232,434	2,018,777,997
Direct/Indirect Overhead	339,000,000	380,949,714	409,221,851	462,420,692	508,662,761	2,100,255,017
TOTAL	703,924,097	750,806,267	789,775,460	892,631,996	981,895,195	4,119,033,015

4.2 KEY ASSUMPTIONS AND RISKS

4.2.1 Key Assumptions

The successful implementation of this plan will be dependent on a number of key assumptions. These include;

- i. Political Good Will:** The commission will strive for mutual working relations with the new government, and hopes that the government will reciprocate by supporting the commission in developing a human rights respecting state. The commission hopes that there will be political goodwill to respect the independence of the commission by the political class.

- ii. **Sustained Funding from the government and development partners:** The commission hopes that the funding trends will be sustained as projected and that there will be no hick ups that will drastically affect the budgetary processes of the commission in the next five years.
- iii. **Sustained Commitment to implementation of the Bill of Rights and the Constitution:** In scoping its work around the objectives expressed in this strategic roadmap, the KNCHR assumes that there will be national commitment to full implementation of the constitution and that the gains so far secured will not be rolled back. Significant interference with the implementation process of the bill of rights and the constitution might necessitate a change in strategic objectives of the commission.
- iv. **Good Relations between Kenya and the International Community:** The formulation of this strategic plan coincided with the general elections in the country. Relations between the elected government and a section of the international community were also shaky, particularly due to the ongoing cases at the international criminal court. The commission assumes that this relationship will continue to improve, as the contrary might affect working relations between the commission and a section of its development partners.

Details on how these assumptions relate to realization of specific outcomes have been explained in the logical frameworks matrix in appendix 2.

4.2.1 Risk Management

KNCHR will develop and implement a risk management framework that will assist the Commission to continuously assess and manage risks that could affect the achievement of its objectives in the 2013-2018 strategic plan. This will be achieved through:

- i. Training staff on how to design and implement an effective risk management framework.
- ii. Risk identification/ profiling, monitoring and response/ mitigation.
- iii. Linking the risk management framework to the strategic plan.
- iv. Setting out action plans on how to implement the risk management framework.

The following are some of the possible risks that could be anticipated from implementation of this strategy;

Table 3: Anticipated Risks and Risk Mitigation Measures

Risk Category	Possible risks	Risk Mitigation Strategy
Strategic risks	Lack of support from stakeholders in some of the proposed strategies and activities	<ul style="list-style-type: none"> • Meeting stakeholders expectations • Holding of regular meetings with stakeholders
Operational risks	Inadequate staff	<ul style="list-style-type: none"> • Establish an efficient recruitment process • Develop an effective staff retention mechanism
	High staff turnover	<ul style="list-style-type: none"> • Develop effective succession planning
Financial risks	Inadequate or delayed funding from the Government and development partners	<ul style="list-style-type: none"> • Cultivate a relationship with donors who can facilitate emergency funding • Advocate increased budgetary allocations from the Treasury
Technological risks	Possible hacking into the commission's databases by cyber criminals.	Improve the data security infrastructure of the commission and conduct periodic data security reviews.

4.3 CHANGE MANAGEMENT

The commission recently re-organized its operational structures for increased operational efficiency. At the time of formulation of this plan, the commission is aware that re-orientation of the strategic direction, internal restructuring, and appointment of new commissioners might present some functioning disharmony if these important processes are not well handled. At the beginning of implementing this plan, the commission will be keen to work on the change management cautiously but with urgency to ensure that there this shift is done smoothly and uniformly, both within the commission and among its partners.

The commission will organize for trainings for staff who might be redeployed to serve in new areas under the re-organized structure. Necessary tools and equipments will also be provided to enable implementing units to execute the new strategies effectively. The commission will also hold regular sessions with key stakeholders, particularly those which may have some resistance to this changes in strategy, for the necessary stakeholder buy in to be obtained. Finally the commission will strive to improve its organizational culture to be more results oriented and innovative within the new roadmap.

4.4 IMPLEMENTATION MATRIX

Strategic objective 1: To promote the respect and observance of human rights in public institutions.

Expected Outcome	Strategy	Target Groups	Outputs	Output Indicators	Performance Targets					Implementation Responsibility	Budget	Possible Partners
					2013 /14	2014 /15	2015 /16	2017 /17	2017 /18			
I.1) Public Institutions operating in accordance with human rights principles	i. Strengthen capacity of public institutions on human rights principles	Public Institutions (IPOA, NPSC, Kenya Prisons, Judiciary, etc)	Enhanced capacity of institutions to respond to human rights complaints within and about the institutions.	No. of public officers trained on human rights principles	300	600	600	300	300	i. Directorate of Public Education, Research & Compliance/ regional services/ ii. Directorate of reforms & accountability	31,500,000	Constitutional and Statutory Commissions.
	ii. Establish relevant partnerships and collaborations	CSOs/ FBOs/State agencies	Strengthened partnerships and networks on institutional reforms	No. of new partnerships created.	50	50	50	50	50	Regional services Unit.	30,000,000	CSOs
				No. of joint interventions undertaken with partners.	2	2	2	2	2			
	iii. Monitor compliance of public institutions with Human rights standards	Public Institutions	Documentation of compliance in public institutions	i. No. of public institutions audited. ii. % of complaints received	10	10	10	10	10	Directorate of Public Education, Research & Compliance	27,500,000	Integrated Complaints Handling Mechanism; TI; KHRC,
			and processed relating to non compliance by public institutions								FIDA, etc.	
	iv. Advocate for responsiveness of public institutions to human rights complaints	MDAs/	Enhanced engagement with duty bearers	No. of advisories made to relevant MDAs	7	7	7	7	7	i. Directorate of Reforms and Accountability ii. Directorate of Legal Services (Complaints)	15,000,000	
I.2) Enacted laws and Policies that promote respect of human rights by public institutions.	i. Provide technical support to state and non state agencies	Parliament, county assemblies, executive and directorates, line ministries	i. Advisories on Bills and policies ii. Periodic policy briefs	i. No. of agencies supported ii. No. of policy briefs/ advisories prepared and submitted	2	2	2	2	2	Directorate of Public Education, Research & Compliance	20,000,000	KLRC, Parliamentary committees, CIC, CSOs

Strategic objective 1: To promote the respect and observance of human rights in public institutions: continued ...

Expected Outcome	Strategy	Target Groups	Outputs	Output Indicators	Performance Targets					Implementation Responsibility	Budget	Possible Partners
					2013 /14	2014 /15	2015 /16	2017 / 17	2017 /18			
				approval on efficiency of the complaints management system.								KHRC, FIDA, CSOs etc.
1.3) Improved redress for victims of human right violations by public institutions	ii. Expand scope of public interest litigation on human rights violations	Public/duty bearers	Increased resolution of human rights violations through PIL	i. No. of violations resolved through public interest litigation ii. Type of human rights principles enforced through PIL.	2	2	2	2	2	Directorate of Legal Services	11,000,000	
	iii. Conduct research on systemic human rights violations by public institutions	Victims/public institutions	Documentation of findings and recommendations Nature of research themes addressed	No. of research recommendations documented	1 report	1 report	1 report	1 report	1 report	Directorate of Reforms & Accountability	20,000,000	
	iv. Strengthen partnership and collaborations with public institutions	Judiciary	Timely dispensation of justice	No. of cases acted upon annually	100	150	200	250	300	Directorate of Reforms & Accountability	25,000,000	
1.4) Empowered communities that are able to claim their human rights.	i. Build capacity of the public to claim their human rights	Public	Enhanced capacity of the public to claim their rights	Number of community members /sensitized	500	500	500	500	500	Directorate of Public Education, Research & Compliance/ Regional Services	25,000,000	
	ii. Strengthen partnership and collaborations on human rights with communities	CSOs/FBOs/DPOs/NGOs	Increased networks both at national and county levels	Number of partners formally engaged	150	150	150	150	150	Regional Services Unit	25,000,000	
1.5 Enhanced compliance with international and regional human rights standards and obligations	i. Facilitate state compliance with regional and international obligations through capacity building of both state and	Cabinet, Parliament, County Assemblies, CSOs, media the general public	Periodic reports on state compliance with international human rights standards and obligations	i. Number of recommendations from international and regional bodies implemented	10	10	10	10	10	Directorate of Public Education, Research & Compliance/ Regional Services	25,000,000	
					5	5	5	5	5			

Expected Outcome	Strategy	Target Groups	Outputs	Output Indicators	Performance Targets					Implementation Responsibility	Budget	Possible Partners
					2013 /14	2014 /15	2015 /16	2017 /17	2017 /18			
	non-state actors. ii. Advocate for implementation of obligations undertaken by the state at regional and international level iii. Engage with international and regional human rights mechanisms			ii. Number of treaties and optional protocols ratified. i. Number of reports to regional and international mechanisms ii. Number of public members sensitized on international and regional obligations	2	3	3	3	3			
					500	500	500	500	500			

Strategic objective 2: To increase the application of human rights principles and standards in institutions and mechanisms of justice

Expected Outcome	Strategy	Target Groups	Outputs	Output Indicators	Performance Targets					Implementation Responsibility	Budget	Possible Partners
					2013 /14	2014 /15	2015 /16	2017 /17	2017 /18			
2.1) Expedient and fair dispensation of justice in accordance with human rights principles and standards	i. Monitor compliance of justice institutions and mechanisms with human rights principles	Police / DPP	Enhanced awareness on principle of justice among duty bearers	i. No. of non compliance cases reported ii. No and quality of advisories developed.	100	100	100	100		Directorate of Reforms & Accountability/ Legal Services (complaints)	5,000,000	Usalama Forum; KMJA; Judiciary; Judicial Service Commission
	ii. Strengthen partnerships and collaboration on dispensation of justice	CSOs/ Judiciary/ DPP/ Commissions and Independent offices	Vibrant collaborations with criminal justice actors	i. No of joint interventions undertaken ii. No of new partnerships created.	5	5	5	5	5	Regional Services Unit/ Legal Services	13,750,000	Traditional Justice Mechanisms; National Council on Administration of Justice
	iii. Build capacity of criminal justice actors on human rights principles and	Judiciary/ police/ traditional justice actors/CuCs	Enhanced skills of justice actors to infuse human rights principles in delivery of justice	No. of justice actors trained from both formal and traditional justice systems	200	200	200	200	200	Directorate of Public Education, Research and compliance/ Legal Services (complaints)	22,000,000	National Council on Administration of Justice

Expected Outcome	Strategy	Target Groups	Outputs	Output Indicators	Performance Targets					Implementation Responsibility	Budget	Possible Partners
					2013 /14	2014 /15	2015 /16	2017 /17	2017 /18			
	standards											
	iv. Apply and promote use of ADR in complaints resolution	The public; traditional justice mechanisms;	Increased awareness and application of ADR	No of cases resolved through ADR	10	10	10	10	10	Directorate of legal services	4,000,000	Integrated Complaints Referral Mechanism (IPCRM)
	v. Expand use of PIL in cases of public interest	Complainants/ the CSOs; special interest groups	Enhanced accountability for human rights violations	No. of cases resolved through public interest litigation	2	2	2	2	2	Directorate of Legal services	11,000,000	

Strategic objective 3: To enhance the realization of Economic and Social rights in Kenya.

Expected Outcome	Strategies	Target Groups	Outputs	Output Indicators	Performance Targets					Implementation Responsibility	Budget	Possible Partners
					2013 /14	2014 /15	2015 /16	2016 /17	2017 /18			

Expected Outcome	Strategies	Target Groups	Outputs	Output Indicators	Performance Targets					Implementation Responsibility	Budget	Possible Partners
					2013 /14	2014 /15	2015 /16	2016 /17	2017 /18			
3.1) Laws and policies enacted to promote economic and social rights (Article 43 rights)	i. Provide technical support to state and non state agencies on implementation of ECOSOC rights	KLRC, Parliament, County Assemblies, line ministries.	i. Enhanced skills on programming and implementing Ecosoc Rights	i. No. of duty bearers trained on Ecosoc rights; quality of trainings.	24	18	16	12	12	Directorate of Reforms & Accountability	4,100,000	KLRC, Parliamentary committees, county assemblies, executives and directorates, CIC, CSOs, line ministries, Socio-Economic Rights Institute, Institute of Economic Affairs, CESR
	ii. Advocate and lobby for ratification and implementation of ECOSOC rights obligations	CSOs, Parliament, media, line ministries,	Increased public knowledge on Recommendations of international and regional mechanisms.	i. No. and nature of advocacy topics. ii. No. of media briefs on advocacy	4	4	4	4	4	Directorate of Reforms & Accountability	21,000,000	

Expected Outcome	Strategies	Target Groups	Outputs	Output Indicators	Performance Targets					Implementation Responsibility	Budget	Possible Partners
					2013 /14	2014 /15	2015 /16	2016 /17	2017 /18			
	iii. Strengthen collaborative research on the observance of ECOSOC rights	CSOs, line ministries, Committee on Budgets, members of public	Periodic reports on the implementation of the bill of rights	No. of periodic reports	1	1	1	1	1	Directorate of Public Education, Research and Compliance	40,000,000	CSOs, line ministries, KIPPRA, IPAR, IEA, Academic Institutions, CESR
	iv. Review policy and legislation relating to ECOSOC rights	Parliamentary committees, county assemblies, CSOs, public institutions, line ministries	Advisories on bills and policies	No. and quality of advisories produced	2	2	2	2	2	Directorate of Public Education, Research and Compliance	5,000,000	KLRC, Parliamentary committees, CIC, CSOs
	v. Build strategic partnerships with state and non-state actors	Institutions of higher learning, tertiary colleges, CSOs, FBOs, DPOs	i. Increased compliance on the bill of rights ii. Enhanced collaboration and synergy	i. No. of partnership formed ii. No. of MoUs signed	8	8	8	8	8	Directorate of Public Education, Research and Compliance	10,000,000	Institutions of higher learning, tertiary colleges, CSOs, FBOs, DPOs,
economic and social rights	i. Engage in budget analysis and policy review	Line ministries, KIPRA, IPAR, IEA, and Parliamentary Committee on Budgets, CRA, CSOs, CBOs, FBOs	i. Budgetary meetings held on allocation of funds	No. of budgetary processes engaged with	3	3	3	3	3	Directorate of Reforms and Accountability	9,500,000	IEA, line ministries, CSOs, CBOs, FBOs
			ii. Advisories on increased allocation for the realization of Economic social rights	Number of advisories made	6	4	3	3	3	Directorate of Reforms and Accountability		CSOs, KIPPRA, IPAR, IEA, Universities, CESR, Committee on Budgets
	ii. Sensitize the public to engage in budget making processes	CBOs, FBOs, Community Opinion Leaders	Increased awareness of communities on Budgetary process.	No. of people sensitized Type of IEC materials	100 2	100 2	100 2	100 2	100 2	Directorate of Reforms and Accountability		IEA, line ministries, CSOs.
3.3) Enhanced delivery of economic and social rights to Kenyans by the state in a manner consistent to defined standards	i. Enhance collaboration with NGEC and MDAs in development/ review of Minimum Core Standards	CBOs, NGEC, FBOs, CSO	Minimum Core Standards formulate and disseminated	No. of rights(themes) for which standards formulated	5	2	2	2	2	Directorate of Public Education, Research and Compliance		CBOs, NGEC, FBOs, CSO
	ii. Build capacity of County Assemblies and Executive Committees, Directorates and, Parliamentary Committees Members of Senate on Minimum Core Standards	Line ministries, CSOs, County governments,	Increased awareness on minimum core standards on ECOSOC by public officers.	No. of Individuals trained(per region...zone e country in 8 regions) No. of rights covered by the trainings	100 3	100 3	100 3	100 3	100 3	Directorate of Public Education, Research and Compliance		Line ministries, CSOs, county governments,

Expected Outcome	Strategies	Target Groups	Outputs	Output Indicators	Performance Targets					Implementation Responsibility	Budget	Possible Partners
					2013 /14	2014 /15	2015 /16	2016 /17	2017 /18			
	iii. Monitor compliance with Minimum Core Standards (Pilot Counties)		i. Monitoring Reports on Compliance	i. # and type of organization and ministries audited ii. No. of recommendations/petitions raised.	10	10	10	10	10	Directorate of Reforms and Accountability	5,000,000	NGEC,
	iv. Build capacity of communities and CSOs to monitor compliance with Minimum Core Standards		i. Improved skills by CSOs and FBOs to monitor compliance on Minimum Core Stds. trained	No. of individuals trained on monitoring Minimum Core Standards. No. of IEC materials developed	100	100	100	100	100	Directorate of Reforms and Accountability	5,000,000	CSOs and NGEC.

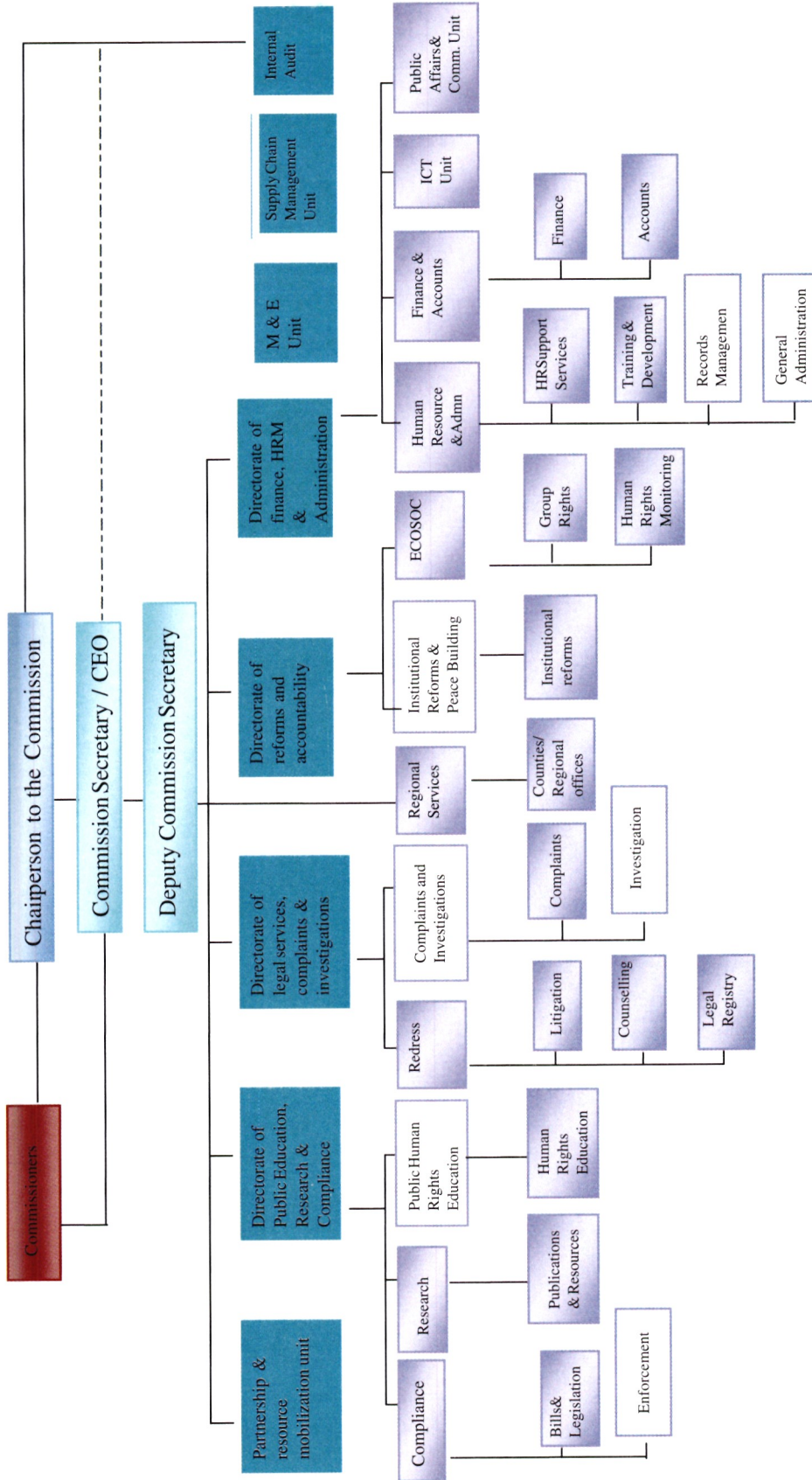
Strategic objective 4: To enhance the efficiency and effectiveness of the Commission

Expected	Strategies	Target	Expected	Output	Performance Targets					Implement	Budget	
Expected Outcome	Strategies	Target Groups	Expected Outputs	Output Indicator (s)	Performance Targets					Implementation Responsibility	Budget	
					2013/14	2014/15	2015/16	2016/17	2017/18			
4.1) A vibrant, efficient, and effective national human rights institution	i. Provide adequate logistical, administrative and technological support	Staff, Commissioners and Interns	Adequate office space, tools and equipments	Proportional increase in budgetary allocations on tools and equipments						Directorate of Finance, Human Resource and Administration		
			Improve accessibility of the Commission offices and services.	% public approval rating on accessibility of the Commission's offices.	60%	70%	70%	70%	70%			
			Connectivity of regional offices to the head office	No. of regional offices connected to the head office		2	1				ICT Unit	15,000,000
			i. Improved communication and software upgrades	No. of software applications in place	2	2	2	2	2			10,000,000
			i. Improved procurement systems ii. Improved human resource management system	Procurement and human resource management system in place								2,000,000
			Increased level of staff understanding on technology	Number of trainings conducted	4	4	4	4	4			1,000,000
			Enhanced service delivery	A toll free line in place	1							1,000,000

Expected Outcome	Strategies	Target Groups	Expected Outputs	Output Indicator (s)	Performance Targets					Implementation Responsibility	Budget
					2013/14	2014/15	2015/16	2016/17	2017/18		
	ii. Strengthen the human resource management practices and processes	Staff, Commissioners and Interns	Competent and qualified staff	Number of qualified staff recruited	16	6	6	6	5	Directorate of Finance, Human Resource and Administration	50000,000
			Staff capacity gaps identified and documented	Date of completion of training needs report	Sept	Sept	Sept	Sept	Sept		
			Enhanced knowledge and skills among staff	Number of staff trained; %increase in investment on staff capacity development	25	30	35	40	50		
			All staff competitively remunerated	% of staff retention; cumulative budget on staff remuneration	90%	95%	99%	99%	99%		
iii. Develop and institutionalize fundraising and grant management system	Commission	Increased financial base and stability	No. of new donors brought on board						Finance and Procurement		
		Increased financial base and stability	% increase in annual funds available from GoK and donors	5%	6.6%	5%	13%	10%			
iv. Strengthen KNCHR outreach, partnerships and networks	Commission, Partners and Donors	Operational regional offices	Number of regional offices opened.	1	1	1	1	1	Regional Services Unit	90,000,000	
		Relevant partners identified	No. of partners identified & formalized								
		Vibrant human rights networks	No. of county networks formed or strengthened								
		Increased knowledge and skills on human rights among partners and	No. of forums held with human rights partners networks								
v. Develop an effective communication & branding strategy	Commission and the Public	Communication and branding strategy adopted	Number of branding and communication tools used/bought	varied	varied	varied	varied	varied	Public Affairs and Communications unit	50,000,000	
		Empowered staff	No. of staff trained on communication and branding strategies	all	all	all	all	all			2,000,000

Expected Outcome	Strategies	Target Groups	Expected Outputs	Output Indicator (s)	Performance Targets					Implementation Responsibility	Budget
					2013/14	2014/15	2015/16	2016/17	2017/18		
			Empowered media fraternity	Number of reporters/editors trained	20	20	20	20	20		5,000,000
			Tactical research and documentation	Number of articles published in institutional magazine/media	8	8	8	8	8		15,000,000
				Number of stakeholders reached	12	12	12	12	12		
				Number of hardcopy Newsletters published	2	2	2	2	2		
	vi. Strengthen the internal control and risk management systems	Commission	Improved internal control environment	No of staff trained on internal controls & risk management	1	1	1	1	1	Internal Audit Unit	250,000
			Integrated risk management framework with the Commission Strategy	No. of sensitization forums held	1	1	1	1	1		200,000
				No. of Risk Management policies developed	20	20	20	20	20		600,000
				No. of audits conducted	2	2	2	2	2		
				No. of advisories given		1					2,000,000
				Training and development of institutional risk management framework							
	vii. Strengthen the monitoring, evaluation and reporting function	Commissioners Staff, Interns	Improved Institutional capacity and performance on M & E functions.	Number of staff demonstrating increased skills on M & E concepts.	5,000,000	5,000,000	6,000,000	5,000,000	5,000,000	M & E Unit	26,000,000

4.5 INSTITUTIONAL STRUCTURE
Figure 2: KNCHR Organization Structure



4.6 MONITORING AND EVALUATION

The following M & E framework will be adopted by KNCHR in order to ensure the implementation of the strategic plan:

- i. The M & E Committee to be reconstituted to comprise the Heads of Directorate and Units to oversee the implementation of the strategic plan.
- ii. The M & E Committee will hold regular meetings to review the status of the strategic plan implementation. In addition, areas requiring strategy change will be identified.
- iii. The M & E Committee will hold regular performance review sessions focusing on assessing the performance of the various directorates and units.
- iv. The M & E Committee will be reporting quarterly to the Commissioners on the progress made towards the attainment of the objectives.
- v. The strategic plan will be reviewed midterm so as to ensure that necessary changes in the objectives, strategy, activities etc (informed by new information regarding the Commission or the environment) are effected.

The M & E Framework shall form the basis of performance measurement. Assessment shall be done through use of M & E framework, which will be an operationalization of the Master Logical Framework. The logical framework shall also be used to inform mini-log frames of directorates and projects within the Commission. A master logical framework is presented in appendix 3.

Monitoring shall be done at process, outputs and outcome levels. Evaluative assessments shall be done at outcomes and impact levels, guided by the M & E Framework. The existing M & E Framework shall be revised to be in alignment with the new strategic objectives. Directors shall take lead role in Planning, Monitoring, Evaluation and Reporting (PMER) functionality in their respective departments at operational level, while the M & E Committee shall take oversight role at the strategic level. The M & E Unit shall play capacity building, facilitative and coordination roles. The M & E Committee shall consist of all Directors, Head of M & E Unit, and the Deputy Secretary. The committee shall report to the Commission Secretary.

APPENDIX 1: STAKEHOLDER ANALYSIS

Stakeholder	Functions	KNCHR's expectations from stakeholder	Stakeholders expectations	What the KNCHR needs to do within the plan period
1. Civil Society	<ul style="list-style-type: none"> Operate in the grassroots level as a watchdog of the government Lobby the government Carry out civic education Influence policy through lobbying 	<ul style="list-style-type: none"> Critique KNCHR work. Collaborate in their respective specialties and outreach To be professional Replicate knowledge transmission from the Commission. Provide capacity building to the Commission. Share information. Submit human rights petitions to the Commission. 	<ul style="list-style-type: none"> Collaborations on research and other work Provide leadership on human rights issues Protect them in their work Link them with the State Capacity building them on human rights. Provide financial support to them. Act on their criticism. 	<ul style="list-style-type: none"> Capacity building Provide effective leadership Enhance referral partnerships Broaden partnership on outreach Enhance branding of the Commission Establish protocols of engagement.
2. Private Sector	<ul style="list-style-type: none"> Contribute to the economic growth Create employment opportunities Influence policy formulation 	<ul style="list-style-type: none"> Provide adequate feedback on human rights issues Engage in partnerships Adherence to business standards To execute our mandate to the latter 	<ul style="list-style-type: none"> Provide leadership in human rights Protect their rights Enhance their capacity to claim rights Engage in collaborations Lobbying the government for sound policy formulation 	<ul style="list-style-type: none"> Capacity building Provide effective leadership Enhance referral partnerships Hold them accountable Enhance branding of the Commission Establish protocols of engagement.
3. Media	<ul style="list-style-type: none"> Inform and educate the public Influence the public discourse 	<ul style="list-style-type: none"> To be professional Adequate profiling of KNCHR and its mandate Exposing human rights violations. 	<ul style="list-style-type: none"> To provide capacity building Influence policy formulation Provide feedback on human rights issues Provide leadership in human rights Defend their media freedom rights Engage in collaboration 	<ul style="list-style-type: none"> Undertake capacity building Provide effective leadership Enhance referral partnerships Hold the media accountable Establish protocols of engagement with the media.
4. National Security Agencies (e.g. National Police Service)	Enforcement of law and order	<ul style="list-style-type: none"> Observance of rule of law Adherence to human rights principles Collaborate with KNCHR. Expedite reported human rights violations 	<ul style="list-style-type: none"> Capacity building on human rights Advocate for the police welfare and rights Educate wananchi on the rule of law Sharing of investigations evidence 	<ul style="list-style-type: none"> Undertake capacity building Provide effective leadership Enhance referral partnerships Hold the police accountable. Engage with National Police Service Commission (NPSC) and Independent Police Oversight Authority (IPOA) to address grievances by or against police officers.
5. Correctional Services (e.g. Kenya Prisons Service)	Correctional mandate	<ul style="list-style-type: none"> Rehabilitate offenders Enhance the respect of the rule of law e.g. aspects of torture, respect to human rights Develop an effective complaints handling mechanism 	<ul style="list-style-type: none"> Timely response to their issues Train the public on how the bond operates 	<ul style="list-style-type: none"> Advocate for better living conditions of prison officers. Integrating the ex-convicts back to the community
6. Ministry of Justice, National Cohesion and Constitutional Affairs (MOJNCCA)	Determination of legal policy in Kenya with regard to administration of justice, constitutional matters, law reform, anti-corruption strategies, integrity and ethics, legal education, among others.	<ul style="list-style-type: none"> Provide support to KNCHR during cabinet discussions and decisions Implement the free legal aid scheme 	<ul style="list-style-type: none"> Provide leadership on matters of human rights 	<ul style="list-style-type: none"> Improve working relationship to enhance partnership opportunities

Stakeholder	Functions	KNCHR's expectations from stakeholder	Stakeholders expectations	What the KNCHR needs to do within the plan period
7. State Law Office (SLO)	<ul style="list-style-type: none"> Treaty ratification Government chief legal advisor 	<ul style="list-style-type: none"> Advise government on implementing recommendations of KNCHR on varied treaty and legal matters 	<ul style="list-style-type: none"> Review bills and advise before they are passed 	<ul style="list-style-type: none"> Improve our working relationship with SLO to fast track the passage of bills
8. Other Government ministries and departments	<ul style="list-style-type: none"> Ministry of finance - Budgetary allocation Ministry of Internal security-Operation of security forces Ministry of Labour-Labour issues Ministry of health-Health resources management Directorate of public prosecution Registrar of political parties 	<ul style="list-style-type: none"> Respect the rule of law Adequate implementation of policies Equitable distribution of resources 	<ul style="list-style-type: none"> Prudent and transparent use of resources Ensure synergy between departments Capacity building on human rights issues 	<ul style="list-style-type: none"> Improve/strengthen working relations Undertake training on human rights issues
9. Development Partners	<ul style="list-style-type: none"> Funding on specific programs Assistance in technical work, support and training Critic and ensuring accountability of the Commission work. Lobbying and advocacy with the government on KNCHR mandate. 	<ul style="list-style-type: none"> Prompt disbursement of funds Provide constructive criticism Advocate KNCHR issues Provide funds according to the strategic plan and on specific projects. 	<ul style="list-style-type: none"> Implement projects according to the approved work plan. Timely and accurate reporting Accountability in use of partners funds Branding the respective partners. 	<ul style="list-style-type: none"> Intensify lobbying for funds in line with KNCHR strategic plan Address emerging human rights trends/opportunities proactively Explore opportunities with other donors to meet KNCHR needs Adopt a clear and effective funding strategy
10. Article 59 Commissions 11. (NGEC, CAJ)	<ul style="list-style-type: none"> Deal with issues of gender, discrimination, minorities and vulnerable people (NGEC); Deal with administrative justice (CAJ). 	<ul style="list-style-type: none"> Investigate, monitor and advise the government on the issues within their mandate. Collaborate on areas of overlapping mandate Create awareness on their mandate to the public 	<ul style="list-style-type: none"> Effective mutual referral mechanism 	<ul style="list-style-type: none"> Enhanced engagement with NGECC
12. Judiciary	<ul style="list-style-type: none"> Administration of justice Interpretation of laws 	<ul style="list-style-type: none"> Timely delivery of judgments and expedite on rulings Enhance its technical and resource capacity To be impartial. To remain independent. 	<ul style="list-style-type: none"> Capacity building the public and the judiciary on human rights issues. 	<ul style="list-style-type: none"> Training/consultations Amicus curiae-friend of the court. Public interest litigation. Promote ADR Develop a clear exit strategy from CUCs
13. Parliament	<ul style="list-style-type: none"> Legislation of laws Provide checks and balances Allocation of revenue between levels of government. Oversight of state organs. 	<ul style="list-style-type: none"> Legislation of laws in line with the constitution. Public interest prioritization 	<ul style="list-style-type: none"> Advise on human rights Diplomatic engagement. Lobby and capacity building members of parliament 	<ul style="list-style-type: none"> Enhanced lobbying and training Partnering with organizations that are in close contact with parliament
14. General public	<ul style="list-style-type: none"> Duty to elect good leaders Engage in human rights collaboration Abide by the set laws 	<ul style="list-style-type: none"> Be responsible citizens. To be vigilant and report human rights violations. Hold duty bearers accountable. 	<ul style="list-style-type: none"> Empower them to claim their rights To protect their rights To be accessible. 	<ul style="list-style-type: none"> Public education and training on human rights
15. Commission staff	<ul style="list-style-type: none"> Professional delivery of KNCHR mandate. 	<ul style="list-style-type: none"> Abide by the core values 	<ul style="list-style-type: none"> Competitive remuneration Good working environment (equipment, space, etc) Adequate security 	<ul style="list-style-type: none"> Career progression guidelines Improve terms of service Establish mechanism for dispute resolution. Develop clear roles for Commissioners

APPENDIX 2: LOGICAL FRAMEWORK

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Key Assumptions
Goal: Increased enjoyment of fundamental rights and freedoms by all in Kenya	<ol style="list-style-type: none"> 1. % reduction in human rights violations 2. % increase in reports on improved adherence to the rule of law and access to justice 3. Extent of improvement in rating of Kenya on key human rights concerns in international rankings. 	<ol style="list-style-type: none"> i. Status of human rights reports ii. Corruption index reports (By Transparency International and other research bodies). iii. National Survey Reports on Public Perception on key human rights concerns. 	<ul style="list-style-type: none"> • Political good will • Political stability
Outcome 1 Public Institutions operating in accordance with human rights principles	<ol style="list-style-type: none"> 1. % decrease in reported human rights violations by public institutions 2. % increase in institutions systematically infusing human rights principles in their policies 	<ol style="list-style-type: none"> i. ICPRM database ii. KNCHR Database 	Institutional goodwill to be receptive to and to advance human rights principles.
Key Outputs <ol style="list-style-type: none"> 1. Enhanced capacity of public institutions to respond to human rights claims 2. Enhanced knowledge of the public to claim rights 3. Human Rights advisories 	<ol style="list-style-type: none"> 1. No of public officers trained on human rights principles 2. % of complaints received and processed relating to non compliance by public institutions 3. No. of advisories made to relevant MDAs 	<ol style="list-style-type: none"> 1. Training reports/ evaluation reports 2. Annual reports 3. KNCHR reports/ partner complaints databases 	<ul style="list-style-type: none"> • Availability of funds • Cooperation by partners • Willingness of the public to share information with others
Key Activities <ol style="list-style-type: none"> 1. Conduct Research 2. Conduct Compliance audits 3. Undertake Trainings 4. Undertake Lobbying and advocacy 			
Outcome 2 Enacted laws and Policies promote respect of human rights by public institutions	Number of enacted laws and Policies reflecting human rights principles	<ol style="list-style-type: none"> i. Gazette notices ii. NCLR Reports iii. Hansards 	Public institutions will to enact laws and policies that promote respect of human rights
Key outputs <ol style="list-style-type: none"> 1. Advisories on bills and policies. 2. Increased awareness on human rights laws and policies by public institutions 	<ol style="list-style-type: none"> 1. Number of policy advisories issued 2. Number of public institutions trained on human rights issues 	Workshop reports	The decision makers in public institutions will attend the workshop
Key activities <ol style="list-style-type: none"> 1. Review of policies and legislation relating to business and human rights 2. Collaboration and synergy with state and non state actors 3. Lobbying and Advocacy 			
Outcome 3 Improved redress for victims of human right violations by public institutions	<ol style="list-style-type: none"> 1. % increase in public institutions infusing human rights in their policies 2. % reduction in systemic human rights violations by public institutions 	<ol style="list-style-type: none"> i. Court Registers ii. Law Reports iii. Annual Reports 	<ul style="list-style-type: none"> • Respect of the rule of law • Political goodwill
Key Outputs <ol style="list-style-type: none"> 1. Monitoring reports on redress of human rights violations by public institutions 2. Advisories on compliance to human rights. 3. Increased knowledge by public institutions on human rights principles 	<ol style="list-style-type: none"> 1. Quality of monitoring reports. 2. Number of recommendations given to duty bearers 3. Number of public institutions sensitized on human rights 	<ol style="list-style-type: none"> i. KNCHR partners/ stakeholders database ii. KNCHR Annual Report 	Willingness of partners to collaborate with KNCHR

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Key Assumptions
<p>Key Activities</p> <ol style="list-style-type: none"> 1. Complaints receiving and processing 2. Compliance monitoring 3. Public Inquiries/ PIL 4. Profiling of human rights violations 			
<p>Outcome 4</p> <p>Empowered communities that are able to claim their human rights</p>	<ol style="list-style-type: none"> 1. % reduction in violation of human rights among community members 2. % increase of the integrated public complaints handling mechanism by members of the public. 	<ol style="list-style-type: none"> i. KNCHR Periodic reports ii. Impact Assessment Reports 	<ul style="list-style-type: none"> • Political goodwill • Trainable population/ability to translate issues trained on into actions • Cooperation between the communities and KNCHR
<p>Key Outputs</p> <ol style="list-style-type: none"> 1. Enhanced capacity of capacity of the public to claim their rights 2. Increased networks with CBOs, FBOs and NGOs at national and county levels on human rights 	<ol style="list-style-type: none"> 1. Number of community members sensitized 2. Number of partners formally engaged 	<ol style="list-style-type: none"> i. KNCHR reports ii. MOUs signed 	<ul style="list-style-type: none"> • Availability of funds • Cooperation by partners • Pro-active and strong grassroots organizations
<p>Key Activities</p> <ol style="list-style-type: none"> 1. Community Sensitization 2. Countywide partnerships 3. Dissemination of IEC materials 4. Conducting Human Rights clinics 			
<p>Outcome 5</p> <p>Enhanced compliance with international and regional human rights standards and obligations</p>	<ol style="list-style-type: none"> 1. Number of new treaties ratified/domesticated. 2. Extent of positive ranking on state performance at periodic universal peer reviews. 	<ul style="list-style-type: none"> • State report on compliance with human rights standards and obligations • Alternative report 	<p>Government commitment on international peer review process</p>
<p>Key Outputs</p> <ol style="list-style-type: none"> 1. Periodic reports on government compliance 2. Stakeholders successfully mobilized for the periodic reviews 	<ol style="list-style-type: none"> i. Reports timely produced ii. Quality of presentations at UPR iii. Number of treaties/obligations advocated for. 		
<p>Key Activities</p> <ol style="list-style-type: none"> 1. capacity building of both state and non-state actors 2. Advocate for implementation of obligations 3. Engagement with treaty body mechanisms 			
<p>Outcome 6</p> <p>Expeditious and fair dispensation of justice in accordance with human rights principles and standards</p>	<ol style="list-style-type: none"> 1. % reduction of complaints to KNCHR and partners on inaction by justice institutions 2. % increase in reports/ feedback affirming effectiveness in investigation and expediting trial proceedings 3. % increase in prosecutions by DPP based on KNCHR's recommendations 	<ol style="list-style-type: none"> i. KNCHR complaints database ii. Print and electronic media 	<ul style="list-style-type: none"> • Continued reforms in and Independence of the Judiciary • Commitment of law enforcement agencies

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Key Assumptions
Key Outputs 1. Strengthened capacity of mechanisms of justice on human rights principles 2. Enhanced partnership with criminal justice actors in documenting and reporting inefficiencies of justice mechanisms 3. Robust database on reported violations/ inaction by justice mechanisms	1. No. of non compliance cases addressed 2. No of advisories developed. 3. No. of complaints received and processed 4. No. of justice actors trained from both formal and traditional justice systems 5. No. of cases pursued through public interest litigation	i. Sector wide annual reports ii. CSO/stakeholders reports iii. Reports of target institutions	Willingness of partners to collaborate with KNCHR
Key Activities 1. Capacity Building 2. Public Interest Litigation 3. Exchange programmes 4. Advocacy and Lobbying			
Outcome 7 Laws and policies enacted to promote economic and social rights (Article 43)	1. % of policies and laws enacted that demonstrate adequate infusion of ECOSOC rights 2. Clear Government Framework on Progressive Realization of ECOSOC Rights	i. National council on Law Reporting Reports ii. Hansards	Newly elected leaders at national and county levels will be committed to ECOSOC rights.
Key Outputs 1. Advisories on international human rights instruments, national laws and policies 2. Increased knowledge on International covenant on Economic and Social Rights (ICESR) 3. Periodic policy briefs	1. Number of advisories prepared and submitted 2. Number of policy briefs prepared 3. Number of researches on Economic Social Rights 4. No. of duty bearers trained on ECOSOC rights	Annual Programme Reports	<ul style="list-style-type: none"> Development partners will be interested in ECOSOC rights There will be goodwill from the stakeholders (state and non state)
Key Activities 1. Provide technical support to state and non-state agencies on ECOSOC rights 2. Advocacy and lobbying for ratification and implementation of ECOSOC related obligations 3. Collaborative research 4. Review of policies and legislation			
Outcome 8 Delivery of economic and social rights to Kenyans by the State in a manner consistent with defined human rights standards	<ul style="list-style-type: none"> Reduced number of social economic rights violations by state agencies. 	i. KNCHR complaints database. ii. Government Report on progressive realization	There will be laws and policies that support the realization of economic and social rights
Key outputs 1. Increased awareness on Minimum core standards by duty bearers. 2. Public officers trained on minimum core standards 3. Monitoring tool developed	1. Number of officers sensitized on the Minimum Core Standards. 2. Number of tools developed 3. Number of state agencies audited annually	i. Training reports ii. Monitoring reports	<ul style="list-style-type: none"> NGEC will develop the minimum core standards Resources will be available
Key activities 1. Collaborate with NGEC and MDAs to develop and review the minimum core standards 2. Train county assembly and executives 3. Monitor compliance 4. Build the capacity of communities and CSOs to monitor compliance			

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Key Assumptions
<p>Outcome 9 Greater respect for human rights in trade and business</p>	<p>% reduction in human rights violations related to trade and business</p>	<p>State of human rights reports</p>	<p>Faster legislative and regulatory framework will be in place on business and human rights</p>
<p>Key outputs 1. Advisories on business and human rights 2. Increased knowledge of private investors on business and human rights</p>	<p>1. Number of relevant advisories submitted 2. Number of private investors trained. 3. Number of business entities audited.</p>	<p>i. Workshop reports ii. Samples of the IEC materials</p>	<p>The decision makers in businesses will attend the workshop</p>
<p>Key activities 1. Sensitization forums with private investors and corporate leaders. 2. Monitoring compliance by businesses 3. Strengthen collaborative research 4. Review of policies and legislation relating to human rights. 5. Collaboration and synergy with state and non state actors 6. Roundtable consultative meetings</p>			
<p>Outcome 10 A vibrant , efficient and effective national human rights institution</p>	<p>1. % reduction in staff turnover 2. % completion of annual work plans 3. % satisfaction rating from clients and partners</p>	<p>i. Annual Human Resource Reports. ii. Annual Review, Reflection and Learning Report iii. Satisfaction Survey Report.</p>	<p>1. Staff will be able to effectively utilize the technologies put in place 2. Government support on institutional capacity will be available as per request</p>
<p>Key Outputs 1. Enhanced ICT Infrastructure 2. Effective human resource, financial and internal control mechanisms 3. Increased regional presence and visibility 4. Enhanced branding and communication strategy 5. Effective M&E system</p>	<p>1. No. of regional offices connected to the head office. 2. No. and nature of internal control measures put in place or improved 3. No. of new regional offices operationalised. 4. % growth in financial resource base 5. % growth in staffing</p>	<p>i. Office machines maintenance and connectivity log. ii. Annual Human Resource and Administration reports iii. Annual Audits and Risk Management Reports</p>	<p>1. Fibre optics connectivity will be stable and accessible in regional offices. 2. Development partners will continue supporting the commission.</p>
<p>Key Activities 1. Increase ICT connectivity and infrastructure 2. Staff trainings. 3. Conduct Internal Audits 4. Development and Review of policies and guidelines. 5. Strengthen internal control systems. 6. Staff Recruitment and Retention. 7. Investment in office equipments 8. Strengthen M&E system</p>			



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ISBN: 978-9966-040-10-7