



2025 → 2035

A DEMOCRATIC STATE AND SOCIETY

Consolidating people's sovereign power to claim their rights

**Kenya Human Rights Commission's
2025 - 2035 Strategic Plan**

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List of abbreviations and acronyms

AI	Artificial Intelligence
AU	Africa Union
EAC	East African Community
ECOSOC	Economic, Social, and Cultural
HURINET	Human Rights Networks
KHRC	Kenya Human Rights Commission
LGBTIQ+	Lesbian, Gay, Bisexual, Transgender, Intersex, Queer, Plus
MERLA	Monitoring, Evaluation, Reporting, Learning and Adaptation
SWOT	Strengths Weaknesses Opportunities and Strengths
TJRC	Truth, Justice, and Reconciliation Commission
UN	United Nations

Acknowledgment

This strategic plan is dedicated to the indomitable spirit of all those who, since 1895, have dared to resist tyranny, disrupt oppression, and demand freedom and dignity for all. From the anti-colonial warriors and trade unionists to the underground movements, women freedom fighters, the “Seven Bearded Sisters,” and today’s fearless Gen-Z protesters, their courage is the heartbeat of Kenya’s long struggle for liberation. It is from their rebellion that KHRC draws its strength, its political will, and its clarity of purpose.

We honour the people, past, present, and future, who have refused to be spectators in their history. This plan stands on the shoulders of those who fought in forests and courtrooms, on the streets and online spaces, in classrooms and picket lines. It is to them that we owe an unpayable debt.

We extend our deepest gratitude to the KHRC Board and staff, whose resolve and political clarity have kept this institution firmly rooted in the people’s struggles. We salute our partners in civil society, grassroots movements, academia, the media, and progressive spaces across the continent and globe, whose solidarity has fortified our collective resistance against state repression and corporate impunity.

We equally acknowledge our development partners who, in moments of shrinking civic space and rising authoritarianism, have chosen to stand on the side of justice. Their support has sustained and emboldened our work.

Operational definition of terms

Human rights-based approaches are about empowering people to know and claim their rights and increasing the ability and accountability of individuals and institutions responsible for respecting, protecting, and fulfilling rights. This means giving people greater opportunities to shape decisions that impact their human rights. It also means increasing the ability of those responsible for fulfilling rights to recognize and know how to respect those rights and ensure they can be held accountable.¹

Social justice is a world in which societies are based on the principles of equality and solidarity, understand and value human rights, and recognize the dignity of every human being.² This definition embodies the principle of fairness and equality in distributing resources, opportunities, and privileges within a society, ensuring that everyone's human rights are respected and protected.

Political economies are about how politics affects the economy and how the economy, in turn, shapes politics.³

Systems theory is an approach that views complex systems as interconnected wholes, emphasizing relationships and interactions between components rather than focusing on individual parts.

Strategic human resources management focuses on aligning human resources practices with an organization's long-term goals, ensuring the workforce can achieve its mandate and gain a competitive edge.⁴

Outcome harvesting is a monitoring and evaluation methodology used to identify, describe, verify, and analyze outcomes. It is designed to collect evidence of change (the outcomes) and then work backwards to assess whether or how an organization, program, or project contributed to that change.⁵

Stories of change usually attempt to show how a project or program has contributed to change within the lives of its targeted beneficiaries or to other forms of change, such as policy or organizational change. This means a story of change is not generally developed until after a project or program has started.

1 <https://careaboutrights.scottishhumanrights.com/whatisahumanrightsbasedapproach.html>

2 [https://un.dk/what-is-social-justice-and-how-is-the-un-helping-make-it-a-reality/#:~:text=The%20UN%20definition%20of%20social,and%20sexual%20orientation%20\(diversity\).](https://un.dk/what-is-social-justice-and-how-is-the-un-helping-make-it-a-reality/#:~:text=The%20UN%20definition%20of%20social,and%20sexual%20orientation%20(diversity).)

3 <https://www.gov.harvard.edu/undergraduate/programs-of-study/political-economy/>

4 <https://www.hrdconnect.com/2024/03/20/strategic-hr-transforming-human-resources-into-a-key-pillar-of-organizational-success/#:~:text=HR:%20the%20architect%20of%20business%20strategy%20Every,leadership%20to%20understand%20the%20organization's%20strategic%20goals.>

5 <https://www.intrac.org/app/uploads/2017/01/Outcome-harvesting.pdf>

Foreword and Executive Summary

This 10-year strategic plan is our blueprint for transformative governance. It was developed through participatory consultations with KHRC staff, board, and partners, and builds on the unmatched legacy of the fights for rights over the last 30-plus years, as explained in our legacy book, *Rights and Fights*⁶. Yet, it is different in important ways.

We launch this plan at a moment of profound societal reckoning. Kenya stands at a crossroads, facing an unprecedented human rights and governance crisis. People's rights are under siege, democracy is in recession, the ruling elite grows increasingly blinkered, the economic system is anti-people, and domestic, regional, and international human rights mechanisms are weakened.

Grounded in the philosophical notions of people's sovereignty and the right to self-determination, this strategy commits us to reversing this decline. We envision a democratic state where freedoms and dignity are upheld, and we mandate ourselves to work with the people to consolidate their power and challenge the forces of repression and oppression.

This vision is powered by the energy of youth. Since 2024, young people in Kenya and beyond, through the Gen-Z revolutions, have spearheaded civic resistance online and offline, injecting fresh vitality into the struggle for justice. We recognize their central role and will prioritize populations aged 14–45, a group that is politically and economically engaged and represents the largest demographic shaping the country's future. Their unmatched energy has been evident during the 2024 and 2025 protests in Kenya, as

well as in Morocco, Madagascar, Peru, and Nepal.

We will also harness tech to advance our mission. Although tech has become a new frontier for corruption and state abuses, it offers KHRC powerful opportunities for accountability. In essence, KHRC will flip tech against abusers and bring them to book.

Our power analysis identifies the government and the business elite as the principal actors responsible for Kenya's governance conundrum. Accordingly, state and corporate accountability are the first and third pillars of our programming. To address the degrading material conditions shaping modern struggles, our second programmatic area focuses on social and economic rights violations that cut across these two actors. The fourth area, institutional excellence and resilience, seeks to strengthen KHRC's capacity to deliver on this grand mandate.

To pursue these priorities, we have articulated seven core strategies with transformative ends:

1. Activist research and documentation
2. Civic organizing and movement building
3. Political education for consciousness raising
4. Disruptive public interest litigation
5. Strategic partnership and alliance development
6. Tech-driven political communication
7. Rapid response and disruption

6 <https://khrc.or.ke/publication/rights-and-fights-30-years-of-khrcs-impactful-legacy/>

While these strategies will guide our daily work, we remain fully aware of the centrality of elections. Elections determine the commitment and character of political leadership, and thus safeguarding electoral sovereignty and promoting alternative leadership are critical political projects. This explains the 10-year horizon of our plan (2025–2035), which is designed to guide our interventions during and beyond the 2027 and 2032 electoral cycles.

We declare that this strategy is our roadmap for resistance, renewal, and reimagination. It is our political and material commitment to stand unapologetically with the people and on the side of justice. We invite every compatriot of conscience to join us in reshaping our country's and the world's commitments to domestic and transnational human rights and governance obligations.

Aluta continua.

Maina Kiai
Chairperson of the Board

Davis Malombe
Executive Director



..... **1.0 BACKGROUND AND INTRODUCTION**

“Each generation must, out of relative obscurity, discover its mission, fulfil it, or betray it.” - Franz Fanon

1.1 The history

The Kenya Human Rights Commission (KHRC) is a premier Non-Governmental Organization in Africa with a mandate to promote human rights-centred governance at all levels. We were established and incorporated on April 9, 1992, by Kenyans⁷ exiled in the United States, and later registered in Kenya on January 20, 1994. The founders of the KHRC are among the foremost leaders and activists in struggles for human rights and democratic reforms in Kenya and beyond.

Thus, as a domestic, transnational organization, we have pioneered and sustained impactful interventions at the county and national levels, escalated advocacy to regional and international spaces, and supported countries going through difficult political situations in Africa.⁸ This approach has curbed violations by applying a demand-and-supply model of human rights and a political strategy that catalyzes and mobilizes people to claim and defend their rights; and holds perpetrators, often powerful state, corporate, and individual actors, accountable and responsible within society.

As a result, the KHRC has received numerous awards and accolades, including the Ford Foundation's Champions of Democracy award in November 2012.⁹ In its award letter to the KHRC, the Ford Foundation noted:

"You and our nine other honorees represent the vision, courage, commitment, and willingness to take risks that are necessary to bring about lasting social change. You have been selected not only because you are leading innovators in your fields, but because your ideas and programs have the potential to shape national or global outcomes."

1.2 Organizational identity

KHRC will be guided by the following ideals to effectively address the deep-seated culture of impunity and the resulting human rights violations caused by elite capture and interests in society.



Vision: A democratic state and society where freedoms and dignity are upheld

This vision aligns with the Constitution of Kenya and transnational human rights instruments that seek to reverse the widespread situations of repression and oppression by entrenching democracies that are rights-based.

Article 4(2) of the Constitution envisions a democratic society by declaring that the Republic of Kenya is a multi-party democratic state founded on the national values and principles of governance set out in Article 10.

⁷ Prof Makau Mutua, Mr Maina Kiai, Dr Willy Mutunga, Kiraitu Murungi and Prof Peter Kareithi

⁸ See also the Commission's documentary entitled, "KHRC-The Vanguard for Human Rights" vide: <https://www.youtube.com/watch?v=hW51kKMIRXU>; and KHRC legacy book, "Rights and Fights", vide: <https://khrc.or.ke/publication/rights-and-fights-30-years-of-khrcs-impactful-legacy/>

⁹ For details on our awards and achievements see: <http://websitehosting.co.ke/khrc/index.php/achievements/awards/>; See also our annual reports and results.

Article 19(1) further entrenches human rights-centred governance by proclaiming that the Bill of Rights is an integral part of Kenya's democratic state and serves as the framework for social, economic, and cultural policies.

We believe that such a state, envisioned as a transformation from the status quo, must deliver, at its core, political freedom and human dignity, alongside transparency, accountability, inclusion, public participation, and social justice in governance.

The African Union Charter on Democracy, Elections and Governance affirms in Chapter 3 on Principles that State Parties shall, among other obligations, “respect human rights and democratic principles.” The United Nations further underscores this by recognizing that “democracy, as a form of government, is a universal benchmark for human rights protection; it provides an environment for the protection and effective realization of human rights.”¹⁰



Our Mission and Mandate:

Working with the people to consolidate their sovereign power to claim their rights and enhance accountability.

The new mandate builds on and advances our earlier efforts to enhance human rights-centred governance.

1.2.1 Philosophy guiding our mission

The notions of people's sovereignty and human rights, particularly freedoms and dignity for all, are the philosophical cornerstones of our mission and vision.

Sovereign power refers to the ultimate authority and the right to govern. In modern states and societies, this power resides in the people, as governments derive their legitimacy from the consent of the governed. This principle is enshrined in the Constitution, human rights treaties, and popular narratives in forms such as popular sovereignty, the right to self-determination, people's right to development, “peoples' power,” and *wananchi wenyenchi* notions, among others.

Because people are sovereigns and not subjects, the state and society envisioned in our vision are obliged to ensure that all decisions protect the rights of the people and serve the interests of the nation, rather than those of a ruling or privileged elite—the same governance model this strategy seeks to challenge.

As stated above, we believe that, in political and practical terms, a modern democratic state should be measured by the extent to which it delivers freedoms and dignity to the sovereign. We will harness the power of the people and work to ensure that the forces subjecting them to repression and indignities are effectively challenged.

In everything we do, we will continually ask: To what extent does this advance the fundamental freedoms and dignity of the people, the sovereign?

For further details, see the “Sovereignty of the people” write-up in Annex 6.

¹⁰ <https://www.ohchr.org/en/about-democracy-and-human-rights>;

1.2.2 Organizational values and character

Our organisational values and characters is made up of the following:



1. **Courageous**

We fearlessly defend human rights, undeterred by resistance or backlash from oppressors. We fight with energy, determination, and passion.



2. **Political**

We believe that between right and wrong there is no neutral ground. We affirm that human rights are inherently political, for they remain the most effective tool for holding abusive power to account. Therefore, we will resolutely stand against all forces that undermine people's power and perpetuate injustice.



3. **Innovative**

We embrace creativity, continuous learning, and improvement, placing technology at the heart of our programmes and interventions.



4. **Inclusive**

We respect diversity in identities and abilities, and promote full participation in all spheres.



5. **Ethical**

We uphold the highest standards of integrity, honesty, and transparency.

1.2.3 Political posture and commitments

KHRC is committed to the following:



1. We will catalyze young people and key groups. We recognize the youth as defenders of democracy and will strengthen our connections with them and other critical groups. Our work will remain rooted in counties and nationally while expanding to regional and global levels for greater transnational accountability and solidarity.



2. We will lead with impact and visibility by setting the agenda, pushing boundaries, and pioneering interventions. As a vanguard human rights organization, KHRC will shape public discourse, challenge societal norms, and stand out with a strong and distinct identity.



3. We will use our transformative history to advance human rights and social justice. As a thought leader, we will intensify research, produce influential knowledge products, and lead critical conversations that drive change.



4. We will build strong partnerships while staying independent. KHRC will assess, strengthen, and expand collaborations while maintaining full autonomy in advocating key issues.



5. We will create a dynamic and responsive organization by developing effective policies, systems, and resources to support our work. Technology will be key in strengthening our institution, community engagement, and advocacy efforts.

KHRC will centre, strengthen, and expand its engagement with core populations aged 14–45. This demographic is politically active and disproportionately affected by prevailing social and economic policies.

This age group represents the dominant youth demographic and therefore the country's future. They have also demonstrated remarkable energy and agency, as witnessed in Kenya during the 2024 and 2025 Gen-Z protests, and in global movements in Nepal, Morocco, and Madagascar.

Our programmatic interventions for the 14–17 age group will focus on elections and education. On elections, we aim to inculcate a culture of civic engagement among young people who, within a five-year electoral cycle, will become

eligible voters. On education, this group is still in school and represents a formative stage where values, rights awareness, and civic responsibility can be nurtured early. Investing in their education and empowerment now will help shape a generation that is better informed, more rights-conscious, and prepared to participate meaningfully in governance processes.

Further guidance on these interventions is provided in the annexed “civic organizing and movement building” and “youth engagement” frameworks.



..... **2.0 OVERALL CONTEXTUAL AND INSTITUTIONAL ANALYSIS**

The political context and history of our work are critical in shaping the strategic choices and interventions.

2.1 Political economy and governance situation

“Man is born free, but everywhere he is in chains” — Jean-Jacques Rousseau, *The Social Contract* (1762).

Kenya faces a deep-rooted problem of privileged impunity, where those in power act without accountability. This lack of consequences fuels undemocratic and oppressive systems in government and the private sector. Simply put, the ruling class can violate rights and misuse power without facing justice.

This problem stems from colonialism and capitalism, which created unfair systems that benefit political and economic elites while leaving ordinary people struggling. As a result, Kenyans continue to suffer from serious human rights violations, including limited democratic freedoms

and political oppression, corruption, economic exploitation, and massive public debt.

Most of these are reported in the various investigations initiated by the government and civil society. For instance, the Truth, Justice, and Reconciliation Commission established in 2009 documented these injustices, but its findings and recommendations remain largely ignored.

At its core, this issue is political as it revolves around how power and resources are controlled. Political scientist Harold Lasswell described politics as “Who gets what, when, and how”, a phrase that captures how leadership often serves a select few instead of the public good. Addressing this governance challenge requires a political approach.



Democratic decline

The global trend of democratic regression further exacerbates the situation. As Larry Diamond noted in “Democratic Regression in Comparative Perspective: Scope, Methods, and Causes (2020)”¹¹, this trend began in 2006 and has since persisted and deepened. He explains that “the principal method of democratic re-

gression has been the incremental strangulation of democracy by elected (typically populist) executives who gradually eviscerate institutional checks, political opposition, independent media, and other forces of scrutiny and resistance in civil society.”

11 <https://www.tandfonline.com/doi/full/10.1080/13510347.2020.1807517>;

The impact of this trend has been severe. Diamond notes that, “Not only have average levels of freedom (or democratic quality) been declining globally and in most parts of the world, but the pace of democratic breakdown has accelerated, and the number of democratic transitions has declined, particularly in the past five years.”

The rise of conservative far-right regimes, driven by capitalist interests in business, security, and the economy at the expense of human rights, justice, and democracy, combined with the weakening of the United Nations and regional human rights mechanisms, has further complicated the pursuit of domestic and transnational accountability.

At the national levels, leaders, often elected on the platform of populist rhetoric, are gradually eroding democratic institutions by weakening checks and balances, suppressing political opposition and independent media, and silencing civil society. State and corporate repression and capture remain unabated.

Kenya has not been spared this democratic regression. The country’s democratic space has shrunk over time from the colonial era through successive governments. A 2022 report by PEN, the Aga Khan Foundation, and USAID confirms this trend.¹² Additionally, limited funding for civil society has further weakened efforts to defend democracy.

The result has been a society where many people remain oppressed, poor, and stripped of their dignity, despite the Universal Declaration of Human Rights stating that, “All human beings are born free and equal in dignity and rights.” This also violates Kenya’s Constitution, which upholds democracy and good governance.

Democratic Decline

Global regression since 2006



Freedom Decline

Average freedom levels decreasing

Institutional Erosion

Checks and balances weakened

Civil Oppression

People remain oppressed, poor

¹² <https://cff.or.ke/wp-content/uploads/2022/11/KENYA-OBSTRUCTED-PARTLY-FREE.pdf>

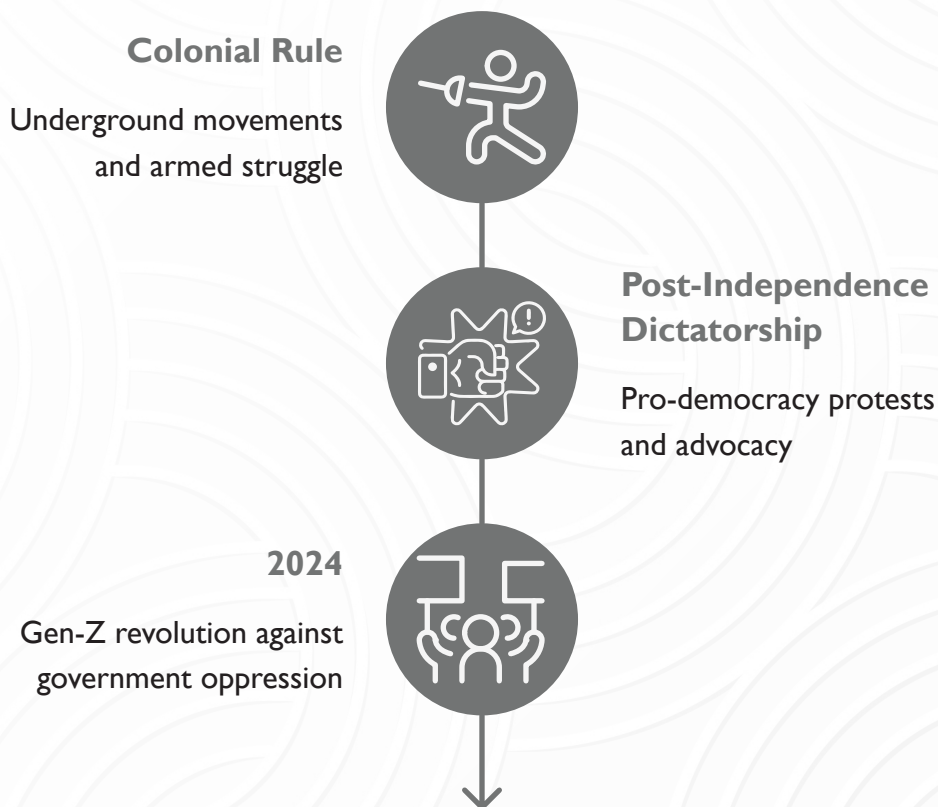
History of resistance

Despite these challenges, Kenya has a strong history of resistance. From colonial rule to modern-day struggles, Kenyans have always fought against oppression. The pro-democracy movement has evolved over time and been led by activists from different sectors, including academia, the clergy, the media, and trade unions. The middle class and grassroots movements have played critical roles in organizing protests and shaping discourse.

Resistance has taken many forms, including underground movements and armed struggle during colonial rule, pro-democracy protests and advocacy against post-independence dicta-

torship, and the role of youth-led movements, such as the 2024 Gen-Z revolution, in which young people successfully mobilised against government oppression and economic injustices.

Women have also played a crucial role in these struggles, though their contributions are often under-documented. Mekatilili wa Menza, Moraa Moka Ng'iti, and Syokimau were early anti-colonial resistance leaders. Many youth activists, like Harry Thuku, started their advocacy in their twenties. Over time, activists from different eras, such as the “Seven Bearded Sisters” and Mwakenya members, have built on this legacy.



Future of democratic struggles

Between June and September 2024, Kenya witnessed a powerful youth-led uprising, the “Gen-Z revolution.” Triggered by an oppressive finance bill, young people took to the streets and social media to demand justice. While the William Ruto regime made some concessions, it also responded with violent repression, including extrajudicial killings, abductions, enforced disappearances, and arbitrary arrests.

According to Human Rights Watch’s November 2025 report, “Unchecked Injustice,” state forces used excessive force to suppress these protests. Yet, the movement proved the power of youth in shaping the country’s democratic future.

Our history in defending democracy, human rights, and justice uniquely positions us to expose and confront impunity through research, advocacy, and litigation, support grassroots and youth-led movements in building solidarity for democratic transformation, and push for accountability at national and international levels.

Through our vision, mission, strategic goals, and programmatic work, we are committed to reversing the culture of impunity and ensuring a just, free, and democratic Kenya.

June -
September
2024



Gen-Z Uprising

Youth-led protests
against finance bill
shake Kenya

November
2025



HRW Report

Human Rights
Watch releases
“Unchecked In-
justice” report on
state repression

2.2 Organizational assessment

2.2.1 Our track record



1. Movement building and collaborative leadership

KHRC has played a key role in strengthening the human rights movement in Kenya. We support community-based human rights networks and help new organizations to grow. Today, we work with over 30 grassroots human rights networks and other community groups across more than 30 counties. We have also built strong partnerships with universities, media, and civil society organizations at the national, regional, and international levels.



2. Convening power

KHRC has successfully organized some of the largest human rights and democracy gatherings in Kenya. In the past three years, we have hosted 179 events and partnered in 48 joint forums, bringing together about 9,700 participants to discuss and strategize on critical human rights issues.



3. Defending rights and freedoms

Over the past three years, KHRC has helped secure justice and safety for more than 170 activists and individuals facing threats, wrongful imprisonment, or attacks. Our work includes fighting for workers' rights, LGBTIQ+ rights, land rights, corporate accountability, and justice for stateless people. Because of this, KHRC is seen as a strong force against injustice



4. Thought leadership

KHRC is a leader in shaping discussions on democracy, human rights, and justice. We back our work with research, documentation, and analysis. In the past three years, we have produced over 69 knowledge products, including reports and studies, to bridge knowledge gaps and influence policies. We have also nurtured a network of respected governance and human rights experts at national and international levels.



5. Landmark legal action

KHRC has used public interest litigation to defend the constitution, democracy, and human rights. Through strategic legal action, we have helped uphold public accountability, fair governance, electoral justice, and economic and social rights. These legal victories have strengthened the rule of law and social justice in Kenya.



6. Fearless and resolute advocacy

KHRC has never shied away from standing up against abuse of power,

oppression, and threats to democracy. We constantly find ways to confront those who try to weaken democratic governance. Our bold advocacy has earned us international recognition, including the Ford Foundation's Champions of Democracy Award in 2012.



7. Legal, policy, and institutional reforms

In the past three years, KHRC has played a key role in shaping over 20 laws, policies, and institutional reforms at county and national levels. We have pushed for judicial independence, police reforms, electoral transparency, and protection of constitutional commissions.



8. Institutional growth

KHRC remains a leading voice in human rights advocacy. We are respected for our integrity, accountability, and strong leadership. Our governance structures ensure transparency in managing funds and delivering impactful programs. To many, KHRC is the vanguard for human rights.



9. Recognitions and awards

Over the years, KHRC has received numerous local and international awards for its contributions to human rights, democracy, and justice. These honors acknowledge our pursuit of justice, fearless advocacy, and impact in shaping governance and policy. Some notable examples include the Ford Foundation's Champions of Democracy Award in 2012.

2.2.2 Looking back: Emerging lessons and critical success factors for future work



1. Staying relevant and trustworthy

KHRC will always stay connected to the needs and concerns of our communities. This means staying true to our mission and showing a strong commitment to the people. Good communication and feedback are key to ensure that we balance big policy issues with the real challenges people face in their daily lives.



2. Building strong relationships

Creating and strengthening new partnerships is essential. To do this, we must be clear about our values, respond quickly to opportunities, and communicate effectively. We will identify key partners, including funders and allies, and use our partnership and communication strategies to improve engagement.



3. Managing knowledge effectively

To support our advocacy and programs with strong evidence, we will improve how we gather, store, and share knowledge. This includes better research, documentation, learning, and impact measurement. Sharing our knowledge with key stakeholders, including funders, will help to highlight KHRC's impact and strengthen our credibility.



4. Being fair and inclusive

KHRC will remain objective. Our work must include marginalized groups, such as indigenous communities, stateless persons, women facing discrimination, persons with disabilities, the LGBTIQ+ community, among others. We will also focus on intersectional identities as we recognize how different forms of discrimination overlap.



5. Putting people first

We will regularly review and improve our strategies to catalyze the citizens and make their voices heard. Our goal is to help communities understand, claim, and defend their rights while holding authorities accountable. This requires more investment in community organizing and advocacy networks to align our work with people's struggles.



6. Ensuring KHRC's strength and stability

For KHRC to remain effective, resilient, and sustainable, we will invest in our internal well-being. This includes diversifying funding sources, strengthening staff and leadership, improving digital systems, and increasing efficiency. Strong resource mobilization and communication strategies will ensure we continue making an impact.

2.2.3 SWOT overview

After reviewing our internal operations and the external environment, we identified the following strengths, weaknesses, opportunities, and threats:

Strengths

- Impressive track record and expertise in human rights advocacy in Kenya and the region.
- Key systems, policies and structures in place and use.
- Good relations with strategic complementary actors/partners, including global networks.
- Clear focus and niche (rights, justice, democracy).
- Locally registered, regional reach.
- Diverse, qualified and committed board and staff (skilled, professional, committed etc.).
- Strong grassroots engagements and support.
- Courageous, radical, tenacious and fearless.
- Well known and respected brand.
- Cutting edge, trail blazer/agenda setter; innovative programming and responses.

Areas of attention

- Funding base not optimally diversified.
- Non-optimal comms, visibility and marketing.
- Insufficiently developed/documented systems for leadership development and transition management and/or succession planning.
- Quality of research, documentation and analysis.
- Level of connectedness to grassroots and citizenry.
- Limited optimization of ICT/digitization.
- Lean staffing against prevailing workloads.
- Inadequate investment in partnerships development and relations building.
- Unclear balance between direct implementation and facilitation roles.
- Underdeveloped media engagement strategy.

SWOT

Opportunities

- Possibility to offer thought leadership on climate change and human rights work.
- Potential to further expand partnerships with actors working with minority groups.
- Potential to further tap on digitization and ICT (including for extending reach, organizational efficiency).
- Possibility to further connect with grassroots and communities and community groups (e.g., SJC).
- Connect with disenfranchised citizens and organize based on their priority concerns.
- Working with brave and independent state officers/opposition to create change.
- Use changing concept boundaries to grow into/influence human rights discourse in the region.
- Use of progressive laws to address issues of corporate impunity (business and human rights).

Threats

- Reducing development funding to governance work.
- Security risks to staff/HRDs/activists.
- Backlash from powerful oppressors or elite.
- Weak opposition in the country.
- Shrinking civic and democratic space.
- Privileged impunity/disregard for the rule of law + state capture.
- Unfavorable national economic indicators (inflation, public debt, exchange vulnerabilities).
- Unfavorable global geopolitics; neocolonialism.
- Lack of a human rights-based approach to addressing climate change.
- Limited commitment by duty-bearers/political will to various human rights obligations.
- Surveillance by state agencies.



..... 3.0 THEORY OF CHANGE

We believe that IF all citizens exercise their sovereign power and right to self-determination and are supported to claim and defend their rights, THEN they would achieve a democratic state and society where they live in freedom and dignity.

Our theory of change assumes that when citizens (the sovereigns with all state authority) are politically aware, organized, and supported, they can create alternative levers of power that shape governance and challenge the forces of oppression (the ruling political and corporate elite).

As a leading human rights organization, our role as indicated in our mission is to work with the people to consolidate this power and ensure accountability against the systems of impunity responsible for the many human rights violations and governance abuses.

To achieve this, we will prioritize partnerships with youth, progressive groups, and individuals. We will also use human rights-based approaches, social justice principles, political economy analysis, systems thinking, and digital justice systems.

Moreover, defending the Constitution, ensuring elections that reflect the sovereign will of the people, building on our history of resistance and KHRC's legacy of rooting human rights into communities remains integral. Still, we will work in the spirit of "utu" or "ubuntu" for the collective good. Above all, we remain inspired by this powerful quote from Frederick Douglass:

"Power concedes nothing without a demand. It never did and it never will. Find out just what any people will quietly submit to, and you have found out the exact measure of injustice and wrong which will be imposed upon them; and these will continue until they are resisted with either words or blows, or with both. The limits of tyrants are prescribed by the endurance of those whom they oppress" — Frederick Douglass¹³

Therefore, the notion of people's sovereignty as expressed here and, in our mission, will remain our organizing political question. Thus, in everything we do, we will be addressing the question: to what extent does it address the rights of the people and interests of society?

Finally, and to track and showcase our impact, KHRC will apply innovative monitoring and evaluation methods.

¹³ [https://www.goodreads.com/quotes/951719-power-concedes-nothing-without-a-demand-it-never-did-and;](https://www.goodreads.com/quotes/951719-power-concedes-nothing-without-a-demand-it-never-did-and)

3.1 Positioning and operational focus

This is how KHRC will implement its strategic focus areas:



1. Who we will work with

KHRC will focus on young people as key players in human rights and governance. We will also support marginalized groups, including women, LGBTIQ+ individuals, stateless persons, refugees, and others facing injustice. Additionally, we will engage with government agencies and global bodies like the East African Community, African Union, and United Nations.



2. Where we will work

KHRC will continue working in Kenya while expanding its impact across East and Central Africa and beyond. We will collaborate with regional and international partners to strengthen human rights efforts. At the national, regional, and global levels, KHRC will engage directly, while community-level work will be done through local partners.



3. What we will focus on

KHRC will concentrate on key human rights and governance issues where we can make the biggest impact. We will avoid duplicating efforts and instead focus on areas where we add unique value.



4. How we will work

KHRC will mainly support and work through local partners to build trust and long-term change. We will take a direct role only in technical areas and national or international advocacy.



5. Focusing on impact

Instead of spreading efforts thin, KHRC will focus on fewer but more meaningful initiatives. For example, we will prioritize important public interest litigation cases that can bring nationwide or regional change.



6. Working together for greater impact

KHRC will ensure our efforts are well-connected and strategic. For example, we will show how corruption in elections affects education and how corporate actions impact governance. We will also include financial management, tech and digital justice, and staff security in our planning. Furthermore, we will consider political and social realities. The 2024 and 2025 youth-led protests in Kenya triggered by broken government promises, showed the urgent need for a long-term governance plan leading to the 2027 and 2032 general elections.

Positioning		Operational Level	Thematic Area / Focus Issues	'Target' Groups / Institutions
Reducing Involvement/engagement — Reducing Involvement/engagement —	Reducing Involvement/engagement — Reducing Involvement/engagement —	KHRC	International & Continental Human Rights Instruments; influencing practice	International Forums / Spaces, INGOs & Corporations
		Continental (Africa)	Strategic continental conversations; influencing policy & practice; agenda setting	Continental Institutions (AU etc.), INGOs, Corporates, Continental CSOs
		East Africa (Regional)	Strategic regional conversations; influencing policy & practice; agenda setting; support to regional peers & sharing best practices	Regional Bodies (e.g., EAC etc.), State Actors / MDAs & Regional CSOs / Peers
		National (In-country)	National Advocacy; Political protection / cover; Policy & legal oversight & reforms; Knowledge management; Capacity development; Civic, legal & political actions	Authorities / Duty Bearers; In-country NSAs (CSOs, HRDs, Corporations, Foundations etc.)
		Grassroots Partners	Local / Grassroots Human rights and political education; political cover / protection & solidarity; Movement building	Local CSOs, Movements & Various marginalized groups of interest

3.2 Overview of stakeholders and value propositions

We will add value to our stakeholders and collaborators as follows:

Stakeholder	Value proposition	Strategies of engagement
Community (Public, citizens)	1. Mobilizing and organizing for enhanced voice to reclaim the sovereign power of the people. 2. Affirm citizens' rights and obligations. 3. Protect, deter, and demand redress for violations.	1. Movement building. 2. Sharing of information. 3. Protection of rights.
States (Executive, Parliament, Judiciary, other ministries, departments, and agencies, as well as regional and international human rights mechanisms)	1. Hold the state to account for human rights violations. 2. Provision of data and information on human rights abuses and misgovernance. 3. Collaborate to ensure the protection of human rights.	1. Speaking truth to power or being the go-to partner for expertise on human rights. 2. Balance between agitation and constructive engagement. 3. Capacity development
Civil society organizations	1. Offer political leadership and opportunities for collaboration for scaled impact. 2. Support capacity development (training, organizing, hosting, incubation, and more). 3. Evidence-building through the provision of research data, analysis and research.	1. Joint implementation of human rights programs. 2. Sharing research, learning, and best practices. 3. Joint resource mobilization.
Funding partners	1. Provision of data and information on the state of human rights and governance. 2. Opportunities for joint research, analysis, and knowledge sharing. 3. Commitment to the delivery of interventions to bring about positive change. 4. Reliable partner with credible systems and processes (assured impact, accountability, hosting, and grants management).	1. Institutional development. 2. Resource mobilization. 3. Network facilitation. 4. Capacity development of other actors.

Stakeholder	Value proposition	Strategies of engagement
Academia	1. Partnership on knowledge management. 2. Praxis (strengthening linkages between academia and civil society)	1. Research, documentation and analysis 2. Training in human rights.
Corporate sector	1. Hold corporations accountable for adverse human rights impacts. 2. Provision of data and information on corporate-related violations.	1. Advocacy for corporate accountability. 2. Research and monitoring.

3.3 Mapping of risks

Potential risks	Level of risk (low, medium, and high)	Mitigation measures
Shrinking funding and shifting donor interests	High	Diversify fundraising efforts and explore non-traditional fundraising methods.
Constricting democratic spaces (civic, media, trade unions, and academia)	High	Strengthen collaboration with partners and civil society organisations to spread risks.
Increased impunity by the regime	High	Work with the people to hold the regime accountable.
Lack of adequate internal capacity to deliver the current strategic plan	Moderate	Strengthen the capacity of existing staff and recruit new talent to fill human resource gaps.
Less interest by the youth and other key constituencies	Moderate	Remain actively engaged in their spaces, and provide pragmatic and political support and solidarity.



..... **4.0 PROGRAMMES AND IMPLEMENTATION STRATEGIES**

4.1 Programs, priority areas and interventions

Our programs will focus on five key areas:

1. Electoral sovereignty.
2. Transformative justice for various categories of victims, particularly those harmed by state apparatus, as well as the marginalized and disadvantaged groups in the society.
3. Economic and social rights, with a strong emphasis on the right to education and health. We will also focus on the access to employment opportunities.
4. Corporate accountability in select sectors.
5. Emerging human rights issues. This will entail urgent action to other critical issues and opportunities, provided they align with our core mission. It will cut across programmes.

KHRC will mainstream public finance accountability and tech and digital justice across all its programmes so that every intervention reinforces transparency, accountability, and respect for human rights. In practice, this means closely tracking how public funds are allocated and spent on, for example, electoral processes, government services, and security operations—particularly police expenditure—and exposing misuse or corruption wherever it occurs. It also means using and advocating for technology that strengthens civic participation, protects privacy and digital rights, and curbs surveillance and other abuses by state and corporate actors.

As outlined under “corporate accountability in select sectors”, KHRC will undertake dedicated projects in these areas whenever specialised interventions are needed. We will also address emerging challenges in the gig economy, such as precarious work, digital exploitation, and labour rights violations, through our corporate accountability and economic and social justice programmes.

Through our urgent action strategy, KHRC will remain ready to respond swiftly to critical governance issues as they arise to ensure that our interventions are strategic, long term, timely and effective in defending rights and advancing justice.

We will implement these efforts through four core programs:

1. Political accountability in state institutions
2. Social and economic justice
3. Corporate accountability in select sectors
4. Institutional excellence and resilience

The first three programs focus on holding state and non-state actors accountable for systemic human rights violations. The fourth program transforms KHRC from within by improving our systems, efficiency, and resource mobilization to help us achieve our mandate.

4.1.1 Political accountability in state institutions

Political accountability means public officials, especially elected and appointed leaders, taking responsibility for their actions and decisions. It is a key part of democracy that ensures leaders are answerable for their conduct and the impact of their policies. This accountability promotes transparency, builds public trust, and allows citizens to assess their leaders' performance and take part in governance.¹⁴



Strategic outcome/objective

Enhanced fairness and public accountability in political governance processes.



Indicators

1. Proportion of citizens treated with equity and respect in governance processes
2. The nature of public decisions protecting civil and political rights for all.

Note: We will investigate the role of corporations (suppliers) in these state-led violations.



Strategic entry point and priority issues

KHRC will focus on the state's long history of failing to meet its human rights obligations.

Governments have a duty to respect, protect, and fulfill human rights, including shielding individuals from harm caused by third parties like businesses and ensuring justice for violations.

Failure to uphold these responsibilities has led to widespread human rights abuses by state and non-state actors, often without consequences. In Kenya, TJRC and civil society reports have documented these violations in detail.

Building on KHRC's strong track record of supporting communities and victims in holding the state accountable, we will tap into the rising political power of the people, especially the youth movements that have gained momentum in Kenya and globally since 2024. Our strategy is backed by constitutional, legal, and treaty mechanisms that demand state accountability.



Targets

1. Youth movements and the public at large.
2. Victims and beneficiaries of state and public decisions
3. State institutions and public officials (elected and appointed)

¹⁴ <https://fiveable.me/key-terms/united-states-history-since-1945/political-accountability>



Key priorities

We will focus on three key areas to promote political accountability in state institutions:

1. Electoral sovereignty

We want elections that truly reflect the sovereign will of the people. Elections shape the kind of leadership a country gets and how committed that leadership is to human rights and democracy. Over the next decade, KHRC will stay active in all parts of the electoral process — before, during, and after elections. We will hold elected and appointed leaders, as well as their corporate allies, accountable. Our efforts will focus on voters, electoral bodies, and civil society groups in Kenya and the region. We will also respond to the human rights abuses that often occur during African elections.

2. Transformative justice

We aim to ensure justice for all, especially:

- i. Victims of unresolved historical injustices and those harmed by state forces like the police, military, and paramilitary units. We will deepen command and individual responsibility and institutional reforms within the public security sector and reparations for mass and past atrocities.
- ii. Inclusion and diversity to protect the most disadvantaged groups, including women, youth, persons with disability, LGBTIQ+ community, refugees, stateless communities among others. We will also integrate their concerns within other areas of work.

3. Urgent action

We will quickly respond to new governance and human rights issues as they come up to ensure timely support and intervention.

4.1.2 Economic and social justice

Economic and *social justice* is about principles that aim to ensure fair and equitable treatment and access to resources for all individuals and communities. This aims to achieve the realization of economic and social rights, which are enshrined in the Constitution, the regional and international treaties, and critical in the protection of people's well-being and social development.

Therefore, the focus here is on the realization of health and educational rights. On

needs basis, we will consider strategic interventions on access to employment opportunities among other governance processes that affect access to economic, social and cultural rights.



Strategic outcome/objective

Enhanced social and economic well-being and dignity of individuals and communities.



Indicators

1. The proportion of people accessing quality and affordable education
2. The proportion of people accessing quality and affordable healthcare
3. The extent to which access to employment opportunities affect economic and social cultural rights



Strategic entry point and priority issues

People whose ECOSOC rights have been denied, especially in education and health. In education, we will focus on inclusion, progressive funding, and safe learning environments. In health, KHRC will look at workers' rights, how under-funding affects services, and how privatization limits access to affordable and quality healthcare, including sexual health and reproductive rights.



Target

1. In the education sector, we will work closely with students, teachers and lecturers, parents, trade unions and professional associations, academic institutions, and relevant government ministries and departments.

2. In the health sector, our focus will be on the public, health service providers and professionals, trade unions, and the responsible government ministries and departments.
3. On employment opportunities, we will target the general population aged 18–45 years, alongside the relevant government departments.



Key priorities

1. **Education and health**

We will invest in transforming and fostering accountability in the education and health sectors, which are in dire situation, yet they remain some of the most critical social and economic rights. We will also address access to employment opportunities, a critical livelihood issue for many.

2. **Urgent action**

We will quickly address other new and emerging social and economic injustices.

Note: The new components of health and employment will require in-depth research to provide critical issues and entry points.

4.1.3 Corporate accountability in select sectors

Corporate accountability means that people affected by a company's actions can hold it responsible for what it does.¹⁵ This also means that a company's behavior can be influenced by pressure from outside—like communities, civil society, or the government. These groups can use different methods, including legal action, to ensure that companies follow social and ethical standards.¹⁶



Strategic outcome/objective

Enhanced corporates' respect for business and human rights obligations.



Indicators

1. The proportion of corporates adopting and implementing the National Action Plan on Business and Human Rights.
2. The extent to which corporations violating human rights are held accountable

Note: We will investigate the state's role in these corporate-led violations.



Strategic entry point and priority issues

KHRC will focus on tackling human rights abuses caused by unfair and oppressive economic policies and actions by companies and governments. According to the UN Guiding Principles on Business and Human Rights, states and companies must prevent and respond to human rights violations in business activities. Building on our strong history in this area, KHRC will continue to lead efforts to stop corporate abuse and state capture and fight for justice in national and global supply chains.



Target

We will work closely with workers, farmers, consumers, and the public who are negatively affected by these injustices.



Key priorities

We will focus on three main areas to promote corporate accountability in key sectors:

¹⁵ [http://www.ejolt.org/2013/05/corporate-accountability/;](http://www.ejolt.org/2013/05/corporate-accountability/)

¹⁶ <https://static1.squarespace.com/static/57e140116a4963b5a1ad9780/t/57e2394ab3db2bac8b5d7d65/1474443595696/What-is-corporate-accountability.pdf;>

1. Corporate abuse in horticulture, land and natural resources, and telecommunications

In the horticulture and land and natural resource sectors, KHRC will continue to work on labour rights, community rights, and climate justice. The sovereignty components of these are integral. Challenging the oppressive conservation model will be advanced separately and entrenched within and across the land, resources and climate justice interventions. In telecommunications, we will focus on digital security, data privacy, and corporate negligence.

2. Adverse corporate impact on specific social and economic rights

Depending on the situation, we will respond to corporate actions that violate people's rights to education, health, housing, clean water, and environment.

3. Urgent action

We will quickly address new, and emerging injustices linked to corporate activities.

Linkages between political accountability in state institutions and corporate accountability in select sectors

This strategic plan focuses on political and corporate accountability because politics often involves power — and the abuse of that power. Accountability reflects our commitment to confront and end impunity. We target state and corporate actors, as they are the main drivers of human rights violations covered in this plan.

First, political accountability ensures that elected and appointed leaders remain answerable to the people, the Constitution, and sound governance principles — before, during, and after elections. It promotes ethical leadership and commitment to human rights while ensuring readiness for future elections and related governance issues.

Second, we will highlight how one violator can harm many people across different sectors. For example, weak electoral systems can lead to poor leadership that serves political and corporate interests over the public good. Similarly, corruption in education funding leads to crumbling schools, underpaid teachers, and unequal access, especially for marginalized communities.

Corporate-state collusion also appears in land grabs involving schools, where politically connected companies deny communities access to learning spaces. KHRC will catalyze communities to see these shared struggles and build more vigorous movements for systemic change.

Third, we will connect this accountability work to broader issues like land rights, trade, and environmental justice, and work with other groups to increase impact. We also recognize that today's injustices are rooted in history.

4.1.4 Institutional excellence and resilience

Institutional excellence means achieving high performance, quality, and effectiveness in everything we do. It involves constantly improving how we operate by using proven methods, new ideas, and learning from evidence.¹⁷ On the other hand, institutional resilience is our ability to cope with challenges and bounce back quickly from tough situations.



Strategic objective/ outcome

KHRC systems and people transformed to deliver on its mandate.



Indicators

1. Human rights and professional culture
2. Robust and dynamic systems to support KHRC operations
3. Adequate and competent staff to meet set targets



Strategic entry point and priority issues

To achieve the goals of this strategic plan, KHRC will be more flexible, effective, sustainable, and resilience. This means creating a positive and supportive work culture, and having strong resources, systems, and practices to help us carry out our work.

We will build our capacity by improving staff skills, leadership, and

well-being. We'll also strengthen our internal systems, keep learning, and use new tools and technologies to stay effective. This will include training, mentorship, learning from others, and ensuring we respond quickly to new challenges.



Targets

1. KHRC's internal audience.
2. KHRC's external constituencies.



Key priorities

To strengthen and grow as an institution, KHRC will focus on two main areas:

1. Organizational systems and policies

We will transform our internal systems to manage resources and operations better. This includes strengthening financial management, communication, information systems, human resources, procurement, and our Monitoring, Evaluation, Reporting, Learning, and Adaptation processes. We will also make better use of technology, research, and knowledge management to support our work.

2. Organizational resources

We will ensure KHRC has the people, leadership, communication, and funds it needs to achieve its goals. This involves the following key areas:

¹⁷ <https://www.rmg-sa.com/en/designing-of-institutional-excellence-framework/#:~:text=Institutional%20excellence%20refers%20to%20achieving,approaches%20and%20evidence%2Dbased%20strategies%2C>

i. Leadership

We will build strong leadership by supporting our management and board, planning for leadership changes, and investing in leadership development. The goal is to stay responsive to current and future human rights issues.

ii. Human resources

We aim to attract, develop, and keep committed staff across all departments. We will focus on staff training, career growth, role alignment, and well-being. We'll also improve our internship program and use partnerships to meet political and operational needs.

iii. Strategic communication

We will strengthen how we communicate to raise awareness, increase visibility, and grow support for our work. Our communication will help us build partnerships, share our successes, and improve our public image.

We will also use technology and artificial intelligence to better understand public conversations, track trends, and respond quickly to emerging human rights issues. This includes using AI tools for data analysis, content creation, audience targeting, and digital storytelling. These tools will help us speak more clearly to different audiences, expand our reach, and defend human rights more effectively in the digital space.

iv. Resource mobilization and financial resilience:

We will secure stable and diverse funding to support our long-term sustainability. Beyond traditional fundraising methods, we will adopt new and dynamic approaches that align with our mission and context. This includes establishing social enterprise ventures, such as an investment wing to generate income, while

also creating a dedicated fundraising and resource mobilization unit. We will harness digital platforms, IT, and communication tools to reach wider audiences and mobilize support locally and globally.

In addition, we will cultivate long-term funding partnerships with like-minded institutions, while exploring innovative models such as crowdfunding campaigns for urgent or cause-specific initiatives, membership and subscription systems for regular contributions, and cause-based merchandise that raises resources and visibility. We will also seek opportunities through building collaborative funding consortia with other civil society organizations to attract large-scale, multi-year grants.

v. Technology and innovation

We will invest in reliable and secure digital tools and systems that support our internal operations and external impact. This includes upgrading our information systems, improving data security, and using technology for research, communication, and digital organizing. We will also promote innovation to help us stay relevant, effective, and responsive in a fast-changing world.

vi. Research and documentation

We will strengthen research and documentation to support all areas of our work. This unit will help us gather facts, track human rights trends, and provide information to guide our advocacy, legal actions, and policy work. We will also revive the Kenya Human Rights Institute as the civil society's think tank. It will lead research, support training and help us shape debates on human rights. Through the institute, KHRC will respond to violations and help lead and influence the human rights space with new ideas and knowledge.

4.2 Overarching strategies and approaches

To achieve our goals, we will be guided by the following transformative strategies and cross-cutting approaches:



1. Activist research and documentation

KHRC will use research to inform and disrupt. We will expose the roots of injustice — state failures, elite impunity, and unjust systems. Our research will highlight contradictions in public policy, reveal hidden patterns of abuse and support community resistance. We will partner with radical research institutions, utilize AI and data analytics to track and predict violations, and produce politicized evidence to challenge the status quo and support mass mobilization. See Annex 1 on “activist research and documentation framework”.



2. Civic organizing and movement building

KHRC believes people, not institutions, drive real change. We will work with communities to politicize their struggles, linking human rights violations to wider issues like inequality, corruption, and poor governance. We will catalyze grassroots power by supporting existing networks and movements to organize and challenge entrenched systems of exploitation. Movement building will not be passive support but about raising political consciousness and sharpening collective demands. See Annex 2 on the “civic organizing and movement building framework”.



3. Political education for consciousness-raising

We will run civic and political education programs that confront power and privilege head-on. Our education work will go beyond knowledge-sharing to consciousness-raising. It will empower people, especially youth, to see injustice not as a misfortune but as the result of systems they can challenge. We will draw from lived struggles, constitutional rights, and radical traditions to inspire people to organize, resist, and build alternative futures. The political education tool will be developed, shared on the KHRC website, and linked this strategic plan.



4. Disruptive public interest litigation

KHRC will continue to take bold legal action but with a clear political agenda, which includes shaking up systems, exposing impunity, and driving structural change. Our litigation will be tied to public campaigns, mass action, and naming and shaming those who violate rights. Courtrooms will become sites of resistance, not just technical arguments. Legal success will include, among other things, favourable judgments and shifts in public discourse and institutional accountability. The existing public interest litigation strategy will be revised to meet the emerging challenges and opportunities.



5. Strategic partnership and alliance development

We will work with like-minded actors to build power. Our alliances will be issue-based and politically conscious, rooted in shared struggles for justice. KHRC will collaborate with progressive forces to form a powerful counterweight to state authoritarianism and market exploitation. These partnerships will help us to challenge repressive laws, dismantle oppressive systems, and expand democratic space. See Annex 3 on the “strategic partnership and alliance development framework”.



6. Techy-driven political communication

KHRC will reclaim the narrative by challenging dominant stories that frame rights as handouts or activism as criminal. Our messages will be bold, provocative, and grounded in political truth. Using traditional media, social media, and AI-enhanced data insights, we will connect our advocacy with broader struggles — economic injustice, environmental collapse, youth disenfranchisement, among others. Our communications will fuel civic actions, frame litigation, and sustain political advocacy. See Annex 4 on the “techy-driven communication strategy”.

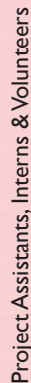


7. Rapid response and disruption

KHRC will act fast when rights are violated. Our urgent action strategy will include a standing team and flexible funds. This system will allow us to respond quickly to state repression, elite impunity, and community distress. Our responses will be political, not just reactive, aimed at disrupting the business-as-usual mentality and forcing systemic attention. We will match urgency with strategy, and speed with principle. See Annex 5 on the “rapid response and disruption strategy”.

While we remain focused on our main goals, KHRC understands the need to respond quickly to new human rights issues and advocacy opportunities. We will create an urgent action plan with a clear framework, dedicated team, and funding to guide fast decisions on serious or unexpected issues. This will help us to act quickly without stretching our resources or losing focus. To support this, KHRC will build a flexible and responsive culture and structure that can handle community work, research, communication, legal action, and quick responses to new challenges. We must stay agile and ready for action.

4.3.1 Organogram



4.3.2 Log frame

Narrative summary/ result level	Objectively verifiable Indicators (baseline & target)	Means of verification	Risks and assumptions
Goal (Vision): A democratic and human rights state where freedom and dignity are upheld.			
Purpose (Mission): To work with the people to consolidate their sovereign power to claim their rights and challenge systems of impunity.	The extent to which progressive individuals and organizations working on diverse issues are interconnected in dealing with key human rights and governance issues.	Improved ranking on the Global Freedom Index Score (https://freedomhouse.org/country/kenya/freedom-world/2024) Ranking on the Human Dignity Index improved <i>(Measured by survey by Third party institutions or commissioned by KHRC)</i>	Sustained political repression and shrinking civic space under successive regimes (R). Less interest by the electorate especially the youth on human rights and governance (R).
Outcome I: Enhanced public accountability and freedoms in political governance processes.	Proportion of citizens treated with fairness and respect in governance processes The nature of public decisions protecting civil and political rights	Opinion survey indexes Household economic survey reports. Annual State of the nation reports by government and NSAs.	Successive general elections will produce transformative political leadership (A).

Outcomes	Outcome 2: Enhanced social and economic wellbeing and dignity of individuals and communities	The proportion of people accessing quality and affordable education The proportion of people accessing quality and affordable healthcare	Kenya Integrated Household Budget Survey (KIHBS) Health Sector Reports Education Sector Reports	There shall be no unprecedented pandemics to distract investment in health and education(A). Sustained donor interest in health and education programmes.
	Outcome 3: Enhanced corporates' respect for business and human rights obligations.	The extent to which corporations violating human rights are held accountable. The proportion of corporates adopting and implementing the National Action Plan (NAP) on Business and Human Rights.	Transparency index reports. ISO certification reports for corporates in the mining, horticultural and telecommunication sectors.	Disengagement by critical actors such as state agencies on NAP (R).
	Outcome 4: KHRC systems and people transformed to deliver on its mandate	Extent of staff adherence to human rights and professional culture Robust and dynamic systems to support KHRC operations Adequate and competent staff to meet set targets	Performance appraisal reports. Capacity audit reports. Financial audit reports	Unprecedented pandemics may limit staff capacities to work effectively and continuously (R). There will be sustained donor goodwill to support KHRC work (A).



5.0 ANNEXURES

Note: The annexures are available on the KHRC website at <https://khrc.or.ke/publications/>

1. Activist research and documentation framework
2. Civic organizing and movement building framework
3. Strategic partnership and alliance development framework
4. Tech-driven communications strategy
5. Rapid response and disruption strategy
6. Sovereignty of the people
7. Youth engagement strategy
8. M&E framework.



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