“Access to quality justice”
Kenya Women Judges Association
An Affiliate of the International Association of Women Judges

Access to Quality Justice

Strategic Plan 2017-2021
## Contents

**FOREWORD**

**ACKNOWLEDGEMENT**

**LIST OF ACRONYMS AND ABBREVIATIONS**

**EXECUTIVE SUMMARY**

**CHAPTER 1: INTRODUCTION**

1.1 **BACKGROUND INFORMATION ON KWJA**

1.1.1 Legal Status

1.1.2 Membership

1.1.3 Aims and Objectives

1.2 **ORGANIZATIONAL STRUCTURE**

1.3 **GOVERNANCE AND MANAGEMENT STRUCTURE**

1.3.1 Executive Committee

1.3.2 Regional Representation

1.3.4 The Secretariat

1.4 **JUSTIFICATION FOR A STRATEGIC PLAN**

1.5 **STRATEGY PLANNING PROCESS**

**CHAPTER 2: ENVIRONMENTAL ANALYSIS**

2.1 **KENYA’S DEVELOPMENT AGENDA AND THE VISION2030**

2.2 **THE CONSTITUTION OF KENYA, 2010**

2.3 **THE JUDICIARY TRANSFORMATION FRAMEWORK**
2.4 SUMMARY OF KEY ACHIEVEMENTS/MILESTONES FOR KWJA

2.4.1 Growth

2.4.2 Strategic planning

2.4.3 Secretariat

2.4.4 Publications

2.4.5 Capacity building

2.4.6 Family Law

2.4.7 Corporate Social Responsibility

2.4.8 KWJA awareness week

2.4.9 Other activities

2.5 ACHIEVEMENTS AND CHALLENGES OF THE STRATEGIC PLAN, 2012-2016

2.6 SUMMARY OF CHALLENGES TO THE IMPLEMENTATION OF THE 2012/2016 STRATEGIC PLAN

2.7 LESSONS LEARNED DURING IMPLEMENTATION OF THE STRATEGIC PLAN 2012-2016

2.8 PESTEL ANALYSIS

2.9 SWOT ANALYSIS

2.10 EXTERNAL STAKEHOLDER ANALYSIS

2.10.1 Stakeholder Analysis: Roles and Relationships

2.11 KEY PLANNING ASSUMPTIONS

CHAPTER 3: STRATEGIC DIRECTION

3.1.1 VISION STATEMENT

3.1.2 MISSION STATEMENT
3.1.3 SLOGAN

3.1.4 CORE VALUES

3.4 STRATEGIC ISSUES, OBJECTIVES AND STRATEGIES

3.4.1 STRATEGIC ISSUES

3.4.2 Strategic Objectives

3.4.3 Strategies

CHAPTER 4: IMPLEMENTATION ARRANGEMENTS

4.1 INSTITUTIONAL CAPACITY AND OPERATIONAL PREPAREDNESS

4.2 IMPLEMENTATION FRAMEWORK

4.3 CRITICAL SUCCESS FACTORS FOR IMPLEMENTATION

4.4 MANAGING CHANGE

4.5 PERFORMANCE MANAGEMENT

4.6 MEMBER AND EMPLOYEE MOTIVATION

4.7 MANAGING STRATEGIC PARTNERSHIPS

4.8 MAINSTREAMING HUMAN RIGHTS, GENDER AND DIVERSITY

4.9 RESOURCE MOBILIZATION AND UTILIZATION

CHAPTER 5: RISK ANALYSIS

CHAPTER 6: MONITORING AND EVALUATION

6.1 MONITORING AND EVALUATION STRATEGIES

6.1.1 STRATEGY IMPLEMENTATION TEAM

6.1.2 UTILIZING THE BALANCE SCORECARD (BSC)

6.1.3 CASCADING THE PLAN TO ALL REGIONS
6.1.4 REGIONAL ANNUAL WORK PLANS .........................................................................................................................

6.1.5 DATA AND INFORMATION COLLECTION PROCEDURES .........................................................................................

6.1.6 REGULAR MEETINGS ..................................................................................................................................................

6.2 STRATEGIC PLAN REVIEW ..............................................................................................................................................

APPENDICES ...............................................................................................................................................................................

APPENDIX A: RESULT FRAMEWORK MATRIX ......................................................................................................................

APPENDIX B: IMPLEMENTATION MATRIX 2017-2021 ..............................................................................................................

APPENDIX C: MONITORING AND REPORTING FRAMEWORK .................................................................................................

APPENDIX D: PARTICIPANTS TO KWJA STRATEGIC PLAN 2017/2021 DELIBERATIONS & VALIDATION ..........................................................................................................................................................
FOREWORD

As Kenya Women Judges Association (KWJA) enters a new phase in its growth and development, we reiterate our belief that the promotion of human rights, gender parity and access to justice for all is an important development imperative. Through this Strategic Plan, we make clear choices, fully aware of the enormous challenges of redressing violations of human rights, reducing gender imbalances and enhancing access to justice for women and children.

KWJA’s strategic plan 2017-2021 is a product of a comprehensive review of the 2012 – 2016 Plan. The strategic planning process has allowed us to reflect on our past achievements and setbacks. It has also given us an opportunity to contemplate our future as we aspire for access to justice for all. Together we envisioned ‘a leading association of women Judges and Magistrates in Kenya that promotes human rights, gender parity and access to justice for women and children.’ The Vision represents our collective aspiration to serve those who have been pushed to the margins by society.

This Strategic Plan is developed against the backdrop of the Constitution of Kenya 2010, which has enabled the development of progressive jurisprudence in the area of human rights, gender equity and access to justice. Despite the progressive jurisprudence, practices that inhibit access to justice by women and children persist. KWJA intends that this Plan will build upon the interventions that have already been undertaken to promote human rights, gender parity and access to justice by women and children.

This Strategic Plan will guide our activities and be the rallying point for channeling our energies and resources. As the Chairperson of the Association, I invite all stakeholders and development partners to join hands with us in making gender equity and access to justice a lived reality. We assure our stakeholders of our commitment to deliver on our objectives in the next five years.

Hon. Lady Justice Hannah Okwengu
Chairperson KWJA
The 2017-2021 Strategic Plan for KWJA is the product of participatory and comprehensive consultative process that involved members, stakeholders and partners.

KWJA acknowledges with gratitude the financial support and technical assistance provided by UN Women towards the development of this Strategic Plan. We are especially grateful to the Consultants Mrs. Millicent Odeny and Mr. Charles B.G. Ouma whose dedication and commitment ensured a timely delivery of the strategic Plan.

The Association is indebted to the Judiciary of Kenya, especially the Office of the Chief Registrar and the Judiciary Training Institute (JTI), for the financial and logistical support given to the planning process. Special mention is made of the Chairperson, Hon. Lady Justice Hannah Okwengu for her guidance and leadership, the Executive Committee and the membership of KWJA for their contributions to the process.

It is not possible to mention by name every person who contributed in one way or another to the development of the Plan. Please accept a general expression of gratitude from KWJA.

Last but not least, I wish to acknowledge the providence of the almighty God for sustaining the KWJA in the past, and trust in his continued benevolence in the future.

Hon. Lyna Sarapai,
SECRETARY - KWJA.
# LIST OF ACRONYMS AND ABBREVIATIONS

<table>
<thead>
<tr>
<th>ACRONYM</th>
<th>ABBREVIATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCIK</td>
<td>Association of Charitable Children Institutions of Kenya</td>
</tr>
<tr>
<td>CBO</td>
<td>Community Based Organization</td>
</tr>
<tr>
<td>CJE</td>
<td>Continuing Judicial Education</td>
</tr>
<tr>
<td>CPD</td>
<td>Continuing Professional Development</td>
</tr>
<tr>
<td>CoK 2010</td>
<td>Constitution of Kenya, 2010</td>
</tr>
<tr>
<td>CUC(s)</td>
<td>Court Users Committee (s)</td>
</tr>
<tr>
<td>FIDA Kenya</td>
<td>Federation of Women Lawyers – Kenya</td>
</tr>
<tr>
<td>GBV</td>
<td>Gender Based Violence</td>
</tr>
<tr>
<td>GIZ</td>
<td>German Agency for International Cooperation</td>
</tr>
<tr>
<td>IAWJ</td>
<td>International Association of Women Judges</td>
</tr>
<tr>
<td>ICT</td>
<td>Information Communication Technology</td>
</tr>
<tr>
<td>IEC</td>
<td>Information, Education and Communication</td>
</tr>
<tr>
<td>JTI</td>
<td>Judiciary Training Institute</td>
</tr>
<tr>
<td>JTF</td>
<td>Judiciary Transformation Framework</td>
</tr>
<tr>
<td>KEWOPA</td>
<td>Kenya Women Parliamentary Association</td>
</tr>
<tr>
<td>KMJA</td>
<td>Kenya Magistrates and Judges Association</td>
</tr>
<tr>
<td>KWJA</td>
<td>Kenya Women Judges Association</td>
</tr>
<tr>
<td>LSK</td>
<td>Law Society of Kenya</td>
</tr>
<tr>
<td>NACC</td>
<td>National Aids Control Council</td>
</tr>
<tr>
<td>NAWJ</td>
<td>National Association of Women Judges</td>
</tr>
<tr>
<td>NGO</td>
<td>Non-Governmental Organizations</td>
</tr>
<tr>
<td>SWOT</td>
<td>Strengths, Weaknesses, Opportunities and Threats</td>
</tr>
<tr>
<td>UNFPA</td>
<td>United Nations Population Fund</td>
</tr>
<tr>
<td>UNICEF</td>
<td>United Nations Children Education Fund</td>
</tr>
<tr>
<td>UNDP</td>
<td>United Nations Development Programme</td>
</tr>
<tr>
<td>UN WOMEN</td>
<td>United Nations Entity for Gender Equality and the Empowerment of Women</td>
</tr>
<tr>
<td>WERK</td>
<td>Women Educational Researchers of Kenya</td>
</tr>
</tbody>
</table>
EXECUTIVE SUMMARY

The Kenya Women Judges Association (KWJA) is a non-profit, non-partisan organization registered under the Societies Act, Cap 108, Laws of Kenya. This Strategic Plan is intended to guide the activities of the association for the period 2017 – 2021. The development of this Strategic Plan has benefitted from wide consultations with the membership of KWJA and a number of external stakeholders. A comprehensive desktop review of materials on the activities of the Association over the last nine years helped in the identification of the strategic issues that needed to be addressed. A series of consultative forums including a members’ workshop held in Naivasha, focus group discussions with the executive committee of KWJA, women Judges of the Court of Appeal, regional representatives and external stakeholders clarified the preliminary findings and identified the major strategic themes from which the strategic objectives and the implementation strategies were formulated.

An environmental scan was conducted to determine the external environment in which KWJA operates. A stakeholder analysis further refined the organizational niche and identified opportunities for collaboration. The strengths and weaknesses of the Association were examined and the threats and opportunities were highlighted in a SWOT analysis. The process culminated in the validation of the draft strategic plan by members at the Safari Park Hotel.

The Plan provides a platform for the Association to rebrand and undertake its activities in accordance with its new vision. The leadership and membership of KWJA are confident that the Strategic Plan is an accurate expression of the strategic direction that the members desire for the Association.

In this planning period, the over-arching goal for the Association is to create an environment in the justice system in which there is respect for human rights, gender parity and access to justice for women and children. KWJA seeks to achieve this goal through six strategic objectives.

• To strengthen the governance structure and institutional capacity of KWJA
• To improve the financial sustainability of KWJA
• To enhance the capacity of members of the bench, judicial staff and
stakeholders to promote and uphold the rights of women & children

- To engage stakeholders with a view to clarifying the objectives of KWJA
- To create an enabling environment in the justice system that facilitates access to justice by women and children
- To formulate and implement an Information, Education and Communication (IEC) Strategy

The effective implementation of this Plan will require a sufficiently enabled Secretariat with adequate resources for carrying out the proposed activities. KWJA will therefore undertake a structured resource mobilization to enable it strengthen its resource base. This will entail the mobilization of financial, physical and human resources. A monitoring and evaluation framework will help determine whether the implementation is on course and establish if there is need for adjustment.
EXECUTIVE COMMITTEE MEMBERS

Hon. Lady Justice Hannah Okwengu, JA  
Chairperson

Hon. Lady Justice Jessie Lesiit  
Vice Chairperson

Lady Justice Lydia Achode  
Treasurer

Irene Marcia Kahuya  
Vice Treasurer

Hon. Christine Njagi  
Secretary

Hon. Sharon Mwayuli  
Vice Secretary

Hon. Lady Justice Roselyne Nambuye, JA  
Member of Executive Committee

Hon. Lady Justice Jamila Mohamed, JA  
Member of Executive Committee

Hon. Lady Justice Jacqueline Kamau  
Member of Executive Committee
EXECUTIVE COMMITTEE MEMBERS

Hon. Lady Justice Grace Ngenye
Member of Executive Committee

Hon. Lady Justice Roseline Korir
Member of Executive Committee

Hon. Elizabeth Juma
Member of Executive Committee

Hon. Dr. Julie Oseko
Member of Executive Committee

Hon. Rose Makungu
Member of Executive Committee
Chapter 1
CHAPTER ONE: INTRODUCTION

1.1 BACKGROUND INFORMATION ON KWJA

1.1.1 Legal Status

The Kenya Women Judges Association (KWJA) is a non-profit, non-partisan organization comprising women Judges and Magistrates from all over the Republic. The Association was registered in July 1993 under an exemption clause in the Societies Act.

1.1.2 Membership

Membership of KWJA is divided into three categories namely;
   a) “Full membership”, which is open to any Kenyan woman serving as a Judge or Magistrate;
   b) “Associate membership” which is open to retired Judges or magistrates who have been members of the Association and who are committed to the cause of the Association and wish to remain as members,
   c) “Honorary Life Membership” which may be conferred by the AGM upon the recommendation of the Executive Committee;

At the time of registration of KWJA in 1993, the Association had only three members. KWJA membership has increased over the years with the current number standing at 120 members.

1.1.3 Aims and Objectives

The aims and objectives of the association are as follows:

• To advocate for and encourage the appointment and recruitment of women into the Judiciary and particularly the appointment of greater number of women Judges and Magistrates so that the Judiciary reflects an equal role for men and women in the Society.
• To develop, strengthen and protect the principles of the rule of law and the equality of all before the law and in particular to promote and encourage gender equality in all matters relating to the administration of justice.
• To keep under review all aspects of discrimination on gender basis and to work actively towards the eradication of all forms of discrimination against women in administration of justice.
• To promote by means of fair administration of justice all matters of family unity, child survival and development and in any other way to protect the sanctity of the family.
• To engage in research, studies, judicial exchange and training programs which contribute to the understanding of and resolution of critical legal issues affecting women, children and families.
• To exchange research findings and information with sister associations and other organizations engaged in the field of administration of justice as it affects in particular, women and children with a view to establishment of best practices.
• To support the International Association of Women Judges (IAWJ) in its activities and any other Women Judges Association.
1.2 ORGANIZATIONAL STRUCTURE

The constitution of KWJA provides for an Annual General Meeting as the supreme policy making body and an Executive Committee headed by the Chairperson as the governing body. The Executive Committee is assisted by 11 regional representatives. The day to day operations of KWJA are managed by a secretariat based in Nairobi at the Milimani Law Courts.

1.3 GOVERNANCE AND MANAGEMENT STRUCTURE

1.3.1 Executive Committee

The Executive Committee is made up of 6 officials and 3 co-opted members. The officials hold office for a period of 2 years. The office bearers are; the Chairperson, Vice Chairperson, Treasurer, Vice Treasurer, Secretary, and Vice Secretary.

1.3.2 Regional Representation

KWJA has 5 regions namely; Nairobi, Coast, Mount Kenya, Western and Rift Valley. The regions are headed by 2 regional representatives except Mt. Kenya region that has 3 representatives.

1.3.4 The Secretariat

The secretariat is based at the Milimani Law Courts in Nairobi. The Secretary is responsible for the efficient administration of the Secretariat of the Association and its activities.

1.4 JUSTIFICATION FOR A STRATEGIC PLAN

A strategic plan provides a road map for an organization and identifies the means by which the vision can be realized. This is the third strategic plan by the KWJA. The first strategic plan covered the period 2007-2011. The second strategic plan expires at the end of the year 2016. It is therefore important that KWJA reviews its achievements during the current strategic plan cycle and recalibrate for the next cycle.

1.5 STRATEGY PLANNING PROCESS

A consultant engaged for KWJA by the UN Women has guided the development of this Strategic Plan. The process involved a comprehensive desktop review of a broad range of materials on the activities of KWJA over the last nine years. A series of consultative forums starting with a members’ workshop held in Naivasha, followed by a number of focus group discussions involving the Executive Committee, women judges of the Court of Appeal, regional representatives and key stakeholders ensured
the process was as participatory as desired. During these consultative forums, an environmental scan was conducted to determine the external environment in which KWJA operates. A stakeholder analysis helped refine the organizational niche and identify opportunities for collaboration. A SWOT analysis revealed the strengths and weaknesses of KWJA as well as the threats to be taken into account and opportunities available. The members’ workshop identified the strategic issues from which the strategic objectives were developed and refined in subsequent consultative forums. It is the collective feeling of the membership of KWJA that the strategy planning process has taken into account the views of the membership and that this strategic plan is an accurate expression of the strategic direction that the members desire for KWJA.
Chapter 2
CHAPTER TWO: ENVIRONMENTAL ANALYSIS

2.1 KENYA’S DEVELOPMENT AGENDA AND THE VISION 2030

The Vision 2030 guides Kenya’s development agenda. “Vision 2030 envisages the creation of a “globally competitive and prosperous country with a high quality of life by 2030.” Kenya is to be transformed into “a newly industrialized, middle income country, providing high quality of life to all its citizens in a clear and secure environment.”

Vision 2030 is anchored on three pillars namely, economic, social and political. The Justice Law and Order sector impacts on all the three pillars. Economic development requires adherence to the rule of law, enhanced security and equitable access to and administration of justice. To maintain economic growth of at least 10% per annum, the country will be required to attract considerable amount of new investments. A responsive Judiciary will be required to adjudicate on the inevitable disputes that arise between economic operators. The Social Pillar seeks to create a just and cohesive society, enjoying equitable social development in a clean and secure environment. Again access to justice, for the vulnerable members of the society, which forms a key plank of the mission and vision of KWJA, is an indispensable component of the social agenda.

The Political Pillar envisions a country in which equality is entrenched, irrespective of one’s race, ethnicity, religion, gender or socio-economic status; a nation that respects and harnesses the diversity of peoples’ values, traditions and aspirations for the benefit of all citizens. It calls for the development and sustenance of “an issue-based people-centered, result-oriented and accountable political system”. KWJA members are part of the Judiciary and therefore, key players in the realization of the vision 2030 through the Judiciary Transformation Framework.

2.2 THE CONSTITUTION OF KENYA, 2010

The CoK 2010 with its progressive Bill of rights represents a radical paradigm shift in the management of public affairs. The special attention given to the vulnerable members of the society in their pursuit of justice resonates perfectly with the vision and mission of KWJA. Chapter Six and Thirteen of the CoK 2010 have raised the expectations on the part of Kenyans on the conduct of leaders and public servants. The core values of KWJA are a mirror image of the principles of public service set by the Constitution, the national values and principles of governance in article 10 and the standards of leadership and integrity captured by Chapter Six. A responsive Judiciary based on the principles of judicial service in article 159 requires judges & magistrates to go the extra mile in ensuring access to justice by the weak, vulnerable and technically challenged consumers of justice. Judges & magistrates are now to be subjected to a higher threshold of expected behavior and ethical standards. These constitutional ideals find practical expression in this strategic plan.
2.3 THE JUDICIARY TRANSFORMATION FRAMEWORK

The Judiciary Transformation Framework (JTF) is anchored on four distinct and interdependent pillars and ten overlapping key result areas which all have one overriding objective: To achieve access to expeditious delivery of justice to all. The four pillars are, people/user focused delivery of justice, transformative leadership, organizational culture and professional staff, adequate financial resources and physical infrastructure and lastly ICT as enabler.

KWJA recognized the challenges facing the Judiciary as it seeks to transform itself. By focusing on the weak, vulnerable and technically challenged consumers of justice, KWJA effectively anticipated the inevitability of transformation and set upon that path with a single-mindedness of purpose that has seen it progress commendably towards the realization of its vision. KWJA considers its vision of enhanced access to justice for women and children an important plank in realizing the dream of the JTF.

2.4 SUMMARY OF KEY ACHIEVEMENTS/MILESTONES FOR KWJA

2.4.1 Growth

The membership of the organization presently stands at 120, a significant increase from the initial three at the time of registration. During the last two strategic plan periods KWJA saw the number of women judges in the Kenya Judiciary increase from 18 to 53. This is largely a result of the promulgation of the 2010 Constitution. Part of the vision of KWJA is to ensure gender parity. KWJA is proud to say it played a significant part in lobbying for the constitutionalization of the gender parity principle.

2.4.2 Strategic planning

Strategic planning is presently considered an indispensable performance management tool. KWJA has had two previous strategic plans: 2007-2011 and 2012-2016. This is the third strategic plan.

2.4.3 Secretariat

In 2006 a secretariat was established to take charge of coordinating the day-to-day operational activities. Initially the secretariat was run entirely by volunteers. Over time, KWJA acquired full time staff through assistance from development partners. Currently the Secretariat has a program officer seconded from and paid by the judiciary, an accountant paid by KWJA and an intern.
2.4.5 Capacity building

In July 2015, KWJA through support from UNDP collaborated with the National Aids Control Council, and held a workshop for KWJA members on understanding the linkage between SGBV and HIV, with specific focus on women living with HIV. In 2014, KWJA organized a retreat where members were able to appraise themselves with various laws affecting women. This included the National Land Commission Act No 5 of 2012, the Land Act No 6 of 2012, the Land Registration act No 3 of 2012, and the Matrimonial Property Act 2014.

In May 2014, a delegation of 25 KWJA members – the largest number ever – attended the twelfth IAWJ Biennial Conference in Arusha, Tanzania. KWJA was also represented at the Africa Region Biennial IAWJ Conference hosted by South Africa chapter in Pretoria in 2015, the 13 IAWJ Biennial conference held in Washington DC in 2016. In 2012, KWJA members participated in the first association mentorship workshop that was supported by the International Development Law Organization (IDLO). In January 2009, IAWJ in partnership with the Kenyan Judiciary supported KWJA’s Women’s Leadership Training, which was attended by 14 KWJA members.

The Jurisprudence of Equality Programme (JEP), a brainchild of IAWJ, is a training programme focusing on the use of International Human Rights Instruments in advancing the rights of women, children and other vulnerable groups. The program was particularly useful before the enactment of the 2010 Constitution. The highlight of the programme was the training of 40 judicial officers on the use of international human rights instruments on SGBV cases. With the support of UN Women and The Commonwealth Secretariat, KWJA developed a training manual that was adopted by the Judiciary.

2.4.6 Family Law

KWJA spearheaded the establishment of the Family Division within the High Court, and simplified litigation in succession cases by lifting the statutory forms from the Succession Act, and making them readily available in the Family Division Registry at affordable fees. Similarly, the association was instrumental in the establishment of Children’s Courts countrywide, and training magistrates on how to handle children’s cases in line with international best practices.

2.4.4 Publications

KWJA has published various materials, most notable are:

- 2007/2008 Development of a training manual and compendium
on the implementation of the Sexual Offences Act

- 2007: The Bench Book on Family Law,
- 2008: Training Manual for Judges & magistrates on the Sexual Offences Act,
- 2008: Report on the Sexual Offences Act
- 2008: Compendium of Judgments on the Sexual Offences Act,
- 2008: Compendium of Judicial Decisions applying International Human Rights Instruments
- 2009: Training of Trainers Manual on Jurisprudence of Equality Programme,
- 2010: Compendium of Judicial Decisions applying International Human Rights Instruments,

2.4.8 Corporate Social Responsibility

KWJA has engaged in a number of Corporate Social Responsibility activities. The activities comprise visits to prisons, visits to children’s homes and visits to communities.

Visit to communities
- Korogocho Slum, Nairobi 2013
- Mji wa Wazee Home, Mombasa 2011.

Visit to children’s homes,
- Mji wa Salama Children’s Home, Mombasa 2010
- Imani Children’s Home, Malindi 2011

Prisons visits
- Langata Women’s Prison, Nairobi – 2013
- Individual members also support professional, educational and other basic needs of their communities and neighborhoods.

2.4.9 KWJA awareness week

In July 2013, KWJA held the first ‘KWJA Awareness Week’ to sensitize the community on Sexual and Gender Based Violence (SGBV) and the
rights of women, children and vulnerable groups. The activities included a breakfast meeting with development partners, a SGBV awareness match in the slums of Korokocho, led by the Kenya Prisons Band. There was a visit to the Langata Women’s Prison to talk on SGBV and the rights of women, children and vulnerable groups, and distribution of different food and other items donated by various partners, as well as presiding over the commutation of sentences and release of petty offenders from the prison.

2.4.10 Other activities

KWJA has also supported moot court competition at Riara University. Judges and Magistrates presided over the moot courts and gave valuable feedback to the participants. A mentorship programme led by the former Deputy Chief Justice Kalpana Rawal has also been initiated at the School of Law University of Nairobi.

2.5 ACHIEVEMENTS AND CHALLENGES OF THE STRATEGIC PLAN, 2012 - 2016

The following narrative summarizes the performance of KWJA on the strategic priorities in the 2012-2016 Strategic Plan.

**Strategic Priority 1: To create an enabling environment for accessing the courts and responsive justice for all.**

**KWJA was able to:**

1) Participate in one open day
2) Launch a “HeForShe” campaign in the Judiciary to create awareness on the need for gender equity
3) Train CUCs to create awareness in court process and GBV
4) Participate in community activities such as visiting children homes

**KWJA was unable to:**

1) Design, translate and publish laws and procedures on Family Law, Adoption Laws, Land Laws, Succession Laws, the Sexual Offenses Act and the Children’s Act.
2) Disseminate the publications through the provincial administration, CUCs, religious groups, and community groups.
3) Prepare and display informational pamphlets, fliers and charts.
4) Sensitize the public about the associations work in relation to that of the judiciary and the needs of the public.
5) Initiate educative and informative programmes on vernacular stations.
6) Initiate educative and informative TV programmes.
7) Set up Teddy Bear clinics in all high court stations.
8) Establish counseling units in every family division.
9) Carry out a needs assessment of the recurring challenges facing the vulnerable and marginalized groups in the justice system.

**Strategic Priority 2:**

**To undertake skills and knowledge enhancement for judicial officers and other stakeholders on human rights**

KWJA was able to:

1) Establish a resource center at Milimani Law Courts
2) Train judges & magistrates on Sexual Offences Act and Jurisprudence of equality, Family law, Children Act,
3) Train Executive Committee members of the Association on the Judiciary Sexual Harassment policy and Gender policy.
4) Visit Universities, law schools, and high schools to mentor students.

KWJA was unable to:

1) Design, publish and disseminate checklists for judicial officers and other stakeholders on human rights, gender and children’s rights
2) Establish resource centers at every High Court station
3) Design, publish, and disseminate simple publications related to the sexual offenses Act
4) Initiate a public awareness campaign on children’s rights using CUCs radio and TV programmes newspapers and other media
5) Disseminate/share judgements by members on key human rights issues via email, postings on the website and newsletter

**Strategic Priority 3:**

**To strengthen KWJA’s membership**

KWJA was able to: Increase its membership from 40 to 120.
KWJA was unable to: Hold annual colloquia to bring together new and old members to share experiences.

**Strategic Objective 4:**

**To engage the relevant authorities within the judiciary and others to promote and/or realize the vision and mission of the association**

KWJA was able to:

1) Engage with the Chief Justice and the Chief Registrar of the Judiciary for guidance
2) Regularly engage with court users through its interaction with CUCs
3) Initiate collaborations with WERK, ACCIK, and NACC.
4) Prepare a newsletter and a report on its activities, namely, ‘23 Years of Sisterhood’

KWJA was unable to:

1) Hold its own regional open days,
2) Publish and disseminate the report “23 Years of Sisterhood.
3) Engage women leaders in deliberations on issues of KWJA’s concerns
4) Hold high level colloquia and participate in joint programmes with other like-minded professional bodies such as FIDA, KEWOPA etc.
5) Collect and publish information gathered from the foregoing interactions.

**Strategic Priority 5:**

**To mobilize resources for all the associations activities**

KWJA was able to:

1) Engage with the judiciary for financial and material support
2) Obtain increased financial support from Judiciary.
3) Receive financial and technical support from development partners.
4) Recruit additional staff for the secretariat
5) Get a full time programme officer seconded and paid for by the Judiciary

KWJA was unable to:

1) Set up a fundraising committee to prepare proposals and engage with various partners
2) Purchase a motor Vehicle and adequate business machines for the secretariat

**2.6 SUMMARY OF CHALLENGES TO THE IMPLEMENTATION OF THE 2012 /2016 STRATEGIC PLAN**

1) During implementation of the 2012 - 2016 Strategic Plan, the association faced various challenges that must be addressed for this reviewed plan to be effectively realized. The main challenges included: A relatively weak secretariat
2) Suboptimal performance on the part of the implementing agents
3) The officials balancing between judicial work and the Association’s activities
4) Inadequate funds
5) lack of commitment by some members
6) Inconsistency in remittance of annual subscriptions.
7) Inadequate implementation of the monitoring and evaluation framework

Other less direct causes of the challenges included

1) Negative impact of the Judges and Magistrates’ Vetting Board on the membership,
2) Suboptimal understanding of the role and objectives of KWJA by important stakeholders and development partners,
3) Transfer of officials/active members to far flung areas,
2.7 LESSONS LEARNED DURING IMPLEMENTATION OF THE STRATEGIC PLAN 2012-2016

1. During the implementation of the past Plans, KWJA learnt the following lessons:
   1) The importance of an effective secretariat
   2) The need for resource mobilization
   3) The importance of a clear allocation of responsibilities and adoption of a result oriented management style
   4) The importance of formulating and implementing an effective Monitoring and Evaluation Framework
   5) The importance of a clear value proposition to the membership and the need for more opportunities for bonding amongst the members.
   6) The need for a structured communication function
   7) The need for stakeholder engagement
   8) The importance of a clear IEC strategy

2.8 PESTEL ANALYSIS

<table>
<thead>
<tr>
<th>ELEMENT</th>
<th>IMPACT ON KWJA</th>
<th>MITIGATION</th>
</tr>
</thead>
</table>
| POLITICAL | • Comparatively conducive & enabling political environment  
• Instances of non-compliance with court orders | • Relative non-interference from the political class  
• Negative impact on the access to justice for women & children | • Stakeholder engagement |
| ECONOMIC | • Austerity measures by treasury  
• Conditional donor support | • Reduction in funding levels  
• Reduced donor funding  
• Inability to fund KWJA activities | • Developing strategies to meet the conditions.  
• Develop strategies for financial self-reliance |
| SOCIAL | • Persistent negative cultural, social & religious practices that foster discrimination against women & children  
• Sub-optimal stakeholder understanding about the existence, role and objectives of KWJA | • Possible frustration on the part of the target groups leading to disillusionment with KWJA  
• Unrealistic expectations among the target groups | • Management of stakeholder expectations  
• Stakeholder engagement  
• Psycho-social support |
### TECHNOCICAL
- An explosion on the reach of social media
- Potential for negative or unwelcome publicity
- Potential for diminishing reach of the mainstream media
- Embrace technology
- Develop a strategy on the use of social media by KWJA and its membership

### LEGAL
- Progressive legal environment
- Increased opportunities for legal aid & representation
- Decentralization of Judicial / Legal services
- Increase in positive jurisprudence
- Supportive Constitutional dispensation
- Increased access to justice for women & children

## 2.9 SWOT ANALYSIS

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Many members are high ranking judges &amp; magistrates capable of engaging stakeholders in government, the private sector and civil society professionally&lt;br&gt;• Members have extensive training and experience as judges &amp; magistrates&lt;br&gt;• Members have access to opportunities for training as judges &amp; magistrates&lt;br&gt;• Members are strategically placed in all corners of the republic giving KWJA tremendous grass root reach&lt;br&gt;• Members have a structured engagement with litigants through the CUCs&lt;br&gt;• Members have interaction with litigants on a daily basis in the courts&lt;br&gt;• Members enjoy the tremendous respect and admiration for Judges &amp; magistrates in the country</td>
<td>• A weak and unstable financial base&lt;br&gt;• An undermanned and inadequately resourced secretariat&lt;br&gt;• Undeveloped corporate image and brand&lt;br&gt;• Misconceptions by potential members</td>
</tr>
</tbody>
</table>
2.10 EXTERNAL STAKEHOLDER ANALYSIS

The stakeholder analysis provides an assessment of the roles of various institutions and interest groups that KWJA will partner with in the promotion of human rights and gender equality in the quest to the realization of its mandate, vision, objectives and Strategic Priorities. The following table provides an analysis of KWJA’s partners and stakeholders their roles and mandate and possible areas of collaboration.
### 2.10.1 Stakeholder Analysis: Roles and Relationships

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>KWJA’s expectation</th>
<th>Stakeholder’s expectation</th>
</tr>
</thead>
</table>
| **Judiciary**                            | • Provide an enabling environment to the association by allowing judges & magistrates to attend to the association’s activities including training  
• Ring fence and provide adequate and timely financial resources  
• Formal allocation of roles by the Judiciary such as implementation of gender policy, and sexual harassment policy etc. | • Enhanced public access to the process of justice;  
• Empowered judges & magistrates who perform their duties more effectively and efficiently to enhance the judiciary’s image  
• Prudent management of allocated budgetary resources  
• Ensure compliance with Financial Regulations and Guidelines  
• Mobilise internal resources to supplement Government allocation |
| **The Office of the Attorney-General and Department of Justice** | • Embrace the jurisprudence of equality  
• Legal advice that respects the rule of law, the principles of human rights and gender equality as stipulated in the Constitution and international Instruments | • Just and expeditious disposition of cases  
• Adherence to the rule of law, principles of human rights, gender equality and the constitutional provisions |
| **Office of the DPP**                    | • Well investigated and competently prosecuted cases | • Just and expeditious disposition of cases |
| **CUCs**                                 | • Disseminate information about judicial processes and procedures to the public  
• Get feedback | • Quick and expeditious disposition of cases due to an informed citizenry. |
| **The Police Service**                   | • Professionalism in investigations and conducting their duties  
• Collaborate with the Judiciary and other players in the Justice chain | • Speedy determination of cases  
• Good working relations. |
<p>| <strong>The Probation Department</strong>             | • Make social inquiries about victims and provide impact reports | • Application of non-custodial sentences under the Community Services order Act and the Probation of Offenders Act effectively |</p>
<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>KWJA’s expectation</th>
<th>Stakeholder's expectation</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Children’s Department</td>
<td>• Provide social inquiry reports</td>
<td>• Speedy dispensation of justice</td>
</tr>
<tr>
<td></td>
<td>• Foster, adoption and guardianship for the welfare of the children and their rights</td>
<td>• Uphold children’s rights</td>
</tr>
<tr>
<td></td>
<td>• Secure the best interest of the child in family issues</td>
<td></td>
</tr>
<tr>
<td>• Law Society of Kenya</td>
<td>• Perform their role as stipulated in the LSK Act.</td>
<td>• Effective and efficient case management</td>
</tr>
<tr>
<td></td>
<td>• Uphold professional standards and ethics</td>
<td>• Share relevant information</td>
</tr>
<tr>
<td></td>
<td>• Offer free legal services to indigent litigants.</td>
<td>• Transparency and accountability</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Create a culture that supports access to justice</td>
</tr>
<tr>
<td>• KMJA</td>
<td>• Enhance the welfare of all Judges and magistrates</td>
<td>• Speedy and expeditious disposition of cases.</td>
</tr>
<tr>
<td></td>
<td>• Partnership and collaboration</td>
<td>• Partnership and collaboration</td>
</tr>
<tr>
<td></td>
<td>• Shared values and principles on the rule of law</td>
<td>• Shared values and principles on the rule of law</td>
</tr>
<tr>
<td>• The Kenya School of Law</td>
<td>• Sensitize the students on the jurisprudence of equality</td>
<td>• Mentor the students</td>
</tr>
<tr>
<td></td>
<td>• Encourage students to volunteer as interns</td>
<td>• Offer internship opportunities</td>
</tr>
<tr>
<td></td>
<td>• Ensuring that course content conforms with developments/changes in law</td>
<td></td>
</tr>
<tr>
<td>• The Kenya Law Reform Commission</td>
<td>• Update all Kenya laws as and when necessary</td>
<td>• Give feedback on user friendliness of Kenya Law</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Share decisions with Kenya Law</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Cite precedent in rulings</td>
</tr>
<tr>
<td>• KEWOPA</td>
<td>• Lobby for the enactment of gender and child sensitive laws and legislation.</td>
<td>• Implementation of the rights of women, children and the vulnerable groups.</td>
</tr>
<tr>
<td>• Development and strategic partners</td>
<td>• Provision of financial and/or technical assistance and commitment to partnership agreements</td>
<td>• Efficient utilization of donations and grants</td>
</tr>
<tr>
<td></td>
<td>• Timely support and disbursement of funds.</td>
<td>• Information on funded projects outputs</td>
</tr>
<tr>
<td></td>
<td>• Facilitation of industry linkages</td>
<td>• Transparency and accountability by KWJA</td>
</tr>
<tr>
<td>Stakeholders</td>
<td>KWJA's expectation</td>
<td>Stakeholder's expectation</td>
</tr>
<tr>
<td>--------------</td>
<td>--------------------</td>
<td>--------------------------</td>
</tr>
</tbody>
</table>
| NACC         | • Collaboration and partnership in promoting respect for persons living with HIV/AIDS | • Collaboration and partnership in promoting respect for persons living with HIV/AIDS  
• That the rights of persons living with HIV/AIDS be respected in the justice system  
• Progressive jurisprudence on HIV/AIDS |
| WERK         | • Collaboration and partnership in conducting research on KWJA focus areas  
• Sharing of research findings | • Sharing of jurisprudence on KWJA focus areas that can inform research  
• Collaboration and partnership in conducting research on KWJA focus areas |
2.11 KEY PLANNING ASSUMPTIONS

The strategic direction, plans and supporting budgets presented in this Strategic Plan for the period 2017-2021, are based on the key planning assumptions set out below:

- The political social and economic environment will remain stable;
- That the Judiciary will continue to recognize and support KWJA as an important partner in the Judiciary Transformation Framework;
- That KWJA will continue to rely on key support from the Judiciary on financial, administrative and infrastructural matters until KWJA develops its own capacity;
- That KWJA will continue to retain the existing secretariat staff seconded from and paid by the Judiciary until such time that KWJA will be able to acquire and train its own staff;
- That the membership will grow;
- That support from development partners will continue;
Chapter 3
CHAPTER THREE: STRATEGIC DIRECTION

3.1 VISION, MISSION AND CORE VALUES

The strategic plan for 2012-2016 is coming to an end thus there is a need to reassess the strategies that have driven KWJA’s ultimate goal of delivering access to justice for all. As KWJA celebrates the successes of the current plan period, it is important to recognize the setbacks that were experienced and focus on how to address them. In this chapter KWJA redefines its vision, mission and core values. It further prioritizes its objectives for the new plan period and proposes strategies for the implementation of the objectives.

3.1.1 VISION

‘A leading association in Kenya of women Judges and Magistrates that promote human rights, gender parity and access to justice for women and children.’

Vision - A leading association in Kenya of women Judges and Magistrates that promote human rights, with special focus on gender parity and access to justice for women and children.

3.1.2 MISSION STATEMENT

‘To promote human rights, gender parity and enhance access to justice for women and children through empowerment, awareness creation and development of jurisprudence of equality.’

3.1.3 SLOGAN

Empower women empower the nation.

3.1.4 CORE VALUES

The core values of the association are:

- Integrity
- Professionalism
- Equity
- Efficiency
- Independence and Impartiality
- Accountability and Transparency

3.4 STRATEGIC ISSUES, OBJECTIVES AND STRATEGIES

This section identifies the key strategic issues, objectives and strategies.
3.4.1 STRATEGIC ISSUES

The identified strategic issues, as informed by KWJA objects and the situational analysis are as follows:

- Governance and institutional capacity
- Funding challenges
- Skills gap and attitude issues among the dispensers of justice
- Overlapping objectives and duplication of roles.
- Facilitation of access to justice
- Public and stakeholder perception about KWJA

3.4.2 STRATEGIC OBJECTIVES

The following are KWJA’s strategic objectives:

- To strengthen the governance structure and institutional capacity of KWJA
- To improve the financial sustainability of KWJA
- To empower judges & magistrates, staff and stakeholders to respect and uphold the rights of women and Children.
- Stakeholder engagement with a view to clarifying the objectives of KWJA
- To create an enabling environment in the justice system that facilitates access to justice by women and children
- To formulate and implement an Information, Education and Communication (IEC) Strategy
3.4.3 STRATEGIES

The objectives and issues will be operationalized through development and implementation of the strategies shown in the table below.

<table>
<thead>
<tr>
<th>STRATEGIC ISSUE</th>
<th>STRATEGIC OBJECTIVE</th>
<th>IMPLEMENTATION STRATEGIES</th>
</tr>
</thead>
</table>
| • Governance and institutional capacity | • Strengthen the governance structure and institutional capacity of KWJA          | • Review the KWJA Constitution  
• Rebrand the KWJA  
• Recruit and retain active members  
• Build capacity in the leadership of KWJA  
• Capacity building for KWJA secretariat  
• Conduct outreach activities  
• Start a volunteer programme  
• Collaborate with stakeholders                                                                 |
| • Funding challenges                 | • Improve the financial sustainability of KWJA                                    | • Develop a resource mobilization plan  
• Establish a resource mobilization committee  
• Recruitment more members  
• Engage with the Judiciary for specific allocation of resources to KWJA  
• Engage with the judiciary with a view to ring fencing funds allocated to KWJA  
• Identify other sources of funding  
• Institutionalize accountability and transparency  
• Develop funding proposals                                                                 |
| • Skills gap/attitude issues among the dispensers of justice | • Empower judges & magistrates, staff and other stakeholders in the justice system to respect and uphold the rights of women & children | • Sensitize judges and magistrates, judicial staff and other stakeholders in the justice process  
• Promote CJE in KWJA focus areas for judges & magistrates & CPD for judicial staff and other stakeholders  
• Establish a mentorship programme  
• Provide counselling support for judges & magistrates dealing with SGBV  
• Establish resource centers and support research on KWJA focus areas  
• Convene conferences/seminars or conduct workshops on KWJA focus areas  
• Develop accredited modules in KWJA focus areas  
• Review and update the compendia and training manuals  
• Provide psychosocial support |
| • Overlapping objectives and duplication of roles | • Engage stakeholders with a view to clarifying the objectives of KWJA | • Clarify vision, identify niche role | • Engage stakeholders with a view to clarifying the objectives of KWJA |
| • Facilitate access to justice | • Create an enabling environment in the justice system that facilitates access to justice by women and children | • To spearhead the implementation of the Judiciary Gender Policy and Sexual Harassment Policy | • To spearhead the implementation of the Judiciary Gender Policy and Sexual Harassment Policy |
| • Public and stakeholder perception about KWJA | • Formulate and implement a public relations strategy | • Develop and disseminate IEC materials | • Develop and disseminate IEC materials |
| • Facilitate access to justice | | • Conduct outreach programmes | • Conduct outreach programmes |

- Overlapping objectives and duplication of roles
- Engage stakeholders with a view to clarifying the objectives of KWJA
- Clarify vision, identify niche role
- Engage stakeholders with a view to clarifying the objectives of KWJA
- To spearhead the implementation of the Judiciary Gender Policy and Sexual Harassment Policy
- Create an enabling environment in the justice system that facilitates access to justice by women and children
- To spearhead the implementation of the Judiciary Gender Policy and Sexual Harassment Policy
- Train CUCs
- IEC Materials
- Initiate counselling support for litigants
- Mentorship programs for young women and children
- Influencing law reform and policy
- Creating a friendly environment for childcare in the court stations
- Public and stakeholder perception about KWJA
- Formulate and implement a public relations strategy
- Develop and disseminate IEC materials
- Conduct outreach programmes
Chapter 4
CHAPTER 4: IMPLEMENTATION ARRANGEMENTS

4.1 INSTITUTIONAL CAPACITY AND OPERATIONAL PREPAREDNESS

KWJA is well prepared for the functions envisaged. KWJA enjoys certain distinctive features that set it apart from other organizations with comparable objectives. KWJA members are conveniently placed in the court system and have regular and structured contact with court users. Many members are high ranking judges & magistrates with extensive training, expertise and experience; and who enjoy tremendous respect and admiration for the work that they do. The members also have access to opportunities for training in their capacities as judges & magistrates. There is however concern about the unstable and unpredictable resource base and an erroneous misconception about what KWJA is all about.

4.2 IMPLEMENTATION FRAMEWORK

The implementation framework is provided in appendix I

4.3 CRITICAL SUCCESS FACTORS FOR IMPLEMENTATION

KWJA has identified the following critical factors that it will need to observe for the successful implementation of the Strategy:

- Leadership and commitment;
- Resource mobilization
- Member sensitization
- Understanding of the Strategy by all those who are involved in its implementation;
- Effective communication between all implementers on activities and outcomes;
- Timely implementation of activities;
- Appropriate organizational structure and allocation of resources as identified for each activity;
- Effective translation of strategic plan targets to work plans and targets; and
- Regular review, performance oversight, monitoring measurement and reporting.

4.4 MANAGING CHANGE

KWJA will develop its Change Management Plan (CMP) with a view to aligning the institution with the external and internal environment. The CMP will combine the three elements of change: structural, technological and people change and should translate into;

- Improved internal coordination and communication
- Revamping of the secretariat and a transfer of operational functions from the executive committee to the secretariat
- Paradigm shift from focusing on processes to focusing on targeted results.
4.5 PERFORMANCE MANAGEMENT

The fact that the strategic objectives of the SP 2012-2016 were substantially achieved demonstrates that performance is well managed at KWJA; however, stakeholders increasingly expect better quality of service delivery. Advances in information technology make it possible for organizations to leverage on information technology to exponentially improve on service delivery qualitatively and quantitatively. During the current plan period, KWJA embraces the following strategies to improve performance;

- A willingness to seek new and innovative ways of service delivery to the customers.
- Building the capacity of its leadership
- Revamping the secretariat
- Investing in nurturing talent at the secretariat by increasing budgetary provisions on staff recruitment, development and retention
- Revamping regional activities
- Adopting performance management

4.6 MEMBER AND EMPLOYEE MOTIVATION

The task of implementing this strategic plan is primarily the responsibility of all members the executive committee and the secretariat. However, the members of the executive committee and the regional representatives have the primary responsibility of implementing the strategic plan. The secretariat staff also have an important role to play; therefore, KWJA will identify ways in which all those involved in implementing this strategic plan will be motivated to deliver on their performance targets. Policies to support the implementation of this plan will be sensitive to the issue of member and staff motivation.

4.7 MANAGING STRATEGIC PARTNERSHIPS

KWJA is potentially involved with a wide array of stakeholders at the national, county, regional and international levels. KWJA will strengthen its strategic partnership with organizations within the public and private sectors as well as civil society not only in Kenya but also regionally and internationally. Within the plan period, KWJA will take the following steps:

- Conduct a comprehensive stakeholders’ analysis to develop a database of existing and potential partners, the common and conflicting interests and formulate strategies for engagement.
- Identify special partners that can have significant influence on the implementation of the Strategic Plan. These will include organizations and individuals on the supply and demand side as well as development partners.
- Develop clear protocols for engaging stakeholders, partners and collaborators
- Develop and manage consultative mechanisms with key stakeholders.
4.8 MAINSTREAMING HUMAN RIGHTS, GENDER AND DIVERSITY

In line with the letter and the spirit of the Constitution of Kenya 2010, KWJA will incorporate human rights components in its programmes activities. Judicial professionals are required to be fully conversant with the Bill of Rights and its implication for Kenyans. Judges & magistrates also have to fully appreciate the rights of the minorities, women, people with disabilities, marginalized groups and other special interest groups and to integrate the rights of these vulnerable groups in the jurisprudence coming from the courts. Towards this end KWJA will sustain the push for the development of the jurisprudence of equality through appropriate training and dissemination of information to its members.

4.9 RESOURCE MOBILIZATION AND UTILIZATION.

KWJA will develop and implement a resource mobilization and utilization plan. This is in view of the ambitious plans that KWJA has formulated in this strategic plan cycle. Given the prospects of reduced funding from the Exchequer for all institutions, including the Judiciary, KWJA will devise strategies of diversifying its funding portfolio by generating new ways of resource mobilization.

In the light of increased competition for donor funding and increasingly stiffer donor conditionalities KWJA will seek ways and develop mechanisms for attracting, retaining and enhancing donor funding. More importantly, KWJA will formulate a resource utilization plan on prudent management.
Chapter 5
CHAPTER 5: RISK ANALYSIS

This part deals with the kind of risks that may be experienced during the implementation of the Strategic Plan and the various strategies that may be employed to mitigate the risks.

<table>
<thead>
<tr>
<th>Risk</th>
<th>Impact</th>
<th>Mitigation Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Competition from other organizations with a comparable mandate</td>
<td>• Stiffer competition for funds</td>
<td>• Clarification of niche</td>
</tr>
<tr>
<td></td>
<td>• Risk of being outdone</td>
<td>• Leverage of core competencies and differentiators</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Vibrancy and visibility</td>
</tr>
<tr>
<td>• Inadequate funding from Government(read judiciary)</td>
<td>• Reduced capacity to fund the plan</td>
<td>• Fiscal discipline</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Diversify sources of funding</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Optimize the use of existing resources</td>
</tr>
<tr>
<td>• High staff turnover at the secretariat</td>
<td>• Loss of well-trained personnel</td>
<td>• Introduce competitive employment benefits</td>
</tr>
<tr>
<td></td>
<td>• Increased training budget</td>
<td>• Increased reliance on a team of committed volunteers</td>
</tr>
<tr>
<td></td>
<td>• Disruption of programme</td>
<td></td>
</tr>
<tr>
<td>• Transitional issues in the leadership of the Judiciary</td>
<td>• Possibility of reduced support of KWJA by the leadership of the Judiciary</td>
<td>• Stakeholder engagement</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Reduced reliance on the Judiciary for financial and administrative support</td>
</tr>
</tbody>
</table>
Chapter 6
CHAPTER SIX: MONITORING AND EVALUATION

6.1 MONITORING AND EVALUATION STRATEGIES

The Strategic Plan will be continually and periodically appraised of progress being made and results being realized. Monitoring and evaluation are vital for two reasons: it enables follow up and intervention in case of deviation from the Plan. It also enables the leadership of KWJA, and the secretariat to build value for money statements that can be part of the periodic reporting. As part of the strategic planning, therefore, a monitoring and evaluation mechanism will be established with the following guidelines:

- Indicators, both qualitative and quantitative will be identified for each of the inputs and outputs
- Baseline data will be collected for each of the indicators
- Resources will be mobilized for monitoring and evaluation
- Frequency of review will be determined in terms of whether it is short term, such as monitoring, or long term as in evaluation
- The basis of monitoring is outputs while that of evaluation is outcomes.

The Result Framework Matrix is annexed as ‘Appendix A’

6.1.1 STRATEGY IMPLEMENTATION TEAM

KWJA will establish a ‘Strategy Implementation Team’ to follow up and ensure that strategies are being implemented, performance is being measured, progress reports are made and discussed and corrective action is taken where necessary.

6.1.2 UTILIZING THE BALANCE SCORECARD (BSC)

KWJA will utilize a performance management system such as the BSC or other performance management systems to link operational actions with the strategic goals.

6.1.3 CASCADING THE PLAN TO ALL REGIONS

The strategic plan must translate to work. The Plan will therefore be cascaded to the regions. This will help members understand and plan for their respective roles.

6.1.4 REGIONAL ANNUAL WORK PLANS

Detailed work plans with clear performance indicators and responsibility for their achievement will be developed. Key indicators that will inform leadership decision-making will be identified and the frequency of reporting on these indicators will be determined. This will form the foundation of the M&E system
6.1.5 DATA AND INFORMATION COLLECTION PROCEDURES

Data and information collection templates and procedures will be developed to measure performance as per the indicators and report to the leadership. The reports will describe actions taken by all concerned toward achieving the specific strategies of the Plan and will include achievements, challenges and emerging issues, costs, benefits and recommendations.

6.1.6 REGULAR MEETINGS

Monthly review meetings at levels will be scheduled to ensure implementation is on track. At least quarterly review meetings at Executive Committee level will be scheduled to get and give feedback. The Strategic Plan and its implementation is a responsibility of the Executive Committee. Therefore progress reporting will be an Agenda Item in all Executive Committee Meetings.

6.2 STRATEGIC PLAN REVIEW

The Strategic Plan will be reviewed annually and at the mid-term to ensure that it remains relevant, feasible and delivers outputs that contribute to sustainable development. Annual review will evaluate the year’s activities and indicate the extent to which KWJA has implemented the Plan. A comprehensive review of the strategic plan will be undertaken at the end of the third year.
Appendices
## APPENDICES

### APPENDIX A: RESULT FRAMEWORK MATRIX

**Strategic Objective 1: To strengthen the governance and institutional capacity of KWJA**

**Outcome. A strong, vibrant and increasingly visible KWJA**

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Performance Indicator</th>
<th>Means of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>• More active members</td>
<td>• Number of new members</td>
<td>• Register of members</td>
<td>• Commitment on the part of existing and potential members</td>
</tr>
<tr>
<td>• More revenue from subscriptions</td>
<td>• Amount of revenue from subscriptions</td>
<td>• Financial reports</td>
<td>• Availability of funds</td>
</tr>
<tr>
<td>• KWJA Constitution reviewed</td>
<td>• The review process</td>
<td>• A reviewed KWJA Constitution</td>
<td>• A resolution to review KWJA Constitution</td>
</tr>
<tr>
<td>• An empowered leadership</td>
<td>• Capacity building activities</td>
<td>• Activity reports</td>
<td>• Goodwill from the Judiciary.</td>
</tr>
<tr>
<td>• transfer of most operational activities to the secretariat</td>
<td>• An organogram</td>
<td>• Job description for the secretariat</td>
<td></td>
</tr>
</tbody>
</table>
| • More outreach activities  
• A volunteer programme | • Outreach activities | • Reports |     |
## Strategic Objective 2: To improve the financial sustainability of KWJA

### Outcome: Adequate resources to implement the strategic plan

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Performance Indicator</th>
<th>Means of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Adequate resources to fund the association's activities</td>
<td>• The amount of funding secured</td>
<td>• Financial reports</td>
<td>Continued goodwill of stakeholder community and development partners</td>
</tr>
<tr>
<td>• Resource mobilization strategy/plan in place</td>
<td>• Resource mobilization strategy</td>
<td>• Resource mobilization Strategy</td>
<td></td>
</tr>
<tr>
<td>• Alternative sources of funding identified</td>
<td>• Amount of funds from alternative sources</td>
<td>• Activity reports</td>
<td></td>
</tr>
<tr>
<td>• Stakeholder orientation institutionalized within KWJA</td>
<td>• Members and staff sensitized on stakeholder orientation</td>
<td>• Activity reports</td>
<td></td>
</tr>
<tr>
<td>• Resource mobilization committee in place</td>
<td>• Resource mobilization activities</td>
<td>• Activity reports</td>
<td></td>
</tr>
<tr>
<td>• More members join KWJA</td>
<td>• Number of new members</td>
<td>• Financial reports</td>
<td></td>
</tr>
<tr>
<td>• Funding proposals generated</td>
<td>• Funding proposals</td>
<td>• Funding proposals</td>
<td></td>
</tr>
<tr>
<td>• Enhanced financial probity/ Institutionalize accountability and transparency</td>
<td>• ICT based finance management system in place</td>
<td>• Audit reports with audit findings and recommendations</td>
<td></td>
</tr>
<tr>
<td>• Regular financial and systems audits</td>
<td>• Audit plans developed and implemented</td>
<td>• Finance procedures and manuals</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Analytical reviews</td>
<td>• ICT based financial management system</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Audit Reports</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Strategic Objective 3: To empower judges & magistrates, staff and other stakeholders in the justice system to respect and uphold the rights of women and children

Outcome: Entrenched jurisprudence of equality in the judicial system

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Performance Indicator</th>
<th>Means of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
</table>
| • Sensitized judges & magistrates, judicial staff and other stakeholders in the justice process | • Sensitization workshops  
• Gender and child friendly jurisprudence | • Workshop reports  
• Training reports  
• Law reports | • Goodwill from the judiciary  
• Support from stakeholders  
• Commitment on the part of members  
• Availability of funds |
| • CJE promoted in KWJA focus areas for judges & magistrates & CPD for judicial staff and other stakeholders. | • Promotional activities  
• Curriculum development and review processes | • Activity reports  
• Curriculum development and review reports  
• New and revised or updated curricula | |
| • Mentorship programme established | • Mentorship programme activities | • Activity reports | |
| • Counselling support for judges & magistrates dealing with SGBV institutionalized | • Counselling activities | • Structures policies and procedures in place  
• Activity reports | |
| • Resource centres established. | • Resource centre | • Reports | |
| • Research on KWJA focus areas supported | • Research activities  
• Research protocols | • Research proposals  
• Research Reports | |
<p>| • Conferences/seminars or workshops on KWJA focus areas convened or conducted. | • Conferences and seminars | • Conference and seminar reports | |</p>
<table>
<thead>
<tr>
<th>Outputs</th>
<th>Performance Indicators</th>
<th>Means of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
</table>
| • Clarified vision, and niche | • A refined vision and mission statement | • Strategic plan | • Availability of funds  
| | | | • Continued goodwill of stakeholders and partners. |
| • Stakeholders mapped and identified | • Mapping activity | • Report | |
| • Protocols for engaging stakeholders developed | • Protocols development in process | • Reports  
| | | • Protocols  
| | | • Draft MOU/MOA developed | |
| • Stakeholders sensitized | • Sensitization activities | • Reports | |
| • More partnerships and collaborations. | • Meetings  
<p>| | | • Correspondences | • MOUs /MOAs with collaborators signed and implemented |</p>
<table>
<thead>
<tr>
<th>Outputs</th>
<th>Performance Indicators</th>
<th>Means of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>• CUC members trained</td>
<td>• Training programmes and materials</td>
<td>• Reports</td>
<td>• Availability of funds</td>
</tr>
<tr>
<td>• IEC Materials developed and disseminated.</td>
<td>• IEC Development processes • Dissemination activities</td>
<td>• Reports</td>
<td>• Availability of funds/Goodwill from the Judiciary</td>
</tr>
<tr>
<td>• Counselling support for litigants institutionalized.</td>
<td>• Counselling activities • Number of counsellors</td>
<td>• Structures policies and procedures • Reports</td>
<td>• Willingness of the members to act as mentors</td>
</tr>
<tr>
<td>• Mentorship programs institutionalized</td>
<td>• Mentorship structures • Number of mentors</td>
<td>• Reports</td>
<td>• Goodwill of the policy makers</td>
</tr>
<tr>
<td>• law reform and policy influenced</td>
<td>• Lobbying activities</td>
<td>• Reports</td>
<td></td>
</tr>
<tr>
<td>• Facilities for childcare in the court stations provided.</td>
<td>• IEEC Materials • Infrastructure, policies and procedures</td>
<td>• IEEC Materials • Infrastructure, policies and procedures. • Monitoring and Evaluation reports</td>
<td></td>
</tr>
</tbody>
</table>
### Strategic Objective 6: To formulate Information, Education and Communication (IEC) Strategy

**Outcome:** Rebranded KWJA Improved public image and stakeholder trust

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Performance Indicators</th>
<th>Means of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
</table>
| • IEC needs assessed  
  • IEC strategy that is responsive to users’ needs developed and implemented  
  • Increased audience participation in outreach activities.  
  • Traditional and modern channels of communication incorporated  
  • Monitoring and Evaluation systems developed. | • IEC strategy  
  • Number and quality of audience participation events  
  • Positive feedback from public | • IEC materials  
  • Strategy documents  
  • Suggestion box  
  • Feedback received  
  • Reports | • Availability of funding support |
## 2. APPENDIX B: IMPLEMENTATION MATRIX 2017 -2021

**Strategic Issue: Governance and institutional capacity**

### Strategic Objective 1: Strengthen the governance and institutional capacity of KWJA

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Activities</th>
<th>Output</th>
<th>Performance Indicator</th>
<th>Timeframe</th>
<th>Responsibility</th>
<th>Additional Resources Required (TA)</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruit and retain active members</td>
<td>Membership drive</td>
<td>More active members</td>
<td>Number of new members</td>
<td>The first two years</td>
<td>Secretariat</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>More revenue from subscriptions</td>
<td>Amount of revenue from subscriptions</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capacity building for the leadership</td>
<td>Training/seminars/ Team Building workshops for executive committee</td>
<td>An empowered leadership</td>
<td>Capacity building activities</td>
<td>The first two years</td>
<td>Executive Committee Secretariat</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>An organogram</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capacity building for KWJA secretariat</td>
<td>Training/seminars/ Team building workshops for Secretariat Recruit staff Set up a quality management system Purchase a vehicle for the secretariat Purchase office equipment for the secretariat</td>
<td>An organogram Job descriptions An empowered secretariat Effective and efficient governance structure</td>
<td>Capacity building activities</td>
<td>The first two years</td>
<td>Executive Committee Secretariat</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activity</td>
<td>Description</td>
<td>Recommendations / KWJA Constitution reviewed</td>
<td>Reports Draft/Reviewed Constitution</td>
<td>The first two years</td>
<td>Executive Committee Secretariat</td>
<td>Cost (KES)</td>
<td></td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>-----------------------------------------------</td>
<td>-------------------------------------</td>
<td>---------------------</td>
<td>----------------------------------</td>
<td>------------</td>
<td></td>
</tr>
<tr>
<td>Reviewing the KWJA Constitution</td>
<td>Constitution review Workshops, seminars</td>
<td>Recommendations / KWJA Constitution reviewed.</td>
<td>Reports Draft/Reviewed Constitution</td>
<td>The first two years</td>
<td>Executive Committee Secretariat</td>
<td>2,000,000</td>
<td></td>
</tr>
<tr>
<td>Conduct outreach activities</td>
<td>Outreach activities</td>
<td>More outreach activities</td>
<td>Reports</td>
<td>Throughout the plan period</td>
<td>Executive Committee Secretariat</td>
<td>5,000,000</td>
<td></td>
</tr>
<tr>
<td>Start a volunteer programme</td>
<td>Recruitment drive for volunteers</td>
<td>A volunteer programme</td>
<td>Number of volunteers</td>
<td>Throughout the plan period</td>
<td>Executive Committee Secretariat at All members</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mid-term review of the strategic plan</td>
<td>Engage a consultant Hold workshops to review the plan Hold a validation workshop</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2,500,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>24,500,000</strong></td>
<td></td>
</tr>
</tbody>
</table>
## Strategic Issue: Financial stability

### Strategic Objective 2: Improve the financial sustainability of KWJA

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Activities</th>
<th>Output</th>
<th>Performance Indicator</th>
<th>Timeframe</th>
<th>Responsibility</th>
<th>Additional Resources Required (TA)</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop a resource mobilization plan</td>
<td>Resource mobilization plan developed</td>
<td>Resource mobilization plan</td>
<td>Consultant appointed Plan validated</td>
<td>The first one year</td>
<td>The Executive Committee The secretariat</td>
<td></td>
<td>1,500,000</td>
</tr>
<tr>
<td>Appoint a resource mobilization team</td>
<td>Appointment of team members Train team members on resource mobilization</td>
<td>A resource mobilization team</td>
<td>Meetings</td>
<td>The first one year</td>
<td>The Executive Committee</td>
<td></td>
<td>500,000</td>
</tr>
<tr>
<td>Mobilize resources from alternative sources</td>
<td>Alternative sources of funds mapped identified Generate more funding proposals</td>
<td>More revenue More funded activities</td>
<td>Amount of revenue from alternative sources Funding proposals Alternative sources</td>
<td>The first one year</td>
<td>The Executive Committee The secretariat</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enhanced financial probity/ Institutionalize accountability and transparency</td>
<td>Develop procedures and manuals for financial management Set up an ICT based finance management system</td>
<td>Manuals and procedures</td>
<td>Consultant appointed Plan validated</td>
<td>The first one year</td>
<td>The Executive Committee The secretariat</td>
<td></td>
<td>1,000,000</td>
</tr>
<tr>
<td>Increase the number of active members</td>
<td>Membership drive Regional meetings</td>
<td>More members recruited</td>
<td>Number of members Revenue from members</td>
<td>Throughout the plan</td>
<td>The executive Committee The secretariat All members</td>
<td></td>
<td>1,000,000</td>
</tr>
<tr>
<td>Collaborate with stakeholders and collaborations</td>
<td>Enter into partnerships and collaborations</td>
<td>More collaborative activities</td>
<td>Number of collaborators and partners</td>
<td>Throughout the plan</td>
<td>The executive Committee The secretariat</td>
<td></td>
<td>4,000,000</td>
</tr>
</tbody>
</table>
Strategic Issue: skill gaps / attitude issues

Strategic Objective 3: Enhance the knowledge skills, and change the attitudes of judges & magistrates and judicial staff and other stakeholders dispensing justice to women and children

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Activities</th>
<th>Output</th>
<th>Performance Indicator</th>
<th>Timeframe</th>
<th>Responsibility/Partnership</th>
<th>Additional Resources Required (TA)</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Train judges magistrates and other stakeholders dispensing justice to women and children Promote the jurisprudence of equality</td>
<td>Sensitize judges &amp; magistrates, judicial staff and other stakeholders in the justice process Promote CJE in KWJA focus areas for judges &amp; magistrates &amp; CPD for judicial staff and other stakeholders Set up an interactive website Develop checklists on the sexual offenses act, children’s act and constitution of Kenya</td>
<td>Sensitized judges &amp; magistrates, judicial staff and other stakeholders in the justice process CJE promoted in KWJA focus areas for judges &amp; magistrates &amp; CPD for judicial staff and other stakeholders More compendia developed, existing ones and updated Predictable and consistent judgements on KWJA focus areas</td>
<td>Sensitization workshops Curriculum in KWJA focus areas developed and Gender and child friendly jurisprudence Structures policies and procedures in place Conferences and seminar held</td>
<td>Throughout the plan</td>
<td>Executive Committee Secretariat</td>
<td>10,000,000</td>
<td></td>
</tr>
<tr>
<td>Develop update or revise training manuals and curricular</td>
<td>Curriculum and training manual development processes Develop and update compendia on jurisprudence of equality</td>
<td>New, updated and revised curricular and training manuals Develop and update compendia on jurisprudence of equality</td>
<td>Consultant appointed Updated manuals Updated curriculum New compendia Updated compendia</td>
<td>The first one year</td>
<td>Executive Committee Secretariat</td>
<td>10,000,000</td>
<td></td>
</tr>
<tr>
<td>Establish a mentorship programme</td>
<td>Development of structures policies and procedures</td>
<td>Mentorship programme established</td>
<td>Number of counsellors</td>
<td>Number of persons mentored</td>
<td>Throughout the plan</td>
<td>The Executive Committee</td>
<td>The secretariat</td>
</tr>
<tr>
<td>---------------------------------</td>
<td>---------------------------------------------</td>
<td>----------------------------------</td>
<td>-----------------------</td>
<td>--------------------------</td>
<td>---------------------</td>
<td>------------------------</td>
<td>---------------</td>
</tr>
<tr>
<td>Provide counselling support for judges &amp; magistrates dealing with SGBV</td>
<td>Development of structures policies and procedures</td>
<td>Counselling support for judges &amp; magistrates dealing with SGBV institutionalized</td>
<td>Number of counsellors</td>
<td>Number of persons counselled</td>
<td>Throughout the plan</td>
<td>The Executive Committee</td>
<td>The secretariat</td>
</tr>
<tr>
<td>Establish resource centers in selected court stations and support research on KWJA focus areas</td>
<td>Identification of resource center</td>
<td>Development of research policy</td>
<td>Resource centers established</td>
<td>Research on KWJA focus areas supported</td>
<td>Research protocols</td>
<td>Research proposals</td>
<td>Research activities</td>
</tr>
<tr>
<td>Convene conferences /seminars or conduct workshops on KWJA focus areas</td>
<td>Preparation for workshops</td>
<td>Conferences / seminars or workshops on KWJA focus areas convened or conducted.</td>
<td></td>
<td></td>
<td>Throughout the plan</td>
<td>The Executive Committee</td>
<td>The secretariat</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Strategic Issue:** overlapping objectives and duplication of roles.

**Strategic Objective 4:** Engage stakeholders with a view to clarifying the objectives of KWJA

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Activities</th>
<th>Output</th>
<th>Performance Indicator</th>
<th>Timeframe</th>
<th>Responsibility/Partnership</th>
<th>Additional Resources Required</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholder engagement through seminars conference breakfast meetings round tables</td>
<td>Do mapping of stakeholders Prepare analysis of stakeholders Conduct meetings</td>
<td>Better understanding of the role and objectives of KWJA Clarified vision, and niche Stakeholders mapped and identified</td>
<td>Meetings held List of stakeholders</td>
<td>Throughout the plan</td>
<td>Executive Committee Secretariat All members</td>
<td></td>
<td>1,000,000</td>
</tr>
<tr>
<td>Structured engagement with development partners</td>
<td>Protocols developed Sensitization activities MOUs / MOAs with collaborators signed and implemented IEC materials disseminated</td>
<td>Protocols for engaging stakeholders developed Draft MOU / MOA developed Stakeholders sensitized More partnerships and collaborations.</td>
<td>Protocols developed Sensitization activities MOUs / MOAs with collaborators signed and implemented</td>
<td>Throughout the plan period</td>
<td>Executive Committee Secretariat</td>
<td></td>
<td>1,000,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2,000,000</td>
<td></td>
</tr>
</tbody>
</table>
Strategic issue: Facilitation of access to justice

Strategic Objective 5: Create an enabling environment in the justice system that facilitates access to justice by women and children

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Activities</th>
<th>Output</th>
<th>Performance Indicator</th>
<th>Timeframe</th>
<th>Responsibility/Partnership</th>
<th>Additional Resources Required</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholder engagement</td>
<td>Conduct more CUC activities Sensitize CUC members</td>
<td>Trained CUC members</td>
<td>Training programmes and materials developed</td>
<td>Throughout the plan period</td>
<td>Executive Committee Secretariat Members</td>
<td></td>
<td></td>
</tr>
<tr>
<td>User friendly communication channels</td>
<td>Develop IEC Materials</td>
<td>IEC Materials</td>
<td>IEEC Materials developed</td>
<td>Throughout the plan period</td>
<td>Executive Committee Secretariat Members</td>
<td>2,000,000</td>
<td></td>
</tr>
<tr>
<td>A pool of trained counsellors</td>
<td>Identify and train counsellors</td>
<td>counselling support for litigants</td>
<td>Structures policies and procedures reports</td>
<td>Throughout the plan period</td>
<td>Executive Committee Secretariat Members</td>
<td>1,000,000</td>
<td></td>
</tr>
<tr>
<td>A pool of trained mentors</td>
<td>Identify and train mentors</td>
<td>Training and mentorship programs</td>
<td>Mentorship structures developed Training materials and programmes developed and implemented Reports.</td>
<td>Throughout the plan period</td>
<td>Executive Committee Secretariat Members</td>
<td>1,000,000</td>
<td></td>
</tr>
<tr>
<td>Proactive engagement with policy makers</td>
<td>Engage with policy makers</td>
<td>Views of KWJA incorporated in policies Policies of interest to KWJA fast-tracked</td>
<td>Engagement with policy makers and implementers</td>
<td>Throughout the plan period</td>
<td>Executive Committee Secretariat Members</td>
<td></td>
<td></td>
</tr>
<tr>
<td>User friendly infrastructure in the courts</td>
<td>Established child care facilities in selected court stations. Volunteer ushers in the courts</td>
<td>Improved access to justice User friendly facilities.</td>
<td></td>
<td></td>
<td></td>
<td>10,000,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>14,000,000</td>
</tr>
<tr>
<td>Strategy</td>
<td>Activities</td>
<td>Output</td>
<td>Performance Indicator</td>
<td>Timeframe</td>
<td>Responsibility/Partnership</td>
<td>Additional Resources Required (TA)</td>
<td>Budget</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
<td>------------------------------------------------------------</td>
<td>---------------------------</td>
<td>-----------------------------------</td>
<td>-----------------------------------</td>
<td>-------------</td>
</tr>
<tr>
<td>Enhance the visibility of KWJA</td>
<td>Undertake needs assessment for the rebranding of KWJA</td>
<td>IEC needs assessed IEC strategy that is responsive to users' needs</td>
<td>IEC strategy</td>
<td>Throughout the plan period</td>
<td>Executive Committee Secretariat</td>
<td>All members</td>
<td>10,000,000</td>
</tr>
<tr>
<td>Reposition KWJA as the preferred partner for implementation of the</td>
<td>Develop and implement an IEC strategy</td>
<td>developed and implemented</td>
<td>Number and quality of audience participating in IEC events</td>
<td></td>
<td>Secretariat</td>
<td></td>
<td></td>
</tr>
<tr>
<td>access to justice programmes for women and children.</td>
<td>Develop IEC Materials</td>
<td>Increased audience participation in setting up IEC</td>
<td>Positive feedback from public reports</td>
<td></td>
<td>Secretariat</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop and implement a monitoring and evaluation system for IEC</td>
<td>Traditional and modern channels of communication incorporated</td>
<td></td>
<td></td>
<td>Secretariat</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Monitoring and Evaluation system in place</td>
<td></td>
<td></td>
<td>Secretariat</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Description</td>
<td>Population</td>
<td>Monitoring Data Source</td>
<td>Data Collection Method</td>
<td>Frequency of Reporting</td>
<td>Success Indicator</td>
<td>Responsibility</td>
<td></td>
</tr>
<tr>
<td>---------------------</td>
<td>------------</td>
<td>------------------------</td>
<td>------------------------</td>
<td>------------------------</td>
<td>------------------</td>
<td>-----------------</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
APPENDIX D: PARTICIPANTS TO KWJA STRATEGIC PLAN 2017/2021
REVIEW & OR VALIDATION

KWJA MEMBERSHIP
1. Hon. Lady Justice Hannah Okwengu – Chairperson
2. Hon. Lady Justice Jessie Losiit – Vice Chairperson
3. Hon. Lady Justice Lydia Achode – Treasurer
4. Hon. Irene Kahuya – Vice Treasurer
5. Hon. Lyna Sarapai - Secretary
6. Hon. Christine Njagi – Vice Secretary
7. Hon. Lady Justice Roselyne Korir
8. Hon. Elizabeth Juma
9. Hon. Lady Justice Jamila Mohammed
11. Hon. Lady Justice Jacqueline Kamau
12. Hon. Rose Makungu
13. Hon. Lady Justice Roselyne Nambuye
14. Hon. Hellen Malkia Siika
15. Hon. Rosaline Aganyo
16. Hon. Catherine Mburu
17. Hon. Roseline Wendoh
18. Hon. Lady Justice Hellen Wasilwa
20. Hon. Lady Justice Dorah Chepkwony
21. Hon. Pauline Mbulikah
22. Hon. Jacinta Orwa
23. Hon. Rose Kimumi
24. Hon. Lady Justice Margaret N. Mwangi
25. Hon. Lady Justice Florence Muchemi
26. Hon. Lady Justice Lucy Nyambura
27. Hon. Joyce Gandani
28. Hon. Lady Justice Ruth Sitati
29. Hon. Miriam Peter Mugure
30. Hon. Eva Wambuugu
31. Hon. Ziporah W. Gichana
32. Hon. Lucy Gitari
33. Hon. Teresa Odera
34. Hon. Martha Mutuku
35. Hon. Rose A. Otieno
36. Hon. Lady Justice Farah Amin
37. Hon. Lady Justice Hedwig Ong'udi
38. Hon. Lady Justice Fatuma Sichale
39. Hon. Theresa Nyangena
40. Hon Lady Justice Rose Ougo
41. Hon. Lady Justice Olga Sewe
42. Hon. Roselyne Oganyo
43. Hon. Ivy Wasike
44. Hon. Judith Wanjala
45. Hon. Lady Justice Martha Koome

**KWJA SECRETARIAT**
1. Angelica Omondi – Programs Officer
2. Michael Alube – Accounts Officer
3. Jacqueline Linda – Administration Officer
4. Vivian Otukho – intern

**OTHERS**
1. Millicent Odeny – Consultant
2. Charles B G Ouma – Consultant
3. Grace Wangeci – Representative UN Women