



## Report of the KWJA Strategy Operationalization Plan Development Process

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## **SECTION 1: BACKGROUND AND INTRODUCTION**

### **1.1 About Kenya Women Judges Association, KWJA**

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.

### **1.2 The KWJA Strategic Plan 2017-2021**

In 2017, stated implementing its new Five Year Strategic. The Strategic plan provides a road map for KWJA and identifies the means by which it wishes to realise it's vision. This is the third strategic plan by the KWJA. It is therefore important that KWJA reviews its achievements during the current strategic plan cycle and recalibrate for the next cycle.

The SP 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.

1. To strengthen the governance structure and institutional capacity of KWJA
2. To improve the financial sustainability of KWJA
3. To enhance the capacity of members of the bench, judicial staff and stakeholders to promote and uphold the rights of women & children
4. To engage stakeholders with a view to clarifying the objectives of KWJA
5. To create an enabling environment in the justice system that facilitates access to justice by women and children
6. To formulate and implement an Information, Education and Communication (IEC) Strategy

### **1.3 Operationalization of the Strategic Plan**

To effectively operationalize the strategic plan, a detailed operationalization plan has been developed. The OP provides in detail all the interventions, timelines and resource requirements in a logical manner, building and establishing the necessary synergy, capacities and linkages that would steer KWJA through the SP period. The OP also provides for clear windows of opportunity to reflect on the progress and capture lessons learnt on an annual basis. The learning is key to continuous improvement and for ensuring relevance. The logic of the OP can be summarized as represented in the diagram below:



## SECTION II: OPERATIONALIZATION PLAN

The matrix below shows in detail all the interventions that have been selected for implementation during the five years, their accumulated five-year targets, broken down into annual targets and activities for ease of tracking and monitoring. High level financial allocations have been provided for each major intervention, and which are all subject to periodic reviews during and over the SP period. This final version has been arrived at following several consultative meetings with both the secretariat and the KWJA Executive Committee, to ensure full understanding, ownership and commitment to implement.

## KWJA STRATEGIC PLAN (2017 – 2021) IMPLEMENTATION

### OPERATIONALIZATION PLAN/STRATEGY

#### FINAL VERSION - CONSOLIDATED

Strategic Objective	Strategic Issue(s)	Implementation Strategies/Activities	Objectively Verifiable Indicator(s)	Overall Target	Target Year 1	Target Year 2	Target Year 3	Target Year 4	Target Year 5	Resources Required	Responsible
1. Strengthen the Governance Structure and Institutional Capacity of KWJA	1.1 Governance and Institutional Capacity	1.1.1 Recruitment & Retention of New Members	1. Increase in the number of (new) members 2. Amount of revenue from subscriptions.	1. 50 New Members 2. Kshs 5 Million	1. 10 New Members 2. Kshs 1Million	1. 10 New Members 2. Kshs 1Million	1. 10 New Members 2. Kshs 1Million	1. 10 New Members 2. Kshs 1Million	1. 10New Members 2. Kshs 1Million	<ul style="list-style-type: none"> <li>Membership Officer</li> <li>Kshs 500,000</li> </ul>	<ul style="list-style-type: none"> <li>Outreach Committee</li> </ul>
		1.1.2 Capacity Building of KWJA Leadership	1. Capacity building activities 2. Better stewardship and direction. 3. Growth and visibility of the Association. 4. Clear division and understanding of roles & KWJA focus areas.	1. KWJA Organigram 2. Strong KWJA Board 3. Governance Policies in place	1. KWJA Organigram 2. Strong KWJA Board 3. Board Governance Policies in place	1. Regular Board & Board Committee Meetings 2. Meeting Reports 3.	1. Regular Board & Board Committee Meetings 2. Meeting Reports	1. Regular Board & Board Committee Meetings 2. Meeting Reports	1. Regular Board & Board Committee Meetings 2. Meeting Reports	<ul style="list-style-type: none"> <li>Kshs 5 Million</li> </ul>	<ul style="list-style-type: none"> <li>Executive Committee (HR)</li> <li>Projects and Programs Committee</li> </ul>
		1.1.3 Capacity Building of KWJA Secretariat	1. Capacity building activities 2. Development and understanding of the Association's organogram 3. Growth and visibility of the Association 4. Clear division and understanding of roles & KWJA focus areas. 5. Clear drafting and	1. KWJA Internal Policies & Guidelines 2. All necessary staff recruited and inducted into KWJA 3. Quality MGT System in Place 4. Office	1. KWJA Internal Policies & Guidelines 2. All necessary staff recruited and inducted into KWJA 3. Staff JDs in Place 4. Staff appraisal system in	1. Quality MGT System in Place 2. Office Equipment Procured 3. HRD Policy in place	1. KWJA staff are delivering on the mandate of the organization 2. Establish a performance Mgt System	1. KWJA staff are delivering on the mandate of the organization 2. Staff Appraisal are completed each year	1. KWJA staff are delivering on the mandate of the organization 2. Staff Appraisal are completed each year 3. Purchase of Motor	<ul style="list-style-type: none"> <li>Kshs 10 Million</li> </ul>	<ul style="list-style-type: none"> <li>Executive Committee (HR)</li> <li>Projects and Programs Committee</li> </ul>

Strategic Objective	Strategic Issue(s)	Implementation Strategies/Activities	Objectively Verifiable Indicator(s)	Overall Target	Target Year 1	Target Year 2	Target Year 3	Target Year 4	Target Year 5	Resources Required	Responsible
			implementation of projects	Equipment Procured	place.				Vehicle		
		1.1.4 Review the KWJA Constitution	<ol style="list-style-type: none"> <li>1. A reviewed Constitution</li> <li>2. Reports on review process and outcome</li> </ol>	<ol style="list-style-type: none"> <li>1. The KWJA Constitution is reviewed, adopted and popular versions printed for distribution to all members.</li> </ol>	<ol style="list-style-type: none"> <li>1. The KWJA Constitution is reviewed, adopted and popular versions printed for distribution to all members</li> </ol>	<ol style="list-style-type: none"> <li>1. Induct all existing and new members of KWJA on its constitution</li> </ol>	<ol style="list-style-type: none"> <li>1. Induct all existing and new members of KWJA on its constitution</li> </ol>	<ol style="list-style-type: none"> <li>1. Induct all existing and new members of KWJA on its constitution</li> </ol>	<ol style="list-style-type: none"> <li>1. Induct all existing and new members of KWJA on its constitution</li> </ol>	Kshs 2 M	<ul style="list-style-type: none"> <li>• Executive Committee (HR)</li> <li>• Monitoring &amp; Evaluation Committee</li> </ul>
		1.1.5 Conduct Outreach Activities	<ol style="list-style-type: none"> <li>1. More outreach activities</li> <li>2. Reports on the activities</li> </ol>	<ol style="list-style-type: none"> <li>1. KWJA Marketing &amp; Communication Strategy Developed &amp; in operation</li> <li>2. Implement at least 16 outreach activities across Kenya</li> </ol>	<ol style="list-style-type: none"> <li>1. KWJA Marketing &amp; Communication Strategy Developed &amp; in operation</li> </ol>	<ol style="list-style-type: none"> <li>1. KWJA Marketing &amp; Communication Strategy Developed &amp; in operation</li> <li>2. Implement at least 4 outreach activities across Kenya</li> </ol>	<ol style="list-style-type: none"> <li>1. Implement at least 4 outreach activities across Kenya</li> </ol>	<ol style="list-style-type: none"> <li>1. Implement at least 4 outreach activities across Kenya</li> </ol>	<ol style="list-style-type: none"> <li>1. Implement at least 4 outreach activities across Kenya</li> </ol>	Kshs 5 M	Outreach Committee
		1.1.5 Start a volunteer programme	<ul style="list-style-type: none"> <li>• A strengthened secretariat</li> <li>• Faster flow of KWJA activities</li> <li>• Number of volunteers</li> </ul>	<ol style="list-style-type: none"> <li>1. KWJA Volunteer Programme Establish Complete with Policy and Framework for operationalization.</li> <li>2. Recruit of</li> </ol>	<ol style="list-style-type: none"> <li>1. KWJA Volunteer Programme Establish Complete with Policy and Framework for operationalization.</li> </ol>	<ol style="list-style-type: none"> <li>1. Recruitment, Orientation and Engagement of Volunteers</li> <li>2. At least 30% of the 47 Counties have volunteers</li> </ol>	<ol style="list-style-type: none"> <li>1. Additional 30% of the 47 Counties have volunteers supporting KWJA Work</li> </ol>	<ol style="list-style-type: none"> <li>1. Additional 30% of the 47 Counties have volunteers supporting KWJA Work</li> </ol>	<ol style="list-style-type: none"> <li>1. Final balance of 10% of the 47 Counties have volunteers supporting KWJA Work</li> </ol>	<ol style="list-style-type: none"> <li>1. Combine with Outreach Activities as an output</li> </ol>	<ul style="list-style-type: none"> <li>• Executive Committee (HR)</li> <li>• Projects &amp; Programs Committee</li> <li>• Outreach Committee</li> </ul>

Strategic Objective	Strategic Issue(s)	Implementation Strategies/Activities	Objectively Verifiable Indicator(s)	Overall Target	Target Year 1	Target Year 2	Target Year 3	Target Year 4	Target Year 5	Resources Required	Responsible
				470 Volunteers, 10 in each County.							ee
		1.0.5 Carry out a mid- term review of the KWJA strategic plan	<ul style="list-style-type: none"> <li>Review meetings</li> <li>Mid Term Review Report</li> <li>Strategic Plan Review Report</li> <li>Implementation Plan</li> </ul>	1. Mid Term KWJA SP Review Completed by 2019			2. Mid Term KWJA SP Review Completed by 2019			Kshs 2.5M	HR (E.C.) to manage this with the help of the M&E committee.
3. Improve the Financial Sustainability of KWJA	3.1 Funding Challenges	2.1.1 Develop A Resources Mobilization Plan	<ul style="list-style-type: none"> <li>Consulted appointed</li> <li>Plan validated</li> <li>Resource mobilization strategy</li> </ul>	1. KWJA 5 Resources Mobilization Strategy & Operationalization Plan Developed	1. KWJA 5 Resources Mobilization Strategy & Operationalization Plan Developed						HR (E.C.) to manage this with the help of the Resource Mobilization committee.
		2.1.2 Establish/Appoint a Resources Mobilization Team.	<ul style="list-style-type: none"> <li>Resource mobilization activities.</li> </ul>	1. Two (2) Resources Mobilization Staff Recruited 2. Kshs 250 Million Raised Over 5 Years	1. RMT in Place 2. Kshs 50 Million Raised	Kshs 50 Million Raised	Kshs 50 Million Raised	Kshs 50 Million Raised	Kshs 50 Million Raised	Kshs 1.5 M	Resource Mobilization committee.

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		2.1.3 Establish Alternative & Diversified Sources of Funding.	<ul style="list-style-type: none"> <li>Amount of funds from alternative sources</li> <li>Funding proposals</li> </ul>	<ol style="list-style-type: none"> <li>Membership Fees Collection Strengthened</li> <li>Resources for Sale Developed</li> <li>Consultancy Services Package Developed</li> <li>Training &amp; Short Course Services developed.</li> </ol>		<ol style="list-style-type: none"> <li>KWJA Sustainability Strategy Developed with 4 Core Products &amp; Services Developed</li> <li>Lead Persons Recruited</li> <li>Business Plan Developed</li> </ol>	Kshs 10m Raised	Kshs 10M Raised	Kshs 10M Raised	Kshs 0.5M	HR (E.C.) to manage this with the help of the Resource Mobilization committee.
		2.1.4 Enhanced Financial Probity /Institutionalize Accountability & Transparency.	<ol style="list-style-type: none"> <li>Appoint Consultant</li> <li>Validate Resource Mobilization/Financial Plan</li> <li>Have an ICT based finance management system in place</li> <li>Develop and implement audit plans</li> <li>Have analytical reviews of financial status</li> <li>Have and validate audit reports</li> </ol>	<ol style="list-style-type: none"> <li>KWJA secures a financial management information system</li> <li>Implement Annual External Financial Audits</li> <li>Strengthen Financial Management Systems and Policies of KWJA</li> <li>Setup a Audit, Risk &amp; Finance</li> </ol>	<ol style="list-style-type: none"> <li>KWJA secures a Financial Management Information System (FMIS)</li> <li>Implement Annual External Financial</li> <li>Establish a Board Committee on Risk, Audit &amp; Finance</li> </ol>	<ol style="list-style-type: none"> <li>The Board Committee on Risk, Audit &amp; Finance Meets 4 Times Annually</li> </ol>	<ol style="list-style-type: none"> <li>KWJA Realises Unqualified Financial Audit</li> <li>The Board Committee on Risk, Audit &amp; Finance Meets 4 Times Annually</li> </ol>	<ol style="list-style-type: none"> <li>KWJA Realises Unqualified Financial Audit</li> <li>The Board Committee on Risk, Audit &amp; Finance Meets 4 Times Annually</li> </ol>	Kshs 1 M	Resource Mobilization committee.	

Strategic Objective	Strategic Issue(s)	Implementation Strategies/Activities	Objectively Verifiable Indicator(s)	Overall Target	Target Year 1	Target Year 2	Target Year 3	Target Year 4	Target Year 5	Resources Required	Responsible
				Committee of the Board							
		2.1.5 Grow the number of active KWJA members	1 Increase and stability in the amount of revenue from subscriptions 2 Increase in the number of active members. 3 Increase in revenue from active members	1 The Members Redundancy & Exits are Reduced or Sustained at 5% of less. 2 Strengthen the Members Services Offering 3 KWJA realises 100% Annual membership Subscriptions	1 Strengthen the Members Services Offering	1 The Members Redundancy & Exits are Reduced or Sustained at 5% of less. 2 Strengthen the Members Services Offering 3 KWJA realises 100% Annual membership Subscriptions	1 KWJA realises 100% Annual membership Subscriptions	1 KWJA realises 100% Annual membership Subscriptions	1 KWJA realises 100% Annual membership Subscriptions	Kshs 1M	Outreach committee.
		2.1.6 Collaborate with other stakeholders	1 Increase in the number of collaborators and stakeholders working with the Association	1 Develop a Partnerships & Collaboration Policy for KWJA 2 KWJA Enters into MoUs and PFAs with at least 10 Strategic Partners & Collaborators		1 Develop a Partnerships & Collaboration Policy for KWJA 2 KWJA Enters into MoUs and PFAs with at least 3 Strategic Partners & Collaborators	1 KWJA Enters into MoUs and PFAs with at least 10 Strategic Partners & Collaborators	1 KWJA Enters into MoUs and PFAs with at least 10 Strategic Partners & Collaborators	1 KWJA Enters into MoUs and PFAs with at least 10 Strategic Partners & Collaborators	Combine with Resources Mobilization	The Resource Mobilization committee, The Outreach Committee The Projects & Programs Committee



Strategic Objective	Strategic Issue(s)	Implementation Strategies/Activities	Objectively Verifiable Indicator(s)	Overall Target	Target Year 1	Target Year 2	Target Year 3	Target Year 4	Target Year 5	Resources Required	Responsible
3. Empower Judges & Magistrates Staff and other stakeholders in the justice system to respect and uphold the rights of women and children	3.1 Skills gap/attitude issues among the dispensers of justice	3.1.1 Training of Judges & Magistrates, Judicial Staff and other stakeholders dispensing	1 Sensitization workshops 2 Curriculum in KWJA focus areas developed and gender and child friendly jurisprudence 3 Structures policies and procedures in place	1 All Judges & Magistrates who are members of KWJA participate in at least 1 Sensitization Forum every 6 Months. 2 One Annual Event is Held Annually to Promote CJE 3 Establish an Online Resource Linked to the KWJA Website 4 A Checklist Developed for each of the following acts: Sexual Offenses Act, Children's Act & the Kenya Constitution 2010 and others	1 All Judges & Magistrates who are members of KWJA participate in at least 1 Sensitization Forum every 6 Months. 2 One Annual Event is Held to Promote CJE 3 Establish an Online Resource Linked to the KWJA Website	1 All Judges & Magistrates who are members of KWJA participate in at least 1 Sensitization Forum every 6 Months. 2 One Annual Event is Held to Promote CJE 3 Establish an Online Resource Linked to the KWJA Website 4 A Checklist Developed for each of the following acts: Sexual Offenses Act, Children's Act & the Kenya Constitution 2010	1 All Judges & Magistrates who are members of KWJA participate in at least 1 Sensitization Forum every 6 Months. 2 One Annual Event is Held to Promote CJE 3 Establish an Online Resource Linked to the KWJA Website	1 All Judges & Magistrates who are members of KWJA participate in at least 1 Sensitization Forum every 6 Months. 2 One Annual Event is Held to Promote CJE 3 Establish an Online Resource Linked to the KWJA Website	1 All Judges & Magistrates who are members of KWJA participate in at least 1 Sensitization Forum every 6 Months. 2 One Annual Event is Held to Promote CJE 3 Establish an Online Resource Linked to the KWJA Website	Kshs 10M	The Outreach Committee  The Projects & Programs Committee
		3.1.2 Develop/Revise/Update	1 Consultant appointed	1 All the Training	1 All the Training	1 The Training	1 The Training	1 The Training	1 The Training	1 The Training	Kshs 10M

Strategic Objective	Strategic Issue(s)	Implementation Strategies/Activities	Objectively Verifiable Indicator(s)	Overall Target	Target Year 1	Target Year 2	Target Year 3	Target Year 4	Target Year 5	Resources Required	Responsible
		te Training Manuals & Curricular	2 Updated manuals/ curriculum 3 New and updated compendia	Manuals & Curricular Are Developed and are updated Annually	Manuals & Curricular Developed and are Updated	Manuals & Curricular are updated Annually.	Manuals & Curricular are updated Annually.	Manuals & Curricular are updated Annually.	Manuals & Curricular are updated Annually.		Committee
		3.1.3 Establish a Mentorship Programme	1 Increase in number of Mentorship programs 2 Increase in number of mentors and mentees	1 A KWJA Mentorship Policy and Operational isation Plan Developed 2 The Mentorship Programme is Rolled Out 3 At least 400 Mentors are Recruited from among the Judges, magistrates & Judicial Service Officers by 2021.		1 A KWJA Mentorship Policy and Operational isation Plan Developed 2 At least 100 New Mentors are Recruited from among the Judges, magistrates & Judicial Service Officers Annually 3 Hold Annual Mentorship Forum	1 The Mentorship Programme is Rolled Out 2 At least 100 New Mentors are Recruited from among the Judges, magistrates & Judicial Service Officers Annually 3 Hold Annual Mentorship Forum	1 At least 100 New Mentors are Recruited from among the Judges, magistrates & Judicial Service Officers Annually 2 Hold Annual Mentorship Forum	1 At least 100 New Mentors are Recruited from among the Judges, magistrates & Judicial Service Officers Annually 2 Hold Annual Mentorship Forum	Kshs 1M	Projects and Programs Committee
		3.1.4 Provide Counselling Support for judges and magistrates dealing with SGBV	1 Increase in number of Counselling activities 2 Increase in number of counsellors working with the Association 3 Increase in the welfare status	1 A Counselling Programme for Judges & Magistrates Dealing with SGBV is established at KWJA		1 A Counselling Programme for Judges & Magistrates Dealing with SGBV is established at KWJA	1 At least 10 affected members receive counselling annually	1 At least 10 affected members receive counselling annually	1 At least 10 affected members receive counselling annually	Kshs 1 M	The Welfare Committee The Outreach Committee The Projects & Programs Committee

Strategic Objective	Strategic Issue(s)	Implementation Strategies/Activities	Objectively Verifiable Indicator(s)	Overall Target	Target Year 1	Target Year 2	Target Year 3	Target Year 4	Target Year 5	Resources Required	Responsible
			of the Association members	<p>2 Panel of Counsellors is appointed and are implementing Counselling Programme</p> <p>3 At least 50 affected members receive counselling annually</p>		2 Panel of Counsellors is appointed and are implementing Counselling					
		3.1.5 Establish Resource Centres in selected court stations and support research on KWJA focus areas	<p>1. Have a resources centre</p> <p>2. Increase in number of Research protocols, proposal and activities</p>	<p>1. KWJA establishes and is running 10 Resource centres in strategic court stations across Kenya</p> <p>2. KWJA publishes four thematic research reports by end of 2021.</p> <p>3. KWJA establishes itself as a strategic authority and author in Kenya</p>		<p>1. KWJA establishes and is running 10 Resource centres in strategic court stations across Kenya</p> <p>2. KWJA publishes one thematic research report</p>	<p>1. KWJA publishes one thematic research report</p>	<p>1. KWJA publishes one thematic research report</p>	<p>1. KWJA publishes one thematic research report</p>	Kshs 10M	<p>The Outreach Committee</p> <p>The Projects &amp; Programs Committee</p>

Strategic Objective	Strategic Issue(s)	Implementation Strategies/Activities	Objectively Verifiable Indicator(s)	Overall Target	Target Year 1	Target Year 2	Target Year 3	Target Year 4	Target Year 5	Resources Required	Responsible
				and abroad on matters Children, Women and Youth							
		3.1.6 Convene conferences/ seminars or conduct workshops on KWJA focus areas	1. Convene conferences and seminar	1. KWJA convenes 2 National Seminars for key judicial services and law practice professionals annually 2. The outcomes report and best practices are published for wide distribution 3. In three years – one for each year			1. KWJA convenes 2 National Seminars for key judicial services and law practice professionals annually 2. The outcomes report and best practices are published for wide distribution.	1. KWJA convenes 2 National Seminars for key judicial services and law practice professionals annually 2. The outcomes report and best practices are published for wide distribution	1. KWJA convenes 2 National Seminars for key judicial services and law practice professionals annually 2. The outcomes report and best practices are published for wide distribution	Kshs 10M	The Outreach Committee  The Projects & Programs Committee
4. Engage Stakeholders with view to clarifying the objectives of KWJA	4.1 Overlapping objectives and duplication of roles	4.1.1 Stakeholders engagement through seminars, conferences, breakfast meetings and round	1. Detailed Map stakeholders 2. Hold meetings	1. KWJA established a rich database of all categories of its stakeholders, partners and		1. KWJA established a rich database of all categories of its stakeholders, partners and	1. KWJA hosts bi monthly KWJA round tables or coffee talk or sunrise forum for key	1. KWJA hosts bi monthly KWJA round tables or coffee talk or sunrise forum for key	1. KWJA hosts bi monthly KWJA round tables or coffee talk or sunrise forum for	Kshs 1M	Resource Mobilization committee,  The Outreach Committee  The Projects & Programs Committee

Strategic Objective	Strategic Issue(s)	Implementation Strategies/Activities	Objectively Verifiable Indicator(s)	Overall Target	Target Year 1	Target Year 2	Target Year 3	Target Year 4	Target Year 5	Resources Required	Responsible
		tables		collaborators. 2. KWJA established a monthly coffee talk or sunrise forum that becomes highly sought and attended by key professionals seeking to understand how the judicial system works and how that can enhance status of women, children and youth in Kenya.		collaborators. 2. KWJA established a monthly coffee talk or sunrise forum that becomes highly sought and attended by key professionals seeking to understand how the judicial system works and how that can enhance status of women, children and youth in Kenya	professionals seeking to follow the work of KWJA	professionals seeking to follow the work of KWJA	key professionals seeking to follow the work of KWJA		
		4.1.2 Structured Engagements with development partners	1. Protocols developed 2. Signed & Implemented MOUs/MOAs with collaborators	1. KWJA signs 5 long-term engagement frameworks with at least 5 strategic partners by 2021 2. KWJA conducts	1. KWJA signs 1 long-term engagement framework with at least a strategic partner 2. KWJA conducts 2 quarterly sensitization	1. KWJA signs 1 long-term engagement framework with at least a strategic partner 2. KWJA conducts 2 quarterly sensitization	1. KWJA signs 1 long-term engagement framework with at least a strategic partner 2. KWJA conducts 2 quarterly sensitization	1. KWJA signs 1 long-term engagement framework with at least a strategic partner 2. KWJA conducts 2 quarterly sensitization	1. KWJA signs 1 long-term engagement framework with at least a strategic partner 2. KWJA conducts 2 quarterly sensitization	Kshs 1.0M	The Resource Mobilization committee,  The Outreach Committee  The Projects & Programs Committee

Strategic Objective	Strategic Issue(s)	Implementation Strategies/Activities	Objectively Verifiable Indicator(s)	Overall Target	Target Year 1	Target Year 2	Target Year 3	Target Year 4	Target Year 5	Resources Required	Responsible
				16 quarterly sensitization forums for its CUC members	n forums for its CUC members	n forums for its CUC members	n forums for its CUC members	n forums for its CUC members	n forums for its CUC members		
5. Create an enabling environment in the justice system that facilitates access to justice by women and children	5.1 Facilitate Access to Justice	5.1.1 Stakeholder Engagements	1. Sensitization activities 2. Training programmes and materials developed.	1. Establish an online training portal with modules on access to justice for vulnerable persons. 2. Market the training and implement through online and physical workshops promoted through media and publications 3. Reach at least 1,500 with seminars over 3 years			1. Establish an online training portal with modules on access to justice for vulnerable persons. 2. Market the training and implement through online and physical workshops promoted through media and publications 3. Reach at least 1,500 with seminars over 3 years	1. Market the training and implement through online and physical workshops promoted through media and publications 2. Reach at least 1,500 with seminars over 3 years	1. Market the training and implement through online and physical workshops promoted through media and publications 2. Reach at least 1,500 with seminars over 3 years	Kshs 2M	The Outreach Committee  The Projects & Programs Committee
		5.1.2 Establish User Friendly Communication Channels	1. IEC development process 2. IEC materials developed 3. Dissemination process 4. Dissemination activities	1. KWJA develops and operationalizes its communications policy and operationali	1. KWJA develops and operationalizes its communications policy and operationali	1. At least 5,000 pieces of IEC materials are published annually	1. At least 5,000 pieces of IEC materials are published annually	1. At least 5,000 pieces of IEC materials are published annually	1. At least 5,000 pieces of IEC materials are published annually	Kshs 2M	The Outreach Committee

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				zation plan. 2. The strategy is built around ICT and digital communication. 3. At least 5,000 pieces of IEC materials are published annually and distributed via digital and stakeholder forums.	zation plan. 2. The strategy is built around ICT and digital communication. 3. At least 5,000 pieces of IEC materials are published annually and distributed via digital and stakeholder forums.	and distributed via digital and stakeholder forums.	and distributed via digital and stakeholder forums.	and distributed via digital and stakeholder forums.	and distributed via digital and stakeholder forums.		
		5.1.3 Develop a pool of trained counsellors	1. Structures policies and procedures reports	1. Develop a training package for counsellors 2. Promote the training and target at least 20 counsellors annually (100 counsellors by 2021) 3. Affiliate with a certification institution to enhance the value		1. Develop a training package for counsellors. 2. Promote the training and target at least 20 counsellors annually (100 counsellors by 2021) 3. Affiliate with a certification institution to enhance the value	1. Promote the training and target at least 20 counsellors annually	1. Promote the training and target at least 20 counsellors annually	1. Promote the training and target at least 20 counsellors annually	Kshs 1M	The Projects & Programs Committee  Welfare Committee

Strategic Objective	Strategic Issue(s)	Implementation Strategies/Activities	Objectively Verifiable Indicator(s)	Overall Target	Target Year 1	Target Year 2	Target Year 3	Target Year 4	Target Year 5	Resources Required	Responsible
				and marketability of the course.		and marketability of the course.					
		5.1.4 Develop a pool of trained mentors	1. Mentorship structures developed 2. Training materials and programmes developed and implemented reports	See 3.1.3	See 3.1.3	See 3.1.3	See 3.1.3	See 3.1.3	See 3.1.3	Kshs 1M	The Projects & Programs Committee  Welfare Committee
		5.1.5 Proactive engagements with policy makers	1. Engagement with policy makers and implementers	1. KWJA has a full fledged policy and advocacy programme 2. KWJA has team of highly skilled advocacy professionals engaging at high levels with policy makers. 3. KWJA has recognition framework agreements with key policy making organs such as County Assemblies, National			1. KWJA has a full fledged policy and advocacy programme 2. KWJA has team of highly skilled advocacy professionals engaging at high levels with policy makers. 3. KWJA has recognition framework agreements with key policy making organs such as County Assemblies, National	1. KWJA has recognition framework agreements with key policy making organs such as County Assemblies, National Assembly & Senate 2. KWJA promotes and sponsors at least one policy or legal paper annually	1. KWJA has recognition framework agreements with key policy making organs such as County Assemblies, National Assembly & Senate 2. KWJA promotes and sponsors at least one policy or legal paper annually		The Projects & Programs Committee  Outreach Committee



Strategic Objective	Strategic Issue(s)	Implementation Strategies/Activities	Objectively Verifiable Indicator(s)	Overall Target	Target Year 1	Target Year 2	Target Year 3	Target Year 4	Target Year 5	Resources Required	Responsible
				Assembly & Senate 4. KWJA promotes and sponsors at least one policy or legal paper annually			Assembly & Senate 4. KWJA promotes and sponsors at least one policy or legal paper annually				
		5.1.6 Establish user friendly infrastructure the courts	1. IEC materials 2. Infrastructures, policies and procedures	1. KWJA signs cooperation MoU with Judicial Services Commission to develop appropriate infrastructure in model courts in Kenya 2. The JSC adopts the models developed with support from KWJA to improve all major courts in Kenya 3. At least one court in each county has improved infrastructure	1. KWJA signs cooperation MoU with Judicial Services Commission to develop appropriate infrastructure in model courts in Kenya	1. The JSC adopts the models developed with support from KWJA to improve all major courts in Kenya 2. At least one court in 15 counties have infrastructure	1. At least one court in 15 counties have infrastructure 2. The improved infrastructure enhance access to justice in 15 new counties	1. At least one court in 15 counties have infrastructure 2. The improved infrastructure enhance access to justice in 15 new counties	1. At least one court in 15 counties have infrastructure 2. The improved infrastructure enhance access to justice in 17 new counties	Kshs 10M	The Projects & Programs Committee  Outreach Committee  Welfare Committee  Monitoring & Evaluation Committee

Strategic Objective	Strategic Issue(s)	Implementation Strategies/Activities	Objectively Verifiable Indicator(s)	Overall Target	Target Year 1	Target Year 2	Target Year 3	Target Year 4	Target Year 5	Resources Required	Responsible
				e (47) by 2021							
6. Formulate and implement a public relations strategy	6.1 Public and Stakeholder Perception About KWJA	6.1.1 Enhance the visibility of KWJA and reposition KWJA as the preferred partner for implementation of the access to justice programmes for women and children.	<ol style="list-style-type: none"> <li>IEC strategy</li> <li>Number and quality of the audience participating in IEC events</li> <li>Positive feedback from public Reports</li> </ol>	<ol style="list-style-type: none"> <li>See 5.2 on communication strategy.</li> <li>KWJA aggressively implements its communication strategy in realising greater visibility and public awareness of its work.</li> <li>KWJA undertakes annual public opinion polls to determine level of awareness and to generate innovative ideas on how best to enhance clarity and knowledge about its</li> </ol>	<ol style="list-style-type: none"> <li>See 5.2 on communication strategy.</li> <li>KWJA aggressively implements its communication strategy in realising greater visibility and public awareness of its work.</li> </ol>	1. KWJA undertakes annual public opinion polls to determine level of awareness and to generate innovative ideas on how best to enhance clarity and knowledge about its work.	1. KWJA undertakes annual public opinion polls to determine level of awareness and to generate innovative ideas on how best to enhance clarity and knowledge about its work.	1. KWJA undertakes annual public opinion polls to determine level of awareness and to generate innovative ideas on how best to enhance clarity and knowledge about its work.	1. KWJA undertakes annual public opinion polls to determine level of awareness and to generate innovative ideas on how best to enhance clarity and knowledge about its work.	Kshs 10M	The Outreach Committee

Strategic Objective	Strategic Issue(s)	Implementation Strategies/Activities	Objectively Verifiable Indicator(s)	Overall Target	Target Year 1	Target Year 2	Target Year 3	Target Year 4	Target Year 5	Resources Required	Responsible
				work.							

**KWJA STRATEGIC PLAN (2017 – 2021) OPERATIONALIZATION PLAN**  
**WORK PLAN & TARGETS FOR YEAR ONE**  
**(JULY 2017 – JUNE 2018)**

Strategic Objective	Strategic Issue(s)	Implementation Strategies/Activities	Objectively Verifiable Indicator(s)	Five Year Target	Target Year 1 – July 2017 – June 2018)	Resources Required	Responsible
1.0 Strengthen the Governance Structure and Institutional Capacity of KWJA	1.2 Governance and Institutional Capacity	1.2.1 Recruitment & Retention of New Members	<ol style="list-style-type: none"> <li>Increase in the number of (new) members</li> <li>Amount of revenue from subscriptions.</li> </ol>	<ol style="list-style-type: none"> <li>50 New Members.</li> <li>Kshs 5 Million.</li> </ol>	<ol style="list-style-type: none"> <li>10 New Members</li> <li>Kshs 1Million</li> </ol>	<ul style="list-style-type: none"> <li>Membership Officer</li> <li>Kshs 500,000</li> </ul>	<ul style="list-style-type: none"> <li>Outreach Committee</li> </ul>
		1.2.2 Capacity Building of KWJA Leadership	<ol style="list-style-type: none"> <li>Capacity building activities</li> <li>Better stewardship and direction.</li> <li>Growth and visibility of the Association.</li> <li>Clear division and understanding of roles &amp; KWJA focus areas.</li> </ol>	<ol style="list-style-type: none"> <li>KWJA Organigram</li> <li>Strong KWJA Board</li> <li>Governance Policies in place.</li> </ol>	<ol style="list-style-type: none"> <li>KWJA Organigram</li> <li>Strong KWJA Board</li> <li>Board Governance Policies in place.</li> </ol>	<ul style="list-style-type: none"> <li>Kshs 5 Million</li> </ul>	<ul style="list-style-type: none"> <li>Executive Committee (HR)</li> <li>Projects and Programs Committee</li> </ul>
		1.2.3 Capacity Building of KWJA Secretariat	<ol style="list-style-type: none"> <li>Capacity building activities</li> <li>Development and understanding of the Association's organogram</li> <li>Growth and visibility of the Association</li> <li>Clear division and understanding of roles &amp; KWJA focus areas.</li> <li>Clear drafting and implementation of projects</li> </ol>	<ol style="list-style-type: none"> <li>KWJA Internal Policies &amp; Guidelines</li> <li>All necessary staff recruited and inducted into KWJA</li> <li>Quality MGT System in Place</li> <li>Office Equipment Procured</li> </ol>	<ol style="list-style-type: none"> <li>KWJA Internal Policies &amp; Guidelines</li> <li>All necessary staff recruited and inducted into KWJA</li> <li>Staff JDs in Place</li> <li>Staff appraisal system in place.</li> </ol>	<ul style="list-style-type: none"> <li>Kshs 10 Million</li> </ul>	<ul style="list-style-type: none"> <li>Executive Committee (HR)</li> <li>Projects and Programs Committee</li> </ul>
		1.2.4 Review the KWJA Constitution	<ol style="list-style-type: none"> <li>A reviewed Constitution</li> <li>Reports on review process and outcome</li> </ol>	<ol style="list-style-type: none"> <li>The KWJA Constitution is reviewed, adopted and popular versions printed for distribution to all members.</li> </ol>	<ol style="list-style-type: none"> <li>The KWJA Constitution is reviewed, adopted and popular versions printed for distribution to all members</li> </ol>	<ul style="list-style-type: none"> <li>Kshs 2 M</li> </ul>	<ul style="list-style-type: none"> <li>Executive Committee (HR)</li> <li>Monitoring &amp; Evaluation Committee</li> </ul>
		1.1.5 Conduct Outreach Activities	<ol style="list-style-type: none"> <li>More outreach activities</li> <li>Reports on the activities</li> </ol>	<ol style="list-style-type: none"> <li>KWJA Marketing &amp; Communication Strategy Developed &amp; in operation</li> <li>Implement at least 16 outreach activities across Kenya</li> </ol>	<ol style="list-style-type: none"> <li>KWJA Marketing &amp; Communication Strategy Developed &amp; in operation</li> </ol>	<ul style="list-style-type: none"> <li>Kshs 1 M</li> </ul>	<ul style="list-style-type: none"> <li>Outreach Committee</li> </ul>

Strategic Objective	Strategic Issue(s)	Implementation Strategies/Activities	Objectively Verifiable Indicator(s)	Five Year Target	Target Year 1 – July 2017 – June 2018)	Resources Required	Responsible
		1.1.6 Start a volunteer programme	<ul style="list-style-type: none"> <li>• A strengthened secretariat</li> <li>• Faster flow of KWJA activities</li> <li>• Number of volunteers</li> </ul>	<ol style="list-style-type: none"> <li>1. KWJA Volunteer Programme Establish Complete with Policy and Framework for operationalization.</li> <li>2. Recruit of 470 Volunteers, 10 in each County.</li> </ol>	<ol style="list-style-type: none"> <li>1. KWJA Volunteer Programme Establish Complete with Policy and Framework for operationalization.</li> </ol>	<ol style="list-style-type: none"> <li>1. Combine with Outreach Activities as an output</li> </ol>	<ul style="list-style-type: none"> <li>• Executive Committee (HR)</li> <li>• Projects &amp; Programs Committee</li> <li>• Outreach Committee</li> </ul>
1.0 Improve the Financial Sustainability of KWJA	1.1 Funding Challenges	2.1.1 Develop A Resources Mobilization Plan	<ul style="list-style-type: none"> <li>• Consulted appointed</li> <li>• Plan validated</li> <li>• Resource mobilization strategy</li> </ul>	<ol style="list-style-type: none"> <li>1. KWJA 5 Resources Mobilization Strategy &amp; Operationalization Plan Developed</li> </ol>	<ol style="list-style-type: none"> <li>1. KWJA 5 Resources Mobilization Strategy &amp; Operationalization Plan Developed</li> </ol>		HR (E.C.) to manage this with the help of the Resource Mobilization committee.
		2.1.2 Establish/Appoint a Resources Mobilization Team.	<ul style="list-style-type: none"> <li>• Resource mobilization activities.</li> </ul>	<ol style="list-style-type: none"> <li>1. Two (2) Resources Mobilization Staff Recruited.</li> <li>2. Kshs 250 Million Raised Over 5 Years</li> </ol>	<ol style="list-style-type: none"> <li>1. RMT in Place</li> <li>2. Kshs 50 Million Raised</li> </ol>	Kshs 1.5 M	Resource Mobilization committee.
		2.1.3 Enhanced Financial Probity /Institutionalize Accountability & Transparency .	<ol style="list-style-type: none"> <li>1 Appoint Consultant</li> <li>2 Validate Resource Mobilization/Financial Plan</li> <li>3 Have an ICT based finance management system in place</li> <li>4 Develop and implement audit plans</li> <li>5 Have analytical reviews of financial status</li> <li>6 Have and validate audit reports</li> </ol>	<ol style="list-style-type: none"> <li>1 KWJA secures a financial management information system</li> <li>2 Implement Annual External Financial Audits</li> <li>3 Strengthen Financial Management Systems and Policies of KWJA</li> <li>4 Setup a Audit, Risk &amp; Finance Committee of the Board</li> </ol>	<ol style="list-style-type: none"> <li>1 KWJA secures a Financial Management Information System (FMIS)</li> <li>2 Implement Annual External Financial</li> <li>3 Establish a Board Committee on Risk, Audit &amp; Finance</li> </ol>	Kshs 1 M	Resource Mobilization committee.
		2.1.4 Grow the number of active KWJA members	<ol style="list-style-type: none"> <li>1 Increase and stability in the amount of revenue from subscriptions</li> <li>2 Increase in the number of active members.</li> <li>3 Increase in revenue from active members</li> </ol>	<ol style="list-style-type: none"> <li>1 The Members Redundancy &amp; Exits are Reduced or Sustained at 5% of less.</li> <li>2 Strengthen the Members Services Offering</li> <li>3 KWJA realises 100% Annual membership Subscriptions</li> </ol>	<ol style="list-style-type: none"> <li>1 Strengthen the Members Services Offering</li> </ol>	Kshs 1M	Outreach committee.
3.0 Empower	3.2 Skills	3.2.1 Training of	<ol style="list-style-type: none"> <li>1 Sensitization workshops</li> </ol>	<ol style="list-style-type: none"> <li>1 All Judges &amp; Magistrates</li> </ol>	<ol style="list-style-type: none"> <li>1 All Judges &amp;</li> </ol>	Kshs. 3.5M	The Outreach

Strategic Objective	Strategic Issue(s)	Implementation Strategies/Activities	Objectively Verifiable Indicator(s)	Five Year Target	Target Year 1 – July 2017 – June 2018)	Resources Required	Responsible
Judges & Magistrates Staff and other stakeholders in the justice system to respect and uphold the rights of women and children	gap/attitude issues among the dispensers of justice	Judges & Magistrates, Judicial Staff and other stakeholders dispensing	<ol style="list-style-type: none"> <li>Curriculum in KWJA focus areas developed and gender and child friendly jurisprudence</li> <li>Structures policies and procedures in place</li> </ol>	<ol style="list-style-type: none"> <li>who are members of KWJA participate in at least 1 Sensitization Forum every 6 Months.</li> <li>One Annual Event is Held Annually to Promote CJE</li> <li>Establish an Online Resource Linked to the KWJA Website</li> <li>A Checklist Developed for each of the following acts: Sexual Offenses Act, Children's Act &amp; the Kenya Constitution 2010 and others</li> </ol>	<ol style="list-style-type: none"> <li>Magistrates who are members of KWJA participate in at least 1 Sensitization Forum every 6 Months.</li> <li>One Annual Event is Held to Promote CJE.</li> <li>Establish an Online Resource Linked to the KWJA Website</li> </ol>		<p>Committee</p> <p>The Projects &amp; Programs Committee</p>
		3.2.2 Develop/Revise/Update Training Manuals & Curricular	<ol style="list-style-type: none"> <li>Consultant appointed</li> <li>Updated manuals/ curriculum</li> <li>New and updated compendia</li> </ol>	<ol style="list-style-type: none"> <li>All the Training Manuals &amp; Curricular Are Developed and are updated Annually</li> </ol>	<ol style="list-style-type: none"> <li>All the Training Manuals &amp; Curricular Developed and are Updated</li> </ol>	Kshs 3.5M	Outreach Committee
4.0 Engage Stakeholders with view to clarifying the objectives of KWJA	4.2 Overlapping objectives and duplication of roles	4.2.1 Stakeholders engagement through seminars, conferences, breakfast meetings and round tables	<ol style="list-style-type: none"> <li>Detailed Map stakeholders</li> <li>Hold meetings</li> </ol>	<ol style="list-style-type: none"> <li>KWJA established a rich database of all categories of its stakeholders, partners and collaborators.</li> <li>KWJA established a monthly coffee talk or sunrise forum that becomes highly sought and attended by key professionals seeking to understand how the judicial system works and how that can enhance status of women, children and youth in Kenya.</li> </ol>		Kshs 1M	<p>Resource Mobilization committee,</p> <p>The Outreach Committee</p> <p>The Projects &amp; Programs Committee</p>
		4.2.2 Structured Engagements with	<ol style="list-style-type: none"> <li>Protocols developed</li> <li>Signed &amp; Implemented MOUs/MOAs with collaborators</li> </ol>	<ol style="list-style-type: none"> <li>KWJA signs 5 long-term engagement frameworks with at least 5 strategic</li> </ol>	<ol style="list-style-type: none"> <li>KWJA signs 1 long-term engagement framework with at least a strategic</li> </ol>	Kshs 1.0M	The Resource Mobilization committee,

Strategic Objective	Strategic Issue(s)	Implementation Strategies/Activities	Objectively Verifiable Indicator(s)	Five Year Target	Target Year 1 – July 2017 – June 2018)	Resources Required	Responsible
		development partners		2. partners by 2021 KWJA conducts 16 quarterly sensitization forums for its CUC members	4. partner KWJA conducts 2 quarterly sensitization forums for its CUC members		The Outreach Committee  The Projects & Programs Committee
5.0 Create an enabling environment in the justice system that facilitates access to justice by women and children	5.2 Facilitate Access to Justice	5.2.1 Stakeholder Engagements	1. Sensitization activities 2. Training programmes and materials developed.	1. Establish an online training portal with modules on access to justice for vulnerable persons. 2. Market the training and implement through online and physical workshops promoted through media and publications. 3. Reach at least 1,500 with seminars over 3 years.	NIL	Kshs 2M	The Outreach Committee  The Projects & Programs Committee
		5.2.2 Establish User Friendly Communication Channels	1. IEC development process 2. IEC materials developed 3. Dissemination process 4. Dissemination activities	1. KWJA develops and operationalizes its communications policy and operationalization plan. 2. The strategy is built around ICT and digital communication. 3. At least 5,000 pieces of IEC materials are published annually and distributed via digital and stakeholder forums.	1. KWJA develops and operationalizes its communications policy and operationalization plan. 2. The strategy is built around ICT and digital communication. 3. At least 5,000 pieces of IEC materials are published annually and distributed via digital and stakeholder forums.	Kshs 2M	The Outreach Committee
		5.2.3 Develop a pool of trained mentors	1. Mentorship structures developed 2. Training materials and programmes developed and implemented reports	See 3.1.3	See 3.1.3	Kshs 1M	The Projects & Programs Committee  Welfare Committee
		5.2.4 Establish user friendly infrastructure	1. IEC materials 2. Infrastructures, policies and procedures	1. KWJA signs cooperation MoU with Judicial Services Commission to	1. KWJA signs cooperation MoU with Judicial Services	Kshs 10M	The Projects & Programs Committee

Strategic Objective	Strategic Issue(s)	Implementation Strategies/Activities	Objectively Verifiable Indicator(s)	Five Year Target	Target Year 1 – July 2017 – June 2018)	Resources Required	Responsible
		the courts		<ul style="list-style-type: none"> <li>develop appropriate infrastructure in model courts in Kenya.</li> <li>2. The JSC adopts the models developed with support from KWJA to improve all major courts in Kenya.</li> <li>3. At least one court in each county has improved infrastructure (47) by 2021.</li> </ul>	Commission to develop appropriate infrastructure in model courts in Kenya		<ul style="list-style-type: none"> <li>Outreach Committee</li> <li>Welfare Committee</li> <li>Monitoring &amp; Evaluation Committee</li> </ul>
6. Formulate and implement a public relations strategy	6.2 Public and Stakeholder Perception About KWJA	6.2.1 Enhance the visibility of KWJA and reposition KWJA as the preferred partner for implementation of the access to justice programmes for women and children.	<ul style="list-style-type: none"> <li>1. IEC strategy</li> <li>2. Number and quality of the audience participating in IEC events</li> <li>3. Positive feedback from public Reports</li> </ul>	<ul style="list-style-type: none"> <li>1. See 5.2 on communication strategy.</li> <li>2. KWJA aggressively implements its communication strategy in realising greater visibility and public awareness of its work.</li> <li>3. KWJA undertakes annual public opinion polls to determine level of awareness and to generate innovative ideas on how best to enhance clarity and knowledge about its work.</li> </ul>	<ul style="list-style-type: none"> <li>1. See 5.2 on communication strategy.</li> <li>2. KWJA aggressively implements its communication strategy in realising greater visibility and public awareness of its work.</li> </ul>	Kshs 10M	The Outreach Committee