

EQUALITY FREEDOM CITIZENSHIP



*AMNESTY INTERNATIONAL KENYA
STRATEGIC FRAMEWORK
2021-2023*

KENYA

**AMNESTY
INTERNATIONAL**



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Message From the Chairperson



Since Amnesty was founded sixty years ago, it has grown into one of the largest human rights organisations in the world. Amnesty International Kenya is an increasingly influential part of this movement of over ten million supporters.

Equality, Freedom and Citizenship are probably the most important three words for all of us today. We will not be able to create a society that is a mirror for our constitution unless every human being understands and claims their rights and freedoms.

Over the next three years, our national board and staff will catalyse circles of conscience that advance full citizenship rights and an effective and accountable state. We commit to working with supporters, members and partners in civil society and the State. By doing this, we will strengthen public expression, association and peaceful assembly as well as reduce discriminatory inequalities, corruption and impunity.

None of this is possible without your active engagement. We invite you to read this strategy carefully, then follow, engage and join our campaigns. Introduce us to your families, places of work, worship and learning. Invite us to work with you and your communities. We look forward to working together on this strategy.

Renee Ngamau
Board Chairperson

Message From the Executive Director



This new strategy refreshes our vision for Kenya and the world. Our previous Rights, Justice and Dignity Strategic Framework 2018-2020 was inspired by the 2010 Constitution. We committed to work on housing, health, human rights education and the right to life. We also committed to an organizational culture guided by pro-active and courageous staff and governed by a national board.

Over the last three years, we transferred power and governance oversight from a three-person advisory board to an eleven-person statutory board made up of Kenyans.

Our staff grew from ten to fifteen staff. We deepened relationships with the Government of Kenya, Parliament, Independent Agencies and Constitutional Commissions, as well as trade unions and social justice centres.

Our voice remained hopeful, propositional and balanced, consistently over the COVID-19 pandemic. Our membership quadrupled, and members are more engaged in our campaigns. We diversified our funding base by twenty percent and have new funding partners. We also digitized more than eighty percent of our management systems. Being Amnesty is less of a job for us but a calling and an opportunity to serve you.

We look forward to working with you on this new strategy.

Irungu Houghton
Executive Director

1. Summary



Stephen Mwangi, Andrew 'ZamaZama' Okolla, Anami 'Daudi' Toure, and Javan The Poet - Men of Amnesty Honorees

Kenya has one of the most progressive constitutions, yet inequalities coupled with impunity and corruption fuel hopelessness for millions.

Amnesty International Kenya was registered as a Non-Governmental organization in 2012 following more than a decade of human rights protection from either London or Kampala. The Amnesty International Kenya Rights, Justice and Dignity Strategic Framework 2018-2020 declared a new vision for our work. It was inspired by the 2010 Constitution and a housing, health, human rights education, and the right to life program focus. We also committed to an organizational culture guided by pro-active and courageous staff and governed by a national board.

Between 2018-2020, we transferred governance oversight and power from a three-person advisory board to an eleven-person statutory board made up of Kenyans. The staff profile grew from ten to fifteen staff. We deepened relationships within the Executive, Cabinet, Parliament, Independent Agencies and Constitutional Commissions as well civic organisations, trade unions, and community-based human rights organisations.

We brought 'cool' to the human rights space and maintained a propositional and balanced national voice.

Informed by recommendations from our independent evaluation and insights from supporters, staff and the Board over 2020, this new strategy will enable;

- Greater coherence with the Amnesty International global strategy (2021-2029) priorities on civic freedoms and equality and freedom from discrimination,
- Membership growth and greater involvement in our campaigns and governance,
- Deeper digital and face to face organising
- Stronger monitoring and evaluation,
- Financial diversification and organizational resilience through Kenyan's donations,
- An activist and outward-facing Board,
- Section recognition and more effective engagement with the international movement.

Membership has quadrupled, and members and the public are more engaged in our campaigns. Staff have "an outside-in" organizing mindset which is visibly protecting persons at risk and effecting significant national policy and behavioural change. We also diversified our funding by twenty percent and have new funding partners. We introduced virtual conferencing, financial, human resources and membership management systems working from our homes over the COVID-19 pandemic.



Stephen Mwangi - Men of Amnesty Honoree

2. PROBLEM ANALYSIS AND THEORY OF CHANGE



Rachael Mwikali - Amnesty Board Member

Kenya has one of the most progressive constitutions in the world, yet political disparities, economic inequalities and social exclusion coupled with the deadly venom of impunity and corruption fuel hopelessness for millions. Fifty-two percent of Kenyans do not believe that there is equality under the law. Most Kenyans believe the biggest risk to their lives is the denial of health services, unlawful police killings and harassment, hunger and restrictions to freedom of expression. Twice as many Kenyans fear police brutality than poverty.

Justice is not some destination or ideal. It is the road we must walk daily, knowing there are others who will come after us when we tire.

Glaring inequalities, grand corruption and abuse of office currently suffocate the core constitutional promise of the Kenyan Bill of Rights. Left untransformed, not every person shall enjoy the rights and fundamental freedoms in the Bill of Rights. Kenya shall never be a fully open and democratic society founded on the principles of human dignity, equality, equity and freedom (Article 19 and 20).

The last three years have seen significant gains affecting millions of Kenyans. National health insurance and universal primary and secondary education have expanded, leading to lower trends of maternal deaths and student dropouts. Increased investment now funds mass housing programmes for non-informal settlements that a decade ago were off-limits for urban planners.

Coordinated by the National Council on the Administration of Justice, criminal justice reforms have continued. Not without tension, the National Police Service, Office of the Director of Public Prosecutions and Judiciary have exercised their independence supported by human rights organisations. The Kenya Prisons Service has maintained reforms towards rehabilitative systems with an open-door policy for visitors, psychiatric assessment and support, income-earning opportunities and less congestion.

Devolutionaries can be justifiably proud. Political and financial power has significantly shifted to 47 smaller governance units in line with Article 174 of the Constitution. New oversight mechanisms like the County Assemblies, right to information and public participation laws and county fora have expanded the space for citizens to influence local governance.





Sadly, bigger gains have been crowded out by gross national corruption scandals, ballooning public debt and reduced revenue collection. More than one-third of Kenyans believe corruption and abuse of office is the key problem facing devolution and the denial of human rights today. Deliberate attempts to keep citizens away from decision-making drives corruption. Shockingly, one decade after Kenyans passed the constitution, less than eight percent of citizens know and can defend national or county budgets and development plans.

Four barriers currently block the vision of an open, democratic and rights-based governed Kenya. Procurement-driven policies and investment catalyse and eventually puncture large county and national public infrastructure programs. A predatory culture exists among too many security officers who extort and hunt down the poor and marginalized.

Poorly funded constitutional and independent commissions have become reward appointments for the politically compliant. Mass media houses and non-governmental organisations are increasingly under-funded and projectized, rendering them sub-optimal.

While active citizens press against police brutality, forced evictions, health-care denial and environmental destruction, their voice and agency is too isolated, polarized to guide systemic change or consistently hold the political elite accountable. Despite three important liberational moments in this generation – multipartyism (1992), the transition to NARC (2002) and the promulgation of the constitution (2010) – public frustration is rising. The prospect of a new administration in 2022 is fatally weakened by the widespread perception that there are no honest or responsible leaders out there. Even if there were, most believe the electoral management infrastructure is captured and will prevent these leaders from emerging in any case.

Reminiscent of past ethnic political mobilization, a false choice between “dynasties” and “hustlers” is now being manufactured on the back of a potentially important national dialogue provoked by the Building Bridges Initiative. Neither side appears ready to go beyond its self-interest. Media soundbites obscure new anti-corruption strategies that could ensure that future mega-projects will benefit people, not just private businesses. With few leaders and institutions to trust, most citizens are losing patience. Trust levels are in free-fall.

Demagogic leaders and rising global levels of extremism, hate-speech, neglect and state violence leave many believing we live in a post-human rights world. COVID-19 has provoked both autocratic governance models as well as increased energies by rights-based movements. Significantly among them are the global #BlackLivesMatter and anti-discrimination movements. The voting out of the Trump Administration in November 2020 offers many lessons for human rights defenders across the world. Focused public anger and well-organizing among silent majorities are where the real power lies.

At the end of 2020, all of Kenya’s neighbours seem to be heading towards crisis. There are political tensions and active conflict in Ethiopia, controversial elections in Tanzania and Uganda and a renewed uncertainty about the state-building project in Somalia. Given Kenya’s relative stability and growing international influence, Amnesty International Kenya must also support Amnesty lobbying and protection work with the Regional Office.

While Trump may be gone, Trumpism and polarization politics is more difficult to uproot in America and elsewhere. Guided by our new Global Strategy, we shall find new ways to coach citizens to swim past ‘cancel culture’ cynicism, ‘us and them’ mindsets and apathy.





We will offer them insights, resources and platforms to directly address institutionalized discrimination, violence, corruption and the lack of accountability. Given Kenya's international and regional influence, we intensify our solidarity with the movement in Africa and beyond.

In so doing, we will recreate the courage of generations of human rights defenders who historically acted on one impulse. Some rules need to be intentionally broken for Kenya and the world to breathe. They knew, as we too now, in the presence of injustice and discrimination, cohesive, compassionate and caring societies have always been created by rebels. Further, the best personal biographies are found in moments forged with uncertainty and risk. We embrace this historical responsibility and invite you to join us.

It is, therefore, time that Amnesty International Kenya refreshed its vision, mission and strategic mission. Our independent external review demonstrated that we have largely kept the promise we made in our Strategic Framework Rights, Dignity and Justice (2018-2020). We have changed much since 2012, much even since 2018. This global and national analysis requires us to continue to transform our organizational culture, introduce new mindsets, skills and structures and re-frame our mission to remain relevant nationally and internationally. We commit to doing this.

**It is better to die on your feet
than live on your knees Kenyans.**

**CPA Spencer Sankale,
Mara Heist Whistleblower**

3. THEORY OF CHANGE

Amnesty International Kenya believes in a society where every human being understands and claims their constitutional rights and freedoms. We exist to enable circles of conscience and movements capable of advancing full citizenship rights for all and an effective and accountable state. Together with supporters, members and partners both in civil society and the state, we will create an activist culture that strengthens public expression, association and peaceful assembly and reduces discriminatory inequalities, corruption and impunity at national and county levels.

| A society where every human being understands and claims their constitutional rights and freedoms | | |
|---|---|--|
| Program Outcome | | |
| Two Pillars | AI Goal 1: Citizenship and Freedom of Expression (Articles 1) Strengthen freedom of expression and association Expand civic space for public accountability | AI Goal 2: Inequality and Discrimination (Articles: 26, 27-29, 43) Reducing inequality and identity-based discrimination Reducing impact of corruption on human rights denial |
| Indicative campaigns and activities | Solidarity and tools for people denied freedoms of expression, life, association and assembly. Coordinate actions by Amnesty circles and partners Protecting + empowering communities/individuals at risk | Solidarity and tools for people affected by health, eviction and gender/identity-based discrimination and violence. Coordinate actions by Amnesty circles and partners Protecting + empowering communities/individuals at risk |
| Five cross-cutting support units | | |
| Communications and Membership | Brand identity and hope based communications strategy website, CRM, social media channels and events press relations and briefings coordinate membership expansion and communications. | |
| Human Rights Education | Coordinate curriculum and schools clubs and university chapters online and offline human rights courses activist toolkit production mobilize youth voice and agency. | |
| Organisational resilience + MEL | Funding diversification and financial resilience strategy implementation asset-based investments human rights fund philanthropic trends. | |
| Finance and Administration | Reception procurement financial transactions management foundation reporting M&E reporting Audit. | |
| Executive Director | Board secretary high-level representation fundraising policy research human resources international solidarity. | |

4. STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

STRENGTHS

- 85% of our supporters want to give more,
- Our brand is nationally visible and trusted by key state offices and the public,
- Demonstrated 'first responder' protection-based capacity,
- Passionate, agile and courageous board and management respected throughout the Amnesty movement.

WEAKNESSES

- Limited experience of anti-corruption rights campaigning,
- Inequalities lens new to Amnesty International Kenya,
- Poorly integrated monitoring and evaluation framework.

OPPORTUNITIES

- 40% of our supporters want to involve others, organize events or Amnesty circle
- 84% want us to expand our work with people living in poverty and exclusion,
- Our funding is growing and is largely unrestricted.

THREATS

- Dwindling development funding and 'projectism' are reducing NGO capacities,
- Political sectarianism, disinformation and deep social polarization is increasing toward the 2022 general election
- High levels of disinformation, hate speech, and civic toxicity

5. INSTITUTIONAL CHANGES AND RESOURCES REQUIRED



Joram Mwinamo - Amnesty Board Treasurer

In the presence of injustice and discrimination, cohesive caring societies have always been created by rebels. We embrace this historical responsibility and invite you to join us.

Our context is one of volatility, uncertainty and complexity with ever-evolving ambiguity (VUCA). Seeking justice, safety and dignity within this context require a leaderFULL culture, an “outside-in” mindset, institutional agility and a distributive national network. Whereas in the past, we may have seen supporters and members as the target of movement growth, we now realise that for us to succeed, they must be catalysts in their neighbourhoods, places of learning, workplaces and associations.

By 2023, fifty circles of conscience, allies and partners will be actively protecting human rights in fifteen counties with high levels of poverty, exclusion and violence. Our 5,000 members will be actively engaged in our campaigns, with at least fifty members regularly contributing to our national Human Rights Fund for our circles of conscience. We will have strategic partnerships with three large, mass-based associations and trade unions. These relationships will converge around a short-term 180-day campaign.

We will have an annual budget of Kshs 150 million. The increased and diversified portfolio will be made up of RAM funding (40%), Foundations (50%) and individual giving, investments, assets (10%). We will have created the management and communication systems to absorb, add value and account back to those that give their time, skills and resources to the movement.

The first quarter of the first year will be spent building the team, skills re-orientation, identifying partners, peers and our strategic niche within the campaigns we will run over 2021. An integrated monitoring and evaluation system will be introduced.

A hope-based and informed human rights narrative will frame policy discourse across our political parties, state offices and the public. Amnesty will be known for its' independence, evidence-based and pro-active protection of affected communities. All staff will be charged with membership recruitment, and campaigns staff will be tasked with working directly with members and circles of conscience.

We will be an active national section within the international community of Amnesty sections. We will be influentially driving a new Moving Closer to the Ground strategy that boldly expands Amnesty's presence in Eastern Africa. The larger human rights movement in the country and globally will be proud of our performance and creativity.



6. PLANNING, MONITORING, EVALUATION AND LEARNING



Moment of solidarity outside Yassin Moyo's home

Based on the guidelines from the International Secretariat and emerging good practices, Amnesty International Kenya will develop a comprehensive and integrated MEL system that will direct planning, measurement and reporting of the campaign interventions. For this strategic framework, human rights impact includes all those issues related to the description of the most significant outcomes achieved as well as the involvement of partners, members and supporters in human rights initiatives. It is our ambition to capture, package, share and utilize learnings from our human rights work to scale up intervention and improve on delivery. We will take advantage of existing technology platforms to enhance our MEL systems. Specifically, we will purpose to digitize reporting of key campaign results in real-time and utilize information for supporter and duty bearer engagement as well as mobilization of right holders and allies.

**Better to light a candle
than curse the darkness.**

THE MOVEMENT NEEDS YOU

There are many ways to interact with Amnesty International Kenya. Through each of them, you join a community of 8 million people campaigning to end human rights abuses.

Supporter

Support Amnesty by sharing our content on social media and having powerful impact conversations with your friends and family.



Charles Omote - Amnesty Member



Board and Staff with Yassin Moyo's father outside the Moyo home

Volunteer

Looking for a more hands-on interaction? Volunteer! Donate your time, energy, and skills to help us grow and reach those that need our help.

Become a volunteer here:

WWW.AMNESTY.OR.KE/VOLUNTEER

Membership

Take ownership of Amnesty's work by becoming a member. Members pay an annual fee. We have 3 levels of membership for you to choose from the different perks. For 200 ksh you can be a Freedom member, at 1000 ksh you can be an equality member, and for 2000 shillings you will be a justice member.

Become a member here:

WWW.MEMBERS.AMNESTYKENYA.ORG/REGISTER



Rose Tinderet - Amnesty Member



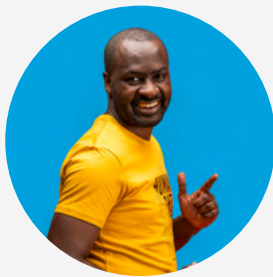
Stephen Okwany - Amnesty Member

MEET THE TEAM

THE BOARD



Renee
Ngamau



Joram
Mwinamo



Kevin
Mwachiro



Crystal
Asige



Dr. Myrna
Kalsi



Awuor
Ayiecho



Catherine
Mumma



Dr. Simon
Kigundu



Rachael
Mwikali

STAFF



Irungu
Houghton



Victor
Ndede



Lavender
Namdiero



Gregg
Mwendwa



Demas
Kiprono



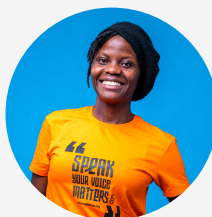
Stephen
Oyugi



Levi
Nyamu



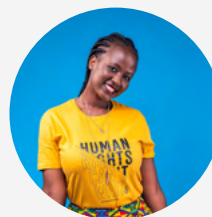
Ramadhan
Rajab



Aurelia
Miheso



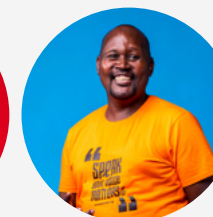
Beverly
Wakiaga



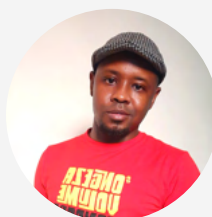
Joanne
Kobuthi-Kuria



Billy
Omondi



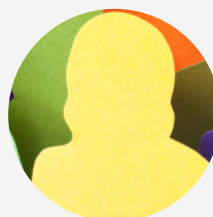
James
Kimila



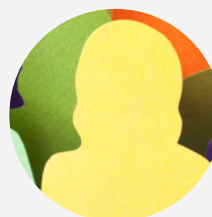
Mathias
Kinyoda



PhilCollins
Omondi



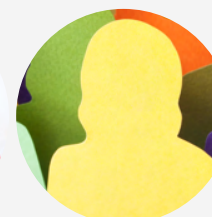
Ignatius
Yambasa



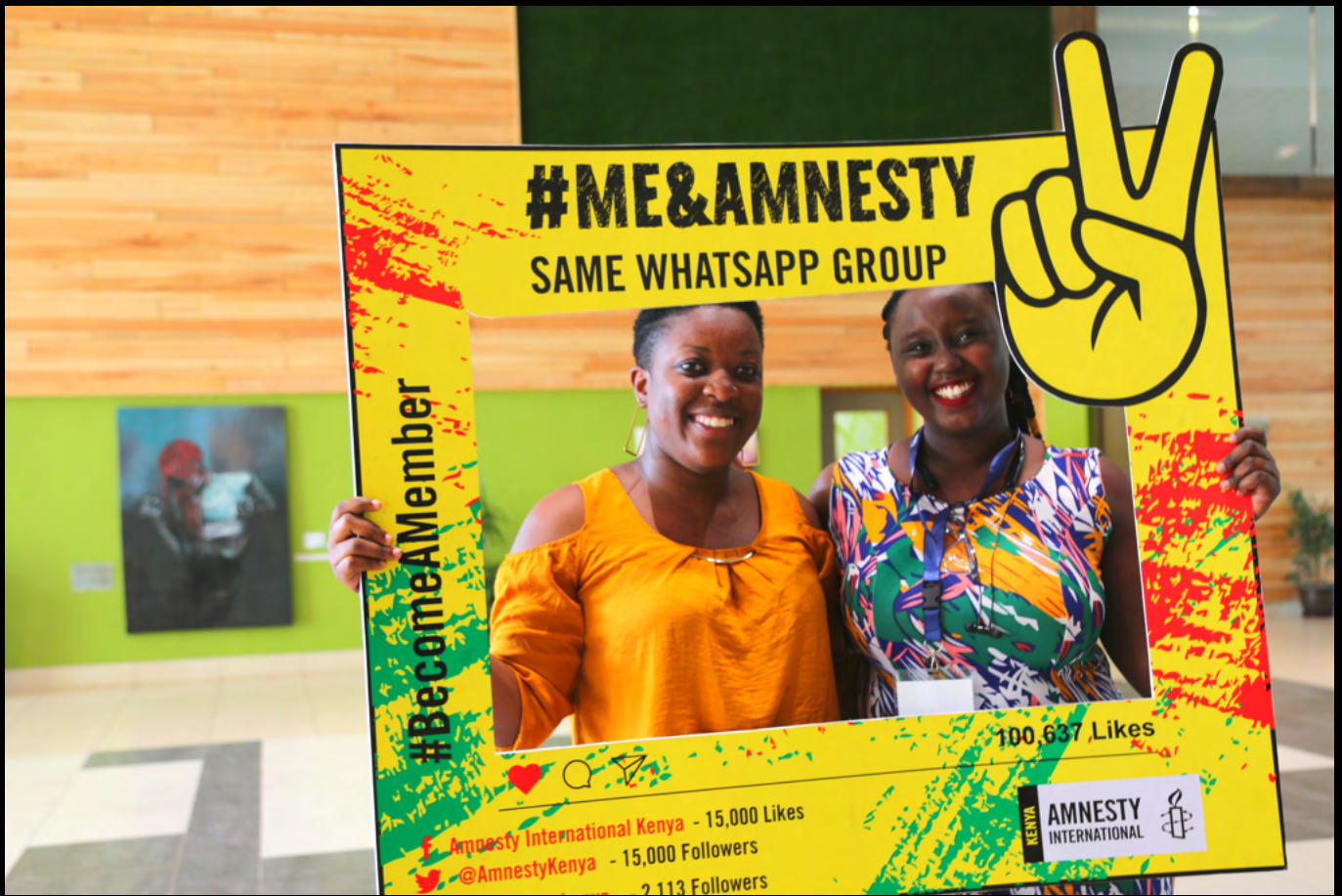
Diana
Gichengo



Elvis
Salano



Amy
Ochieng



GET IN TOUCH



Amnesty International Kenya



@AmnestyKenya



@amnesty_kenya



Amnesty International Kenya

+254 (0)20-4283000

amnesty.kenya@amnesty.or.ke

www.amnestykenya.org

Riverside Studios (Former Netherlands Embassy)

Riverside Lane Off Riverside Drive

Nairobi, Kenya

KENYA

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