



The East African Centre for Human Rights



STRATEGIC PLAN

2026 - 2030



The East African Centre for Human Rights

“Promoting social and economic rights in East Africa”

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FOREWORD

The East African Centre for Human Rights (EACHRights) is a non-partisan, non-governmental organisation (NGO) that initiates and implements programmes that promote and enhance social and economic rights for vulnerable and marginalised groups in East Africa. It is with great pleasure that I present the EACHRights Strategic Plan 2026 – 2030. The Strategic Plan outlines EACHRights’ strategic vision, mission, and ambitions, along with the intervention strategies to achieve them. The strategic focus areas are largely informed by the lessons learnt, conclusions, and recommendations from the analysis of EACHRights’ operating context, as well as a reflection on the organisational past performance and track record.

Civil Society Organisations (CSOs) in Kenya and Africa have continued to concentrate on civil and political rights at the expense of economic, social, and cultural rights, leading to a gap in the understanding of the ECOSOC environment and its impact on communities. In this light, there is a need for local CSOs, NGOs, academia, the corporate sector, and individuals to come together to address patterns of poverty and deprivation of ECOSOC rights, rather than viewing them as instances of mere misfortune, events beyond human control, or the result of individual shortcomings. It is indeed an obligation of government and increasingly, of corporations and other non-state actors to prevent and address such situations.

This Strategic Plan is anchored on seven strategic focus areas, namely:

1. Gender justice;
2. Education justice;
3. Health justice;
4. Environmental and climate justice;
5. Economic justice, Business and Human Rights;
6. The Universal Periodic Review; and
7. Institutional growth and sustainability.

EACHRights recognizes that promoting and protecting rights requires joint efforts to ensure the work is impactful and sustainable. We shall pursue a systems-oriented approach, collaboration with multiple stakeholders to develop diverse strategies across different levels and sectors. We shall use these partnerships to scale models that have been proven to work. We remain committed and will continue to be guided by our vision of a society that respects and upholds human rights and human dignity. We are confident of making significant progress towards this ambition over the strategic plan period.

Our initial gratitude goes to partners, collaborators, and constituents who continue to subscribe to this vision, for their continued moral, financial, and/or material support. We look forward to vibrant collaborations as we work to deliver the goals contained herein.

Otieno Okero
Chairman, Board of Directors

ACRONYMS

ASALs	: Arid and Semi-Arid Areas
BOD	: Board of Directors
CBC	: Competency-Based Curriculum
CCCF	: County Climate Change Fund
CCIS	: Climate Institutional Support
CEDAW	: Convention on the Elimination of All Forms of Discrimination against Women
CSOs	: Civil Society Organisations
EAC	: East African Community
EACHRights	: East African Centre for Human Rights (The)
ECDE	: Early Childhood Development and Education
ECOSOC	: Economic, Social, and Cultural Rights
EMCA	: Environmental Coordination and Management Act
ESG	: Environmental, Social, and Governance
FLLoCA	: Financing Locally Led Climate Actions
FPE	: Free Primary Education
GDP	: Gross Domestic Product
GHG	: Green House Gases
GPE	: Global Partnership for Education
ICESCR	: International Covenant on Economic, Social, and Cultural Rights
ICT	: Information, Communication, and Technology
MTP	: Medium Term Plan
NCCAP	: National Climate Change Action Plan
NCRS	: National Climate Change Response Strategy
NDC	: Nationally Determined Contribution
OHCHR	: Office of the High Commissioner for Human Rights
PEHRC	: Privatization of Education and Human Rights Consortium
SDG	: Sustainable Development Goals
SMT	: Senior Management Team
UHC	: Universal Health Coverage
UNFCCC	: United Nations Framework Convention on Climate Change
UNGPs	: United Nations Guiding Principles on Business and Human Rights
UPR	: Universal Periodic Review
WHO	: World Health Organization

CHAPTER ONE: INTRODUCTION

1.1. About EACHRights

The East African Centre for Human Rights (EACHRights) is an independent, non-partisan, and non-governmental organization established in May 2010 and officially registered as a Trust in Kenya in November of the same year. The organization was founded in response to changing dynamics and persistent gaps within international, regional, and national human rights landscapes. While recognizing that all human rights are equal, indivisible, interrelated, and interdependent, the organization prioritizes the promotion and protection of social and economic rights, human dignity, and equitable development for vulnerable and marginalized populations, including but not limited to children, women and girls, youth, and persons with disabilities across the East African region.

1.2. Rationale for the development of Strategic Plan 2026 - 2030

This Strategic Plan articulates a bold vision and provides a focused framework to guide The East African Centre for Human Rights (EACHRights). By clearly defining the thematic priorities, strategic approaches, and institutional objectives, the Plan positions the organization to deliver targeted, effective interventions across Kenya and the wider East African region.

The Plan marks a vital step in the organization's development into a trusted, professional institution committed to promoting human dignity and rights-based development for both current and future generations. With this clarity of purpose, EACHRights is well-equipped to mobilize resources strategically and respond to emerging challenges and opportunities within the human rights landscape.

This Plan was developed through a highly participatory and consultative process, involving EACHRights' staff and stakeholders who took part in structured workshops and dialogue sessions. These engagements shaped forward-looking goals aimed at fostering organizational growth, resilience, and long-term impact. Drawing on a deep understanding of its operating environment, the Plan outlines strategies to enhance institutional performance while proactively navigating the risks and opportunities ahead.

CHAPTER TWO: SITUATIONAL ANALYSIS

This Chapter analyses how vulnerable and marginalised groups and communities are affected by the intersecting issues of gender, education, health, environment and climate change, economic justice, business, and human rights.

2.1. Gender

1. Intersecting issues of gender norms, gender inequality, and gender based violence in Kenya

Gender based violence, fueled by harmful cultural norms, continues to contribute to gender inequalities in Kenya. With regard to child marriage, Kenya has over 4 million child brides, with one in four young women being married or in a union during childhood. 1.1 million girls were married or in a union before age 15, and 4.2 million before age 18, which severely affects the girl child.¹ Progress towards eradicating Female Genital Mutilation remains uneven. Some counties still have very high prevalence, especially Wajir at 97%, Mandera at 96%, Marsabit at 83%, Garissa at 83%, Samburu at 76%, Isiolo at 66%, Tana River at 60%, Narok at 51%, and West Pokot at 44%.² Sexual violence persists at all levels, despite the presence of different actors, laws, policies, and interventions. Weak coordination and networking among these actors have been a limiting factor in addressing this issue. According to the Kenya Demographic and Health Survey (2022), over 40% of women have experienced physical or sexual violence from their partners at least once in their lifetime. In comparison, 13% of women reported experiencing sexual violence at some point, with 7% reporting that they had experienced sexual violence in the last 12 months.³

2. Limited participation of women in governance and decision-making

Despite the two-thirds gender rule being enshrined in the Constitution, women's representation in elective and appointive positions remains low. This may be due to political resistance, lack of enforcement, and deeply rooted patriarchal norms and cultural barriers. Additionally, political parties often fail to nominate or provide adequate financial support to women candidates, limiting their chances of success. Those who do enter politics frequently face gender-based violence, intimidation, and harassment, creating a hostile environment that deters many from participating.

1 UNICEF. (2022, January 1). *Kenya Current Levels of Child Marriage*. Retrieved September 3, 2025, from UNICEF: https://data.unicef.org/wp-content/uploads/country_profiles/Kenya/Child%20Marriage%20Country%20Profile_KEN.pdf

2 Government of Kenya, Kenya National Bureau of Statistics. (2023, January 30). *Kenya Demographic and Health Survey, 2022 - Kenya's Health Sector Data & Statistics*. Retrieved from Government of Kenya, Kenya National Bureau of Statistics: <https://www.knbs.or.ke/reports/kdhs-2022/>

3 Government of Kenya, Kenya National Bureau of Statistics. (2023, January 30). *Kenya Demographic and Health Survey, 2022 - Kenya's Health Sector Data & Statistics*. Retrieved from Government of Kenya, Kenya National Bureau of Statistics: <https://www.knbs.or.ke/reports/kdhs-2022/>

3. Inadequate implementation of gender responsive policies and budgets

Gender inequality in Kenya persists across multiple sectors, including the economic, education, and technology spheres. This is despite Kenya's ratification of several international instruments, as well as constitutional and legal provisions guaranteeing equality and freedom from discrimination. In the economic sector, while the overall employment rate for individuals aged 15–64 years stands at 65.3%, the rate for women is lower at 60.3%, compared to 70.4% for men. In the education sector, gender disparities remain pronounced at the tertiary level. This is even wider in specific degree programmes, such as engineering, where female enrolment remains significantly lower than male enrolment. In the technology sector, Kenya's digital transformation continues to exclude women, resulting in a substantial digital gender divide. A 2021 study titled "*Kenya's Digital Economy: A People's Perspective*" found that only 35% of women used advanced digital services compared to 54% of men.⁴ The issues above are an indication that gender considerations in policy and budgeting remain inadequate.

2.2. Education

1. Limited access to education by the girl child

Limited access to education for the girl child in Kenya remains a major barrier to gender equality and social development. Many girls across the country still face structural, socio-cultural, and economic obstacles such as early or forced marriages, teenage pregnancy, period poverty, domestic labor expectations, and poverty-driven prioritization of boys over girls within households. These barriers lead to lower school enrolment rates, higher dropout rates, and reduced completion rates for girls, especially in rural and marginalized communities⁵ as established by the Kenya National Bureau of Statistics in 2022.⁶

2. Limited access to quality early childhood education

Article 53(1)(b) of the Constitution of Kenya guarantees every child the right to free and compulsory basic education. This right is further reinforced by various statutes, including the Early Childhood Education Act (Chapter 211B of the Laws of Kenya). However, despite these legal guarantees, access to foundational learning, which includes literacy, numeracy, and social-emotional skills developed from early childhood through to secondary education, remains significantly limited, especially for children in urban informal settlements and in rural, arid, and semi-arid areas. According to UNICEF, an estimated 2.5 million children aged 4 to 17 years in Kenya are not attending school. Of this number, approximately 707,000 are early childhood education (ECE) learners aged 4 and 5 years.⁷ These figures highlight persistent barriers to equitable access to quality education.

In this regard, EACHRights intends to implement projects that will seek to increase access to quality early childhood education services for children in marginalised areas and to support the development of a stronger Early Childhood Education and foundational learning policy framework at the national and county levels.

3. Limited access to education for children in marginalized areas

According to the Kenya National Bureau of Statistics, Kenya had a total of 24,637,049 children in 2019.⁸ In 2023, a total of 10,241,000 children were enrolled in 35,570 primary schools, 4,126,958

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-  4 Dalberg Group. (2021, November 30). *Kenya's Digital Economy - A People's Perspective*. Retrieved from Dalberg Group: <https://dalberg.com/our-ideas/kenyas-digital-economy-a-peoples-perspective/>
- 5 Wamahiu, P. S. (2024, June 25). *Creating impact at the local level for girls: Learning from girls' education interventions in Kenya, Tanzania and Uganda*. Retrieved from Jaslika: <https://jaslika.com/articles/creating-impact-at-the-local-level-for-girls-learning-from-girls-education-interventions-in-kenya-tanzania-and-uganda>
- 6 Kenya National Bureau of Statistics. (2022, June 10). *Women and Men in Kenya - Facts and Figures 2022*. Retrieved from Kenya National Bureau of Statistics: <https://www.knbs.or.ke/wp-content/uploads/2023/09/Women-and-Men-in-Kenya-Facts-and-Figures-2022.pdf>
- 7 UNICEF. (2020, December 1). *The Global Out of School Children Initiative - Kenya Country Study*. Retrieved from UNICEF: <https://www.unicef.org/kenya/media/3861/file/Addressing%20equitable%20access%20to%20education%20for%20OOSC.pdf.pdf>
- 8 Government of Kenya - Kenya National Bureau of Statistics. (2019, December 31). *Kenya Population and Housing Census Reports, 2019*. Retrieved September 5, 2025, from Government of Kenya - Kenya National Bureau of Statistics: <https://www.knbs.or.ke/reports/kenya-census-2019/>

in 10,752 secondary schools, and an additional 563,000 in 70 tertiary institutions in Kenya.⁹ Of this number, UNICEF reports that approximately 2.5 million children in Kenya were out of school in 2019.¹⁰ In 2003, the Government of Kenya introduced Free Primary Education (FPE) and Free Day Secondary Education. In 2020, it implemented the 100% transition policy to ensure all learners progress from primary to secondary education.

While these initiatives significantly expanded access to education nationwide, they have also exposed systemic weaknesses in the education sector, including inadequate infrastructure, overcrowded classrooms, insufficient learning materials, and a high student-to-teacher ratio of 41:1. These challenges continue to undermine the realisation of the right to quality education. The strain on public schools has, in turn, driven the rapid growth of “low-cost private schools” as alternative providers.¹¹

4. Limited access to education for children in rural, arid and semi-arid areas

In addition to the above, rural, arid and semi-arid areas of Kenya face unique challenges in terms of learners accessing education. According to the Usawa Agenda, the seven counties with the highest percentages of out-of-school children are all located in these [rural], arid and semi-arid regions, with Mandera County recording the largest share.¹² The shortage of teachers has been identified as a significant contributing factor to many children’s inability to attend school. According to UNICEF, addressing this is essential to meeting the needs of out-of-school children and ensuring their reintegration into education.¹³

5. Limited access to education for the youth

In Kenya, the youth (15-34 years) constitute 63% (18.4 million) of the working-age population, which stands at 29 million.¹⁴ According to the Usawa Agenda, school-aged children (6–15 years) who are out of school rose from 7.5% in 2021 to 8.5% in 2023.¹⁵ Despite this youthful demographic, many young people struggle to transition into productive opportunities. Young people and adults from marginalized communities are disproportionately affected. They face barriers such as limited access to market-oriented skills, high levels of digital illiteracy, inadequate knowledge, and, for many artisans, a lack of accreditation. These obstacles not only hinder their participation in education and training but also diminish their competitiveness in the labor market. Skills training provides a pathway to overcome these barriers by equipping young people with practical skills that enable them to secure employment or establish their own livelihoods. According to Nilofer et al, addressing these issues requires establishing diverse pathways for non-formal education.¹⁶

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- 9 Government of Kenya - Kenya National Bureau of Statistics. (2023, December 31). *Economic Survey 2023*. Retrieved September 5, 2025, from Government of Kenya - Kenya National Bureau of Statistics: <https://www.knbs.or.ke/wp-content/uploads/2023/09/2023-Economic-Survey.pdf>
- 10 Nilofer, S., & Rabilossaporn, P. J. (2024, November 20). Looking Back and *Looking Ahead: What the Future Holds for Children in Kenya - Protecting children rights*. Retrieved September 5, 2025, from UNICEF: <https://www.unicef.org/kenya/stories/looking-back-and-looking-ahead-what-future-holds-children-kenya>
- 11 Maigua, K. (2021). Towards Inclusive and Quality Education as a Tool for empowerment in Kenya. *The Journal of Conflict Management and Sustainable Development*, 6(1), 83-122. Retrieved September 5, 2025, from https://download.ssrn.com/21/04/25/ssrn_id3833653_code4678206.pdf?response-content-disposition=inline&X-Amz-Security-Token=IQoJb3JpZ2luX2VjEAgACXVzLWVhc3QtMSJIMEYCIQCRMy%2FJv9hK9KSSo3nFY9bQha7BYVATHbwdR6lo4km9RgIhAPgV8e%2Ft9NvziHg6St%2B13RQyNCq7CRh6aPtuDj
- 12 Usawa Agenda. (2023). *The Flana Report 2023*. Nairobi: Usawa Agenda. doi:https://usawaagenda.org/wp-content/uploads/2024/05/UA_Are-ALL-Our-Children-Learning_Report-03-2023-1.pdf
- 13 Nilofer, S., & Rabilossaporn, P. J. (2024, November 20). *Looking Back and Looking Ahead: What the Future Holds for Children in Kenya - Protecting children rights*. Retrieved September 5, 2025, from UNICEF: <https://www.unicef.org/kenya/stories/looking-back-and-looking-ahead-what-future-holds-children-kenya>
- 14 National Council for Population and Development. (2025, January 30). *Youth Bulge in Kenya: A Blessing or a Curse*. Retrieved from National Council for Population and Development: <https://ncpd.go.ke/wp-content/uploads/2021/02/Brief-56-YOUTH-BULGE-IN-KENYA-A-BLEESING-OF-A-CURSE.pdf>
- 15 Usawa Agenda. (2023). *The Flana Report 2023*. Nairobi: Usawa Agenda. doi:https://usawaagenda.org/wp-content/uploads/2024/05/UA_Are-ALL-Our-Children-Learning_Report-03-2023-1.pdf
- 16 Nilofer, S., & Rabilossaporn, P. J. (2024, November 20). *Looking Back and Looking Ahead: What the Future Holds for Children in Kenya - Protecting children rights*. Retrieved September 5, 2025, from UNICEF: <https://www.unicef.org/kenya/stories/looking-back-and-looking-ahead-what-future-holds-children-kenya>

2.3. Health

1. Inadequate access to health

Kenya's healthcare system continues to face significant challenges, including poor governance, mismanagement, inefficiency, inadequate funding, delays in disbursements from the national to county governments, and misappropriation of resources. Although health sector spending increased from 5.67% of the national budget in 2017 to 6.81% in 2021, it still falls short of the Abuja Declaration target of 15%. Despite these earlier gains, the 2022/23 health budget declined to 3.69%, down from 3.97% in the previous year.

This under investment has weakened the public healthcare system, fueling the expansion of a profit-driven private health sector that often prioritizes financial gain over public welfare. As a result, healthcare costs have risen, and access to quality services has become increasingly unequal, particularly for vulnerable and marginalized populations, thereby undermining Kenya's progress toward Universal Health Coverage (UHC) and equitable health outcomes.

2. Inadequate access to Sexual and Reproductive Health and Rights

Sexual and Reproductive Health and Rights (SRHR) encompass a wide range of issues related to people's sexual and reproductive health and their right to access information, services, and care related to these issues. In Kenya, access to SRHR services remains insufficient, disproportionately affecting women, adolescents, and key populations. Despite progress in family planning, 14% of married women have an unmet need for contraception, with 6% wishing to stop childbearing and 8% wanting to delay pregnancy.¹⁷ Teenage pregnancy remains a significant issue, with 18% of adolescent girls aged 15-19 having begun childbearing, primarily due to limited access to comprehensive sexuality education, socio-economic barriers, and early marriages. The maternal mortality ratio stands at 355 deaths per 100,000 live births. Given the current annual births, this means that there are nearly 5000 women and girls dying annually due to pregnancy and childbirth complications.¹⁸

2.4. Environment and Climate Change

1. Limited capacities on environmental and climate change mitigation

Kenya's National Climate Change Action Plan (NCCAP) 2018–2022 identifies climate change as a significant threat to the country's sustainable development. Since 2016, Kenya has experienced prolonged periods of severe drought, interspersed with unusually heavy rainfall. These extreme and unpredictable weather patterns are clear indicators of climate change, which continues to exacerbate environmental, social, and economic vulnerabilities. For example, the economic cost of floods and droughts in the country is estimated to create a long-term fiscal liability equivalent to between 2% and 2.8% of the country's GDP. On average, a 0.6% decline in GDP growth is observed in years of poor rains.

Despite these effects and visible manifestations, climate change awareness among local communities remains critically low, which limits their participation in key mitigation and adaptation strategies. This knowledge gap hinders effective responses and has resulted in a range of negative impacts, including 1/ social impacts (displacement of communities, food insecurity, poverty, and increased incidence of resource-based conflicts); 2/ environmental impacts (more frequent and intense droughts and floods, desertification, biodiversity loss, rising sea levels, landslides, and forest fires); and 3/ economic impacts (long-term fiscal liabilities and the destruction of vital infrastructure).

 17 Kenya National Bureau of Statistics (KNBS). (2023, January 31). 2022 Kenya Demographic and Health Survey (2022 KDHS) - Summary Report. Retrieved from Kenya National Bureau of Statistics (KNBS): <https://www.knbs.or.ke/wp-content/uploads/2023/08/Kenya-Demographic-and-Health-Survey-KDHS-2022-Summary-Report.pdf>

18 UNFPA. (2025, June 23). *Maternal Health and HIV*. Retrieved from UNFPA: <https://kenya.unfpa.org/en/topics/maternal-health-and-hiv>

2. Limited participation by non-state actors and communities in environmental and climate action

According to research published by the Friedrich-Ebert-Stiftung in February 2021, notable gaps in stakeholder participation were identified during the preparation of Kenya's Nationally Determined Contribution (NDC). One key shortcoming was the inadequate involvement of Civil Society Organizations (CSOs), a crucial channel for representing community voices and priorities. This limited engagement suggests that the NDC development process may not have been fully people-centred, as established mechanisms for community consultation and input were insufficient. Despite significant progress by CSOs in climate advocacy and implementation in Kenya, many stakeholders expressed concern about the dominance of government and state agencies in both policy formulation and implementation, particularly in areas involving public resources and bilateral agreements. This centralization of influence has contributed to a lack of transparency and inclusivity in decision-making processes.

2.5. Economic Justice, Business and Human Rights

1. Ineffective implementation of labour laws and rights

Labour inspection plays a vital role in safeguarding workers' rights, preventing workplace abuses, and promoting economic and social development. In Kenya, labour inspection plays a significant role in creating a fair and functional labour market by minimizing violations of labour laws and enhancing working conditions. However, the visibility and effectiveness of the labour inspectorate are declining due to several structural and operational challenges. These include, among others, lack of structured and planned inspections; limited capacity and resources; inadequate funding; loss of prosecutorial powers; and poor data management.

Creating safe and healthy workplaces is a fundamental aspect of promoting decent work and upholding labour rights. This includes implementing a zero-tolerance policy towards all forms of violence, gender discrimination, harassment, and victimization. Kenya's National Action Plan on Business and Human Rights identified that there are growing community concerns related to labour rights, such as sexual harassment. To ensure truly safe work environments, it is essential to 1/ strengthen enforcement of existing laws; 2/ promote gender-sensitive workplace policies; 3/ provide confidential and accessible reporting mechanisms; 4/ conduct regular training on workers' rights and protections, and 5/ foster a workplace culture that supports dignity, safety, and equality for all.

2. Gender disparities in access to decent work and employment

Gender wage disparities persist as a significant issue in Kenya's workforce, reflecting deep-seated inequalities, especially in the private sector. Despite advancements, women continue to earn substantially lower wages than their male counterparts. This wage gap is evident in various sectors, with women consistently receiving lower pay for similar work. The reason for these gender gaps is not because women and men have different abilities or natural characteristics, but because gender inequality is embedded in systems, institutions, and social norms. Society also expects women to undertake more unpaid care and domestic work. This constrains women's participation in the paid labor market and often leaves them without control over their own time.

CHAPTER THREE: STRATEGIC DIRECTION



3.1. Vision

A just society that respects and upholds human rights and inherent dignity



3.2. Mission

To promote and protect human dignity through the realization of social and economic rights for vulnerable and marginalized groups and communities

3.3. Goal Statement

To achieve a just and equitable society where vulnerable and marginalized groups and communities can fully realize their rights to education and health, challenge gender and economic inequalities, and reduce the impact of environmental and climate change vulnerabilities



3.4. Values



Integrity: We consistently hold ourselves and our partners to the highest standards of ethics, honesty, and truthfulness. We do the right thing even when no one is watching.

Transparency and accountability: We promote good governance, ensure fairness, build trust, enhance effectiveness, and take responsibility for our actions.

Equity, inclusion, and diversity: We support fair treatment and full participation of all individuals, regardless of their background, identity, or characteristics, by actively seeking diverse perspectives, providing equitable access to opportunities, and fostering an inclusive environment where everyone feels valued.

Human dignity: We uphold, respect and protect the dignity of every person by treating them with respect and kindness, listening to them, and standing up against discrimination

Teamwork: We consistently promote collaborative efforts among staff, partners, and communities to enhance efficiency and effectiveness in achieving organizational goals.

3.5. Theory of Change statement

EACHRights' Theory of Change outlines the approaches and intervention strategy pathways, which are reflected in the programmes and include the assumptions and the logical connections between the different levels of the organisation's Vision, Mission, and Goal Statement.

Problem Statement: Systemic inequalities limit the ability of vulnerable and marginalized groups and communities to access basic rights and influence decision-making processes in Kenya.

Assumption: If vulnerable and marginalized groups and communities are empowered with knowledge, resources, and platforms to advocate for their rights, and if structural barriers are addressed through coordinated, rights-based interventions, then these groups and communities can become effective agents of change, driving social justice.

Strategic Pathways (Programmes)

1. Gender Justice Programme

- Challenge harmful gender norms and promote gender equality
- Support survivors of gender-based violence through advocacy and service linkages
- Strengthen legal and social frameworks that protect women and marginalized genders

2. Education Justice Programme

- Advocate for inclusion and equitable access to quality education, especially for marginalized children and learners with disabilities and vulnerable groups and communities
- Monitor policy implementation (e.g., CBE, capitation, teacher deployment)
- Address inequalities through policy advocacy and legal reform

3. Health Justice Programme

- Promote access to sexual and reproductive health and rights (SRHR) services
- Push for the elimination of barriers to healthcare for marginalized populations
- Advocate for increased public health funding and accountability

4. Environmental and Climate Justice Programme

- Build resilience of vulnerable communities to environmental and climate impacts
- Promote participation in environmental governance and policy processes
- Support advocacy on equitable access to climate financing and resources

5. Economic Justice, Business and Human Rights Programme

- Address income inequalities through policy advocacy and legal reform
- Promote decent work and labor rights for all, especially in informal sectors
- Push for corporate accountability through the application of frameworks such as the Business and Human Rights Guiding Principles and the ESG Framework

Outcomes (Short to Medium Term)

- Increased awareness and capacity of groups and communities to claim their rights
- Strengthened grassroots advocacy and community engagement in policy processes
- Improved access to essential services in education, health, and economic opportunities
- Enhanced resilience and adaptive capacity to climate change
- Reduced gender and economic disparities through systemic reforms

Impact (Long-Term Goal)

Therefore, EACHRights' long-term goal is a just and equitable society where vulnerable and marginalized groups and communities are empowered to advocate for and enjoy equitable access to education, healthcare, climate resilience, and economic and gender justice.

CHAPTER FOUR: STRATEGIC FOCUS AREAS

4.1 Strategic Focus Area 1: Gender Justice

Despite ratifying international, regional, and national frameworks, achieving gender equality in Kenya has remained elusive for over 30 years since the girl-child became a prominent focus of the global development agenda. Women and girls facing adversity are especially disadvantaged. For this reason, the Gender Justice Programme aims to build a society where both men and women enjoy equal rights and opportunities across all sectors, including meaningful participation and decision-making, using a human rights-based approach.

Programme goal: To contribute to a society where both men and women enjoy equal rights and opportunities across all sectors, including meaningful participation in governance and decision-making.

Intervention focus areas

1. Intersecting issues of gender norms, gender inequality, and gender-based violence in Kenya.
2. Strengthen the participation of women in governance and decision-making.
3. Monitor the implementation of gender responsive policies, laws, and budgets.

4.2 Strategic Focus Area 2: Education Justice

Paragraph 1 of General Comment No. 13 on the right to education states that “Education is both a human right in itself and an indispensable means of realizing other human rights. As an empowerment right, education is the primary vehicle by which economically and socially marginalized adults and children can lift themselves out of poverty and obtain the means to participate fully in their communities. Education has a vital role in empowering women, safeguarding children from exploitative and hazardous labour and sexual exploitation, promoting human rights and democracy, protecting the environment, and controlling population growth.”¹⁹ The Education Justice Programme will therefore cover pre-primary, primary, junior, secondary/senior school, vocational, adult, and continuing education, and implement projects around girl child education, foundational learning/early childhood education, education for children in urban informal settlements, education for children in rural, arid, and semi-arid areas, and education among the youth.

Programme goal: To enhance the right to education among vulnerable and marginalized groups and communities.

Intervention focus areas

1. Promote access to education for vulnerable and marginalized groups and communities.

4.3 Strategic Focus Area 3: Health Justice

Article 43(1) of the Constitution of Kenya, 2010, guarantees the right to the highest attainable standard of healthcare, including reproductive health. Despite these guarantees, not all citizens have full access to health services or enjoy the right to health. It is for this reason that the Health Justice Programme will “contribute to a society where healthcare is accessible to vulnerable and marginalized

 19 OHCHR. (2025, September 5). *General Comment No. 13: The right to education (Article 13) (1999)*. Retrieved from Human Rights Education and Training : <https://www.ohchr.org/en/resources/educators/human-rights-education-training/d-general-comment-no-13-right-education-article-13-1999>

groups and communities” by using a human rights-based approach that ensures people’s participation in decisions affecting their health.

Programme goal: To promote access to healthcare among vulnerable and marginalized groups and communities.

Intervention focus areas

1. Promote the realization of the right to health.
2. Promote the realization of sexual and reproductive health and rights (SRHR).

4.4 Strategic Focus Area 4: Environmental and Climate Justice

Climate change poses an existential threat to mankind, and without intervention, it will impact life on the planet. With increasing severity, vulnerable and marginalized groups and communities worldwide continue to bear their disproportionate burden, leading to violations of their dignity and human rights. In this context, and in response to Sustainable Development Goal 13, which calls for limiting and adapting to climate change, EACHRights, through the Environmental and Climate Justice Programme, aims *“to contribute to the reduction of the impact of environmental and climate change on vulnerable and marginalised groups and communities.”*

Programme goal: To contribute to the reduction of the impact of environmental and climate change on vulnerable and marginalised groups and communities.

Intervention focus areas

1. Promote environmental and climate adaptation and mitigation strategies.
2. Strengthen environmental and climate accountability.

4.5 Strategic Focus Area 5: Economic Justice, Business and Human Rights

We recognize the violation of economic rights and the profound impact that businesses can have on communities. Businesses in Kenya, just as businesses worldwide, contribute both positively and negatively to human rights. The positive contributions include employment creation, contributions to public revenue through tax payments, and life quality-enhancing innovations. Negative impacts include violations of labour rights, displacement of communities to pave the way for operations — often without adequate consultation or compensation — and environmental pollution. It is for this reason that the EACHRights’ Economic Justice, Business and Human Rights Programme has been designed to work around economic rights, the Guiding Principles on Business and Human Rights and the Environmental, Social, and Governance (ESG) Framework and also address the complex intersections between business activities and human rights.

Programme goal: To contribute to a society where there are equal economic opportunities for all individuals.

Intervention focus areas

1. Promote the right to decent work and employment.
2. Enhance adherence to the Guiding Principle on Business and Human Rights.
3. Promote adherence to the Environmental, Social, and Governance Framework.

4.6 Strategic Focus Area 6: The Universal Periodic Review

The Universal Periodic Review (UPR) is a unique intergovernmental peer-review Human Rights mechanism in which each of the 194 Member States of the United Nations is reviewed every 5 years. The ultimate aim of this mechanism is to improve the human rights situation across all countries and to address human rights violations wherever they occur. The East African Centre for Human Rights (EACHRights) acts as the Coordinator and Secretariat of UPR Kenya (The Kenya Stakeholders' Coalition on the UPR), which has a membership of over 400 NGOs divided into over 30 Thematic groups divided into 3 clusters, namely Civil and Political Rights; Economic, Social and Cultural Rights; and Group Rights. During the 4th Cycle review by the United Nations Human Rights Council, which was held in Geneva in May 2025, Kenya received a total of 339 recommendations. EACHRights will support all stakeholders to enhance their implementation.

Programme goal: To enhance the utilisation of the UPR mechanism.

Intervention focus areas

1. Coordination of UPR Kenya.
2. Advocacy on EACHRights thematic focus areas using the UPR mechanism.

4.7 Strategic Focus Area 7: Institutional Growth and Sustainability

EACHRights will prioritize its internal efforts to promote institutional growth and sustainability, focusing on implementing the five programmatic strategic focus areas. The organization will enhance the capacity of staff members in leadership, governance, and organizational sustainability. The staff will be supported in developing the skills, motivation, and opportunities needed to contribute effectively to the organization by utilizing their

capabilities and meeting organizational requirements. They also need to be organized and to connect in ways that foster productive outcomes. Capacity building for staff will aim to efficiently achieve programmatic goals, with effective internal control systems in place to safeguard assets and maximize benefits.

Program goal: Enhanced institutional effectiveness, growth, and sustainability.

Intervention focus areas

1. Strengthen organizational leadership and governance.
2. Human Resource Management.
3. Fundraising and resource mobilization.
4. Strengthen finance systems and internal controls.
5. Risk and compliance.
6. Communication and visibility.
7. Data and Information System Management and Security.
8. Monitoring, Evaluation, and Learning.

CHAPTER FIVE: IMPLEMENTATION STRATEGIES AND APPROACHES

5.1 Research

EACHRights recognizes that research is critical in understanding and addressing the challenges faced by vulnerable and marginalized groups and communities. To this end, the organization will undertake various forms of research, including baseline studies, perception surveys, position papers, and policy briefs. Through this approach, EACHRights seeks to establish itself as a credible institution that leverages field experiences and knowledge to shape opinions, promote learning, and drive innovation. Additionally, the organization will prioritize the design and implementation of research-driven, evidence-based programs.

5.2 Networking, collaboration, and partnerships

Networking, collaborations, and partnerships with government and like-minded organisations are key to EACHRights' success in realising the economic and social rights for vulnerable and marginalised communities and groups. EACHRights will work with CSOs, NGOs, INGOs, the government, and the private sector in the design and implementation of their programs in this strategic plan.

5.3 Social movement building and grassroots community mobilization

EACHRights will support and empower communities to organize around their common concerns and challenges, as well as citizen-driven campaigns targeting national and county-based citizen-led advocacy initiatives. This approach will enable social movements to conduct media campaigns, lobby, educate the public, and advocate to raise awareness. They can also engage in public actions, mobilize communities, and create and submit petitions to duty bearers.

5.4 Training and capacity building

Training and capacity building will be a core component of EACHRights' work, aimed at empowering vulnerable and marginalized groups and communities to claim and defend their rights. This will involve designing and investing in tailored initiatives that strengthen the knowledge and expertise of civil society organizations (CSOs), local leaders, government agencies, and partners. EACHRights will invest in training and capacity building for its staff to strengthen their analytical and methodological skills, enabling them to develop effective strategies, design impactful programs, and conduct robust monitoring and evaluation.

5.5 Lobbying and advocacy

Over the years, EACHRights will engage decision-makers, generate and disseminate credible evidence, share insights with peer organizations, and target institutions responsible for implementing change. EACHRights will also undertake focused lobbying and advocacy to drive legal, policy, and structural reforms on key issues such as economics, education, gender, climate, and health. Through these efforts, the organization will amplify community voices, strengthen accountability, and advance social justice.

5.6 Community and public awareness creation

Community awareness will facilitate a collective understanding and knowledge among community members about issues, events, and opportunities that affect them. EACHRights will disseminate information to educate the public, foster a sense of shared responsibility and empowerment, and encourage active participation and collective action to address local challenges and improve outcomes. Public awareness will be utilized to promote collective understanding and consciousness within a society about human rights, empowering individuals to make informed decisions and take collective action for positive societal change.



CHAPTER SIX: RISKS AND MITIGATION

The matrix below highlights the risks that might affect EACHRights’ work and mitigation efforts to address them.

Risk	Trigger	Likelihood	Impact	Mitigation strategy	Responsibility
Delayed implementation of planned activities due to the State bureaucracy, shrinking civic space, and political instability	Competing needs and priorities of State Agencies	Likely	Moderate	Strategic planning meetings with Government officials preceding project implementation	Programme staff
Unavailability of policymakers to participate in capacity-building forums	Conflicting priorities by policymakers	Likely	Moderate	Reschedule activities Joint planning with policy makers.	Project Coordinator
Poor turnout of participants due to competing interests	The high cost of living is forcing participants to prioritize their economic livelihood.	Likely	Moderate	Include modest transport reimbursement for participants in the project budget.	Programme staff
Reduction in the amount of funding available for project implementation	Currency fluctuations, inflation, and budget cuts from Development Partners.	Likely	High	Seek permission from funding partners to realign activities and budgets	Programme staff
Safety of programme staff due to conflict, especially in targeted ASAL project areas	Drought resulting in migration in search of pasture and water for their livestock	Likely	Moderate	Ensure development and adherence to field work security plans for staff	EACHRights Management
Political tension	Political divisions and demonstrations in the country	Likely	Moderate	Monitoring of the political landscape during project implementation	Programme staff
Unbudgeted programming expenses	Unrealistic expectations and demands by project beneficiaries	Likely	Moderate	The programme will discuss the approved project budget with local implementing partners and other stakeholders during planning for project activities to address unrealistic expectations from beneficiaries.	Programme staff

Table 1: Risk analysis

CHAPTER SEVEN: RESOURCE MOBILIZATION AND FUNDRAISING

7.1 Means of resource mobilization and fundraising

The financing of the programmes will be guided by EACHRights' Resource Mobilization Plan. Primarily, the organization shall approach development partners interested in funding programmes identified in the strategic focus areas. This will be achieved through seeking cross-funding and co-funding, as well as diversifying funding sources. Other resource mobilization initiatives will include:

Foundations: Some local businesses that have established foundations that could serve as a potential funding source for the EACHRights in the country. In addition, there are also international foundations that support development work, which EACHRights could approach to increase the resource base. Finally, there are institutional foundations that have relevant funding available, some of which have regional offices in Kenya.

Individual philanthropists and corporates: The organization will explore the local scene and build relationships with companies and foundations working in the country to secure support and resources for its programmes.

Challenge type - funding opportunities: Challenge funds are always established to achieve specific objectives – such as expanding financial services to poor people, finding solutions to particular health problems in developing countries, encouraging investment in high-risk markets, or stimulating innovation.

Social enterprise: Providing training and consultancy services to organizations and private actors can be a significant source of unrestricted funds for the development of EACHRights.

Engagement of local actors, beneficiaries, and stakeholders in the programmes, especially CSOs, through their service provision or in-kind donations, which will form part of the project's financing.



CHAPTER EIGHT: MONITORING AND EVALUATION

8.1 Objectives of monitoring and evaluation

The objectives of monitoring and evaluation (M&E) for organizational strategic plans are

1. To develop performance indicators to ensure alignment with EACHRights' goals.
2. To promote accountability and transparency.
3. To facilitate continuous learning and improvement.
4. To review programme and project implementation, progress, and impact.
5. To enable data-driven decision-making.
6. To optimize resource allocation for greater efficiency and effectiveness.

This will allow EACHRights to adapt strategies, identify potential issues, and ultimately achieve desired outcomes, ensuring their efforts are focused, efficient, and impactful.

8.2 Key steps in monitoring and evaluation

The following are the key steps for monitoring and evaluating:

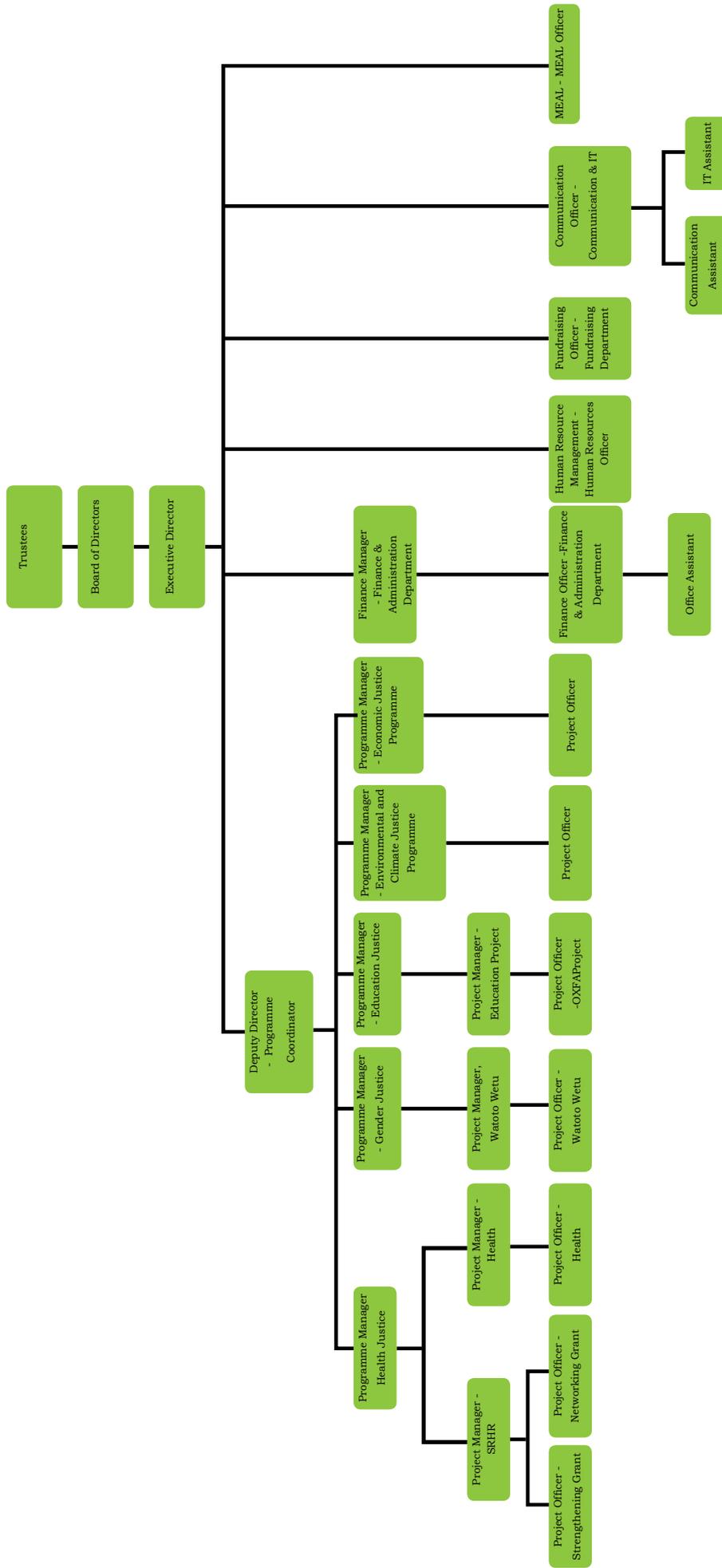
1. Define clear objectives and performance indicators (KPIs)
2. Establish a data collection and analysis framework with appropriate tools and timelines
3. Identify roles and responsibilities
4. Create reporting templates for stakeholders
5. Conduct regular data collection and analysis to track progress
6. Using the findings to make informed decisions, adapt the strategy, and ensure accountability.

In this regard, EACHRights will collect data through methods like surveys, interviews, observations, or document reviews. Then, we will develop data collection tools, including survey questionnaires, interview guides, and observation checklists. The data will thereafter be analyzed using either qualitative or quantitative methods.

EACHRights will develop standardized reporting templates for communicating M&E findings to different stakeholders, including internal teams, leadership, and external partners. These will be shared regularly to show progress, lessons learned, and challenges with relevant stakeholders. The insights gained will be used to inform decision-making, make necessary adjustments to the strategic plan, and improve future initiatives.

ANNEXES

Annex 1: EACHRights Organogram



Annex 2: Theory of Change

Problem Statement	Assumption	Strategic Pathways (Programmes)	Outcomes (Short to Medium Term)	Impact (Long Term Goal)
Systemic inequalities limit the ability of marginalized communities to access basic rights and influence decision-making processes in Kenya.	If vulnerable and marginalized groups and communities are empowered with knowledge, resources, and platforms to advocate for their rights, and if structural barriers are addressed through coordinated, rights-based interventions, then these communities can become effective agents of change, driving social justice.	<p>Gender Justice Programme</p> <ul style="list-style-type: none"> Challenge harmful gender norms and promote gender equality Support survivors of gender-based violence through advocacy and service linkages Strengthen legal and social frameworks that protect women and marginalized genders <p>Education Justice Programme</p> <ul style="list-style-type: none"> Advocate for inclusion and equitable access to quality education, especially for marginalized children and learners with disabilities and vulnerable groups Monitor policy implementation (e.g., CBE, capitation, teacher deployment) Education governance and financing <p>Health Justice Programme</p> <ul style="list-style-type: none"> Promote access to sexual and reproductive health and rights (SRHR) services Push for the elimination of barriers to healthcare for marginalized populations Advocate for increased public health funding and accountability <p>Environmental and Climate Justice Programme</p> <ul style="list-style-type: none"> Build resilience of vulnerable communities to environmental and climate impacts Promote participation in environmental governance and policy processes Support advocacy on equitable access to climate financing and resources <p>Economic Justice, Business and Human Rights Programme</p> <ul style="list-style-type: none"> Address income inequalities through policy advocacy and legal reform Promote decent work and labor rights for all, especially in informal sectors Push for corporate accountability through the application of frameworks such as the Business and Human Rights Principles and the ESG Framework 	<ul style="list-style-type: none"> Increased awareness and capacity of communities to claim their rights Strengthened grassroots advocacy and community engagement in policy processes Improved access to essential services in education, health, and economic opportunities Enhanced resilience and adaptive capacity to climate change Reduced gender and economic disparities through systemic reforms 	Therefore, EACHRights' long-term goal is a just and equitable society where vulnerable and marginalized groups and communities are empowered to advocate for and enjoy equitable access to education, healthcare, climate resilience, and economic and gender justice.





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