You can chain me, you can torture me, you can even destroy my body, but you will never imprison my mind.

Mahatma Gandhi
INDEPENDENT MEDICO - LEGAL UNIT

FROM

‘SPEAKING OUT’

TO

‘ENHANCING PREVENTION AND ACCOUNTABILITY FOR ACTS OF TORTURE’
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OUR VALUES:

Integrity:
We uphold professionalism, honesty, accountability, and evidence based interventions in the course of our work.

Courage:
With confidence and relentlessness, we engage perpetrators of torture, hold the state accountable and ensure justice for victims and survivors.

Compassion:
At IMLU we treat everyone equally; we show kindness, mercy, empathy, and dedication to victims and survivors of torture regardless of who they are.

Empowerment:
We are committed to enhancing knowledge and skills for IMLU staff, and all our stakeholders in order to effectively and efficiently work towards fulfilling our Mission.
Abbreviations and Acronyms

IMLU - Independent Medico-Legal Unit
CAT - Committee against Torture
UNCAT - United Nations Convention against Torture
OPCAT - Optional Protocol to the Convention against Torture
OSIEA - Open Society Initiative for East Africa
NGO - Non-Governmental Organization
KANU - Kenya African National Union
NARC - National Rainbow Coalition
IRCT - International Rehabilitation Council for Torture Victims
FERA - February Eighteen Revolutionary Army
ACHPR - Africa Commission on Human and Peoples Rights
UPR - Universal Periodic Review
EACSOF - East African Civil Society Forum
ICJ-K - International Commission of Jurists – Kenya Chapter
CPTA - Committee on the Prevention of Torture in Africa
AU - African Union
UN - United Nations
EAC - East Africa Community

Acknowledgements

The Independent Medico-Legal Unit (IMLU) wishes to acknowledge and most sincerely thank the many persons and organizations involved in the development of this strategic plan.

The board of IMLU for providing guidance throughout the process, Eloise Burke for guiding the entire process, Jennifer Miano for her technical support, our development partners OSIEA and Royal Norwegian Embassy for their generous financial support, peer civil society organizations and state agencies who participated in the stakeholders’ consultation sessions, friends and supporters of IMLU who participated in their individual capacity and asked hard and provoking questions, and last but not least the staff of IMLU whose commitment, team work, and robust discussions made this process a great success.
Forward

This 5-year Strategic Plan comes at a time of great expectations for Kenyans, following the promulgation of the Constitution of Kenya 2010. The plan takes into account the history of IMLU since 1992, endeavoring to bring on board vital lessons learnt, safeguarding the gains made, and daring to venture into unchartered territory, all towards a Just World free from Torture.

In the last 19 years IMLU has distinguished itself as a centre of excellence in the documentation of torture and a reliable source of information regarding torture, and other cruel, inhuman, degrading treatment or punishment. During these years IMLU has established robust networks of professionals against torture, including doctors, trauma counsellors, lawyers who have stood strongly on the side of victims, survivors and families, providing rehabilitation, hope that justice will be done, and that a new Kenya is possible! At the same time IMLU has had its share of challenges as a member of the local and international civil society fraternity.

Leaning a solid foundation and the lessons learnt we are daring to embark on a new journey through this Strategic Plan; a journey that calls for a holistic approach. It is a journey that demands of us to sharpen advocacy for reforms, improve the quality of our medical, legal and psychosocial responses, strengthen preventive mechanisms, broaden and deepen our networking, strengthen the skills, knowledge and strategic positioning of our staff and board. It is a journey that demands of us the best, for it is only the best that will deliver justice and assure victims and survivors on non-repetition.

To deliver this plan, we cannot work alone. It is for this reason that we have resolved to deepen partnerships within civil society, with state agencies, the donor community, community groups, friends and supporters. Guided by the values of Integrity, Courage, Compassion and Empowerment, we will endeavor to provide leadership, though humble enough to be led, with our ‘eyes on the prize’; a Just World free from Torture.

Peter Kiama
Executive Director
July 2011
I. National Context

Torture has been routinely used as a tool of repression throughout the history of Kenya. History reveals that repression by governments has not always been the end sought but an insatiable quest for political power and control over resources. In October 1952, the British colonial administration declared a state of emergency in a bid to crush what was perceived as rebellion by freedom movements. Torture, arbitrary arrests, unlawful detentions, rape of women and on a number of occasions arbitrary executions characterized colonial rule. The colonial security apparatus comprising home guards, the police and prison warders executed the criminal operation that ruthlessly trampled on the rights of Kenyans resulting in the loss of lives of thousands of Kenyans.

Euphoria accompanying independence in Kenya in June 1963 slowly gave way to disillusionment as it became apparent that successive independent regimes would preserve colonial structures and embrace their oppressive institutional ethos. This implied that torture as a practice in independent day Kenya would not only be tolerated by the state but also used conveniently to preserve power and maintain control by the political elite. The situation worsened by transforming Kenya into a one party state by law in 1982 fuelling more resistance by opponents and in turn intensifying intolerance and extreme repression by the government. This severely undermined fundamental freedoms guaranteed by the constitution.

With reversion to political pluralism in Kenya in 1991, limited space that supported the growth of citizen organizations through democracy and governance NGOs emerged. Enlarged democratic space, protection of human rights and respect for the rule of law constituted key demands of the burgeoning reform movement. It was this moment that organizations such as IMLU seized to nurture the nascent democracy.

When NARC triumphed over KANU in the December 2002 general elections, it marked a new beginning for the nation after 24 years of destructive authoritarianism and repression under the KANU regime. The event heralded optimism for rebuilding the nation based on democratic ideals as the government adopted the reform agenda. Expectations were high that human rights violations such as torture and arbitrary arrests would be relegated to the dust heap of the ignominious history of Kenya under KANU.

In recent times, trends indicate that torture is no longer linked to political repression or applied systematically to quell political dissent, but is increasingly used as a response to conditions of material deprivation, marginalization and insecurity. The typical profile of a torture victim has radically shifted from government critic or dissident to poor, illiterate, unemployed youth in urban informal settlements and rural outposts in Kenya. This has been manifested in major incidents of torture such as the Mathare Kosovo police operation 2008, the Operation Okoa Maisha by the military and police in March/April 2008 and the Operation Chunga Mpaka in Mandera by the military in November 2008. That acts of torture undermine the notion of human dignity can not be overemphasized. IMLU brought these incidents to the attention of the UN Committee Against Torture during the examination of Kenya’s report on CAT in November 2008.
In August 2010, Kenyans overwhelmingly voted in favour of a uniquely progressive constitution drawing curtains to four decades of a fierce struggle for democracy. IMLU firmly believes that sustainable human development is only possible where the life and dignity of the person is respected and realizes the enormous potential in the constitution for embedding positive values and practices that promise a future based on social justice.
Due to registration challenges arising from the prevailing government cynicism and paranoia surrounding non governmental organizations, IMLU operated as a project of the Bungoma Professionals Association (BPA) until 1995 when IMLU was registered as a trust and subsequently as a non-governmental organization in 2003. In 1998, IMLU, Kenya Human Rights Commission (KHRC) and People Against Torture (PAT) jointly formed The Litigation Fund Against Torture (LIFAT) to enhance access to justice for victims of torture through public interest litigation.

IMLU has an advisory board of directors and staff from diverse disciplines. Besides the board and staff, IMLU has a national network of professionals comprising qualified lawyers, medical practitioners and counselors who are continuously trained in handling cases of torture in the context of continuing professional development recognized by respective professional bodies.

IMLU is the lead agency in a regional human rights network of torture organizations, East Africa and Great Lakes Network (EAGLENET) and a member of similar regional and international human rights networks. These include African Network of Torture Rehabilitation Centers, World Organization Against Torture (OMCT), International Federation of Health and Human Rights Organizations (IFHHRO), and the Coalition for the Effective Operation of the African Court.

IMLU has been accredited by International Rehabilitation Council for Torture Victims (IRCT) as a centre for rehabilitation of torture victims, and by the Law Society of Kenya as a Continuing Legal Education (CLE) provider. Through the board of directors, IMLU spearheaded the creation of the Human Rights Committee within the Kenya Medical Association which it will continue to nurture and to support human rights work within the medical fraternity.

II. Organizational Profile

The idea of IMLU was conceived primarily as a response to widespread torture practices perpetrated by state actors. IMLU’s early work in 1992 focused on providing forensic medical documentation of injuries suffered by victims of politically instigated ethnic violence in the Western and Rift Valley Provinces and also victims of State repression of the February Eighteenth Revolutionary Army (FERA). Victims were tortured, jailed without trial or jailed on trumped up charges, while others died under mysterious circumstances or disappeared without trace. Those who survived the atrocities were often physically assaulted, psychologically injured and deeply traumatized.

While a number of civil society organizations were already actively advocating for greater respect for human rights which included condemning acts of torture, none was specifically addressing the need to provide medical evidence on torture that was capable of leading to conviction once prosecution had commenced. An underdeveloped forensic facility within the criminal investigations department and lack of independence in carrying out investigations coupled with the culture of impunity frustrated efforts to hold accountable perpetrators of heinous crimes. Further, IMLU identified a major weakness in the administration of justice being the lack of effective cooperation among criminal justice agencies.
IMLU’s Current Programmes

From its humble beginning in 1992, IMLU has steadily grown from an ad hoc voluntary facility to a formidable anti-torture organization of regional acclaim. The work of IMLU is premised on the understanding that the government has both a moral and legal obligation to uphold the rule of law and should not breach the law to defend the law. When government breaks the law, it breeds contempt for the law and invites anarchy which undermines legitimacy of the constitutional order rather than reinforce it.

Prior to 2005, IMLU operated three main programmes: rehabilitation and documentation, advocacy, and legal and training. In 2005 IMLU merged with LIFAT thereby introducing the litigation component under the legal and training programme. In the course of its activities, IMLU has developed the capacity to document cases of torture consistently and use the findings to pursue justice for torture victims, and to rehabilitate torture survivors through the provision of medical and psychological treatment. These activities have evolved into three main programmes:

- **Documentation and Rehabilitation:** This programme entails provision of medical and psychological care for victims and survivors of torture through a network of doctors and counselors, conducting of post-mortems, counseling for victims of torture, and forensic documentation for litigation purposes.

- **Access to Justice:** Through the programme, legal advice for victims and survivors of torture is offered, public interest litigation conducted, capacity development provided for stakeholders and review of policies and legislation.

- **Advocacy and Communication:** Dissemination of information and awareness creation on torture targeting the public is one of the functions that this programme fulfills in addition to advocacy campaigns against torture and related atrocities, at the national, regional and international level.
Moving forward, ongoing constitutional and institutional reforms coupled with the political transition anticipated in the forthcoming general elections in 2012 present an abundance of opportunity for IMLU and like-minded civil society organizations to continue engaging constructively at various levels. In developing the road map for future interventions, IMLU analysed the national, regional and international contexts to determine suitable opportunities that could be exploited to build on existing initiatives.

The National Context:

Legislative Advocacy: IMLU plans to consolidate gains made through advocacy initiatives for a new constitution particularly the entrenchment of a comprehensive bill of rights and the absolute prohibition of torture under Article 29 of the Constitution. To aid the realization of Articles 25 and 29 of the Constitution, IMLU will create awareness of the Prevention of Torture Bill, 2011 and also device appropriate advocacy strategies towards its enactment. IMLU will also engage in deliberations on the implementation of other related bills including the police reform bills and bills concerning the rights of persons detained, arrested or in custody, in order to give effect to Constitutional principles that safeguard against torture, inhuman, degrading and ill-treatment.

Engagement with the Executive, Legislature, Judiciary and Committee on the Implementation of the Constitution: Constructive engagement with these organs of the state will ensure the best legislation and policies for operationalizing the Bill of Rights and safeguarding constitutional guarantees.

Monitoring Government on the rule of law and protection of human rights: IMLU and other like minded organizations anticipate the challenge of engaging with a complex legislature as its composition is likely to radically transform after the general elections in 2012. More vigilance will be required with regard to the law making function
of the said arm of government. Also, engagement with devolved government through established IMLU networks will be necessary to monitor rights compliance and guard against infringement of rights at the county level.

Public Interest Litigation: Innovative litigation approaches to enhance protection of Kenyans from torture will require formulation as IMLU utilizes its legal and medical expertise. From the range of remedies offered by the Constitution for redressing violations, IMLU will also explore which of the remedies will provide optimal assistance to victims of torture.

The Regional and International Context:

- As a founder member of the East African Civil Society Forum (EACSOF), IMLU intends to actively engage in EACSOF sessions to advocate for human rights issues within the East African Community level. Also, having filed a reference with the East African Court of Justice against the Kenyan government on violations by the government of the EAC Treaty arising from failure to investigate the aforementioned Operation Okoa Maisha, IMLU intends to not only continue litigation on this case but also utilize the court often subject to jurisdictional limits.

- Institutions at the regional level such as the African Commission for Human and Peoples’ Rights, the African Court on Human and Peoples’ Rights and the yet to be established African Court of Justice are expected to play a greater role in preventing torture in future. IMLU has provided evidence for a communication filed by ICJ-Kenya seeking accountability for violations of the African Charter on Human and Peoples’ Rights in the Mt Elgon Operation Okoa Maisha by the Kenyan military. IMLU will continue to follow-up the progress of this communication with the Commission.

- To understand the functioning of the ACHPR, IMLU intends to actively participate in the subsequent sessions of the Commission by making statements before the Commission, holding events for advocacy on torture and related violations at the AU level with international partners, development of resolutions through the NGO forum, popularizing the Robben Island Guidelines on the Prevention of Torture at the domestic level and co-operation with the Committee on Prevention of Torture in Africa (CPTA).

- IMLU submitted the alternative report to the UN Committee Against Torture in November 2008 from which the committee made progressive concluding observations. IMLU plans to monitor the implementation of these concluding observations in partnership with local and international organizations. Also, IMLU intends to work with international partners in advising the UN Committee Against Torture on the development of General Comments in relation to Article 14 of CAT on redress, compensation and full rehabilitation of victims of torture.
• Kenya is yet to accede to the Optional Protocol to the Convention against Torture and other Cruel, Inhuman or Degrading Treatment or punishment (OPCAT). IMLU will continue to play a pivotal role in advocating for accession of the instrument by the Kenyan government. If successful, advocacy will be conducted to ensure the most appropriate National Preventive Mechanism is created to aide in the prevention of torture in places of detention.

• The Universal Periodic Review (UPR) is a mechanism under the Human Rights Council where the human rights record of all the 192 UN Member States is reviewed every 4 years. IMLU actively participated in the stakeholder process leading to the first review of Kenya in 2010. Recommendations urging the abolition of the death penalty and ratification of the OPCAT were made. The UPR is a critical forum for national stakeholders working to improve the human rights situation which IMLU intends to continue engaging with.

Emerging Issues

• IMLU contemplates a broad interpretation of the definition of torture under Article 1 of CAT which recognizes torture by non-state actors with consent or acquiescence of the state in order to respond to the emergence of torture by organized criminal gangs and vigilante groups.

• To ensure the absolute prohibition of torture, in addition to defending typical victims of human rights violations, IMLU will seek to facilitate prevention of torture when it is targeted at vulnerable groups such as persons with disabilities, those who fall in the Lesbians Gay Bisexual Transsexual (LGBT) category and within the context of anti-terrorism measures that defy the rule of law and respect for human rights.

• IMLU aims to increase response to torture at grassroot levels within underserved areas especially in Northern and North Eastern Kenya with the cooperation of local human rights defenders and community based organizations.

• IMLU intends to build strong alliances with like-minded organizations in advocacy efforts against torture-related violations such as extra-judicial killings and forced disappearance.

Threats

• Justification of torture in the war against terrorism and preservation of national security

• Threats to human rights defenders, staff, witnesses and survivors by perpetrators of torture.

• Impact of global economic recession likely to impact funding.

• Possible shift in donor priorities

• Ineffective criminal justice agencies will hinder progress in preventing and responding to torture.

• Political turbulence ahead of Elections in 2012 capable of slackening the pace of reforms.

IMLU has encountered various hurdles in the course of implementing its programmes. Where feasible, IMLU will institute measures to address the identified challenges in the current plan period. These challenges include:

• Weak organs for the administration of justice.

• A weak legal and policy framework on the prevention of and response to torture.

• The culture of impunity among state agents.

• Justification of torture in combating organized criminal groups and within the context of the war against terror.

• Systematization of torture in security operations.

• Underdeveloped infrastructure for forensic investigations.

• Corruption.
- Lack of an independent oversight mechanism for the police department.
- Threats and actual aggression by state perpetrators and anti-reformers.
- Lack of adequate human resources to enhance access to justice for victims of torture.
- The inadequacy of academic training for lawyers and health professionals in combating torture.

**Internal**

**Strengths**
- Unique niche in medico-legal service provision.
- A reliable pool of multi-disciplinary expertise.
- Good will and support from partners.
- Legitimacy earned from the cause and competence.
- Ability to mobilize resources.
- Dedicated staff.

**Weaknesses**
- Weak organizational development.
- Weak programme/project cycle management.
- Lack of an effective communication and advocacy strategy.
- Poor network linkages and sustenance.
- Lack of resource mobilization strategy.

**Lessons Learnt**
Through the process of growth and learning as an organization, IMLU has learnt the following key lessons some of which have been factored in the current plan.

- The value of good quality forensic evidence in prosecutions.
- The need for persistence in pursuing cases of torture filed against the government.
- The need to collaborate with relevant government departments in law and policy reform efforts to combat and prevent torture.
- The effective use of regional and international mechanisms in holding the state accountable in prevention of and response to torture.
- The need for a strong mechanism for the protection of human rights defenders involved in documentation of torture and related violations from potential perpetrators.
- The need for an effective organizational security policy.
- The need to marshal resources to eradicate torture by building strong alliances across all sectors and levels.
IMLU’s Identity

Our identity is derived from our vision, mission and core values.

Vision:
IMLU envisages a Just World Free from Torture

Mission:
IMLU seeks to promote and safeguard the rights of all against torture by holding the state accountable.
IV. Strategic Direction and Priorities

IMLU has the benefit of cumulative experience gained while implementing programmes over the period preceding this plan which equips it to seize the opportunities identified. Broadly, support to the reform agenda, effective service delivery, development of knowledge based interventions, strengthening internal capacity and sustainability shall constitute IMLU’s key areas of focus during the plan period. These priorities are further conceptualized as strategic objectives and are intended to define IMLU’s work in the next five years.

Priority Area 1
Support to Reforms

Strategic Objective 1
To inform and influence policy and legislation on the prevention of torture and hold the state accountable

Key Strategies
- Advocacy for comprehensive laws and policies
- Drafting Bills and Policies
- Technical support partnerships with local, regional and international partners
- Public interest litigation
- Engagement of regional & international mechanisms (AU, UN EAC)
- Prosecution of perpetrators

Priority Area 2
Effective Service Delivery

Strategic Objective 2
To improve access to justice for victims of torture through medical, legal and psycho-social support

Key Strategies
- Promotion of equality, legal, medical & psycho-social services under one roof
- Referral to network of professionals.
- Forensic Medical Documentation for legal redress
- Psychological documentation for legal redress

Priority Area 3
Promoting Sustainability

Strategic Objective 3
To nurture strategic alliances for the prevention of torture

Key Strategies
- Use of current and new professionals
- Continuous and consistent capacity building of professionals
- Promoting public outreach and dialogue
- Working directly with organizations and indirectly with coalitions and associations that IMLU network of professionals belong to.
Priority Area 4

Development of Knowledge Based Interventions

Strategic Objective 4
To enhance the use of research to prevent and respond to torture

- Periodic National Torture prevalence survey every 4 years
- Various research projects to deepen understanding of selected areas of work
- Partnerships with academic and research institutions and associates

Priority Area 5

Strengthening Internal Capacity

Strategic Objective 5
To enhance IMLU’s institutional capacity to deliver its mission

Key Strategies
- Organizational development
- Review and or introduction of clear systems and structures
- Effective resource mobilization strategies
- Board development (policies, plans, training)
- Effective M & E system
- Effective human resource management system
- Establishing IMLU as resource centre for professionals
- Staff capacity building informed by a functional performance management system
V. IMLU’S APPROACH

IMLU uses a combination of methodology that are mutually reinforcing for the achievement of various programme objectives. Noting that human rights are indivisible and interrelated, IMLU seeks to continuously develop and perfect holistic interventions for combating torture. Premised upon this conviction, IMLU relies on a human rights based approach that encompasses principles of universality, equality, participation, accountability, transparency and sustainability. The following strategies are applied:

- Empowerment of both duty bearers and claim holders to fulfill their obligations and assert their rights respectively.
- Devising appropriate medico-legal and psychosocial interventions towards holistically responding to the scourge of torture.
- Fostering a multidisciplinary fraternity of doctors, lawyers and counselors for the protection and promotion of human rights.
- Researching and documenting various aspects of torture to improve and develop cutting edge interventions and best practices for replication.
- Strategic partnerships with state agencies and civil society among other actors
- Gender mainstreaming

Key Achievements

Among the key achievements of IMLU in the period preceding this Strategic Plan are:

1. Utilisation of forensic documentation in holding the state accountable for acts of torture in Kenya at the international level. Evidence of cases of torture at Mt Elgon and of systematic extra-judicial killings of young people in Nairobi and Central province was presented to the UN Committee Against Torture (Nov 2008), UN Special Rapporteur on Forced Disappearance, Arbitrary and Summary Executions (Feb 2009), UN Special Rapporteur on Torture (March 2009), UN Human Rights Council (May 2009 & May 2010) and the African Commission on Human and Peoples Rights (May 2009). These special mechanisms and institutions have made key recommendations to the Kenya government which form part of the current strategy of the Ministry of Justice and Constitutional Affairs.

2. Medico-legal intervention leading to the successful prosecution of 9 prison warders in 2002 for the murder of six death row inmates at Nyeri Main Prison (Kingongo Prison) while in custody. There were conflicting theories about the cause of death of the inmates. In a bid to establish the truth, IMLU sought exhumation of the bodies that had been quickly buried and conducted an autopsy. The findings revealed that the six inmates had been murdered by prison warders.

3. Publication of two authoritative manuals on Forensic Medicine, Medical Law and Ethics which are the only ones of their kind in East Africa:
   i. A Handbook on Forensic Medicine and Medical Law in Kenya (2000) By Mohamed Ayob Dada, David McQuoid Mason and Alex Kirasi Olumbe
   ii. A Concise Text and Manual of Forensic Medicine, Medical Law and Ethics in East Africa (2005) By Mohamed Ayob Dada, David McQuoid Mason, Alex Kirasi Olumbe and Ahmed Kalebi with 25 leading medical and legal professionals as contributors from the region.
4. Development and presentation of the shadow report on the Convention Against Torture to the UN Committee Against Torture which made progressive concluding observations as a result. The Kenya government is obligated to comply with the observations and report on progress made by November 2012.

5. Participation in the Universal Periodic Review of Kenya process in May and September 2010 at the local and international level led to the making of progressive recommendations by the UPR Working Group. The Kenya government is following up on these recommendations.

6. Contribution to the formulation of the draft bill on the Prevention of Torture which if enacted will serve as a key milestone in the crusade against torture and also give effect to Article 25 and 26 of the Constitution of Kenya.
Stakeholder Analysis

Stakeholders comprise a range of key actors who provide varied support for a cause through effective facilitation towards realizing specific programme goals. Through strategic partnerships, IMLU’s ability to build constituencies, mobilize resources and implement initiatives is reinforced. IMLU recognizes the role of stakeholders in the implementation of this plan and acknowledges the need to nurture mutually beneficial partnerships. Where practicable, IMLU will make a conscious effort to factor in the needs of stakeholders in future engagements.

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<th>Stakeholder</th>
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<td>- Medical and legal support</td>
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<td>- Empathy and protection</td>
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<td>- Integrity</td>
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<td>- Vigilance</td>
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<td>- Professional services</td>
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<td>- Confidentiality</td>
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<td>- Accountability</td>
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<td>Staff</td>
<td>- Professional growth</td>
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<td>- Open communication</td>
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<td>- Mentorship/coaching</td>
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<td>- Fair terms and conditions of service</td>
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<td>- Enabling environment</td>
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<td>- Recognition of staff contribution</td>
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<td>Professionals</td>
<td>- Enhanced quality of work</td>
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<td>- Logistical support</td>
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<td>- Dissemination of information</td>
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<td>- Effective networking</td>
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<td>Donors/Funding Agencies</td>
<td>- Financial integrity</td>
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<td>- Professionalism</td>
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<td>- Programme implementation</td>
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<td>- Impact of programmes</td>
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<td>- Availability of critical information</td>
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<td>Public</td>
<td>- Address impunity</td>
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<td>- Be vigilant</td>
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<td>- Integrity</td>
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<td>State – Ministries, Agencies and</td>
<td>- Support reforms in institutions</td>
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<td>Departments</td>
<td>- Collaboration in provision of medical and legal services</td>
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<td>- Authentic documentation</td>
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<td>- Accountable</td>
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VI. Monitoring and Evaluation

A monitoring and evaluation system is a prerequisite to ensuring effective implementation of the strategic plan. IMLU will develop and enhance both internal and external monitoring and evaluation mechanisms to ensure commitment to the plan, and enhance internal and external accountability to IMLU stakeholders as follows:

1. Needs Assessment
IMLU will endeavour to carry out baseline surveys to inform its interventions with the aim of collectively identifying the critical concerns of various stakeholders, developing partnership modalities and implementation schedules. This exercise will facilitate the establishment of a clear baseline for the implementation of the proposed interventions and a good basis for impact evaluation.

2. Monthly Programme Review and Planning Meetings
The program team under the leadership of the Programme Manager will hold monthly meetings to review progress, planning and sharing of developments during implementation. Reports of these meetings will feed into the bi-annual programme reports.

3. Field Monitoring and Support visits
Programme officers will conduct field visits once every two months to review and support the work of partners such as human rights monitors, paralegals, court users committees and network of professionals. Before any field visit, each programme officer will be expected to develop a concept note to indicate the objectives of the visit, the schedule and the expected outputs. The aim being to ensure that the visits harmonise with IMLU’s monitoring and evaluation plan in addition to facilitating participation by IMLU’s partners in planning the visits and in overall programme reporting. Reports will be written for each field visit and will inform the half year programme reports.

4. Annual Programme Review and Operational Planning Retreat
This annual session will be used to assess the status of programme implementation, challenges, key results, lessons learnt and way forward, for IMLU board, staff and selected stakeholders. This new initiative is anticipated to enhance strategic planning and programme strategy within IMLU. The proposed retreat will be a 3 day meeting conducted by an external facilitator to enable staff, board and stakeholders to continuously take stock of performance in line with the 5 year strategic plan and revise the plan for the subsequent year.

5. Six Months and Annual Programme Reports
The programmes department and finance department will produce progress reports every six months. These reports will be used for the overall annual institutional reports.

6. Annual Institutional Reporting
The annual institutional report will include:
- An annual organization audit will be conducted at the end of each financial year, covering overall IMLU funding and activities, and shared with stakeholders as part of IMLU’s accountability mechanism.
- Production of annual organization reports The IMLU annual report will include the main interventions and results during the year, including stories of change to illustrate progress as a result of these interventions.

7. Mid Term Evaluation of the Strategic Plan
A mid-term external evaluation will be conducted in the first half of the third year to assess progress towards programme goals. In addition bi-annual and annual programme reports will be produced.

8. End Term Evaluation of the Strategic Plan
An end term external impact evaluation of the strategic plan will be conducted in the second half of the fifth year to assess impact and inform the next strategic plan.
VII. Resourcing the Plan

a) Human Resource Projections

We plan to give our staff establishment from 11 to 16 by 2016

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<td>Finance &amp; admin</td>
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c) Board Development Projections

We plan to give our board from the current 6 to 9 member by 2012

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d) Financial Projections (Kshs)

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<td>100,120,467.00</td>
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<td>132,408,700.00</td>
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<td>7,752,000.00</td>
<td>8,527,200.00</td>
<td>9,806,280.00</td>
<td>11,277,222.00</td>
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<td>Total</td>
<td>93,833,321</td>
<td>98,131,973</td>
<td>108,647,667</td>
<td>124,944,280</td>
<td>143,685,922</td>
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Annexure 1 – Organogram

IMLU BOARD

EXECUTIVE DIRECTOR

MANAGEMENT COMMITTEE

FINANCE & ADMIN MANAGER

FINANCE & ADMIN OFFICER

ASS. FINANCE & ADMIN OFFICER

ADMIN ASS.

OFFICE ASS.

PROGRAM MANAGER

PO ADVOCACY

PO LEGAL & TRAINING

PO FORENSIC MEDICAL DOCUMENTATION

PO REHAB

PA & INTERNS

PA & INTERNS

PA Outreach

PA & INTERNS