INDEPENDENT MEDICO LEGAL UNIT

2024-2026

STRATEGIC PLAN

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A society free from torture and related violations

IMLU
INDEPENDENT MEDICO-LEGAL UNIT
A Society Free From Torture and Related Violations

A strategic Plan,
Centering Survivors, Healing wounds and Advancing Justice.

IMLU

A Society Free From Torture and Related Violations

STOP GENDER-BASED VIOLENCE

Understanding Gender-Based Violence in Kenya

HUMAN RIGHTS

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Abbreviations

ACHPR	African Commission on Human and Peoples Rights
AU	African Union
CSOs	Civil Society Organizations
CoK	Constitution of Kenya
CIDT	Cruel, Inhuman and Degrading Treatment
EASCOF	East Africa Civil Society Organizations Forum
ED	Enforced Disappearance
EU	European Union
EJK	Extra Judicial Killing
EJE	Extrajudicial Execution
HRM	Human Resource Management
HRDs	Human Rights Defenders
IMLU	Independent Medico-Legal Unit
IPOA	Independent Police Oversight Authority
ICT	Information, Communication and Technology
KMA	Kenya Medical Association
KMPDU	Kenya Medical Practitioners, Pharmacists and Dental Union
LSK	Law Society of Kenya
MERL	Monitoring Evaluation Research and Learning
NPS	National Police Service
NPSC	National Police Service Commission
NGO	Non-Governmental Organization
NSA	Non-State Actors
COVID 19	Novel Corona Virus Disease 2019
ODPP	Office of the Director of Public Prosecution
PESTEL	Political Economic Social Technological Environmental Legal
SOJAR	State of the Judiciary & the Administration of Justice Annual Report
UNCAT	United Nations Convention against Torture
PCAK	Professional Criminologist Association of Kenya
PIL	Public Interest Litigation
POTA	Prevention of Torture Act (2017)
PRWG	Police Reforms Working Group
SP	Strategic Plan
SWOT	Strength Weaknesses Opportunities Threats
SDG	Sustainable Development Goals
SGBV	Sexual and Gender Based Violence
SJCs	Social Justice Centers
ToC	Theory of Change
WPA	Witness Protection Agency

A Reflection from the Executive Director

Wangeci Grace Kahuria
Executive Director

It is with great pride that I present the revised Independent Medico-Legal Unit (IMLU) Strategic Plan for 2022-2026. This plan reaffirms our commitment to combating Torture, Enforced Disappearances, Extra-Judicial Executions and other related violations while ensuring justice and rehabilitation for survivors in Kenya. As we reach the mid-point of our strategic journey, we take this opportunity to reflect on our achievements, recognize the challenges we face, and chart a way forward.

IIMLU remains steadfast in its mission to prevent and respond to torture, enforced disappearances, extrajudicial executions, and other forms of human rights violations. The past two years have witnessed significant progress under the current strategic plan, with an implementation rate of 67.8% of the strategy. This success is attributed to our robust programs, strategic governance, dedicated staff, and our partnerships with like-minded organizations.

In the coming years, we will focus on strengthening our financial sustainability through diversified fundraising strategies, leveraging technology for greater operational efficiency, and expanding our integrated programming to include gender-based violence, and employing survivor-centered programming. We are committed to deepening our engagement with policymakers, enhancing our advocacy efforts, and strengthening our partnerships with legal and medical institutions to ensure continuity and efficiency in service delivery.

Moreover, we will prioritize the well-being of our staff by optimizing staffing levels and providing mental health support, and professional staff development opportunities while promoting work/life balance to maintain a high level of service delivery. As we move forward, IMLU will continue to champion human rights, working tirelessly to hold perpetrators accountable and provide redress to victims. We will strive to position ourselves as a center of excellence in torture response and accountability, expanding our reach and impact both nationally and globally.

I extend my deepest gratitude to our partners for their invaluable support throughout the implementation period of the first phase of the strategic plan. These partners include the Sigrid Rausing Trust, the KIOS Foundation, Diakonia, The Netherlands Embassy, Misereor, the United Nations Voluntary Fund for Victims of Torture, the Trust Fund for Victims, and the International Rehabilitation Council for Torture Victims. We also thank all international, regional and national stakeholders, who have been part of our movement, including the OMCT, Redress, Omega Foundation and others. I also wish to thank our allies in the struggle for human rights, both the state and non-state actors, and our network of professionals including the advocates, medical doctors, counselors, mortecians, journalists, and human rights monitors who tirelessly contributed immensely to our vision. I am confident that with your continued engagement, the strategies developed will drive impactful changes and strengthen our efforts to support survivors and advance justice.

FROM THE BOARD,
Guiding our vision forward

CHRISTINE KUNGU
Board Chairperson

I am honored to present the Independent Medico-Legal Unit (IMLU) Strategic Plan for 2022-2026, a document that captures our vision, guiding principles, and the pathway set for the remaining two and a half years of our strategic plan. As we reflect on the first half of this strategic period, we are reminded of both the significant strides we have made and the challenges that continue to test our resilience. The past two years have been marked by noteworthy progress in our efforts to fight torture and uphold human rights in Kenya. Our achievements are the result of the combined efforts of our dedicated staff, committed partners, and the invaluable support of our stakeholders. We have advanced our work in crucial areas such as legal reforms, capacity building for justice actors, and providing medical and psychological rehabilitation to survivors of torture, enforced disappearances, extrajudicial executions, and other forms of human rights violations.

In our programming, we are cognizant of the evolving landscape in which we operate. The financial pressures, human resource demands, and complexities of navigating the policy environment have challenged us to rethink and re-strategize. As a Board, we are deeply aware that the path forward will require innovative solutions, strong leadership, and a renewed focus on having our clients at the heart of our programming, delivering impact, and ensuring that the gains made are sustainable. Looking ahead, the Board is committed to providing strategic oversight and guidance to ensure that IMLU continues to build on its successes and address the challenges it faces.

We will work closely with management to diversify our funding sources, enhance our advocacy efforts, and forge new partnerships that align with our mission and values. We are also focused on ensuring that our internal governance structures are robust and responsive, enabling us to remain agile in a rapidly changing context. As we move forward, we remain unwavering in our commitment to our core mission: preventing torture and other human rights violations and providing holistic support to survivors. The Board will continue to support the Executive Director and the entire IMLU team in their efforts to make justice a reality for all, and we are confident that, together, we can achieve even greater impact in the years to come.

On behalf of the Board, I extend my sincere appreciation to all our partners, donors, and supporters. Your trust and collaboration have been instrumental in our progress, and we look forward to continuing this journey together.

Standing United Against Torture

To ensure Healing, Justice and Accountability

OUR VISION

'"A Society free from torture and related violations."

OUR MISSION

'"A Society free from torture and related violations."

OUR GOAL

"A sustainable environment for accountability, justice and healing for all cases of torture and related violations is established in Kenya."

Who We Are

IMLU is a non-profit human rights, governance, and health organization working on the prevention and response to Torture, Extrajudicial Execution (EJE), Enforced Disappearance (ED), and any other Related Violations. IMLU's work is underpinned by a holistic survivor-centered approach that includes legal, medical, psychosocial rehabilitation, and socio-economic support and government compliance with human rights obligations, and advocacy of political, legal and institutional reforms. IMLU will also support survivors of politically instigated sexual violence (sexual torture) access to comprehensive medical intervention. Over the last two decades, the organization has supported more than 5,000 torture, cruel, degrading and inhumane treatments with the support of a national network of over 300 specialists such as doctors, trauma counselors, lawyers, human rights monitors and journalists.

Our Core Values, What Defines Us.

INTEGRITY

INCLUSIVITY

TRANSPARENCY

COURAGE

EMPATHY

PROFESSIONALISM

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Rationale for IMLU's Strategic Plan

The purpose of this strategic plan is fourfold: First, it provides IMLU a renewed strategic focus over the next two and a half years. The plan will further inform IMLU's partners about the vision and mission, values and strategic direction of the organization. The plan will define the direction and philosophy through which staff and IMLU's partners will operate. Further, IMLU's operations will be guided by the statements on future direction and defined strategic objectives, against which the organization's successes and failures will be measured.

Secondly, within the current operational environment where political, economic, and technological changes have become more rapid and extensive, this Strategic Plan provides a basic framework to enable IMLU to cope with such changes more creatively. The strategic plan will enable IMLU's Board and staff to make critical decisions and to act boldly. Key to this is the emerging context within Kenya's political sphere. As we move towards the national elections coming up in 2027, Kenya has experienced several unprecedented events such as the GenZ-led protests, new political alliances including Government merger with the Opposition as well as a pending impeachment motion against the Country's Deputy President. IMLU remains alive to these contexts as they influence how Government interacts with its citizenry.

Third, the strategic plan will provide permanence for IMLU's operations and avoid sudden programmatic changes. At the same time, it is flexible enough to allow the organization to align to the dynamic operating context and realign to fit within the changing needs of the organization.

Fourth, the strategic plan will lay the foundation for sustainability as we explore more sustainable ways of resourcing the organization's operations. These will include local private sector support among other strategies.

Strategic Plan Development Process

The Team during the Strategic Plan Development Process-Naivasha

The development of IMLU's 2022-2026 strategic plan was preceded by an evaluation of the implementation of the expired SP (2017-2021). The evaluation identified the achievements, challenges, impact and lessons learned. The threats and opportunities the organization faced were also identified. This evaluation established IMLUs' relevance, effectiveness, efficiency, sustainability, and the status of the political economy in the wider context of technological and education sector trends.

The views of IMLU's Board, staff and stakeholders undergird the analysis and ideas in this strategy. These were obtained through a participatory process managed by an independent consultant in October 2021. A consultative retreat for IMLU's staff and stakeholders, as well as a virtual meeting with the Board members resulted in a consensus on the vision, mission, and new theory of change and the key pillars of the Strategy. These formed the basis of the current draft, whose key elements were further discussed with the staff at a meeting in IMLU's office in August before being shared with IMLU Board for approval. Its is important to note that the process was largely impacted by the Gen Z led protests as IMLU had to prioritize response to the protests first.

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SITUATIONAL ANALYSIS

Mid-Term Review Milestones

In June 2024, a mid-term review of this Strategic Plan was conducted, revealing a 67.8% implementation rate, which reflects significant progress. The key milestones are outlined in the table below.

S/No.	Key Result Area	Outputs	Achievements
1.	Accountability Mechanism to present torture and related violence	Legal and Policy Reforms pursued	1. A simplified and easy-to-use manual of the Istanbul protocol was launched and in use to guide documentation of human rights violations, The Prevention of Torture Act in place and advocacy for its use is underway; Specimen Charge sheet and Rapid response guide in place. The NCSA in place and advocacy for setting up the HR instruments for its operationalization is underway.
		Capacity of state agencies in justice sector strengthened	2. IMLU has capacity-built officers from IPOA, ODPP, NPS, Judiciary, KMA on POM, Crime scene Management, SGBV, POTA, Istanbul Protocol. The capacity of over 614 officers was strengthened.
		A strong ant-torture social movement for enhanced accountability promoted	3. IMLU has built a strong anti-torture movement with various institutions including state and non-state agencies (including but not limited to NPS, ODPP, IPOA, KNCHR, NCCK, KCCB, Supkem, 21 PRWG members, the Judiciary); Community policing committees, Maasai Mara University, Health facilities through MoUs and 2 with Safe Houses)
		Monitoring and reporting of torture and related violations enhanced at country, regional and global levels.	4. IMLU has documented and reported cases of torture at country, regional and global level. At the Country level, we released 2 states of the nation reports; at the regional level, IMLU has participated forums including EACSOF, ACHPR and PARI, while at the Global level, we are members and active participants at the ECOSOC, UPR, OMCT and IRCT.
		Strategic research and knowledge management for evidence-based interventions undertaken.	5. One research was conducted in 14 public mortuaries; the unclaimed bodies research. Further to these, we release annual state of the nation reports that paint a picture on the status of human rights in the country.

2	Redress, Rehabilitation and socio-economic empowerment	Accessible and comprehensive medical and psychosocial services availed	5. We have availed comprehensive medical and psychological services to 453 and 165 survivors directly.
		Quality & timely legal intervention for redress and precedent-setting provided.	6. IMLU has provided quality legal intervention to survivors and received favourable ruling including *Ollal, Oledashi, Migori PEV, Rose Mary, Baby Pendo and Katiba Institute.*
		Engagement with the network of professionals and partners in holistic service provision enhanced.	7. IMLU has engaged different networks of professions including pathologists, advocates, and 123 Human rights monitors across the country
		Effective referrals and linkages to socio-economic empowerment opportunities for victims and survivors established.	8. Two referrals were conducted for socio-economic empowerment

3.	Institutional strengthening to be a centre of excellence in torture response and accountability	A diversified, and sustainable resource base achieved.	10. At least 15 proposals were developed and submitted for funding. Out of these, 5 were awarded for implementation in the last 2.5 years. Only one proposal was unrestricted
		Operational capacity of the secretariat enhanced.	11. IMLU continuously invested in the staff to effectively deliver. The following training sessions were conducted to staff; Communication, Proposal writing/ development, procurement, M&E & Photography, and Gender Mainstreaming 12. IMLU is in the process of automating its ICT system (Payments and Client database)
		Improved Leadership and Governance.	13. Different policies have been uniformly implemented (HR, Finance, COVID-19 and Performance Management, Anti-fraud); 6 more policies were developed and awaiting approval by the board (Gender, Security, Safeguarding, ICT, Data Protection, Communication)
		Monitoring, evaluation, reporting and learning mechanisms strengthened.	14. Monitoring and evaluation unit was set up. The strategic plan Monitoring and evaluation framework was reviewed and approved for implementation. M&E tools were put in place for programme monitoring and reporting
		Improved internal and external communication for visibility.	15. A fully functional communication unit was set up and supported with communication equipment including 3 cameras and a quality smartphone. A communication strategy was also developed.

Obstacles to Overcome

COMMUNICATION

These were highlighted by a cross-section of stakeholders. Effective communication is crucial for maintaining trust and ensuring that beneficiaries are well-informed about their care and support.

LEGAL FOLLOW-UPS AND ADVOCACY

Effective legal advocacy requires timely and consistent follow-ups, which have been a challenge for IMLU.

FINANCIAL CONSTRAINTS

Financial constraints pose critical challenge. The organization relies heavily on donor funding, which can be unpredictable and insufficient to meet all operational needs.

LOGISITICAL CHALLENGE

Logistical support, such as transportation for medical follow-ups, has been a challenge.

STAFF WORKLOAD AND BURNOUT

IMLU staff have reported feeling overworked and stressed, leading to burnout and reduced efficiency. This challenge stems from several factors that include understaffing, demanding nature of work, high caseloads, and inadequate support system.

LESSONS
Learnt

Programing

Integrated and adaptive programming are essential for IMLU's success, as this approach clearly leads to better outcomes for rights holders. It has also allowed IMLU to prioritize incorporating politically instigated 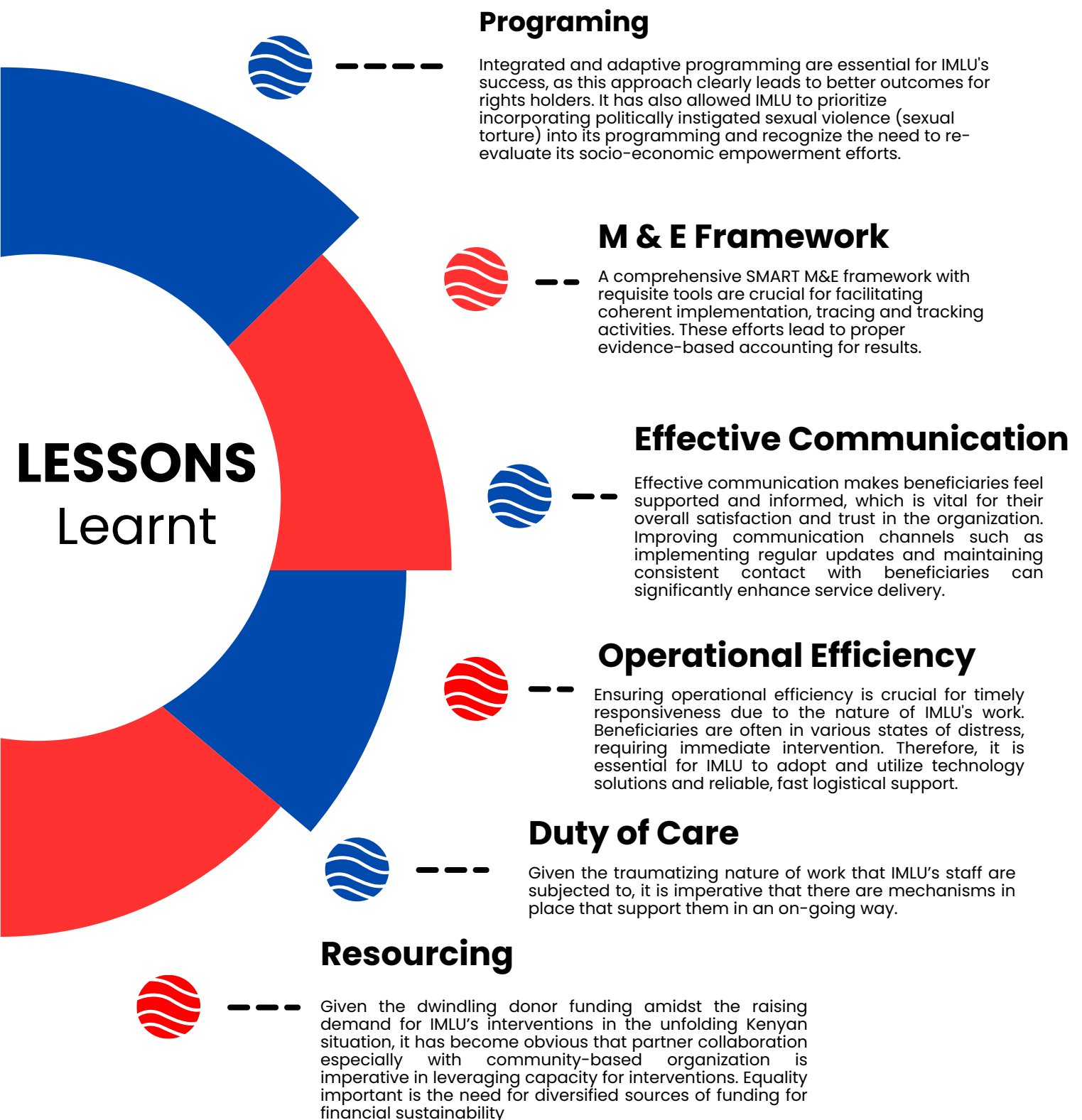sexual violence (sexual torture) into its programming and recognize the need to re-evaluate its socio-economic empowerment efforts.

M & E Framework

A comprehensive SMART M&E framework with requisite tools are crucial for facilitating coherent implementation, tracing and tracking activities. These efforts lead to proper evidence-based accounting for results.

Effective Communication

Effective communication makes beneficiaries feel supported and informed, which is vital for their overall satisfaction and trust in the organization. Improving communication channels such as implementing regular updates and maintaining consistent contact with beneficiaries can significantly enhance service delivery.

Operational Efficiency

Ensuring operational efficiency is crucial for timely responsiveness due to the nature of IMLU's work. Beneficiaries are often in various states of distress, requiring immediate intervention. Therefore, it is essential for IMLU to adopt and utilize technology solutions and reliable, fast logistical support.

Duty of Care

Given the traumatizing nature of work that IMLU's staff are subjected to, it is imperative that there are mechanisms in place that support them in an on-going way.

Resourcing

Given the dwindling donor funding amidst the raising demand for IMLU's interventions in the unfolding Kenyan situation, it has become obvious that partner collaboration especially with community-based organization is imperative in leveraging capacity for interventions. Equality important is the need for diversified sources of funding for financial sustainability

Emerging strategic Issues

During the Strategic Plan review process, a number of strategic issues emerged, these are:

Socio-Economic Empowerment Component:

It became evident that IMLU lacks sufficient financial resources to effectively carry out socio-economic empowerment interventions. Evidence of significant activities in this area was minimal, with only two referrals made over the course of two and a half years. This component, as a priority area, requires reconsideration.

Future Scope Definition:

Considering IMLU's institutional capability, the expertise of its technical staff, and available resources, it is time for IMLU to reassess its strategic interventions. This reassessment should emphasize its core competencies, with a focus to continue making meaningful contributions to a society free from torture and related violence but through generating research and tools for intervention on national, regional, and global levels. This pahse will include designing a rehabilitation centre model, that would promote access to services or survivors, as well a be pivotal in enhancing sustainability of IMLU. These concept should be reflected upon during this final phase of the current Plan but decisions made in the next strategic planning cycle.

Politically Instigated Sexual Violence:

At programming level, gender-based violence was not a priority articulated in this Strategic Plan. However, IMLU made significant strides in integrating gender sensitivity into its programmes. There is evidence that the organization provided support to survivors of GBV. It is also evident that gender-based violence has become a significant issue in Kenya. To align its mandate, it has become necessary to include politically instigated sexual violence as an intervention area for IMLU as it is worth noting that sexual violence is used as a weapon of torture.

Organization Structure:

Creating a lean and flat organizational structure is essential for integrated and adaptive programming approaches, particularly in organizations focused on financial sustainability like IMLU.
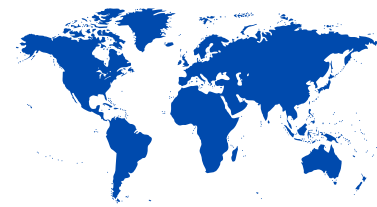
Operational Context-Global

The ever-changing global trend will continue to influence the work of IMLU this include political ideologies, legal and regulatory frameworks, the global economy, development agenda, security and environmental factors. There has been a continued political shift especially changes in leadership which influence the human rights context as witnessed in Afghanistan in the recent past, as well as the administration of United States President Joe Biden and the US Congress which have taken positive steps on human rights by championing the rights of the vulnerable, revocation of the global gag.

IMLU Executive Director, issuing a statement during the ACHPR 81st session in Gambia

The slowdown in the global economy will significantly affect implementation of various development programs including health, education, and infrastructure, due to decreased funding. This will further lead to the growth in inequalities, vulnerabilities especially among children, women, and persons with disabilities, older persons and the sick, which will drastically impede the realization of human rights and freedoms across the globe.

Security remains vital to the enjoyment of human rights and fundamental freedoms at the global level. However, all over the world, security has been threatened by cyber-attacks, terrorism, industrial and civil unrest in different parts of the world, while strategies against organized crime and terrorism continue to threaten human rights and fundamental freedoms

Regional Context

Regionally, IMLU's success will be shaped by various factors including Africa Union's (AU) Agenda 2063, which is a blueprint for the economic development of the continent, with the main tenets being good governance, democracy, respect for human rights and justice. The AU further provides a platform for advancing human rights and freedoms through various conventions and commissions such as the ACPHR. Regional trade blocs will influence legislative frameworks and protocols which ultimately affects Kenya's development agenda. However, the peace of the region has continued to be threatened due to political and civil unrest, insecurity from militia groups, rebels and organized gangs that threaten regional stability hence increasing human rights violations and movement of people.

The ACHPR is basically a quasi-judicial body tasked with promoting and protecting human and peoples' rights throughout the African continent coupled with interpreting the African Charter on Human and Peoples' Rights and considering individual complaints of violations of the charter. Aside from these primary roles, the commission should also be able to perform any other task that may be entrusted to it by the Assembly of Heads of States of Government Article 45(4) of the African Charter.

To facilitate the implementation of its mandate, the ACHPR has established special mechanisms to focus on different thematic areas that are of special concern to the ACHPR's work. Since its inception, the ACHPR has established fifteen (15) Special Mechanisms: (5 Special Rapporteurs; 7 Working Groups, and 3 Committees). The protection mandate of the ACHPR is largely composed of complaints of violations of human and peoples' rights contained in the Charter. These complaints, which are generally referred to as Communications, can be brought by individuals and NGOs against State Parties to the Charter or by a State Party against another.

The past decade saw a growing number of governments in many countries, spanning the range of political systems from open and democratic to close and authoritarian, restrict the activities of civil society. In most African states, CSOs are often foreign-funded and are involved in service delivery or undertaking a 'watchdog' function by holding government and other actors to account. Restrictions on the space for civic action have taken formal legal, political, and administrative forms, as well as various tactics such as violence, threats, and the domination of public space to de-legitimate and stigmatize civil society actors. These restrictions have not affected all civil society actors equally. Their objects are typically groups and organizations from a liberal and human rights tradition, usually aid-funded and with strong transnational links, as well as their allies in social movements, the media and academia. For these groups, civic space has undeniably shrunk.

IMLU's engagement in regional platforms, including ACHPR and AU-aligned mechanisms, reinforces its strategic commitment to shaping a rights-based future for Africa

IMLU Technical Lead Advocacy and Treaty Bodies , Simon Malenya, (left) taking part in a presentation at ACHPR-Gambia

IMLU Lead Communication and Advocacy, receiving an award during the International Conference on Justice, Security, and Development in Abuja, Nigeria..

IMLU participated in the recently held EACSOF civil society summit. During the summit, our ED, moderated a panel discussion on youth inclusion in regional integration.

IMLU ED joined the panel discussion at the 79th Ordinary Session of the ACHPR

IMLU Lead Communication and Advocacy, Naomi Wambui, (third left) taking part in a panel discussion at the International Conference on Justice, Security, and Development in Abuja, Nigeria.

National Context

The Constitution

The work of IMLU covered by this SP will continue to be premised on the Constitution of Kenya 2010 which contains a robust Bill of Rights that also provides a framework for socio, political, economic and cultural policies. Further, the Constitution establishes the Independent Policing Oversight Authority Act 2011, National Police Service Act 2011 and the National Police Service Commission Act.

Kenyan Economy

The economic growth of the country has been inhibited by increased corruption, high poverty rate of 36.1% and increased socio-economic inequalities has made the population more vulnerable especially young people who continue to remain unemployed leading to increased crime rate and violence. The increasing public debt has become a concern.

National Security

National security continues to impact on human rights in the country. In some cases where the government has tried to combat insecurity, it has done so with high-handedness leading to serious violation of human rights including death especially in its response to combating terrorism. The youth especially remain in fear of enforced disappearances, extra judicial killings and religious profiling.

Cybersecurity

Cyber security has emerged as huge threat to national security, development and human rights. This has led to adoption of laws and policies that could easily become a state weapon against political dissent and infringe on key human rights and fundamental freedoms like freedom of expression, privacy and access to information.

National Context

Covid-19 Pandemic

COVID-19 pandemic led to the closure of schools, restrictions on movements, bans on social gatherings, and limitations on economic activities all hit the country's socio-economic life, creating negative consequences, such as income losses and increased food insecurity, which was further exacerbated by the locust invasion. However, the pandemic saw the adoption and increase in the use of ICT in almost all sectors.

Sexual and Gender Based Violence

In Kenya, sexual violence has also been a recurrent feature of elections, which have been marred by deadly violence, unrest, and serious human rights violations and abuses. The perpetrators of electoral-related sexual violence in Kenya are both state and non-state actors. While SGBV tends to spike around elections, Kenya suffers from high levels of SGBV even outside election periods

Political Landscape
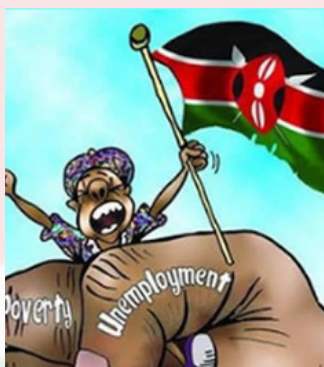
The country has begun to witness ethnicization of politics in the run-up to the August 2022 general elections, and political campaigns based on class. Recent campaigns have also been marred by violence caused by opposing factions. IMLU will hence need to develop mechanism to monitor violations of human rights including torture by state actors. IMLU will also need to focus on taking leadership in shaping the post-2022 elections reform agenda, especially in the security sector.

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ENVIRONMENTAL ANALYSIS –PESTEL

The external environment was assessed through PESTEL factors and stakeholder mapping, while the internal environment was analyzed in terms of current capacity and institutional factors. The insights from both analyses are reflected in the identified Strengths, Weaknesses, Opportunities, and Threats (SWOT).

CATEGORY	ISSUES	STRATEGIC IMPLICATION
Political	Devolution	• Use the various devolution mechanisms to advance human rights in the county assemblies and executive.
	Shrinking civil space	• Need to remain objective and focus on facts • Ensure legal and statutory compliance • Assure staff protection
	Political parties	• Lobby political parties to include human rights issues on their party manifestos
Economic	Reduced donor funding	• Implementation of IMLU's business strategy
	Inflation leading to increased project costs	
Social	Mental health	• Holistic approach to provision of rehabilitation services to include mental health and well being
	Normalization of human right violation	• Advocacy on adherence to the rule of law and human rights
	Education sector	• Lobby and advocate for inclusion of fundamental human rights issues in the school curriculum at all levels
	Increase in GBV	• Need for programmatic response but related to IMLU's mandate
Technological	Social Media	• Leverage on the various digital platforms and especially the use of social media to enhance human rights education, reporting, accountability and advocacy.
Legal	Judiciary	• Strategic partnership with Judiciary

STAKEHOLDER ANALYSIS

In order to achieve the strategic objectives and plans of this strategy, IMLU is cognizant of the fact that it cannot work alone. IMLU will deliberately and proactively cultivate new partnerships through stakeholder mapping, continue to maintain and sustain healthy relationships with organizations with similar interests. The stakeholders, whose needs are varied and different, require both the commitment and collaboration of the IEK to meet them

Stakeholder	IMLU's Expectations of Stakeholders	Stakeholders' Expectations from IMLU
Community	• Be part of IMLU's work and movement against TRV. • Speak out and demand accountability.	• Speak out against TRV (prevent and respond). • Enhanced engagement and empowerment initiatives at the grassroots level.
Victims/Survivors/Clients	• Cooperation. • Report incidences of TRV.	• Holistic service provision. • Timely feedback. • Increased access to comprehensive support services.
Donors/Funders	• Technical and financial support. • Collaborations.	• Successful implementation of projects. • Prudent management of resources. • Timely reports. • Enhanced engagements and regular updates.
Professional Networks (Advocates, HR monitors/Paralegals, Medical practitioners, Journalists/Media, Psychologists)	• Service provision to mutual clients. • Quality documentation • Spirit of volunteerism, partnerships, and collaborations. Adherence to IMLU's values and policies.	• Feedback. • Facilitation. • Capacity building. • Partnerships and collaborations. • Structured engagement with clear objectives.
Government Agencies (Security agencies & Justice sector actors)	• Partnerships and collaborations. • Adherence to the rule of law in delivering their mandate. • Access to information on TRV. Accreditation	• Collaborations. • Capacity building. • Adherence to the legal framework. • Clear guidelines on support services for victims of TRV.
Medical Institutions (hospitals, morgues)	• Service provision. • Partnerships and collaborations.	• Structured engagements/partnerships and collaborations. • Enhanced communication and timely sharing of critical information.
Academic Institutions	• Partnerships and collaborations. • Quality research on TRV. • Training and certification.	• Partnerships and collaborations. • Data sharing. • Training and research ideas. • Joint research projects and publications.

Academic Institutions	- Partnerships and collaborations. - Quality research on TRV. - Training and certification.	- Partnerships and collaborations. - Data sharing. - Training and research ideas. - Joint research projects and publications.
Consultants, Suppliers & Other Service Providers	- Quality delivery of services and goods. - Adherence to IMLU's policies and procedures.	- Timely payments. - Clear communication channels and feedback mechanisms.
CSO Networks (PRWG etc.), Social Justice Centres	- Access to data and information sharing. - Partnerships, active engagements, and resources for joint interventions. - Referrals.	- Leadership in TRV. - Partnerships. - Technical expertise. - Access to data. - Capacity building. - Support for sustained advocacy efforts.
General Public	- Be part of IMLU's work and movement against TRV. - Speak out and demand accountability.	- Speak out against TRV (prevent and respond). - Empowerment. - Increased awareness campaigns and public engagement activities.
Judiciary	- Dispense justice on TRV. - Uphold the rule of law. - Partnerships.	- Partnerships. - Capacity building. - Representation of clients. - Expertise on TRV. - Timely and fair judicial processes.
Legislature	- Speak out on TRV. - Make laws on TRV. - Partnerships. - Hold the state accountable (oversight). - Representation and budget allocations.	- Data. - Legislative proposals on TRV. - Capacity building. - Advocacy for TRV-specific legislation.
Professional Bodies (LSK, KCPA, PCAK, KMA, FKE, KMPDU, MCK)	- Partnerships and collaborations. - Offer compliance support and confirmation.	- Partnerships and collaborations. - Capacity building. - Pay fees for mounting CPDs. - Engage with professionals who are duly recognized/registered.

Academic Institutions	• Partnerships and collaborations. • Quality research on TRV. • Training and certification.	• Partnerships and collaborations. • Data sharing. • Training and research ideas. • Joint research projects and publications.
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Judiciary	• Dispense justice on TRV. • Uphold the rule of law. • Partnerships.	• Partnerships. • Capacity building. • Representation of clients. • Expertise on TRV. • Timely and fair judicial processes.
Legislature	• Speak out on TRV. • Make laws on TRV. • Partnerships. • Hold the state accountable (oversight). • Representation and budget allocations.	• Data. • Legislative proposals on TRV. • Capacity building. • Advocacy for TRV-specific legislation.
Professional Bodies (LSK, KCPA, PCAK, KMA, FKE, KMPDU, MCK)	• Partnerships and collaborations. • Offer compliance support and confirmation.	• Partnerships and collaborations. • Capacity building. • Pay fees for mounting CPDs. • Engage with professionals who are duly recognized/registered.

Regional and International Bodies on HR Mandate	• Trainings. • Hold the state accountable. • Access/Accreditation/Member or Observer status.	• Access to data. • Timely submission of shadow reports. • Partnerships and collaboration with other CSOs. • Engage governments on implementation of their recommendations.
County Governments	• Legislations. • Budgetary allocations for TRV. • Partnerships and collaborations.	• Partnerships and collaborations. • Capacity building. • Policy and legislative proposals. • Joint initiatives for TRV-related interventions.
Religious Organizations/Clergy	• Speak out against TRV. • Partnerships and collaborations. • Hold the state accountable.	• Partnerships and collaborations. • Response to TRV. • Access to data and research. • Capacity building.
Media	• Hold the state accountable. • Investigate and report cases of TRV. • Airtime and coverage of IMLU's interventions. • Information sharing.	• Access to data and research. • Capacity building. • Partnerships and collaborations. • Increased media engagement and joint campaigns on TRV issues.

SWOT Insights

The SWOT analysis was revised and updated based on the findings from the internal and external environmental assessments. IMLU will base its planned activities on the identified key elements.

Strengths

- Reputable & Internationally Recognized Organization
- Competent and Qualified Personnel
- IMLU's Unique niche and mandate
- ACHPR observer and ECOSOC special consultative status

Weakness

- Weak Organizational culture (Demotivation and workplace stress)
- Inadequate human capital, financial resources
- increased violations leading to overloaded staff

Opportunities

- Partnerships with :
    - East African Civil Society Organizations Forum (EACSOF)
    - Police Reforms Working Groups -Prisons (PRWG-Prisons)
    - Police Reforms Working Groups -Police (PRWG-Police)
    - CFF (Civic Freedom Forum)
    - UPS (Universal Periodic Review)
    - African Commission on Human and People's Rights (ACHPR)
- Referrals for social-economic empowerment of our clients
- Influence of party manifestos to include police reforms agenda
- To be a lead in discourse on mental health, rehabilitation and a trauma-focused center.
- Advocacy for oversight for other security agencies
- Leveraging technology to improve our work
- Partnerships with learning institutions & Health Facilities to training

Threats

- Shrinking donor funding/ donor fatigue
- Shrinking civic space globally
- Competition within CSOs
- Impunity of government agencies
- Involvement of military intelligence in policing leading in human rights violations
- Attempts to reverse constitutional gains

S W O T

A society free from torture and related violations

STRATEGIC POSITIONING:
KEY RESULTS AREAS

The growing incidence of politically instigated sexual violence necessitates a programmatic response in results areas too. The following are the priority results areas:

01

Accountability mechanisms to prevent torture, ED, EJE, and related violations

IMLU will focus on comprehensive legal and policy reforms, ensuring that frameworks are aligned with international human rights standards. This will include building the capacities of state agencies within the justice sector and strengthening their ability to address and prevent torture, enforced disappearance, extrajudicial executions, and other related violations including politically instigated sexual violence. In addition, it will nurture the development of a robust anti-torture social movement to enhance accountability and promote public awareness. IMLU will also provide and influence safe advocacy spaces where survivors will share their experiences to influence various policy reforms.

02

Institutional strengthening to be a center of excellence in torture response and accountability

IMLU will build on the gains realised in the first phase. This will include continuous investment in institutional capacity to sustain high standards of service delivery. This includes upgrading technology, automating processes such as filing, improving facilities, and enhancing operational systems. Capacity-building initiatives will focus on improving staff efficiency and organizational effectiveness to meet the demands of stakeholders.

03

Redress, rehabilitation and socio-economic empowerment

IMLU will focus on comprehensive legal and policy reforms, ensuring that frameworks are aligned with international human rights standards. This will include building the capacities of state agencies within the justice sector and strengthening their ability to address and prevent torture, enforced disappearance, extrajudicial executions, and other related violations including politically instigated sexual violence. In addition, it will nurture the development of a robust anti-torture social movement to enhance accountability and promote public awareness. IMLU will also provide and influence safe advocacy spaces where survivors will share their experiences to influence various policy reforms.

IMLU's Approach

Structured Implementation Framework

IMLU's strategic plan continues to be implemented through a series of annual work plans, each aligned with a robust Monitoring & Evaluation (M&E) framework that defines activities, outputs, outcomes, and corresponding indicators. These elements are anchored in key result areas, which are reviewed annually to ensure alignment with IMLU's mission and vision.

Use of Adaptive Programming

This approach has enabled IMLU to remain responsive to the ever-changing contextual landscape, particularly in addressing torture and related violence. IMLU will develop guidelines that ensure adaptive measures are used to adjust the strategy without losing sight of the overall strategic objectives. A strategic oversight committee will be established to regularly review and guide the integration of adaptive measures into the long-term strategic framework.

Integrated Programming

IMLU's integrated approach, combining medical, psychological, and legal support services, has been instrumental in providing comprehensive care tailored to the needs of beneficiaries. IMLU will expand its integrated programming to include more specialized services, such as socio-economic empowerment initiatives and cresting spaces where survivors will share their lived experiences. This will support long-term recovery and reintegration of survivors. Furthermore, IMLU will implement regular beneficiary feedback mechanisms to continuously refine and improve service delivery.

Professional Networks

IMLU leverages on networks of lawyers, doctors, and psychologists as a cornerstone of IMLU's service delivery, IMLU will establish Memorandums of Understanding (MOUs) with these institutions to formalize partnerships and streamline service delivery.

Strategic Partnerships and Collaborations

IMLU's collaborations with hospitals, legal aid services, and community organizations have significantly enhanced its capacity to deliver services. IMLU will develop a partnership management framework to ensure that collaborations are strategic and aligned with IMLU's goals. This framework will include regular joint planning sessions and clear delineation of roles and responsibilities to avoid misalignment and ensure accountability for outcomes.

Advocacy and Policy Influence

IMLU's efforts in shaping policy and legislative frameworks, such as the establishment of the National Coroner's Service, have been successful. IMLU will launch a policy advocacy training program for staff and partners, ensuring a broader and more effective influence on legislative processes. Additionally, IMLU will pursue greater involvement in regional and international human rights platforms to amplify its advocacy efforts

Direct Support Services

The provision of medical, psychological, and legal support remains central to IMLU's strategy. i.IMLU will pilot a digital service delivery model, integrating telemedicine and virtual legal consultations. This initiative aims to expand access to services, particularly in remote areas, and ensure that all victims of torture and human rights violations can receive the care they need.

We have a tall order, as envisioned by our board who give **STRATEGIC DIRECTION** and **PRIORITIZATION**

Despite being a signatory to United Nations Convention against Torture and Other Cruel, Inhuman or Degrading Punishment (UNCAT) and other human rights treaties as well as laws prohibiting torture, torture, ill-treatment, extra-judicial killings, and enforced disappearances are still rife in Kenya. Moreover, this happens in the context of law enforcement, security operations and counter terrorism measures. Further, the country still struggles with providing reparations for victims of torture due to the lack of political will for accountability of torture, politicization of security and half-heartedness in the implementation of these laws. The vision of having a society free from torture and related violations is still elusive. It is a task that IMLU's work must continue to contribute to. This requires that mechanisms for a sustainable environment of accountability, justice and healing for all cases of torture and related violations be established in Kenya. To achieve this, it requires several interrelated actions that form our **theory of change** to realize results.

Theory of Change

Desired Change

Vision/Impact

A Society free from torture and related violations

Outcomes

| Effective Accountability Mechanism to prevent torture ED, EJEs & HRVs operationalized | Enhanced Access to Holistic Quality Services by Victims and Survivors of Torture, ED, EJE & HRVs | IMLU's institutional capacity strengthened as a center of excellence in torture response and accountability |

Outputs

1. Legal and Policy reforms pursued 2. Capacities of state agencies in the justice sector strengthened 3. A strong anti-torture movement for enhanced accountability promoted 4. Monitoring & reporting of TRV to enhanced 5. Strategic research for evidence-based interventions	1. Accessible and comprehensive medical and psychosocial services availed 2. Quality & timely legal intervention for redress and precedent-setting provided Holistic Services by IMLU 3. Engagement with the network of professionals and partners in holistic service provision enhanced Litigation 4. Effective socio-economic empowerment opportunities for victims and survivors established	1. A diversified, and sustainable resource base achieved 2. Operational capacity of the secretariate enhanced 3. Improved Leadership and Governance 4. Monitoring, evaluation, reporting and learning mechanisms strengthened 5. Improved internal and external communication for visibility 6. Sustainability and optimization of opportunities. Explore establishment of a rehabilitation centre

Interventions Areas

1. Development of WPA & VPA Guidelines 2. Legal & Policy Review 3. Capacity Building 4. Movement Building 5. Research 6. Creation of safe spaces for survivors to share experinces	1. Awareness Campaigns 2. Litigation 3. Medical Services 4. Soco-Economic Empowerment	1. Enhancement of Governance 2. Performance Management 3. Resource Mobilization 4. Effective M&E 5. Brand Visibility

This ToC framework demonstrates the logic of interventions detailed in the M&E Framework of this Strategic Plan

STRATEGIC RESULTS AREAS AND OUTCOMES

1. Accountability Mechanism to prevent torture and related violations

Output	Activity
Output 1.1 : Legal and policy reforms pursued	• Advocate for the review and amendment of the existing and emerging legal provisions • Develop an annual scorecard on the implementation of laws and policies on Torture and Related Violations (TRV). • Conduct a comprehensive review of the legal and policy framework on TRV to develop memorandums/ guidelines • Engage members of Parliament and County Governments on the role of legal and policy reforms in addressing torture, ED, EJE and related violations. • Organize quarterly sessions with the Police Reform Working Group on security sector reforms. • Conduct an annual review of key jurisprudence on TRV from Kenyan courts and international bodies.
Output 1.2 : Capacities of state agencies in the justice sector strengthened	• Build the capacity of Criminal Justice Actors (IAU, IPOA, NPS, and ODPP) on the TRV legal framework, including forensic documentation and the preservation of evidence. • Provide targeted capacity-building programs for IPOA & IAU on effective investigation techniques. • Develop and deliver specialized training for state agencies on the forensic documentation of evidence. • Enhance the prosecution capabilities of ODPP in handling TRV cases. • Strengthen the capacity of security agencies on electoral security, particularly in the context of human rights.
Output 1.3: A strong anti-torture movement for enhanced accountability promoted	• Organize consultative sessions with CBOs and the social justice movement on challenges in TRV activism. • Advocate for the respect and expansion of civic space in Kenya, including the full implementation of the PBO Act. • Fundraise for protection support systems for human rights defenders including WHRDs. • Establish a fund to support bail and other related services for activists and networks. • Implement protection measures for HRDs against arbitrary arrests and harassment. • Conduct media campaigns focusing on thematic TRV issues. • Strengthen the capacity of PRWG members, HRDs, and Social Justice Centers concerning the Public Order Management Act. • Facilitate discussions among professionals and activists on enforced disappearances and the evolving nature of torture. • Develop the capacity of non-state actors in documenting TRV. • Convene East African Civil Society on Torture, Enforced Disappearance, and Extrajudicial Executions (EJE). • Create safe spaces for survivors to share lived experiences • Conduct survivors-led advocacy campaigns for policy reforms • Conduct survivor-led campaigns

A society free from torture and related violations

Output 1.4 Monitoring and reporting of torture and related violations enhanced at country, regional and global levels	- Monitor adherence to human rights guarantees in the security sector, particularly during the electioneering process. - Conduct campaigns on reportable deaths and unclaimed bodies. - Develop and implement a campaign strategy focusing on enforced disappearances and EJE. - Prepare and submit shadow reports on TRV to global and regional human rights bodies. - Strengthen collaboration with TRV CSO networks at regional and global levels. - Engage with regional and international treaty body mechanisms, including UNCAT, EACSOF, ECOSOC, ACHPR, UPR, Human Rights Council, CSW, etc.
Output 1.5: Strategic research and knowledge management for evidence-based interventions undertaken	- Identify key thematic areas for research and develop a research agenda focusing on TRV. - Conduct one thematic research study per year aligned with IMLU's strategic priorities. - Develop publications, policy briefs, and knowledge management products from IMLU's research. - Organize annual dissemination events to share IMLU research findings and outputs. - Conduct a study on the effectiveness of torture healing approaches in Kenya. - Organize an annual conference on the state of TRV in Kenya, bringing together stakeholders from across the region. - Regularly update the Torture Prevalence Survey to reflect the current trends and challenges in TRV. - Conduct a Torture, ED, and EJE Prevalence Survey to assess the current state of TRV in Kenya.

STRATEGIC RESULTS AREAS AND OUTCOMES

2. Redress, Rehabilitation and Socio-economic empowerment

Output	Activity
Output 2.1 Accessible and comprehensive medical and psychosocial services availed	- Expand the direct provision of medical services by partnering with local health facilities in underserved regions. - National awareness campaigns on comprehensive TRV services (Medical and Psychological) should include digital platforms and social media to reach a wider audience. - Increase partnerships with specialized medical facilities to offer advanced care for survivors. - Roll out of trainings on forensic documentation to medical providers should include a monitoring and evaluation component to assess the effectiveness of the training. - Promote access to comprehensive medical and psychological services to victims of sexual torture
Output 2.2: Quality & timely legal intervention for redress and precedent setting provided	- Implement a feedback mechanism within the customer service surveys on legal services to ensure continuous improvement. - Monitoring and documentation of cases should be digitized to improve accessibility and efficiency. - Litigation of cases should include a focus on strategic litigation to set legal precedents. - Develop a comprehensive guideline for the identification of precedent-setting cases for public interest litigation (PIL). - Organize legal aid and outreach on TRVs with a focus on regions with limited access to legal services.
Output 2.3 Engagement with the network of professionals and partners in holistic service provision enhanced	- Enhance capacity-building sessions by including digital training modules for network professionals who may not be able to attend in person. - Ensure that structured and regular review meetings include agenda items on emerging issues in TRV service provision. - Development and implementation of a policy on engagement with network professionals should include guidelines for regular performance evaluations. - Broaden the scope of MOUs to include long-term partnerships with service providers for sustainability. - Regular consultations with partners should include feedback loops to continuously improve service provision. - Annual peer learning visits by network professionals should be expanded to include international best practices. - Engagement with network professionals to input into legal and policy reforms on TRVs should include periodic policy briefs and white papers.

Output	Activity
Output 2.4 Effective socio-economic empowerment opportunities for victims and survivors established	• Conduct training of survivors on socio-economic empowerment (Business and entrepreneurship skills) • Support survivors of human rights violations with micro-grants • Conduct mapping of organizations implementing social economic empowerment programs with a focus on those that have a proven track record of success. • Develop and pilot a TRV socio-economic referral system before full implementation to ensure its effectiveness. • Negotiate and sign MOUs with organizations providing socio-economic empowerment should include clear metrics for measuring success. • Establish a tracking system to monitor the progress of IMLU clients referred for socio-economic support.

4. Center of excellence in torture response and accountability

Output	Activity
Output 3.1: A diversified and sustainable resource base achieved	• Develop and implement a diversified fundraising strategy: Incorporate digital fundraising platforms, social media campaigns, and crowd-funding opportunities. • Innovation in resource mobilization: Explore public-private partnerships and engage in social impact investment funds. • Strengthen strategic partnerships: Engage with international NGOs, local governments, and community-based organizations to create joint funding applications. • Diversify income sources: Operationalize the special Income generating avenues as approved by the board. • Explore revenue-generating activities such as consultancy services, training programs, and IMLU-branded merchandise. • Annual innovation challenges: Host competitions or hackathons to generate new ideas for resource mobilization. • Design the establishment of a rehabilitation center on a pilot basis. This may shape how IMLU will continue to provide services post 2026. • Resource for the rehabilitation center with Pilot being set up in Kakamega where IMLU has a piece of land.
Output 3.2: Operational capacity of the secretariat enhanced	• Digital transformation: Implement advanced project management software, cloud-based storage solutions, and virtual collaboration tools to increase efficiency. • Skill development: Introduce a leadership development program for middle and senior management, focusing on strategic thinking, innovation, and change management. • Employee wellness program: Establish a comprehensive wellness program, including mental health support, flexible working hours, and regular team-building activities. • Automation and AI integration: Explore the integration of AI tools for automating routine tasks, data analysis, and reporting. • Infrastructure enhancement: Upgrade office facilities to include modern ergonomic workstations, energy-efficient systems, and sustainable office practices. • Students mentorship, pupilage and fellowship programs

Output 3.3: Improved Leadership and Governance	- Leadership innovation workshops: Facilitate workshops focusing on innovation in leadership, governance best practices, and future-focused strategic planning. - Dynamic governance models: Implement agile governance practices that allow rapid adaptation to changes in the external environment. - Diversity and inclusion: Promote gender equality and diversity within the board and senior management to enhance decision-making and organizational resilience. - Youth leadership program: Create opportunities for emerging leaders within the organization through mentorship and leadership exchange programs. - Transparent decision-making: Enhance transparency through regular communication of board decisions and strategic direction to all staff.
Output 3.4: Monitoring, evaluation, reporting, and learning mechanisms strengthened	- Integrated M&E system: Develop a centralized digital M&E platform that integrates data collection, analysis, and reporting, ensuring real-time feedback and decision-making. - Data-driven insights: Implement predictive analytics tools to forecast trends, identify risks, and inform strategy adjustments. - Peer learning networks: Establish peer-to-peer learning networks across similar organizations to share best practices and innovations in M&E. - Community feedback loops: Engage beneficiaries directly in the evaluation process to capture grassroots-level feedback and insights. - Capacity building in M&E: Regularly update training programs to include the latest M&E methodologies, tools, and practices
Output 3.5: Improved internal and external communication for visibility	- Digital storytelling: Utilize multimedia storytelling (videos, podcasts, and infographics) to engage a broader audience and create a compelling narrative about IMLU's impact. - Interactive communication channels: Implement interactive platforms such as webinars, live Q&A sessions, and virtual town halls to foster engagement with stakeholders. - Personalized communication strategies: Develop tailored communication strategies for different stakeholder groups, including donors, partners, and beneficiaries. - Social media influencers: Collaborate with social media influencers to amplify IMLU's message and reach new audiences. - Crisis communication plan: Develop a robust crisis communication plan to manage and mitigate potential reputational risks.

IMPLEMENTING THE PLAN

The organizational structure

To facilitate the implementation of the Strategic Plan, IMLU's has a functional organizational structure that is aligned to the programming approaches and responsive to its fiscal sustainability. The structure is expected to facilitate delegation of duties, improve operations and ensure efficiency at all levels

1 **Core Leadership Team (Senior Management Team)**

At the top, there shall be a small, strategic leadership team responsible for overarching decision-making. This team includes the Executive Director, Head of Programs and the Head of Finance and Administration.

2 **Extended Senior Management Team (ESMT)**

This team includes the core Leadership team, Lead Monitoring and Evaluation, Lead Communications and Advocacy, Finance and Grants Manager and Human Resource Officer.

3 **Operational Team**

This is made up of the technical leads. Each technical lead is responsible for specific projects or programmes and is empowered to make decisions within their scope. This approach increases flexibility and responsiveness. Interns, attaches and volunteers will report to the respective technical leads.

4 **Decentralized Decision-Making**

Empowered technical leads will make decisions quickly without the need for constant approvals from higher-ups. This promotes a culture of ownership and accountability at all levels. It also has the added advantage of developing young professionals to grow their careers.

IMLU's Board has the overall responsibility of ensuring the successful implementation of the strategic plan. The board shall bear the overall authority in approving the proposed revised strategic plan. The Executive Director (ED) shall be responsible for providing overall leadership and direction on the implementation of the strategic plan. The ED shall lead and oversee the implementation of IMLU's strategic programmes/projects in accordance with its approved strategy. The Programme Head shall be responsible for overseeing the cascading and implementation of the strategic plan through the approved strategic activities. The Programme Head shall supervise the technical leads in project execution as approved and are accountable to the ED. The support services shall be led by the Head of Finance and Administration.

Resourcing for the Strategic Plan

This strategic plan has been developed bearing in mind the cost implications. Its successful implantation is hinged on IMLU's ability to secure funding to implement the strategic programmes/initiative. IMLU shall use this strategic plan for resource mobilization and seek to work with likeminded partners. Strict and prudent financial management practices should be espoused during the implementation period.

Annual Workplan

At the end of every year the secretariat under the leadership of the Executive Director will prepare work plans for the following year and have these approved by the Board to guide its operations for the subsequent year. This Plan provides the broad strategic focus and priorities that the organization will pursue during the five-year period. Results Based Management requires that Strategic Plan is broken down into annual work plans. This will help ensure that the specific activities for each year, while aligned to the strategic focus in this plan are based on the operating context and opportunities during that year and in accordance with the resource mobilization successes and forecasts. Detailed and focused work plans will help guide the team in implementation and resourcing thus reducing the time spent in project approvals and turnaround as board approvals will be granted within the context of annual work planning process.

Risk Management

IMLU shall pursue a strategy of continuous review potential risk and instituting corrective mitigation measures. In so doing IMLU will explore how to achieve an explicit and balanced risk profile. Given the nature of its work, IMLU has no choice but embrace a high risk appetite in programming with the potential for transformative impact. In the internal processes however, IMLU will hold a low risk appetite to prudently manage resources put under its care. In pursuing this strategy, IMLU will ensure that internal processes are re-engineered and streamlined to facilitate quality service delivery

Work Plan: September 2024 – December 2026

Strategic Goal	Key Activities	Expected Outputs	Expected Outcomes	Responsible Team/Individual	Timeline	Budget (Kshs.)
Strengthen M&E Framework	Revise M&E indicators and linkages	Updated M&E framework with clear links between activities, outputs, and outcomes	Enhanced ability to measure program impact and outcomes	M&E Team	Sept 2024 - Dec 2024	5,000,000
	Conduct training on M&E tools and processes	Staff trained in using new M&E framework	Improved data collection and reporting accuracy	HR & M&E Teams	Jan 2025 - Mar 2025	2,500,000
Align Annual Work Plans with Strategic Goals	Develop a template for annual work plans that aligns with strategic projections	Standardized annual work plan template	Consistent alignment of annual plans with strategic objectives	Strategic Planning Team	Sept 2024 - Nov 2024	1,000,000
	Workshop to integrate strategic goals into annual plans	Annual work plans for 2025 and 2026 developed	Strategic focus maintained throughout implementation	Program Managers	Dec 2024 - Jan 2025	3,000,000
Enhance Resource Allocation and Fundraising	Develop a comprehensive fundraising strategy	Fundraising strategy document	Increased and diversified funding sources	Fundraising Team	Sept 2024 - Dec 2024	4,000,000
	Identify and pursue new funding opportunities	Proposals submitted to potential donors	Secured additional funding for program sustainability	Fundraising Team	Jan 2025 - Dec 2025	100,000,000
Strengthen Partnerships and Collaboration	Establish formal partnerships with key stakeholders	MOUs signed with NGOs, international organizations, and private sector	Enhanced collaboration and resource sharing	Partnership Development Team	Sept 2024 - Jun 2025	2,000,000
	Conduct joint initiatives with partners	Collaborative programs launched	Expanded reach and impact of IMLU's programs	Program Managers	Jan 2025 - Dec 2026	8,000,000
Improve Human Resources and Capacity	Recruit additional staff where needed	New hires onboarded and trained	Increased capacity to manage and implement programs	HR Team	Sept 2024 - Mar 2025	15,000,000
	Conduct ongoing professional development programs	Staff training programs completed	Improved staff skills and reduced burnout	HR & Training Teams	Jan 2025 - Dec 2026	15,000,000

Ensure Financial Sustainability	Develop a long-term financial sustainability plan-including set up of a rehabilitation centre and operationalize the special income generating venture-already approved by board	Financial sustainability plan developed	Secured long-term financial stability Design of rehabilitation centre	Finance Team	Sept 2024 – Dec 2026	8,000,000
	Explore new revenue-generating activities	Pilot projects for new revenue streams	Reduced reliance on donor funding	Program Managers	Apr 2025 - Dec 2026	7,000,000
Promote Community Capacity Building	Implement community training programs on rights awareness	Community training sessions conducted	Increased community capacity to claim rights and resist violations	Community Outreach Team	Jan 2025 - Dec 2026	12,000,000
	Monitor and evaluate the impact of community programs	Impact assessment reports produced	Continuous improvement of community programs	M&E Team	Jan 2025 - Dec 2026	23,000,000
					Total	**205,500,000**

Risk Analysis and Mitigation Measures

Perspective	Risk Identification	Risk Assessment	Mitigation Strategies	Responsibility	Monitoring and Review
Programmatic	Financial Constraints	High impact, High likelihood	- Diversify funding sources by exploring grants from international organizations and forming corporate partnerships. - Develop an endowment fund. - Engage in social enterprises.	Financial Department, Fundraising Team	Quarterly financial reviews, annual donor engagement strategy review.
	Staff Workload and Burnout	High impact, Medium likelihood	- Secure additional funding to hire more staff. - Provide continuous professional development opportunities. - Implement stress management programs and mental health support.	Human Resources, Management Team	Monthly staff surveys, regular review of workload distribution.
	Logistical Support Challenges	Medium impact, High likelihood	- Expand ambulance services. - Implement a system for regular monitoring and evaluation of logistical arrangements. - Utilize technology platforms to manage and track logistical support.	Logistics Coordinator, IT Department	Regular feedback from beneficiaries, bi-annual logistics performance review.
	Legal Follow-Up and Advocacy	High impact, Medium likelihood	- Establish a dedicated legal follow-up team. - Provide continuous training for legal staff. - Collaborate with legal aid organizations and human rights bodies.	Legal Department, Training Coordinator	Case follow-up audits, annual training programs.

	Programmatic Effectiveness	Medium impact, Medium likelihood	- Conduct regular program evaluations.
			  - Adjust program strategies based on feedback.
			  - Ensure alignment with organizational goals.
				Program Managers, M&E Team	Annual program reviews, beneficiary feedback surveys.

	Repetition of Efforts	Medium impact, Medium likelihood	- Streamline coordination among departments. - Regularly review and update program activities. - Implement integrated planning sessions.	Program Managers, Coordination Team	Monthly coordination meetings, bi-annual program reviews.

Institutional	Organizational Culture and Staff Retention	Medium impact, Medium likelihood	- Foster a positive and supportive work environment. - Implement regular staff surveys to gather feedback. - Recognize staff achievements and promote a healthy work-life balance.	Human Resources, Management Team	Bi-annual organizational culture assessments, monthly feedback sessions.
	Political Instability	High impact, Low likelihood	- Conduct a risk assessment to identify potential threats. - Develop detailed contingency plans. - Establish emergency communication protocols.	Risk Management Team, Operations Department	Annual risk assessments, regular updates to contingency plans.
	Institutional Capacity	Medium impact, Medium likelihood	- Enhance training programs for staff. - Invest in technology and infrastructure. - Strengthen governance structures.	Management Team, IT Department	Quarterly capacity assessments, annual infrastructure reviews.
	Financial Sustainability	High impact, Medium likelihood	- Develop long-term financial plans. - Set up Rehabilitation Centre - Build an endowment fund. - Strengthen donor relationships.	Financial Department, Executive Team	Bi-annual financial audits, regular donor engagement.
	Fraud	High impact, Medium likelihood	- Implement stringent financial controls. - Conduct regular audits. - Provide fraud prevention training for staff. - Ensure tax compliance.	Financial Department, Compliance Officer	Quarterly financial audits, annual fraud risk assessment.
	Folding Up the Organization	High impact, Low likelihood	- Develop a robust succession plan. - Ensure diverse and sustainable funding streams. - Regularly assess organizational health and viability.	Executive Team, Board of Directors	Annual strategic reviews, regular health assessments.
Contextual	Political and Economic Changes	High impact, Medium likelihood	- Stay informed about political and economic developments. - Engage in advocacy to influence policy changes. - Adapt programs to reflect changing contexts.	Executive Team, Advocacy Department	Regular political and economic analyses, adaptive programming reviews.
	Socio-Cultural Dynamics	Medium impact, Medium likelihood	- Conduct socio-cultural assessments. - Tailor programs to be culturally sensitive. - Engage community leaders in program planning and implementation.	Program Managers, Community Outreach Team	Bi-annual socio-cultural assessments, community feedback sessions.

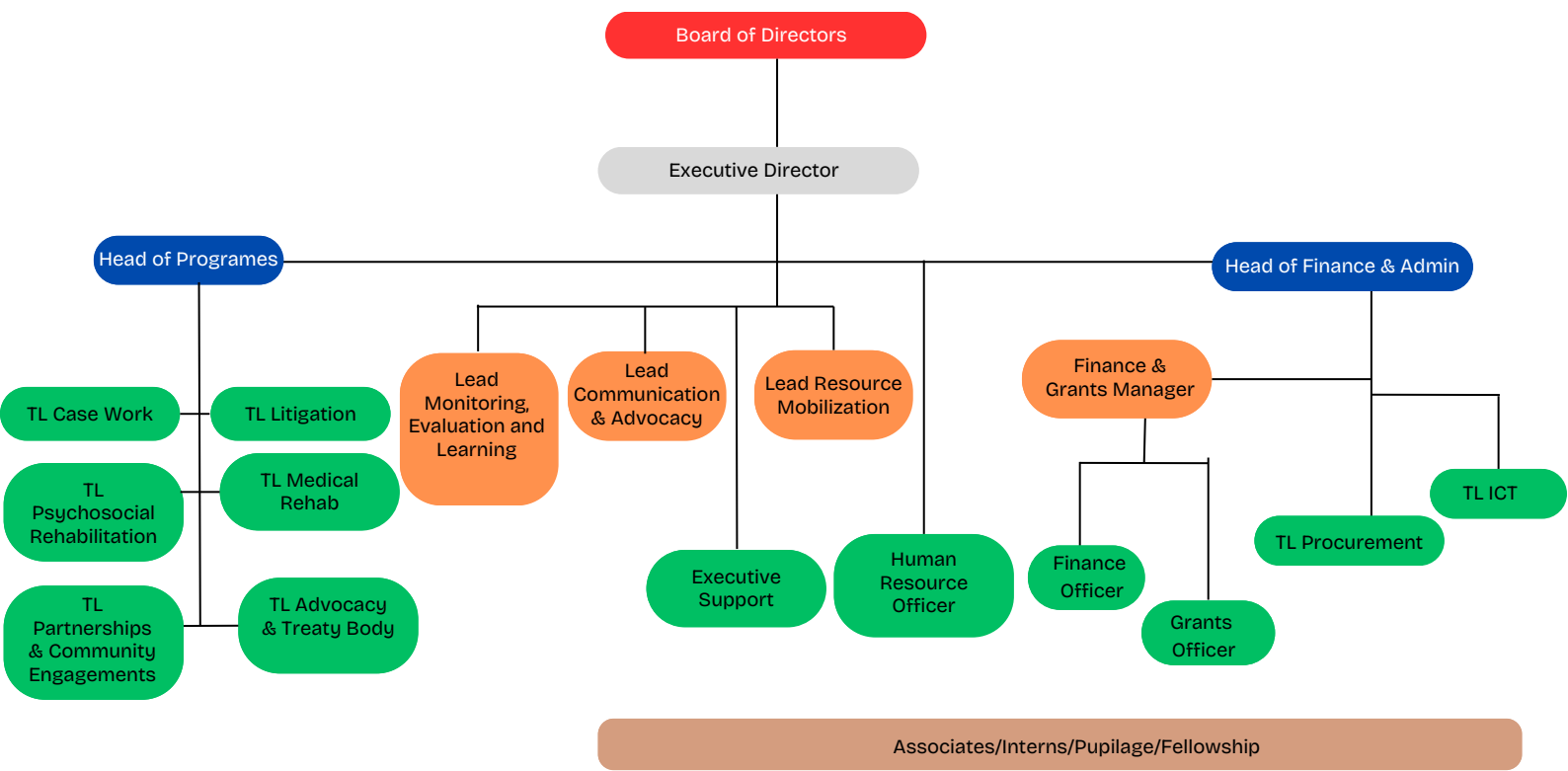|	Environmental Factors	Medium impact, Low likelihood	- Assess environmental risks related to program activities. - Develop environmentally sustainable practices. - Integrate environmental considerations into planning.	Environmental Officer, Operations Team	Annual environmental impact assessments, sustainability audits.
	Legal and Regulatory Changes	Medium impact, Medium likelihood	- Monitor changes in legal and regulatory frameworks. - Adjust compliance strategies as needed. - Engage in policy advocacy.	Legal Department, Compliance Officer	Regular legal reviews, compliance audits.
Reputational Risks	Damage to Corporate Image due to information asymmetry, or staff action e.g. Postmortem gone wrong, misinformation, victim exploitation	Medium	- Maintain professional conduct, - Maintain endeavours and proceed on the based on facts at all time	All staff and management	Corporate communication ED
Fraud Risk	Improper Asset use pilferage	Low	- Robust internal controls - Technology utilization ion operations	Legal Finance ED	Legal Finance

Monitoring

For 2024-2026, IMLU will strengthen this process by establishing baseline targets during the first year of implementation for areas where benchmarks have not yet been set. IMLU will also enhance its data-driven approach by adopting digital tools to automate data collection and analysis, improving the timeliness and accuracy of monitoring reports. Furthermore, two comprehensive torture prevalence surveys will be conducted at the beginning and conclusion of the strategic plan period. These surveys will provide critical data on the state of torture in Kenya and serve as a valuable tool for ongoing monitoring and evaluation, ensuring that the organization remains responsive to emerging trends and challenges. Additionally, IMLU will focus on building the capacity of its staff through targeted training on advanced monitoring and evaluation techniques, ensuring that the organization continues to uphold high standards of accountability and effectiveness in its interventions.

Evaluation

The evaluation component will play a critical role in assessing whether the inputs, processes, outputs, and progress of IMLU's initiatives are effectively geared toward achieving the desired objectives and outcomes. This will be systematically undertaken at defined intervals, including mid-term and end-term evaluations of this strategic plan.

For 2024-2026, IMLU will prioritize strengthening the evaluation processes by engaging highly qualified external experts to conduct these assessments. This will provide an objective perspective on the progress and outcomes of the programs. In addition to program evaluations, IMLU will continue to conduct annual financial audits and project evaluations in accordance with donor requirements, ensuring that all financial and operational activities align with best practices and ethical standards. Furthermore, IMLU will introduce periodic internal reviews to complement external evaluations, providing a continuous feedback loop that allows for adaptive management and real-time course corrections. This comprehensive evaluation framework will be integral to ensuring that IMLU's interventions remain impactful, sustainable, and responsive to the evolving needs of the communities they serve.

Organogram

Board of Directors

Executive Director

Head of Programes

Head of Finance & Admin

TL Case Work

TL Litigation

Lead Monitoring, Evaluation and Learning

Lead Communication & Advocacy

Lead Resource Mobilization

Finance & Grants Manager

TL Psychosocial Rehabilitation

TL Medical Rehab

TL ICT

TL Partnerships & Community Engagements

TL Advocacy & Treaty Body

Executive Support

Human Resource Officer

Finance Officer

TL Procurement

Grants Officer

Associates/Interns/Pupilage/Fellowship

TL- Technical Lead

Guided by justice, driven by compassion, and empowered by innovation, this Strategic Plan charts our path toward a society free from torture and impunity. Together with our partners, we commit to protecting human dignity, strengthening accountability, and transforming lives—one action at a time.

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