



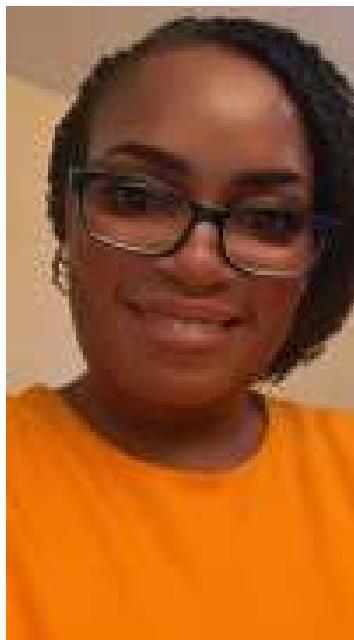
Strategic Plan **2025 - 2029**

BUILDING SOLIDARITY AND AMPLIFYING CITIZENS' VOICES

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Message from the Chair



I am honored to present our Fourth Strategic Plan (2025–2029). This plan represents a shared vision from the communities we serve, expanding on our past achievements while adapting to Kenya's changing social and political context.

The CSO Network has a strong reputation for empowering marginalized communities across Nyanza and Western Kenya. As we look forward to the next 5 years, we remain committed to building the capacity of youth and women to strengthen democratic spaces, enhance leadership and protect fundamental freedoms.

We will continue to move forward with One Voice, One Purpose.



Mary Ger - Chairperson

Message from the Team Leader

Despite Kenya's strides in democratic governance, significant hurdles remain. Corruption, electoral injustice, and gender disparities continue to limit inclusive development. Marginalized groups particularly women and youth, often remain on the sidelines, excluded from the decision-making processes that affect their lives.

The CSO Network's 2025–2029 Strategic Plan is our roadmap to closing these gaps. Our priority is to move beyond policy promises to the actual enforcement of laws that protect human rights and promote social justice.

Our commitment over the next five years is to:

- Bridge the Gap by turning policy commitments into visible actions that improve access to justice and economic opportunity.
- Amplify citizen voices to actively participate in governance and demand transparency.
- Use a combination of advocacy, capacity building and grassroots mobilization to ensure marginalized communities can fully exercise their constitutional rights.

As we implement this plan, we will work side-by-side with communities, policymakers and grassroots partners to entrench the rule of law and ensure that gender equality and civic liberties are lived realities for all.



Betty Okero - Team Leader

1. Executive Summary

This Fourth Strategic Plan (2025–2029) marks a bold step forward for the CSO Network. Built on a legacy of grassroots mobilization, this roadmap adapts to Kenya's evolving political and social landscape. Our goal will be to protect human rights, expand democratic spaces and strengthen access to justice and economic opportunity for all and especially marginalized and vulnerable communities.

2. Our Identity

- **Vision:** One voice and one purpose.
- **Mission:** To defend human rights and empower marginalized communities through advocacy, capacity building and institutional reform.
- **Core Values:** Inclusivity, transparency, courage and accountability.



3. Thematic Pillars

We have consolidated our work into three interconnected pillars to ensure our impact is holistic:

Pillar 1: Democracy & Human Rights

- Protecting and expanding civic spaces and freedoms.
- Strengthening transparency, good governance and advocating for constitutional accountability.

Pillar 2: Access to Justice & Health

- Reducing Gender-Based Violence (GBV).
- Improving reproductive health awareness and strengthening access to Justice

Pillar 3: Women's Leadership & Equality

- Strengthening women's roles in leadership and decision-making.
- Advancing social, political and economic empowerment for women and girls.

2. Context Analysis & Planning Environment

The 2025–2029 Strategic Plan takes into consideration the current complex and evolving landscape in Kenya. While our national legal framework remains strong, the gap practice and implementation remains wide. Our strategy will respond to Kenya's evolving socio-political and economic landscape.

2.1 The Promise of the Constitution

The 2010 Constitution is the foundation of our work. Kenya's devolved governance structure and evolving policy environment present both opportunities and challenges for advancing democracy, governance, human rights, gender equality, and access to justice. However, Kenyans continue to face a culture of impunity where rule-of-law weaknesses allow for inconsistent application of the law undermining protections guaranteed to every citizen. Despite constitutional provisions mandating gender parity, enforcement remains weak due to lack of legislative consensus and political will.

2.2 Participation, Human and Civic Rights

Civil society organizations face significant barriers, including increasing restrictions on assembly and expression, that limit their advocacy potential. The shrinking civic space has resulted in communities especially women, youth and PWD, often facing barriers to participation in governance and decision-making undermining trust in democratic institutions and resulting in inequality and exclusion in decision-making due to limited awareness of their rights and responsibilities. Despite constitutional provisions for public participation, transparency and accountability, corruption and weak enforcement of

governance standards remain critical challenges.

2.3 Political and Institutional Challenges

Kenya's political and institutional landscape is marked by a long history of electoral-related violence. The absence of early warning and response mechanisms, weak enforcement of electoral laws and a slow, under-resourced justice system consistently exacerbate tensions during election periods. Survivors of election-related violence particularly women, face limited access to justice, protection and psychosocial support. Voter apathy and uninformed decision-making undermine effective participation, with low levels of civic awareness and political education, compounded by misinformation and disinformation on digital platforms, especially in rural areas.

2.4 Socio-Economic Challenges

Kenya's economy is highly unequal, with youth and women disproportionately affected by unemployment and limited access to capital. Limited financial inclusion for women and marginalized communities, weak enforcement of women's land rights persists with cultural barriers restricting women's participation in leadership and economic empowerment. The normalization of violence against women, rise in femicide combined with inadequate institutional response and systemic law enforcement failures, has deepened further their vulnerability. Access to sexual and reproductive health services remains inadequate, especially in rural areas and survivors of gender-based violence and sexual violence face weak access to justice.

3. Our Vision for Change

Our extensive regional experience confirms that consistent engagement at the grassroots empowerment is the way to long term sustainability. For the 2025–2029 period, the CSO Network will implement a strategic, outcome-based framework designed to advance good governance, democracy, human rights and gender equality. We recognize that climate change is a human rights issue that disproportionately affects the most vulnerable. We shall integrate climate resilience into our strategic direction, pushing for gender-sensitive climate policies by connecting environmental justice with our human rights advocacy.

We have tailored our 2025–2029 objectives to prioritize the protection of civic spaces. At the core of our objectives is the need to strengthen accountability and transparency, enhanced citizen participation for meaningful engagement, claiming their space in civic and political decision-making and strengthen inclusive governance that empowers women to achieve gender equality. To translate our vision into measurable impact, our objectives will include:

Strategic Objective 1: Strengthening the Rule of Law, Democracy and Human Rights

Goal: To establish a responsive, accountable and inclusive governance systems, upholding the rule of law

Our strategic intervention focuses on enhancing the effectiveness of democratic institutions, strengthening accountability and human rights protection. By building public awareness of citizen on constitutional rights and liberties on one hand and training duty bearers on their service delivery responsibilities, empowering women and

youth to participate in civic and political decision-making, citizens will be able to meaningfully engage on rights issues and advocate for quality service delivery, justice and rule of law

Strategic Objective 2: Promoting Women's Leadership and participation in economic, social and political governance

Goal: To secure women's influence in economic, social and political governance

To ensure impact is inclusive and transformative, our strategic intervention focuses on strengthening women's influence and securing gender equity by directly addressing the social and cultural barriers that traditionally limit their potential. By equipping women with specialized skills in governance, gender-responsive budgeting and policy analysis, we can transform their participation. To amplify their advocacy campaigns, we shall build capacity on the use of digital platforms and social media spaces strengthening connections with other women movements.

Strategic Objective 3: Strengthening and enhancing access to justice and health

Goal: Improve legal frameworks and justice mechanisms for equitable justice

Our strategic intervention focuses on strengthening equitable access to justice and health. We recognize that Gender-Based Violence (GBV), land rights, and reproductive health barriers affect entire communities, therefore by equipping citizens with specialized legal literacy and health rights awareness we shall bridge the gap between policy and practice, strengthening the justice system ensuring health services especially reproductive health, are gender responsive and treated as a fundamental right.

STRATEGIC APPROACHES

The CSO Network will use four strategic approaches to actively shape our interventions.

To achieve our strategic goals, the Network will employ an integrated approaches to achieve our outcomes. This will include using:

- Undertaking evidence-based advocacy & research by documenting the lived realities of women, youth and the marginalized communities ensuring policy, systems and institutional reforms at the county and national levels are guided by the evidence collected
- Investing in institutional & technical capacity building for both communities, organizations, partners and duty bearers, providing them with the technical skills needed to undertake oversight actions, implement gender-responsive budgets, strengthen legal frameworks and strengthen governance systems.
- Organizing community awareness engagement, creating real-time monitoring platforms, integrating technology and using digital tools, ensuring accessibility of information necessary to mobilize for collective action.



3. Institutional Strength

Monitoring, Evaluation, and Learning (MEL)

We are committed to a Results-Based Management (RBM) model. We will track our progress through Performance Indicators, Community Feedback mechanisms and project evaluation, impact reports and collection of case studies are regular intervals. This will ensure the organization in continuously learning and Adapting

Institutional Sustainability

The CSO Network has developed a strong institutional foundation, including a dedicated team of program officers, pro-bono legal experts, gender and governance experts, IT, Finance and administration officers, and community mobilizers. With governance structures, financial management systems, and strategic partnerships in place, the organization is well-positioned to implement this strategic plan effectively. To further enhance its impact, we shall focus on three pillars of sustainability:

Resource Mobilization & Financial Health

To ensure we have the resources to fulfill our 2029 vision, we will:

- Diversify our funding to include social enterprise models and local resource mobilization.
- Collaborate with new development partners, the private sector and

county governments to co-fund projects.

- Maintain strict financial controls and standards to ensure donor confidence.

Human Capital and Leadership

Our greatest asset is our people. We will invest in:

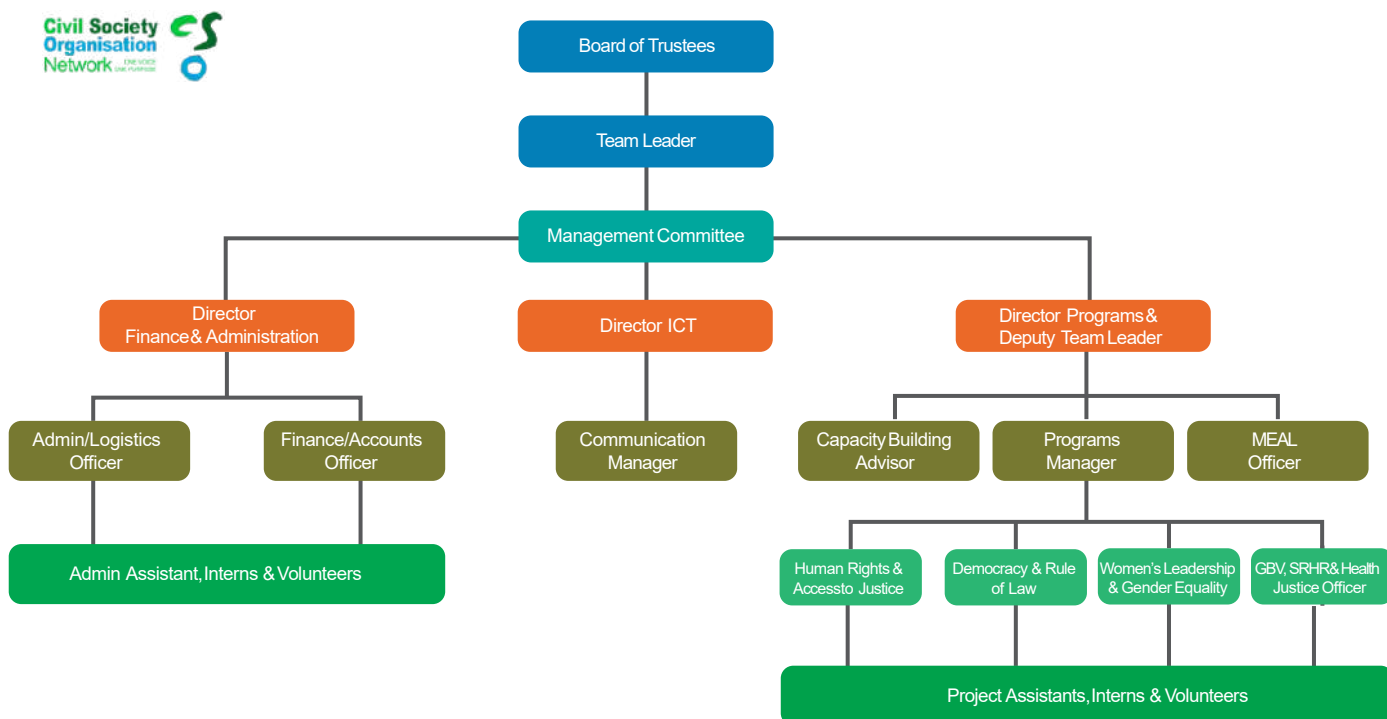
- Continuous professional development in human rights law, digital advocacy and project management.
- Mentoring the next generation of civil society leaders within our network to ensure continuity.
- Creating a supportive work environment that prevents burnout in the high-pressure field of human rights.

Strengthening our Allies

Sustainability also comes from having strong Civil Society Sector. We will continue to:

- Strengthen the technical and legal capacity of CSOs to building a strong sector across the county
- Integrate the use digital tools to streamline our operations, leveraging on the use of local media and strong community engagement to make our advocacy campaigns more cost-effective.

CSO NETWORK ORGANOGRAM



3. Results Framework

Strategic Objective 1: Strengthening the Rule of Law, Democracy and Human Rights

Activities	Outputs	Outcomes
Promote accountability and transparency in governance	Strengthened monitoring and oversight and anti-corruption mechanisms	Increased government accountability and public trust in governance
Strengthen and increase citizen participation in civic engagement	Enhanced public participation in governance	Improved democratic governance
Empower women and youth in governance and decision-making	Increased number of women and youth in political spaces	Increased number of women and youth involved in participatory governance
Enhance awareness of civic and political rights	Increased knowledge on political rights	Higher voter participation and advocacy
Enhance multi-stakeholder platforms for engagement	Established platforms for dialogue among civil society, government, and legal institutions	Strengthened collaboration for legal reforms
Create awareness and build capacity for service delivery among duty bearers	Training programs for law enforcement, judicial officers, and communities	Improved service delivery and responsiveness to community needs
Monitor and enforce human rights and the rule of law	Strengthened human rights tracking and enforcement mechanisms	Reduction in human rights violations
Strengthen accountability for human rights violations	Increased prosecution of human rights violations	Improved legal redress for victims
Organize advocacy campaigns and policy dialogues on human rights violation	Increased public awareness on the status of human rights, governance and rule	Increased Public Demand for Justice
Strengthen a civil society platform addressing governance and Human rights	Stronger Coalition and Network members engaged in civic action and demanding redress	Strengthened advocacy actions

Strategic Objective 2: Promoting Women's Leadership and participation in economic, social and political governance

Activities	Outputs	Outcomes
Design and implement policies to advance gender equality	Gender-sensitive policies developed and adopted	Increased gender mainstreaming
Strengthen technical capacity on governance, budgeting, and laws	Increased skills and knowledge among women leaders	Enhanced participation of women in governance
Establishment and annual training curricula developed for Women aspiring for leadership	Women leaders trained for leadership position in private and public positions	Increased number of women with leadership skills
Increase women's participation in leadership and decision-making	More women appointed and elected to leadership positions in the public and private sector	Strengthened gender-responsive governance

Activities	Outputs	Outcomes
Develop and implement women's agenda	County-based development programmes and initiatives established	Reduced conflict and increased women's role in development
Enhance livelihoods and household income for women	Increased income opportunities for women	Improved economic resilience
Provide business skills training for women and marginalized groups	Increased number of trained women in entrepreneurship	Improved financial literacy and business sustainability
Strengthen access to microfinance, credit, and savings for women and youth groups	Increased access to financial resources for women-led businesses	Enhanced economic independence and resilience
Facilitate market linkages and value addition for women	Improved access to local and regional markets	Increased business growth and sustainability

Strategic Objective 2: Promoting Women's Leadership and participation in economic, social and political governance

Activities	Outputs	Outcomes
Strengthen access to justice for GBV survivors	Strengthened protection mechanism and accountability measures in place	Enhanced justice for GBV survivors
Strengthen access to justice for GBV survivors	Increased number of survivors accessing justice	Improved legal protection for survivors and marginalized groups
Conduct community awareness and sensitization on legal rights and justice mechanisms	Increased legal awareness among communities	Increased reporting and access to legal services
Establish and strengthen referral networks for survivors of GBV and human rights violations	Strengthened multi-sectoral collaborations (legal, health, police)	Faster response and protection for survivors
Train law enforcement officers, judicial officers, and community paralegals on gender-responsive justice	Increased capacity of duty bearers to handle GBV cases	Improved survivor-centered justice processes
Monitor and advocate for implementation of gender-responsive laws and policies	Reports and policy briefs on justice sector performance	Increased accountability and reforms in legal and justice systems
Promote women's land tenure security through legal support and advocacy	More women obtaining land titles and securing land rights	Improved ownership and control over productive resources
Legal literacy trainings for marginalized communities	Increased awareness and understanding of legal rights among marginalized groups.	Enhanced capacity of communities to seek legal redress.
Strengthening access to alternative dispute resolution mechanisms	Increased collaboration between formal justice systems and ADR structures.	Strengthened community-based justice systems and Improved access to justice for marginalized and vulnerable groups.
Strengthening multi-sectoral platforms for justice and accountability	Enhanced collaboration and coordination for service delivery and redress	Improved response mechanisms for GBV survivors

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