



International Association of  
Women Judges Kenya Chapter  
(IAWJ Kenya Chapter)



# **Institutional Wellbeing Strategy**

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**2022 -2026**

*#Justice and equality for all*



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## Launch of the Gender Mainstreaming Policy

## ABBREVIATIONS AND ACRONYMS

**EC** Executive Committee

**IAWJ** International Association of Women Judges

**ICT** Information and Communications Technology

**KR** Key Results

**M&E** Monitoring and Evaluation

**OKRs** Objectives and Key Results

**SGBV** Sexual and Gender Based Violence

**TORs** Terms of Reference

## INSTITUTIONAL WELLBEING

With the conclusion of the development of the 2022-2026 Strategic Plan, the International Association of Women Judges (IAWJ) Kenya Chapter will embark on a bold process that will see it transition to a new organizational structure. This institutional wellbeing strategy has been conceived to respond to the organization's evolving context and a review of its past ability to implement its objectives as laid out in previous strategic documents.

It is opined herein that IAWJ Kenya Chapter demands different ways of working to those that it has relied on in the past. As is happening with many organizations, the complex and continuously changing needs of stakeholders call for high levels of collaboration, innovation and agility, all qualities that can be difficult to inculcate. In addition, IAWJ Kenya Chapter's structure as a voluntary membership organization requires that members have an internal leadership dynamic to inculcate and champion the promotion of gender and justice equity.

This strategy has been embedded within a change process ideology and therefore places high emphasis on the implementation of cultural and behavioral changes that can optimize the expertise and skills in the membership, executive and secretariat to ensure ongoing delivery of highly responsive, proactive and meaningful support aligned with the purpose and objectives of IAWJ Kenya Chapter and its wider role within the International Association of Women Judges (IAWJ).

The proposed change internally for IAWJ Kenya Chapter is structured around seven overall strategic objectives:

- **Strategic objective I:** Structural re-organization
- **Strategic objective II:** Organizational development
- **Strategic objective III:** People and culture change
- **Strategic objective IV:** Mentorship
- **Strategic objective V:** Financial management and resource mobilization
- **Strategic objective VI:** Recruitment and sustainability of members
- **Strategic objective VII:** Communication

## STRUCTURAL RE-ORGANIZATION

This section provides an overview of the envisaged organizational structure that will allow the secretariat to be an agile and responsive entity, providing meaningful support to all its stakeholders.

### **The Executive Committee**

The Executive Committee (EC) is IAWJ Kenya Chapter's governing body. The EC is made up of six officials and eight co-opted members. The officials hold office for two years and for a further term of two years. The officials are the President, Vice President, Treasurer, Vice-Treasurer, Secretary, and Vice-Secretary. The EC is assisted by ten regional representatives.

### **Regional representatives**

IAWJ Kenya Chapter has five regions namely Nairobi, Coast, Mount Kenya, Western, and Rift Valley. The regions are headed by two regional representatives.

### **The secretariat**

The Secretariat will be the organ of the organisation that will be responsible for running all the day-to-day operations of IAWJ-Kenya Chapter and for carrying out all the decisions of the EC. The Secretariat will be headed by the President assisted by the Vice President, Treasurer, Vice Treasurer, Secretary and Vice Secretary, and the program staff in coordination with the EC (see *Annex 1 for the secretariat's duties*). The secretariat is tasked with:

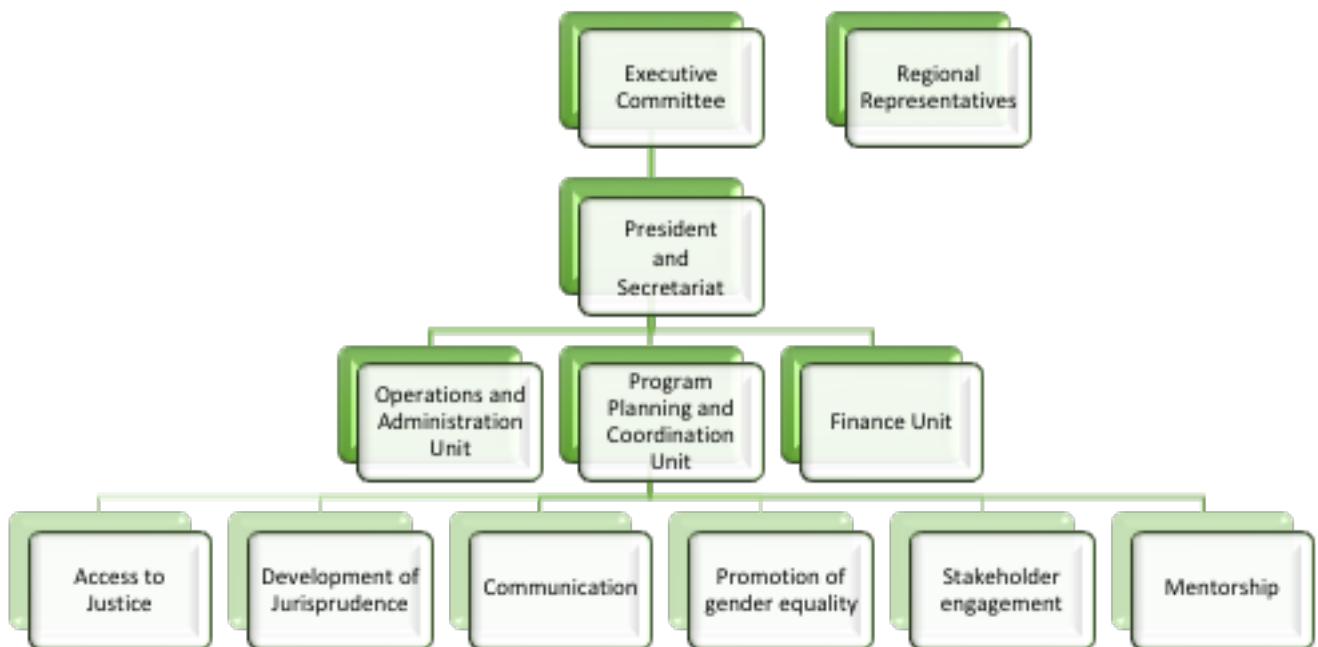
1. Serving as the operational coordinating arm for the implementation of the organization's six strategic priority areas namely:
  - Access to Justice
  - Development of jurisprudence
  - Communication
  - Mentorship of young women and girls
  - Promotion of gender equality
  - Stakeholder engagement
2. Coordinating IAWJ Kenya Chapter activities at a national, regional and international level

The secretariat will embed its activities within complementary activities handled by the Judiciary allowing it to harness the Judiciary's expertise and resources. As a custodian of human rights and gender justice, IAWJ Kenya Chapter plays a key role in supporting the Judiciary in protecting and promoting the purposes and principles of the constitution and in realizing the institution's transformative agenda.

## Organogram

The secretariat's organizational structure below (Figure 1) provides an overview of the envisaged units and how these will be connected.

**Figure 1: Overview of the secretariat's organizational structure**



## THE SECRETARIAT'S CHANGE INITIATIVE

IAWJ Kenya Chapter aspires to grow into an organization that fully runs its own affairs. The organization's internal staff recruited around each objective will provide support to its members. The objectives in this document bear this long-term vision in mind.

An overview of the envisioned project activities for the change implementation process is outlined in Figure 2. It is expected that implementation will commence shortly after the conclusion of budgetary discussions with funding partners. This section contains a summary of project activities, with associated timelines.

**Figure 2: Envisaged schedule of work for the secretariat's change initiative**

Strategic Objective	Year 1 (2021/2022)	Year 2 (2022/2023)	Year 3 (2023/2024)	Year 4 (2024/2025)	Year 5 (2025/2026)
1. Structural re-organization	<ul style="list-style-type: none"> <li>Develop a new organizational structure</li> <li>Present to and obtain an endorsement of the new structure from members</li> <li>Develop Terms of Reference (TORs) for the units</li> <li>Develop M&amp;E frameworks to measure progress</li> </ul>	<ul style="list-style-type: none"> <li>Develop a baseline skills index</li> <li>Develop job descriptions</li> <li>Conduct job matching</li> <li>Complete job matching process and present to EC for approval</li> <li>Recommend for secondment of staff with specific expertise from the Judiciary</li> </ul>	<ul style="list-style-type: none"> <li>Recruit for vacant positions and assign staff to the regions</li> </ul>	<ul style="list-style-type: none"> <li>Complete implementation of new organogram</li> <li>Assess secretariat's effectiveness</li> </ul>	
2. Organizational development	<ul style="list-style-type: none"> <li>Develop a counseling program</li> <li>Develop metrics to measure progress</li> </ul>	<ul style="list-style-type: none"> <li>Appoint a team of counsellors</li> </ul>	<ul style="list-style-type: none"> <li>Implement the counselling program</li> <li>Develop a capacity strengthening plan for members</li> </ul>	<ul style="list-style-type: none"> <li>Review members satisfaction with the counselling program</li> <li>Review member satisfaction with the capacity strengthening plan</li> </ul>	

Strategic objective	Year 1 (2021/2022)	Year 2 (2022/2023)	Year 3 (2023/2024)	Year 4 (2024/2025)	Year 5 (2025/2026)
3. People and culture change	<ul style="list-style-type: none"> <li>Develop a culture and behavior change framework</li> <li>Develop leadership development programs in line with organizational culture and behavior change needs</li> </ul>	<ul style="list-style-type: none"> <li>Conduct leadership development training</li> <li>Appoint change champions</li> <li>Develop metrics to measure progress</li> </ul>	<ul style="list-style-type: none"> <li>Ensure all members have received training in culture and behavior change</li> <li>Conduct resilience and wellbeing workshops</li> </ul>	<ul style="list-style-type: none"> <li>Conduct a review to track the progress of culture and behavior change</li> </ul>	
4. Mentorship	<ul style="list-style-type: none"> <li>Develop a mentorship program</li> <li>Develop mentor-mentee guidelines</li> <li>Develop mentor-mentee feedback framework</li> </ul>	<ul style="list-style-type: none"> <li>Conduct mentor training</li> <li>Establish mentor-mentee relationships within the regions</li> <li>Develop metrics to measure progress</li> </ul>	<ul style="list-style-type: none"> <li>Conduct follow-up mentor training</li> </ul>	<ul style="list-style-type: none"> <li>Conduct a review to track the progress of the mentorship program</li> </ul>	

Strategic objective	Year 1 (2021/2022)	Year 2 (2022/2023)	Year 3 (2023/2024)	Year 4 (2024/2025)	Year 5 (2025/2026)
5. Financial management and resource mobilization	<ul style="list-style-type: none"> <li>Recruit a full-time Resource Mobilization Manager</li> <li>Develop a resource mobilization plan</li> <li>Develop finance policies and procedures</li> <li>Develop metrics to measure progress</li> </ul>	<ul style="list-style-type: none"> <li>Enforce the use of the check-off system</li> <li>Set up finance management systems and controls</li> <li>Engage the Judiciary on ringfencing funds for the organization and providing fund disbursement timelines</li> <li>Engagement with partners to fundraise for the organization's objectives</li> </ul>	<ul style="list-style-type: none"> <li>Review of membership subscription fees and recommend for the increase of these</li> </ul>	<ul style="list-style-type: none"> <li>Conduct review of resource mobilization plan and finance policies</li> </ul>	

Strategic objective	Year 1 (2021/2022)	Year 2 (2022/2023)	Year 3 (2023/2024)	Year 4 (2024/2025)	Year 5 (2025/2026)
6. Recruitment and sustainability of members	<ul style="list-style-type: none"> <li>Develop a membership value proposition</li> <li>Develop membership criteria and responsibilities</li> <li>Develop metrics to measure progress</li> </ul>	<ul style="list-style-type: none"> <li>Develop a membership commitment form</li> <li>Present value proposition and membership criteria to members</li> <li>Have members sign membership commitment forms</li> </ul>	<ul style="list-style-type: none"> <li>Conduct team-building activities</li> <li>Conduct induction for new members</li> </ul>	<ul style="list-style-type: none"> <li>Conduct a review to measure progress made in the recruitment and retention of members</li> </ul>	
7. Communication	<ul style="list-style-type: none"> <li>Develop an internal communication strategy and guidelines</li> <li>Develop a communication training plan</li> </ul>	<ul style="list-style-type: none"> <li>Put in place internal communication software</li> <li>Conduct communication training</li> <li>Develop metrics to measure progress</li> </ul>	<ul style="list-style-type: none"> <li>Ensure all members have received the communication training</li> </ul>	<ul style="list-style-type: none"> <li>Conduct a review of internal communication strategy</li> </ul>	

## **Strategic objective I: Structural re-organization**

structural re-organization focus will be on improving the overall organizational archetype to enable the secretariat to be a responsive and proactive entity that delivers meaningful support to both internal and external stakeholders. The re-organization will be achieved through the following steps:

- Developing a new organizational structure that promotes coherence in the execution of IAWJ Kenya Chapter's mandate
- Develop a baseline skills index to establish the key skills that are required for the IAWJ Kenya Chapter to achieve its mandate
- Clarification of roles and responsibilities to facilitate collaboration between programmatic units and between the secretariat and the regional levels in the new organizational structure
- Recruitment of staff from within the Judiciary to increase the human resource capacity at the secretariat based on a baseline skills index
- Assigning secretariat staff to provide administrative support to regional representatives
- Develop monitoring and evaluation frameworks to assess the secretariat's effectiveness

**Figure 3: Structural re-organization results framework**

<b>Outcome 1</b>	A secretariat that is responsive and proactive
<b>Outcome indicator</b>	<ul style="list-style-type: none"><li>. Delivery of meaningful support to internal and external stakeholders</li></ul>
<b>Output 1.1</b>	IAWJ Kenya Chapter to develop a functional organizational structure
<b>Output indicator</b>	<ul style="list-style-type: none"><li>. An existing hierarchy of reporting relationships as per organogram</li></ul>
<b>Output 1.2</b>	IAWJ Kenya Chapter to develop TORs for the secretariat Units
<b>Output indicator</b>	<ul style="list-style-type: none"><li>. Description of the units' purpose, scope, roles and responsibilities, reporting structure, working relationships with other units and deliverables</li></ul>
<b>Output 1.3</b>	IAWJ Kenya Chapter to develop a baseline skills index
<b>Output indicator</b>	<ul style="list-style-type: none"><li>. An inventory of specific skills required for the organization to function optimally</li></ul>
<b>Output 1.4</b>	IAWJ Kenya Chapter to develop job descriptions
<b>Output indicator</b>	<ul style="list-style-type: none"><li>. The existence of job requirements, job specifications and key performance indicators</li></ul>
<b>Output 1.5</b>	IAWJ Kenya Chapter to conduct job matching
<b>Output indicator</b>	<ul style="list-style-type: none"><li>. Percentage of qualified candidates accurately matched to job requirements based on resumé and skillsets</li></ul>

<b>Output 1.6</b>	IAWJ Kenya Chapter to recruit for vacant positions
<b>Output indicator</b>	. Number of qualified staff recruited
<b>Output 1.7</b>	IAWJ Kenya Chapter to strengthen the capacity of its regions
<b>Output indicator</b>	. Number of staff assigned to the regions . Number of members actively participating in day-to-day activities by regions . Percentage increase in activities undertaken by the regions
<b>Output 1.8</b>	IAWJ Kenya Chapter to request for the secondment of staff with specific expertise from the Judiciary to support IAWJ-Kenya Chapter operations.
<b>Output indicator</b>	. Number of staff seconded from the Judiciary to IAWJ-Kenya Chapter.
<b>Output 1.9</b>	Develop monitoring and evaluation frameworks
<b>Output indicator</b>	. Continuous review of inputs, outputs and outcomes

### **Strategic objective II: Organizational development**

This objective focuses on putting in place policies, systems and processes that will ensure that desired changes are employed effectively and consistently.

The organization will put in place consistent and sustainable systems to support the organization's members in their work in the judicial sector. This will be done through:

- Developing a capacity strengthening plan to address members' capacity development needs in line with organizational needs and the latest developments in the law
- Setting up a counselling support program, particularly for members who regularly handle Sexual and Gender-Based Violence (SGBV) cases, to safeguard their mental health and wellbeing

**Figure 4: Organizational development results framework**

<b>Outcome 2</b>	<b>Consistent and sustainable systems to support IAWJ Kenya Chapter members</b>
<b>Outcome indicator</b>	. Improved member skills and competencies . Improved member mental health and well-being
<b>Output 2.1</b>	<b>IAWJ Kenya Chapter to develop a capacity strengthening training plan for its members</b>
<b>Output indicator</b>	. Number of capacity training sessions conducted . Number of members who have gone through the capacity strengthening training sessions

<b>Output 2.2</b>	A counselling support program set up by IAWJ Kenya Chapter
<b>Output indicator</b>	<ul style="list-style-type: none"> <li>• The existence of a counselling support program that is operational</li> <li>• The appointment of a team of counsellors</li> <li>• Percentage of Judges and Magistrates utilizing the counselling support program</li> </ul>
<b>Output 2.3</b>	Develop metrics to measure progress
<b>Output indicator</b>	<ul style="list-style-type: none"> <li>• Continuous review of inputs, outputs and outcomes</li> </ul>

### **Strategic objective III: People and culture change**

By developing positive organizational culture and behavior, the secretariat envisages an organization that is people-centered, where its members will feel valued. This process will involve conducting leadership development, supporting a structure that cascades communication throughout the secretariat, and organizing resilience and well-being workshops to support members to engage positively with the change processes.

**Figure 5: People and culture change results framework**

<b>Outcome 3</b>	An organization that is people-centered
<b>Outcome indicator</b>	<ul style="list-style-type: none"> <li>• Positive organizational culture and behavior</li> </ul>
<b>Output 3.1</b>	IAWJ Kenya Chapter to develop a culture and behavior change framework
<b>Output indicator</b>	<ul style="list-style-type: none"> <li>• The existence of a culture and behavior change framework</li> <li>• Number of engagement surveys conducted</li> </ul>
<b>Output 3.2</b>	IAWJ Kenya Chapter to develop a leadership development program
<b>Output indicator</b>	<ul style="list-style-type: none"> <li>• The existence of a leadership development program</li> <li>• Number of leadership development training events conducted</li> <li>• Percentage of members who have been trained</li> </ul>
<b>Output 3.3</b>	IAWJ Kenya Chapter to appoint change champions
<b>Output indicator</b>	<ul style="list-style-type: none"> <li>• Number of change champions appointed across the regions</li> </ul>
<b>Output 3.4</b>	IAWJ Kenya Chapter to conduct resilience and wellbeing workshops
<b>Output indicator</b>	<ul style="list-style-type: none"> <li>• Number of resilience and wellbeing workshops conducted</li> <li>• Percentage of members who have participated in the workshops</li> </ul>
<b>Output 3.5</b>	Develop metrics to measure progress
<b>Output indicator</b>	<ul style="list-style-type: none"> <li>• Continuous review of inputs, outputs and outcomes</li> </ul>

## Strategic objective IV: Mentorship

To achieve significant equality and gender parity in the Judicial sector and encourage the administration of gender justice, mentorship relationships between IAWJ Kenya Chapter's younger Judges and Magistrates and their older colleagues are necessary. By leveraging the expertise and knowledge of its older members, young female Judges and Magistrates will:

- Build their skills in the development of rich jurisprudence that upholds gender justice
- Be encouraged to pursue leadership positions in the Judiciary to improve the number of women at the institution's higher levels
- Strengthen their capacity to react to gender stereotypes and bias within the sector

**Figure 6: Mentorship results framework**

<b>Outcome 4</b>	The capacities of young female Judges strengthened and empowered <ul style="list-style-type: none"><li>• Internal collaboration to leverage knowledge and expertise</li></ul>
<b>Output indicator</b>	IAWJ Kenya Chapter to develop a mentorship program <ul style="list-style-type: none"><li>• An existing and operational mentorship program</li></ul>
<b>Output 4.1</b>	IAWJ Kenya Chapter to develop a mentorship program <ul style="list-style-type: none"><li>• An existing and operational mentorship program</li></ul>
<b>Output indicator</b>	Develop mentor-mentee guidelines <ul style="list-style-type: none"><li>• The existence of mentor-mentee guidelines that are in use</li></ul>
<b>Output 4.2</b>	Develop mentor-mentee guidelines <ul style="list-style-type: none"><li>• The existence of mentor-mentee guidelines that are in use</li></ul>
<b>Output indicator</b>	Develop mentor-mentee feedback framework <ul style="list-style-type: none"><li>• Continuous assessment of mentors and the mentorship program</li></ul>
<b>Output 4.3</b>	Develop mentor-mentee feedback framework <ul style="list-style-type: none"><li>• Continuous assessment of mentors and the mentorship program</li></ul>
<b>Output indicator</b>	Establish mentor-mentee relationships within the regions <ul style="list-style-type: none"><li>• The ratio of mentors to mentees</li></ul>
<b>Output 4.4</b>	Establish mentor-mentee relationships within the regions <ul style="list-style-type: none"><li>• The ratio of mentors to mentees</li></ul>
<b>Output indicator</b>	IAWJ Kenya Chapter to conduct mentor training <ul style="list-style-type: none"><li>• Number of training events conducted for mentors</li></ul>
<b>Output 4.5</b>	IAWJ Kenya Chapter to conduct mentor training <ul style="list-style-type: none"><li>• Number of training events conducted for mentors</li></ul>
<b>Output indicator</b>	Develop metrics to measure progress <ul style="list-style-type: none"><li>• Continuous review of inputs, outputs and outcomes</li></ul>
<b>Output 4.6</b>	Develop metrics to measure progress <ul style="list-style-type: none"><li>• Continuous review of inputs, outputs and outcomes</li></ul>
<b>Output indicator</b>	Develop metrics to measure progress <ul style="list-style-type: none"><li>• Continuous review of inputs, outputs and outcomes</li></ul>

## Strategic objective V: Financial management and resource mobilization

Financial sustainability is the backbone of every organization as it enables it to manage its activities. IAWJ Kenya Chapter has had a challenge with its financial performance given that its finances come from very narrow sources which are unreliable. The organization will therefore seek to increase its annual funding through diversified and stable financial resource channels. This process will involve the following key steps:

- Formulating a resource mobilization plan
- Hiring a full-time Resource Mobilization Manager to work within the secretariat
- Liaising with the Judiciary to have an Accountant seconded to the secretariat on a part-time basis
- Setting up an ICT-based finance management system to monitor and evaluate the utilization of financial resources
- Engaging the Judiciary to ring-fence funds for the organization from the Judiciary.
- Growing funds raised from internal sources by:
  - Increasing member subscription fees
  - Enforcing the use of the check-off system to remit subscription fees

**Figure 7: Financial and resource mobilization results framework**

<b>Outcome 5</b> <b>Outcome indicator</b>	A financially secure organization . Increased annual funding through diversified and stable financial resources
<b>Output 5.1</b> <b>Output indicator</b>	IAWJ Kenya Chapter to develop a resource mobilization plan . An existing resource mobilization plan that is in use . Percentage of members engaged in resource mobilization . Number of training forums conducted for EC members on resource mobilization
<b>Output 5.2</b> <b>Output indicator</b>	Recruitment of a Resource Mobilization Manager by IAWJ Kenya Chapter . A qualified candidate accurately matched to a job description
<b>Output 5.3</b> <b>Output indicator</b>	IAWJ Kenya Chapter to develop financial policies and procedures . Existing finance policies and procedures that are in use
<b>Output 5.4</b> <b>Output indicator</b>	IAWJ Kenya Chapter to set up a finance management system . Financial information that is accurate, timely, and reliable
<b>Output 5.5</b> <b>Output indicator</b>	IAWJ Kenya Chapter to requisition for supporting resources from the Judiciary . Requisition funds provided

<b>Output 5.6</b> <b>Output indicator</b>	IAWJ Kenya Chapter to engage partners to fundraise for the organization's objectives <ul style="list-style-type: none"> <li>• The total amount of funds raised from partners</li> </ul>
<b>Output 5.7</b> <b>Output indicator</b>	An increase in funds raised from IAWJ Kenya Chapter's internal revenue streams <ul style="list-style-type: none"> <li>• Percentage increase in membership subscription fees</li> <li>• The ratio of members using the check-off system to members not using the system</li> <li>• Percentage increase in revenue from subscription fees</li> </ul>
<b>Output 5.8</b> <b>Output indicator</b>	Develop metrics to measure progress <ul style="list-style-type: none"> <li>• Continuous review of inputs, outputs and outcomes</li> </ul>

### **Strategic objective VI: Recruitment and sustainability of members**

Sustained member buy-in is a prerequisite for a successful organization. IAWJ Kenya Chapter will seek to secure buy-in from members through their commitment to the institution's vision, mission, and values. This will be achieved by:

- Encouraging equal participation in decision-making, events, and elective posts through the provision of open, accurate, and complete information on activities and governance
- Introducing a hybrid meeting structure and pool transportation to increase the number of members engaging in the organization's activities and meetings
- Conducting induction of new members to introduce them to IAWJ Kenya Chapter's mandate
- Conducting in-person activities to establish a sisterhood
- Developing membership criteria and responsibilities
- Developing a member value proposition
- Requiring members to sign a membership commitment form

**Figure 8: Recruitment and sustainability of members results framework**

<b>Outcome 6</b> <b>Outcome indicator</b>	Improvement in buy-in from IAWJ Kenya Chapter members <ul style="list-style-type: none"> <li>• Members are committed to the organization's Vision, Mission and Values</li> </ul>
<b>Output 6.1</b> <b>Output indicator</b>	Set up a hybrid meeting structure for members <ul style="list-style-type: none"> <li>• Percentage increase in members attending meetings and events</li> </ul>
<b>Output 6.2</b> <b>Output indicator</b>	Develop an induction training plan for new members <ul style="list-style-type: none"> <li>• An induction training plan that is in use</li> </ul>
<b>Output 6.3</b> <b>Output indicator</b>	Conduct induction for new members <ul style="list-style-type: none"> <li>• Number of induction training events conducted</li> <li>• Number of new members who have gone through an induction training</li> </ul>

<b>Output 6.4</b> <b>Output indicator</b>	Develop team-building activities for members <ul style="list-style-type: none"> <li>• An existing team building program that is in use</li> <li>• Number of team building activities conducted</li> <li>• Percentage of members attending team building activities</li> </ul>
<b>Output 6.5</b> <b>Output indicator</b>	Develop membership criteria and responsibilities <ul style="list-style-type: none"> <li>• Existing membership criteria and responsibilities that are in use</li> </ul>
<b>Output 6.6</b> <b>Output indicator</b>	Develop a member value proposition <ul style="list-style-type: none"> <li>• An existing member value proposition that is in use</li> </ul>
<b>Output 6.7</b> <b>Output indicator</b>	Develop a membership commitment form <ul style="list-style-type: none"> <li>• Number of members who have signed the membership commitment form</li> </ul>
<b>Output 6.8</b> <b>Output indicator</b>	Develop metrics to measure progress <ul style="list-style-type: none"> <li>• Continuous review of inputs, outputs and outcomes</li> </ul>

### **Strategic objective VII: Communication**

By providing regular, open and accurate information the organization seeks to promote consistency around its activities, facilitate internal collaboration across areas of expertise and effectively manage relationships with its internal stakeholders.

**Figure 9: Communication results framework**

<b>Outcome 7</b> <b>Outcome indicator</b>	Regular flow of open and accurate information to the IAWJ Kenya Chapter's internal stakeholders <ul style="list-style-type: none"> <li>• Increased internal collaboration and effective relationship management</li> </ul>
<b>Output 7.1</b> <b>Output indicator</b>	IAWJ Kenya Chapter to develop an internal communication strategy <ul style="list-style-type: none"> <li>• An existing internal communication strategy that is in use</li> </ul>
<b>Output 7.2</b> <b>Output indicator</b>	IAWJ Kenya Chapter to develop a communication training plan <ul style="list-style-type: none"> <li>• An existing communication training plan that is in use</li> </ul>
<b>Output 7.3</b> <b>Output indicator</b>	IAWJ Kenya Chapter to conduct training for members on effective communication <ul style="list-style-type: none"> <li>• Number of communication training events conducted</li> <li>• Percentage of members that have been trained</li> </ul>
<b>Output 7.4</b> <b>Output indicator</b>	IAWJ Kenya Chapter to put in place an internal communication software <ul style="list-style-type: none"> <li>• An existing internal communication software that is in use</li> <li>• Open/read rates and engagement rates</li> </ul>
<b>Output 7.5</b> <b>Output indicator</b>	Develop metrics to measure progress <ul style="list-style-type: none"> <li>• Continuous review of inputs, outputs and outcomes</li> </ul>

## FRAMING AND MEASURING CHANGE

The secretariat must put in place a systematic approach to assess the change process and outcomes. This section outlines a methodology for doing so, beginning with a description of the case for change and a framework for objectives and key results.

### The case for change

The secretariat's organizational design should endeavor to satisfy the following core principles:

**Figure 10: The case for change**

<b>Foundational</b>	
1.	Enables the secretariat to deliver highly responsive, proactive and meaningful support to its Units and regional representatives
2.	Promotes consistency around the organization's activities
3.	Encourages continuous utilization of the secretariat's comparative advantage around the vision and objectives defined in the strategic framework
4.	Compatible with the secretariat's ability to resource and manage
	Enablers
5.	Enables easy internal collaboration across multiple areas of expertise
6.	Enables fast and coherent, secretariat-wide adaptation to the organization's evolving context
7.	Enables effective management of relationships with various stakeholders

### Framework for Objectives and Key Results

The following Objectives and Key Results (OKRs) framework are intended to be a first step toward assisting the secretariat to build a roadmap to the desired end-state and to measure progress towards its achievement. These OKRs reflect the seven design principles mentioned above.

**Figure 11: Objectives and Key Results Framework**

<b>Strategic objective 1: To implement an organizational structure that promotes agility</b>	
KR 1.1	The secretariat is organized to deliver highly responsive, proactive and meaningful support to its Units and regional representatives
KR 1.2	The general units are structured to encourage consistency around the IAWJ Kenya Chapter's mandated activities to enable seamless coordination in program planning and delivery and operational and administrative functions
KR 1.3	The secretariat is organized to communicate effectively to promote meaningful engagements among its internal and external stakeholders
KR 1.4	The functions of the Units are consolidated to serve the entire secretariat to avoid duplication
<b>Strategic objective 2: To improve the organization's human capital management</b>	
KR 2.1	Individuals are encouraged to develop their skills and competencies to benefit themselves and to match the organization's strategic needs
KR 2.2	<b>A consistent and sustainable system to support and promote mental well-being and health</b>
Strategic objective 3: To promote the adoption of a positive organizational culture and behavior throughout the secretariat	
KR 3.1	<b>A communication system that encourages ongoing and actionable feedback and rewards contribution</b>
KR 3.2	<b>The secretariat provides facilities that encourage collaboration and innovation and strengthens trust across the organization</b>
Strategic objective 4: To strengthen and empower the capacities of young female Judges and Magistrates through mentorship	
4.1	<b>The secretariat facilitates internal collaborations to leverage knowledge and expertise</b>
Strategic objective 5: To improve the organization's financial performance for institutional and project sustainability	
KR 5.1	<b>Increase in annual organizational funding</b>
KR 5.2	<b>Diversified and stable funding resource channels</b>
Strategic objective 6: To secure sustained member buy-in as a prerequisite for a successful organization	
KR 6.1	<b>Member commitment forms signed</b>
KR 6.2	<b>Recruitment and retention of active members</b>
Strategic objective 7: To provide regular, open and accurate information to promote consistency, collaboration and effective management of relationships	
KR 7.1	<b>Provision of up-to-date and timely informative content to all internal stakeholders no matter their location</b>
KR 7.2	<b>Boost in collaboration secretariat-wide</b>
KR 7.3	<b>Vibrant feedback, debate and discussion</b>

## INPUTS

The indicative annual budget, broken down by strategic result areas.

**Figure 12:** Budget estimates for strategic results areas

Strategic result areas	Unit (s) responsible	2022	2023	2024	2025	2026	5-year plan (2022-2026)
		KES	KES	KES	KES	KES	KES
Access to justice	• Program Planning and Coordination Unit						
Development of jurisprudence	• Program Planning and Coordination Unit						
Communication	• President • Secretariat • Program Planning and Coordination Unit						
Promotion of gender equality	• Program Planning and Coordination Unit						
Stakeholder engagement	• Program Planning and Coordination Unit • Finance Unit						
Mentorship	• Program Planning and Coordination Unit						
M&E activities	• Program Planning and Coordination Unit • Operations and Administration Unit						
Day-to-day operations	• Operations and Administration Unit • Finance Unit						
<b>SUBTOTAL</b>							

## **ANNEXE I: THE SECRETARIAT'S DUTIES**

The duties of the secretariat include:

- To prepare for Executive Committee (EC) meetings
- To execute the decisions of the EC
- To oversee the organization's administrative, operational and financial efficiency
- To lead the execution of IAWJ Kenya Chapter's Strategic Plan and other organizational policies
- To provide technical support to the organization's program planning operations
- To collaborate with Program Managers to prepare the annual work program and budget and present this to the EC
- To oversee monitoring, evaluation, inspection and reporting operations of sponsored projects and operations
- In collaboration with the Finance Unit oversee internal and external audit processes
- To present the EC with recommendations of partnerships upon evaluation of projects and operation proposals from current and potential partners
- To oversee the formation of long-term relationships with all the stakeholders in the Justice sector
- Represent IAWJ Kenya Chapter at national, regional and international meetings related to human rights and gender justice and form contacts with like-minded organizations
- Facilitate regular and frequent information sharing among internal and external stakeholders
- Organize national, regional and international forums to bring together key stakeholders around various IAWJ Kenya Chapter's themes
- To oversee the organization's vibrant participation in IAWJ initiatives that advance judicial practice, human rights and experience sharing
- To use the authorities assigned by the EC

## NOTES

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