

**International Association of Women Judges
Kenya Chapter**

**Strategic Plan
2022-2026**

#Justice and equality for all



ACKNOWLEDGEMENTS

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ABBREVIATIONS AND ACRONYMS

CUCs	Court Users Committees
EC	Executive Committee
GBV	Gender Based Violence
IAWJ	International Association of Women Judges
JTF	Judiciary Transformation Framework
JTI	Judiciary Training Institute
SJT	Sustaining Judiciary Transformation

PRESIDENT'S FOREWORD

EXECUTIVE SUMMARY

The International Association of Women Judges (IAWJ) Kenya Chapter is a non-profit, non-partisan organization registered under the Societies Act, Cap 108 Laws of Kenya. This Strategic Plan is intended to guide the activities of the organization for the period 2022-2026. The development of this Strategic Plan has benefitted from workshop discussions with IAWJ Kenya Chapter members, reading of the organization's documents, discussions with the organization's key heads, the International Development Law Organization (IDLO) the organization's partner/donor, and the Secretariat staff to identify the major strategic themes from which the strategic objectives, outputs, and outcomes were formulated.

The Strategic Plan provides a platform for the organization to rebrand and undertake its activities per its new vision. The leadership and membership are confident that the Strategic Plan is an accurate expression of the strategic direction that the members desire for the organization.

In this planning period, the over-arching goal for the organization is to create an environment in the justice system in which there is respect for human rights and gender justice. The organization seeks to achieve this goal through six strategic objectives:

1. To create a warm and friendly judicial environment that upholds access to justice for women and children.
2. To strengthen jurisprudence on gender parity to create awareness on women and children rights.
3. To be a valued provider of information on jurisprudence that highlights gender justice to stakeholders and the public.
4. To strengthen and empower the capacities of young women and girls through mentorship in leadership and gender justice.
5. To promote the development of gender inclusion, equity and equality in the Judiciary.
6. To influence policy on the rights of women and children by collaborating with actors within and outside the judicial sector.

The effective implementation of this Strategic Plan will require a highly responsive and proactive membership whose passion is to see the strategic objectives become a reality in their day-to-day mandates as Judges and Magistrates and also as they serve within the communities they reside and work with. It will also require a strong secretariat to support the program implementation with adequate financial and human resources to carry out the proposed activities. The organization will therefore embark on a bold process that will see it transition to a new organizational culture and structure that will enable it to respond to the continuously changing needs of stakeholders which calls for high levels of collaboration, innovation and agility. The Strategic Plan will be monitored and evaluated during and after its implementation to assess the extent of achievement of the planned activities and results.

I. INTRODUCTION AND BACKGROUND

1.1 INTERNATIONAL ASSOCIATION OF WOMEN JUDGES¹

The International Association of Women Judges (IAWJ) Kenya Chapter is a member of the International Association of Women Judges (IAWJ).

IAWJ was founded in 1991 and is a non-profit, non-governmental organization that brings together judges from all levels of the judiciary worldwide, creating a powerful network of influential leaders united by their commitment to equal justice and the rule of law. Through judicial and community level response, IAWJ addresses issues of gender-based violence, human trafficking, early and forced marriages, corruption, and discrimination in employment, inheritance, education, and health services. While the role of judges is largely in the enforcement of the law, guaranteeing rights, and even striking down discriminatory laws and practices, IAWJ members go further by providing expert opinion in law reform, overseeing correctional or other facilities (e.g., reform schools, orphanages), and educating community members.

IAWJ works with its members around the world to:

- Cultivate a growing global network of women judges and create opportunities for judicial exchange
- Pioneer judicial education programs that advance human rights, eliminate gender bias from judicial systems and promote equal access to the courts
- Promote judicial leadership and enhance the capacity of its members and associations worldwide

1.2 Why do we need women Judges?²

1. To ensure that courts are representative of the societies they serve and, hence, preserve their legitimacy

Many people, particularly women, may have less than complete trust in a system composed exclusively or predominantly of men. They will question whether such a court can reflect the various viewpoints and values of an increasingly pluralistic society.

2. To reflect our society's commitment to equality

In a world where one of the primary functions of the Judiciary is to promote equality and fairness, it would be anomalous if the very institution charged with that goal should itself exclude women from its ranks. Symbolically, having women on the bench signals to the women, and to groups that have been historically marginalized and confined, that they too can excel, and upon excelling, will be recognized and rewarded for their accomplishments.

¹ IAWJ website <http://www.iawj.org/>

² IAWJ jubilee book "the IAWJ: Twenty-Five years of Judging for Equality

3. To best use available human resources

Modern societies cannot afford to lose the intellectual power and energy of half the population. We need the wisdom, not only of our wise men but of our wise women. If this is true for the developed world, it is even more true for the developing world, where women Judges, in the face of great difficulty, are working tirelessly to bring justice to their fellow citizens. Without such women, the quest for the rule of law would surely falter.

4. To bring new perspectives and rout clichéd stereotypes

We need women on our benches because we need the perspective that women bring to judging. We need to have true views of women's experiences in our justice system, and we need to rout out the clichéd stereotypes which have, for too long and too often, distorted judging. Male and female Judges are all trained jurists, and thus when they apply the law and common sense, they are likely to come to the same conclusions irrespective of gender. For cultural, biological, social, and historic reasons, women do have different experiences than men. In this respect, women Judges can make a unique contribution to the deliberations of our courts. Women Judges are capable of infusing the law with the unique reality of their life.

1.3 IAWJ KENYA CHAPTER

IAWJ Kenya Chapter is a non-profit, non-partisan organization comprising of women Judges and Magistrates from all over the Republic of Kenya. The Association was registered in July 1993 under the Societies Act.

The aims and objectives of IAWJ Kenya Chapter are as follows:

- To advocate for and encourage the appointment and recruitment of women to the Judiciary and particularly the appointment of a greater number of women Judges and Magistrates so that the Judiciary reflects an equal role for men and women in society.
- To develop, strengthen and protect the principles of the rule of law and the equality of all before the law and in particular to promote and encourage gender equality in all matters relating to the administration of justice.
- To keep under review all aspects of discrimination on gender basis and to work actively towards the eradication of all forms of discrimination against women in the administration of justice.
- To promote by means of fair administration of justice all matters of family unity, child survival and development and in any other way to protect the sanctity of the family.
- To engage in research studies, judicial exchange, and training programs which contribute to the understanding of and resolution of critical legal issues affecting women, children, and families.
- To exchange research findings and information with sister Associations and other organizations engaged in the field of administration of justice as it affects in particular, women and children with a view of establishing best practices.

- To support the International Association of Women Judges in its activities and any other Women Judges Association.

The organization's identity is thus guided by the above organizational objectives.

1.4 Organizational identity

Vision statement

To be the custodian for human rights and gender justice.

Mission statement

To promote access to justice for women and children through gender parity, development of jurisprudence, awareness creation, empowerment, and mentorship.

Organizational values

IAWJ Kenya Chapter is guided by the following values:

- Integrity
- Warmth
- Justice
- Knowledge
- Commitment

Governance structure

The constitution of IAWJ Kenya Chapter provides for an Annual General Meeting as the supreme policy-making body and an Executive Committee (EC) headed by the President as the governing body. The EC is assisted by ten regional representatives.

Executive committee

The EC is made up of six officials and eight co-opted members. The officials hold office for two years. The office bearers are the President, Vice-President, Treasurer, Vice-Treasurer, Secretary, and Vice-Secretary.

Regional representation

IAWJ Kenya Chapter has 5 regions namely Nairobi, Coast, Mount Kenya, Western, and Rift Valley. The regions are headed by two regional representatives.

The secretariat

The secretariat was established in 2006. It is based at the Milimani Law Courts in Nairobi and manages the organization's day-to-day operations.

Membership

Membership is divided into three categories namely:

- 1) **Full membership** is open to any Kenyan woman serving as a Judge or Magistrate.
- 2) **Associate membership** is open to retired Judges or Magistrates who have been members of the organization and who are committed to its cause and wish to remain as members.
- 3) **Honorary Life membership** is conferred by the AGM upon the recommendation of the EC.

The membership of the organization presently stands at 175 members, a significant increase from the initial three members at the time of registration. During the last two Strategic Plan periods (2012-2016 and 2017-2021), the organization saw the number of women Judges in the Kenya Judiciary increase. This is largely a result of the promulgation of the 2010 Constitution in which gender inclusion is integrated as a core mandate. IAWJ Kenya Chapter is proud to say that it played a significant part in lobbying for a gender-inclusive society in all cadres of society.

1.5 Context analysis

The Constitution of Kenya

In line with the letter and the spirit of the Constitution of Kenya 2010, IAWJ Kenya Chapter will incorporate human rights components in its program activities. Judicial professionals are required to be fully conversant with the Bill of Rights and its implication for Kenyans. Judges and Magistrates also have to fully appreciate the rights of the minorities, women, people with disabilities, marginalized groups and other special interest groups and to integrate the rights of these vulnerable groups in the jurisprudence coming from the courts. Towards this end, the organization will sustain the push for the development of the jurisprudence of equality through appropriate training and dissemination of information to its members.

Vision 2030

Kenya's Vision 2030 the country's development blueprint seeks to transform the country into *"a newly industrialized, middle-income country, providing a high quality of life to all its citizens in a clean and secure environment."* Vision 2030 is anchored on three pillars namely, economic, social, and political. Whilst the Justice sector has an impact on all three pillars, the social and political pillars resonate with IAWJ Kenya Chapter's mandate.

According to Vision 2030, the social pillar seeks to create *"a just and cohesive society that enjoys equitable social development to all in a clean and secure environment, which includes marginalized members of the society."* The political pillar envisions a country in which *"equality is entrenched, irrespective of one's race, ethnicity, religion, gender or socioeconomic status; a nation that respects and harnesses the diversity of people's values, traditions, and aspirations for the benefit of all citizens."*

Judiciary Transformation

IAWJ Kenya Chapter continues to recognize the challenges facing the Judiciary as it seeks to transform itself. The Judiciary's transformation has been underpinned by the *Judiciary Transformation Framework 2012-2016* whose focus was on institutional building and capacity enhancement. This was followed by the *Sustaining Judiciary Transformation 2017-2021* whose focus has been on improving the speed and quality of service delivery to citizens.

The appointment of Justice Martha Karambu Koome in 2021 as the first woman Chief Justice and the third Chief Justice since Kenya's constitutional dispensation in 2010 has been a big boost to IAWJ Kenya Chapter's mission to promote gender parity in the Judiciary. As a custodian of human rights and gender justice, IAWJ Kenya Chapter will continue to support the Judiciary in protecting and promoting the purposes and principles of the constitution and in realizing its transformative agenda. Consequently, the organization will seek to embed its activities within complementary activities handled by the Judiciary allowing it to harness the institution's expertise and resources.

II. STRATEGIC OBJECTIVES

The organization’s fourth Strategic framework covers the period 2022-2026. It serves as the main policy guideline that will provide direction to the organization’s work. The plan is founded on six strategic result areas around which IAWJ Kenya Chapter’s work will be focused over the five-year plan period. These are:

1. Facilitating access to justice
2. Development of jurisprudence
3. Communication
4. Mentorship of young women and girls
5. Promotion of gender equality
6. Stakeholder engagement

Strategic objective I: Facilitating access to justice

IAWJ Kenya Chapter intends to promote and encourage gender equality in all matters relating to the administration of justice. As women Judges and Magistrates, we believe that we need to put a human face to the Judiciary that reaches the hearts and souls of all people. The overall strategic objective of this result area is *“to create a warm and friendly judicial environment that upholds access to justice for women and children.”*

Results framework

Outcome 1	A justice system where women and children are confident of getting justice
Outcome indicator	<ul style="list-style-type: none"> • Confidence in the justice system
Output 1.1	IAWJ Kenya Chapter to facilitate access to assistance on gender-related issues at customer care desks at court stations
Output indicator	<ul style="list-style-type: none"> • Number of trained judicial officers manning customer care desks at the court to handle gender-related issues
Output 1.2	IAWJ Kenya Chapter to lobby for Gender-Based Violence (GBV) specialized courts
Output indicator	<ul style="list-style-type: none"> • Number of GBV specialized courts in every High Court • Number of Judges and Magistrates assigned to only handle GBV cases
Output 1.3	IAWJ Kenya Chapter to encourage more advocates to undertake <i>pro bono</i> briefs on cases involving women and children
Output indicator	<ul style="list-style-type: none"> • Number of training forums targeting <i>pro bono</i> advocates where Judges and Magistrates share gaps, challenges and best practices • Percentage increase in <i>pro bono</i> briefs undertaken by advocates

<p>Output 1.4</p> <p>Output indicator</p>	<p>IAWJ Kenya Chapter to lobby for the setting up of gender and children friendly infrastructure within court stations</p> <ul style="list-style-type: none"> • Number of Nursing rooms • Number of Kitchens in place • Number of Playrooms for children • Number of Washrooms for children in Courts
<p>Output 1.5</p> <p>Output indicator</p>	<p>IAWJ Kenya Chapter to facilitate the setting up of ICT help desks at court stations for <i>pro se</i> female litigants and GBV survivors</p> <ul style="list-style-type: none"> • Number of operational ICT help desks • Percentage increase in the number of <i>pro se female</i> litigants and GBV survivors using the ICT help desks
<p>Output 1.6</p> <p>Output indicator</p>	<p>IAWJ Kenya Chapter to collaborate with stakeholders in the judiciary to expedite cases involving GBV and human trafficking to avoid re-traumatization of survivors</p> <ul style="list-style-type: none"> • Number of stakeholder collaborations done on expediting GBV and human trafficking cases • Percentage increase in the number of GBV and human trafficking cases concluded
<p>Output 1.7</p> <p>Output indicator</p>	<p>IAWJ Kenya Chapter to facilitate the capacity building of stakeholders in the judicial system on the proper collection and preservation of medical exhibits in defilement cases</p> <ul style="list-style-type: none"> • Percentage increase in the number of quality medical exhibits provided in defilement cases • Number of capacity building workshops held
<p>Output 1.8</p> <p>Output indicator</p>	<p>Develop monitoring and evaluation frameworks</p> <ul style="list-style-type: none"> • Continuous review of inputs, outputs and outcomes

Strategic objective II: Development of jurisprudence

IAWJ Kenya Chapter will support the development and strengthening of jurisprudence on women and children's rights, to protect the principles of the rule of law and equality for all before the law. The overall strategic objective of this result area is *"to strengthen jurisprudence on gender parity to create awareness on women and children rights."*

Results framework

Outcome 2 Outcome indicator	Jurisprudence that upholds the values of the Constitution of Kenya <ul style="list-style-type: none">• Quality jurisprudence that is a reference point by the media, public and other stakeholders
Output 2.1 Output indicator	IAWJ Kenya Chapter to organize training opportunities for all members to enhance their capacity to develop rich jurisprudence on gender <ul style="list-style-type: none">• Percentage of training programs conducted by the Judiciary Training Institute (JTI) that provide continuous training on gender and Human rights and other mandates of IAWJ• Number of organized dialogues among judges nationally, regionally and internationally• Engagement rates by members to peer review jurisprudence• An existing and operational mentorship program that leverages the knowledge and expertise of Judges and Magistrates nationally, regionally and internationally
Output 2.2 Output indicator	IAWJ Kenya Chapter to facilitate the training of media practitioners on reporting court matters that involve women and children <ul style="list-style-type: none">• Number of training forums conducted for media practitioners• Percentage of media practitioners trained• Comparison of media reporting before and after training
Output 2.3 Output indicator	Develop monitoring and evaluation frameworks <ul style="list-style-type: none">• Continuous review of inputs, outputs and outcomes

Strategic objective III: Communication

Whilst the organization has channels to communicate regularly with its members, it does not have channels to communicate its ideas and objectives to external audiences. Consequently, information on its mandate and activities is communicated to a limited audience. The overall objective is *“to be a valued provider of information on jurisprudence that highlights gender justice to stakeholders and the public.”*

Results framework

<p>Outcome 3</p> <p>Outcome indicator</p>	<p>A regular flow of information from IAWJ Kenya Chapter on jurisprudence that highlights gender justice</p> <ul style="list-style-type: none"> • Increased awareness of jurisprudence on gender justice by stakeholders and the public
<p>Output 3.1</p> <p>Output indicator</p>	<p>IAWJ Kenya Chapter to formulate and implement a communication strategy</p> <ul style="list-style-type: none"> • An existing communication strategy that is in use
<p>Output 3.2</p> <p>Output indicator</p>	<p>Enhance IAWJ Kenya Chapter’s visibility</p> <ul style="list-style-type: none"> • Number of newsletters/magazines distributed by the organization • The ratio of new visitors to returning visitors on the organization’s website
<p>Output 3.3</p> <p>Output indicator</p>	<p>Community legal empowerment is undertaken by IAWJ Kenya Chapter members to create awareness of GBV, and women and children’s rights</p> <ul style="list-style-type: none"> • Number of public <i>barazas</i>, radio talk shows, community engagement through religious institutions, rehabilitation institutions for women and children • Number of Court Users Committee (CUCs) training forums for multisectoral stakeholders • Percentage increase in corporate social responsibility activities at schools, universities, and the Kenyan School of Law
<p>Output 3.4</p> <p>Output indicator</p>	<p>Collection and documentation of judicial compendiums and data on women and children’s issues by IAWJ Kenya Chapter’s secretariat</p> <ul style="list-style-type: none"> • An existing and operational data centre at the secretariat • Percentage of members and other Judges and Magistrates sharing judicial decisions and data from their court stations
<p>Output 3.5</p> <p>Output indicator</p>	<p>Judicial compendiums on the rights of women and children broken down into simplified publications that can be understood by the public</p> <ul style="list-style-type: none"> • Percentage of judicial compendiums converted to simplified publications • The ratio of publications in English to publications in vernacular languages • Number of publications that highlight offences against women and children and judicial decisions on these

	<ul style="list-style-type: none"> • Number of compendiums disseminated to the public via radio, community legal empowerment forums, Kenya Law Reports, Judiciary's Department of Public Affairs and Communication (DPAC) and CUCs
Output 3.6 Output indicator	Develop monitoring and evaluation frameworks <ul style="list-style-type: none"> • Continuous review of inputs, outputs and outcomes

Strategic objective IV: Mentorship of young women and girls

To achieve impactful gender parity, members of IAWJ Kenya Chapter desire to be positive role models to young women and girls. Through mentorship relationships, members will have the opportunity to encourage them to rise to leadership roles, create awareness of gender justice and help them identify and react to gender stereotypes and biases in their communities. The overall objective is *“to strengthen and empower the capacities of young women and girls through mentorship in leadership and gender justice.”*

Results framework

Outcome 4	Young women and girls equipped with leadership skills and knowledge on gender justice
Outcome indicator	<ul style="list-style-type: none">• Increased number of young women and girls speaking up and influencing thinking on gender justice
Output 4.1	IAWJ Kenya Chapter members to mentor secondary school and university girls
Output indicator	<ul style="list-style-type: none">• The existence of mentor-mentee guidelines that are in use• The ratio of mentors to mentees
Output 4.2	Develop monitoring and evaluation frameworks
Output indicator	<ul style="list-style-type: none">• Continuous review of inputs, outputs and outcomes

Strategic objective V: Promotion of gender equality

IAWJ Kenya Chapter will support the Judiciary to promote a gender-inclusive culture through the development and implementation of gender-responsive policies and processes and conducting sensitization training for judicial stakeholders. The overall strategic objective of this result area is “to promote the development of gender inclusion, equity and equality in the Judiciary.”

Results framework

<p>Outcome 5 Outcome indicator</p>	<p>A gender-inclusive culture in the Judiciary</p> <ul style="list-style-type: none"> • Increased number of individuals and departments promoting and achieving gender equality
<p>Output 5.1 Output indicator</p>	<p>Collaboration between IAWJ Kenya Chapter and Judiciary stakeholders to adopt and implement the draft sexual harassment policy</p> <ul style="list-style-type: none"> • Adoption of the draft sexual harassment policy • Number of training forums conducted to cascade the policy within the Judiciary • Percentage increase in the number of victims using reporting mechanisms to lodge complaints • Number of days taken to resolve sexual harassment cases
<p>Output 5.2 Output indicator</p>	<p>Collaboration between IAWJ Kenya Chapter and the Judiciary to develop an Affirmative Action policy</p> <ul style="list-style-type: none"> • Adoption and implementation of the policy within the Judiciary • An existing and operational mentorship program for female leaders • Number of formal consultations with the Muslim Community on the appointment of female Kadhis • The ratio of female Judges and Magistrates in leadership roles to male Judges and Magistrates in similar roles
<p>Output 5.3 Output indicator</p>	<p>IAWJ Kenya Chapter to partner with the Judiciary’s Human Resource Department to update its policies from a gender perspective</p> <ul style="list-style-type: none"> • Percentage of nursing mothers with a flexible working schedule • Number of gender-friendly nursing rooms • Number of nursing mothers and their nannies accommodated during workshops and training events • Percentage decrease in the number of officials with young families being transferred
<p>Output 5.4 Output indicator</p>	<p>IAWJ Kenya Chapter to partner with JTI to develop and carry out training programs for Judicial stakeholders</p> <ul style="list-style-type: none"> • Percentage of training programs conducted by JTI that provide continuous training on Gender Sensitivity and Inclusion, and Discrimination and Equality Jurisprudence • The ratio of Judges to Judicial Officers trained

<p>Output 5.5</p> <p>Output indicator</p>	<p>IAWJ Kenya Chapter to partner with the Judiciary stakeholders to promote a gender equity culture</p> <ul style="list-style-type: none"> • Number of Gender Equity parameters integrated into performance management targets • Number of individuals and departments receiving Judiciary awards for promoting and achieving gender equality
<p>Output 5.6</p> <p>Output indicator</p>	<p>Develop monitoring and evaluation frameworks</p> <ul style="list-style-type: none"> • Continuous review of inputs, outputs and outcomes

Strategic objective VI: Stakeholder engagement

IAWJ Kenya Chapter seeks to have its impact felt by working with stakeholders within and outside the judicial system to influence thinking and contribute to policymaking. The overall strategic objective of this result area is *“to influence policy on the rights of women and children by collaborating with actors within and outside the judicial sector.”*

Results framework

Outcome 6 Outcome indicator	IAWJ Kenya Chapter members to influence thinking and contribute to policymaking <ul style="list-style-type: none"> • Influencing policies that impact the rights of women and children
Output 6.1 Output indicator	A structured framework for engaging with stakeholders developed by IAWJ Kenya Chapter <ul style="list-style-type: none"> • An existing stakeholder engagement policy that is in use
Output 6.2 Output indicator	Collaboration between IAWJ Kenya Chapter and stakeholders within the justice system and county governments to establish safe houses for survivors of GBV and victims of trafficking <ul style="list-style-type: none"> • Number of stakeholder collaborations conducted on the establishment of safehouses
Output 6.3 Output indicator	IAWJ Kenya Chapter serving as members in strategic Judiciary committees and partnerships with policy-making organizations to enable the organization to influence policy on women and children’s rights <ul style="list-style-type: none"> • Percentage of members participating in strategic Judiciary committees and organs • Number of partnerships established with national organizations such as the National Council of the Administration of Justice (NCAJ), Kenya Women Parliamentary Association (KEWOPA), and first ladies of County governments • Number of partnerships established with legal bodies and academia domestically, regionally and internationally
Output 6.4 Output indicator	IAWJ Kenya Chapter to partner with men who speak on women and children’s rights <ul style="list-style-type: none"> • An existing and operational strategy on male engagement on Gender Equality and Equity issues • Percentage increase in the number of men committed to speaking on women and children’s right (HeForShe)
Output 6.5 Output indicator	IAWJ Kenya Chapter to conduct evaluations with partners to establish areas of improvement, resources, and skills needed to strengthen the success of the partnerships <ul style="list-style-type: none"> • Number of partner evaluations conducted

<p>Output 6.6</p> <p>Output indicator</p>	<p>Active participation in IAWJ by IAWJ Kenya Chapter members</p> <ul style="list-style-type: none"> • Number of activities members collaborate on in their communities within IAWJ mandate • Number of members that develop, lead and participate in professional judicial education programs domestically, regionally, and internationally
<p>Output 6.7</p> <p>Output indicator</p>	<p>Develop monitoring and evaluation frameworks</p> <ul style="list-style-type: none"> • Continuous review of inputs, outputs and outcomes

MONITORING, EVALUATION, AND REPORTING

The Strategic Plan will be monitored and evaluated during and after its implementation to assess the extent of achievement of the planned activities and results. Successful monitoring and evaluation will require putting in place an adequate monitoring and evaluation framework. To this end, a Monitoring and Evaluation Committee shall be established comprising of the EC, President, M&E Officer, and Accountant.

The President will champion the implementation of the Strategic Plan. An M&E Officer will provide technical support, facilitate capacity building on M&E and oversee the collection and evaluation of data and reporting. Implementation of the Strategic Plan will be monitored through routine supervision, data collection, evaluation, and reporting. Data collected will be analysed and reported to the M&E Committee and the EC. Progress reports will be submitted on a quarterly and annual basis and will be reviewed against set targets to measure progress and lessons learned.

Evaluation

Evaluation will be the responsibility of the M&E Officer. Evaluation will be done through formal surveys and assessments and will look at what will be accomplished against the set targets. Two evaluation activities will be undertaken: mid-term evaluation and end-term evaluation.

Mid-term evaluation

This exercise will be undertaken two years into the implementation of the Strategic Plan. It will be led by the M&E committee. The recommendations of mid-term evaluation will help the organization make improvements to the Strategic Plan implementation process.

End-term evaluation

This evaluation will be conducted at the end of the plan period. The process will be headed by an independent expert with the guidance of the M&E Committee. The achievements, challenges, lessons learned, and recommendations will inform the next cycle of strategic planning.

Reporting

During the plan period, the M&E Officer and the President will prepare and submit reports to the M&E Committee on a quarterly and annual basis. Findings and recommendations will be disseminated to the members via email and at meetings.

Figure 1: M&E reporting schedule

Type of report	Prepared by	Submitted to
Quarterly progress report	The President, M&E Officer	M&E committee and EC
Annual report	The President, M&E Officer	M&E committee and EC
Mid-term evaluation report	The President, M&E Officer	M&E committee and EC
End-term evaluation report	The President, M&E Officer	M&E committee and EC