



HAKI MADINI STRATEGIC PLAN

2024-2028

Amplifying community voices
in the extractives sector

WORD FROM CHAIR

The Haki Madini Kenya (HMK) is a community centred coalition that promotes responsible stewardship of mining resources in Kenya. It brings together communities in and around mining areas, faith-based institutions and civil society organizations in Kenya that are engaged in advocacy issues in the mining sector. It was formed in 2014 in order to amplify community voices in the extractives industry.

We have made tremendous progress in the space and sector for the period that we have been in operation. This clearly demonstrates to us all the power of coming together and leveraging on our collective efforts and strengths to impact communities and society positively.

The extractive sector is growing to take its rightful place in the Kenyan economy, and we are pleased to make our contribution as nonstate actors in a strategic way. We want the country to avoid the resource curse by borrowing from lessons and experiences of other jurisdictions. This will only be possible if there is contribution of different players in the management of the resources. The outcome of such is a shared prosperity which works to benefit our society.

As the Steering Committee of HMK, we are honoured to play such an important role of providing a strategic direction for HMK in the sector. We are building on the milestones that we made in the previous plan. This plan is a testament of our commitment to ensure that the institution is not running but that it is run properly. The Strategic Plan outlines what we believe is a shared vision of the future direction of the coalition for the period 2024 - 2028

We will support the secretariat and members to effectively implement what we have resolved to undertake to support and champion the rights of communities and prosperity in the sector. It is clear to us that the implementation phase will not be without challenges, but we also have what it takes to overcome them.

We therefore invite partners and stakeholders in the sector to join us in our exiting journey for the next 5 years as we work together work to amplify the voices of communities in the extractive sector.

God bless HMK....!!!

EDGAR ODARI
CO-CHAIR

FOREWORD

This is the second Strategic Plan we have developed as HMK and it builds on the gains that have been made through the first strategic plan 2016-19. This strategic plan has adopted a theme: **amplifying community voices in the extractives sector**. It seeks to bring out the benefits and gains for the people of Kenya in as far as mining is concerned.

The work that has been by HMK members in the last six years has helped to shape this strategic plan by reshaping the vision, mission, core values and more importantly our areas of focus. In addition to that the community conversations at the county and national level as well as engagement with key stakeholders in the sector has supported in the review of the breadth and depth of our programme and policy areas. The valuable feedback from our HMK members and stakeholder engagements has sharpened the goals that we pursue within the HMK fraternity. Further to that, a scan through the mining sector and nation at large has brought out major contributions for our consideration.

We acknowledge with a lot of gratitude the partnership and support provided by Diakonia Kenya in supporting the work of the Haki Madini Kenya Coalition. We also acknowledge the HMK coalition members who gave their financial contribution towards the development of this strategic plan. We wish to thank the committee members mandated to undertake this work on behalf of the coalition. We thank the following for their valuable time, skills and expertise in enabling the work to be done Bernard Ochieng (Econews Africa), Leah Muthoni (NCCCK), Hannah Wangombe (AWEIK), Anthony Blaize (IRCK), Alice Mutile (NCCCK), Furaha Charo (KHRC), Augustine Masiga (Impact Facility), Samuel Ngei (TI-K) and Florence Ndeti (CARITAS- Kitui).

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We again render our thanks to all the coalition members under the HMK banner for the continued dedication and support.

Long live Haki Madini Kenya.



**FURAHA CHARO
COORDINATOR**

LIST OF ABBREVIATIONS AND ACRONYMS

<i>ADS KENYA</i>	Anglican Development Services Kenya AMI	Alternative Mining Indaba
<i>ASM</i>	Artisanal and Small-Scale Miners	
<i>AWEIK</i>	Association of Women in Energy and Extractives in Kenya	
<i>CBO's</i>	Community Based Organizations	
<i>CJPC</i>	Catholic Justice and Peace Commission	
<i>CJPC</i>	KITUI Catholic Diocese of Kitui	
<i>CSOs</i>	Civil Society Organizations	
<i>ENA</i>	ECONEWS Africa	
<i>FBOs</i>	Faith-based organizations	
<i>FTA</i>	Fair Trade Africa	
<i>GBV</i>	Gender-Based Violence	
<i>GROOTS</i>	Grassroots Organizations Operating Together in Sisterhood	
<i>ICJ</i>	International Commission of Jurists	
<i>IILA</i>	International Institute for Legislative Affairs	
<i>IRCK</i>	Inter-Religious Council of Kenya	
<i>IRF</i>	International Road Federation	
<i>KCCB</i>	Kenya Conference OF Catholic Bishops	
<i>KCDF</i>	Kenya Community Development Foundation	
<i>KCSPOG</i>	Kenya Civil Society Platform on Oil and Gas	
<i>KHRC</i>	Kenya Human Rights Commission	
<i>KLA</i>	Kenya Land Alliance	
<i>KWOG</i>	Kenya Oil and Gas Working Group	
<i>LDCs</i>	Least Developed Countries	
<i>LMIC</i>	Low Medium Income Countries	
<i>MDGs</i>	Millennium Development Goals MPIDO	
<i>NCCK</i>	National Council of Churches of Kenya	
<i>ODA</i>	Oversees Development Assistance	
<i>SDGs</i>	Sustainable Development Goals	
<i>TI-K</i>	Transparency International Kenya	

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EXECUTIVE SUMMARY

The Strategic Plan is an articulation of Haki Madini Kenya's intentions and aspirations for the next 5 years i.e. 2024-2028. It outlines the rationale upon which the aspirations and priorities are premised. The vision describes HMK's aspiration of its future once its work is done. Through a visioning process, HMK further enriched the vision statement in order to visualize a compelling, preferred future the organization would like to see.

On its Mission, HMK believes that mineral resources should benefit all including future generations. It recognizes the special support needed to the grassroots mining communities and groups because of the myriad vulnerabilities they face. It is envisaged that the support given to communities will result in sustainable ecological outcomes for community members who are the ones that are left behind to deal with the aftermath of mining activities after the mining has long stopped.

The work is therefore directed ensuring that the communities form meaningful social movements with capacity and requisite data, knowledge and information to engage duty bearers meaningfully at the decision-making table, reduces the imbalances of power to create new pathways for inclusion and equity and to enhance their power to work together to build communities for posterity.

A strategic plan is a critical tool for effective corporate governance and management of an organization, it is based on several assumptions about the future yet change has been rightly remarked as the only constant: the volatility, uncertainty, complexity and ambiguity (VUCA) of the future has been considered by developing key interventions and a monitoring framework. This provides for periodic reviews to ensure that the progress is tracked, and amends made and thus ensure that HMK remains focussed and strategic in its engagements.

The strategic planning process was consultative, and it involved different stakeholders that work closely with HMK. From the approach taken, HMK identified 3 strategic priorities to pursue for the next five years as follows:

Strategic Priority I: Economic Empowerment & Development

Strategic Priority II: Extractive Sector Governance & Environmental Stewardship

Strategic Priority III: Institutional Development and Sustainability

HMK will prioritize the strengthening of the coalition as well as its external and domestic resource mobilization capacity so as to facilitate effective roll out of work in the above areas.

1. BACKGROUND INFORMATION

1.1. INTRODUCTION

Overview of Haki Madini Kenya

Haki Madini Kenya (HMK) is a community centred coalition that seeks to work with communities in and around mining areas, civil society organizations (CSOs), faith-based organizations (FBOs) and individuals engaging in the mining industry, with the primary aim of promoting responsible stewardship of mining resources. The coalition was born out of the need for a consortium with grassroots presence and capacity to influence national policies and processes. More specifically, HMK seeks to effectively promote community participation, and multi-stakeholder engagement, in an effort to achieve a country whose resources are being exploited sustainably for the benefit of all Kenyans.

HMK is open to collaborations as long as they share the same vision, mission and core values. As of 2023, HMK was a coalition of 19 organizations. They included: The National Council of Churches of Kenya (NCCCK); Kenya Conference OF Catholic Bishops (KCCB); Catholic Justice and Peace Commission (CJPC); Catholic Diocese of Kitui (CJPC - KITUI); Grassroots Organizations Operating Together in Sisterhood (GROOTS) – Kenya; ECONeWS Africa (ENA); INUKA Kenya Ni Sisi! Ltd; Kenya Human Rights Commission (KHRC); DIAKONIA Kenya; Kenya Land Alliance (KLA); Anglican Development Services Kenya (ADS KENYA); International Commission of Jurists (ICJ); Inter-Religious Council of Kenya (IRCK); Fair Trade Africa (FTA); Transparency International Kenya (TI-Kenya); Association of Women in Extractives in Kenya – AWEIK; International Institute for Legislative Affairs (IILA); International Road Federation (IRF); and PACT.

The coalition was established in 2014 and initially housed at the National Council of Churches of Kenya (NCCCK) Offices. The Coalition is not registered but draws its legitimacy from member organizations. As such, HMK founding organizations developed an MOU to guide their work, and which was signed by other members in 2018. Governance is through a structure comprising of a General Assembly that provides strategic direction; a Steering Committee that offers management and administration, Coalition Working Groups that are established by the Steering Committee to implement certain activities; a Secretariat that coordinates activities; and a host institution that serves as a fiscal agent for the coalition.

Under the 2016 – 2019 strategic plan, the goal was to enhance the capacity of HMK and the communities affected by the extractive sector, to engage effectively in national and local decision-making processes on extractive issues and build a broad-based platform for collective action. The specific objectives of this previous plan were: to influence policy, legal and institutional framework development and implementation to ensure that community interests are secured; to create a critical mass of informed and organized local communities (women, men, youth) engaging meaningfully in and benefitting from the mining sector; to demand corporate accountability and responsibility by the investing company in the mining sector; to engender the mining sector in Kenya through women socio-economic empowerment and safeguarding of women's rights; and to create a credible, strong and knowledge-driven network capable of responding to emerging issues in the mining sector.

While a plan was developed to cover the period 2021 to 2024, implementation was challenged by a lack of resources. This 2024-2028 plan is therefore a revised version of the unimplemented plan, which was updated to reflect the current developments in the sector.

Where we work

Kerio Valley

The Mining of fluorspar in Kimwarer has since halted, and the company closed operations. The community has sought compensation for their land since the 1960's. The community has faced intimidation and harassment from authorities, in efforts to silence the community from demanding their rights. The community has also not benefitted from the failed Kimwarer Dam which could have boosted alternative livelihoods. The mining sites are not restored, and pits have led to the loss of livestock, since they have harbour crocodiles that also harass community members. The community has been wondering about the government's plan with the community land now that operations have ceased. It is alleged that the company that operated the mines belonged to powerful politicians. The community has identified the potential existence of Gemstones in the area, with some community members having samples but they feel that once this becomes public knowledge, they will lose their land and rights all over again. In short, the Kimwarer community has been through tough and low times because of the wealth beneath their feet. They live in regret over opportunities they missed and pain over rights they were denied in the past, and negative impact of mining. They are cautious and weary of future mining activities in the area.

Kakamega

Kakamega County is well established in terms of policy, regulation and legislation framework. An example includes the Kakamega Community Area Coordination Act that has organized the wards into community areas with committees that manage key sectors, including the mining sector. Kakamega County also has found an investor to establish a large-scale Gold Refinery in the County and it has already set up a Micro Finance Agency that advances loans to mining groups and providing mining equipment. There is extortion in the sector with miners approaching HMK to ask for donor support to purchase equipment despite already owning mining equipment. The community is also not optimally utilizing the opportunities it has and people from other counties are reaping big from the mines in Kakamega. The CEO to the Micro-Finance Agency was quoted to have said, "Pesa imelala hapa, they are not coming for it". In Summary, the Kakamega County Government and other stakeholders are very supportive. Miners have now formed cooperatives and platforms in order for groups and artisanal miners to take advantage of the existing opportunities collectively.

Migori

Migori County has very good case studies of empowered mining groups, and especially women groups that have translated to economic, political and social empowerment. Migori also has a very strong association and unity among artisanal and small-scale miners despite harassment from authorities and a lack of policy and legislative framework, high extortion and taxation.

Migori has very hopeful artisanal and small-scale miners who are embracing opportunities available. They are clear about what needs to be done and are focusing on enhancing gold production. In general, the number of mining groups working with HMK is low compared to the need and many miners are unreached and working individually.

Kitui

The level of awareness and exposure in Kitui is both noticeable and commendable. Limestone mining has been ongoing, but the community feels disenfranchised on compensation, relocation, development and inclusion. Coal mining has not started yet but there are concerns on various aspects of the exploration. Concerns around policy procedure and process; will these investors adhere to guidelines in environmental

and social impact assessment studies? Will relocations and compensation be clear and fair? Previously there has been issues on land adjudication since many title deeds were misspelt and others have no national ID numbers. The process of having this rectified is costly and exhausting. Since coal will use open cast mining, a lot of negative environmental impacts are foreseen. Contamination of their farms and water sources in Mwingi Central Sub-District, Mutito North District, Mutito District, parts of Mutomo and parts of Tana River. Further the water from the coal basin joins Tana River and flows into the Indian Ocean. This will be problematic for humans, plants and marine life considering farming in Kitui is done along the rivers because it is an ASAL region. There are also concerns on level of government interference and intimidation in collusion with the investors when the communities try to fight for their rights. Company representatives have been reported to have openly threatened lives of those who refuse to relinquish their lands and even bragged about bribing the officials in the community liaison committee to advance company interests. There are other minerals that the artisanal miners can explore but the relevant authorities have been reluctant to issue mining permits and licenses. Gender disparity is rife particularly when it comes to resource ownership because cultural norms prohibit women from such rights.

Taita Taveta

Mining in Taita Taveta encompasses both large-scale, and artisanal and small-scale (ASM) miners. The relationship between the two has been strained but a lot of efforts have gone towards building better relationships between all miners, whether large scale, artisanal, small scale, groups or individual, and relevant government authorities. Key in these efforts is the Voi gemstone and value addition centre which is a national government initiative. It has been instrumental in the fight for fair trade for miners, building a strong value chain for products, discouraging trade cartels that exploit the artisanal miners, creating awareness for community rights and they have also ensured that the large operations do not horde land thereby allocating the small-scale miners an area that they can carry out exploration. The small-scale miners could further benefit from understanding of what better equipment are, minerals identification and valuation and a less stringent policy framework.

Kwale

The main operation here is mineral sands by Base Titanium Limited. The community cited a lack of trust for the government. This is primarily due to land issues and a lack of major development projects from the company. A lot of them claim they were unfairly compensated in terms of valuation and ownership. The prices were quite low for property and others were not recognized since they had no titles to their lands. They said this was unfair since they had lived on these lands for generations. They were also relocated to land that had other occupants that the government claimed were squatters and should move or share the land. This caused friction since the squatters demanded compensation from the relocated lot if they wanted to settle. There are tensions between the two groups and there are possibilities that they can lead to clashes. The community development agreement committees (CDAs) have been operationalized and this has led to promotion of development projects. Through TI-Kenya, HMK facilitated the formation of Kwale Mining Alliance to mitigate some of these issues. The alliance is comprised of the National Government, County Government, Mining Companies like Bse Titanium, NEMA and the community. The company also has community engagement projects like poultry and vegetable farming, maternal health, O-level and A-level scholarships and infrastructure projects like water, schools and health facilities which have been greatly realized through the CDA initiatives.

HMK recognizes that there are other counties to expand to such as Narok, Siaya, Vihiga, Turkana, West Pokot, Isiolo, and Marsabit, among other as the exploration and exploitation of mineral resources, oil and gas progresses. HMK will consider having strategic initiatives in these counties.

1.2. Methodology

The core methodologies used for the development of this plan included the qualitative approach of reviewing relevant documents, an elaborate consultative process and a foresight approach. The latter ensures a more innovative way of planning for the future by not only basing the strategy on the past successes and challenges, but also exploring what critical future trends and probabilities might affect our work through the new strategy while designing possible solutions around them.

The use of foresight entails:

- A careful scoping of the main concerns to ensure that the right issues are identified;
- Scanning the internal and external environment to determine how trends have been and are likely to evolve over time;
- Examining assumptions to determine possible evolutions, which include but are not limited to a desired future or the vision;
- Understanding the possible future implications of the trends in order to carefully design strategies for implementing the desired future, including strategies for averting potential crisis;
- Designing the actual implementation plan with the relevant people, by the indicated timelines, while accommodating the variances faced along the way.

Consequently, future trends of interest to HMK's work were examined closely and extensively discussed in order to identify opportunities and risks in the future operating environment. The trends were useful in exploring the possible impacts of key development challenges in HMK's work environment. This approach was identified and agreed upon as a more relevant approach in developing this strategy, since it is clear, many diverse and complex issues seem to lie ahead for Kenya and Africa over the next decade or so.

1.3. The process

The first phase of the planning process began with internal consensus building on the rationale, scope of work, tools to be used and the various work methods, secondary data to be reviewed, as well as stakeholders to be consulted in order to inform the development of the strategic plan. The second phase of the process was marked by an in-depth review of relevant documents including the previous strategic plan, mid-term reviews and end of project implementation reports over the last five years, among many other organizational documents. The team, during this phase also listened to a wide range of voices including community members and stakeholders in the sector who have worked closely with HMK in the past. All the information received was used to compile the 2021 – 2025 Strategic Plan, which has now been updated to produce the 2024 – 2028 strategic plan. The plan highlights the progress of the 2016 – 2019 Strategic Plan, compiles a situation analysis, and gives HMK's strategic direction and programme direction as well as the institutional development aspects moving forward.

2. Progress review of the 2016 – 2023 period

In reflecting about the achievements of last 5 years, there is a lot to be proud of in terms of the impact HMK has made through its interventions. What stands out however, is the work built on HMK's fundamental ideology of the collective power of communities to influence development priorities in their local areas and bring about fundamental change. Watching community members change their mindsets, take matters into their own hands and become committed to use their energy to work together to advocate and influence factors affecting them negatively, including holding leaders to account, while striving for better livelihoods has been extremely satisfying. These success stories also had their challenges, and this section will unpack the good and what needs to be improved.

2.1. Achievements of HMK

One of the key achievements of HMK is the successful mobilization of: artisanal miners, community leaders, community members in general, Community Based Organizations (CBO's), Civil Society Organizations (CSOs), Faith-Based Organizations (FBOs) working in extractives sector, national government officials, county government officials, mining, oil and gas companies, media, regional experts, academic, research institutions, professional bodies in Nairobi, Baringo, Kakamega, Kiambu, Kilifi, Kitui, Kwale, Migori, Taita Taveta and Turkana, Elgeyo Marakwet, Lamu, and Kajiado counties to:

- Facilitate community driven national dialogues on extractives, to ensure responsible stewardship of natural resources and the development of solutions to challenges posed by the extractive industry;
- Build community structures to pick up on the identification of community and artisanal miner problems and seek for redress (the structures being associations and mining groups);
- Build the capacity of community members to understand the policies and legislation surrounding the extractive/mining sector. An example is the establishment of the Jukwaa la madini, mafuta na gesi forum bringing together coalition members and communities in the address of land and compensation, community development agreements, and the artisanal and small-scale working.
- Led and shaped policy conversations in the mining sector by undertaking robust policy review and providing strategic inputs into key policies such the Mineral Royalty Sharing Framework, Mining Act Amendment Bill, Mining Act regulations and the Natural Resources Benefit Sharing Bill.

HMK was also instrumental in the capacity building of coalition members, which was applied to enhance better outcomes in line with the coalition objectives. An example is building the capacity of members on gender mainstreaming and feminism, which was applied in the development of specific tools that were in turn used to capture gender related concerns.

On the environmental front, trainings were conducted for HMK members and community reps that provided knowledge and skills to incorporate in various engagements. For instance, the World Environment day became a key event especially for the ASM community in Kakamega

The coalition has been fruitful in networking, to raise the awareness of different stakeholders on the plight of communities and artisan miners, and to enhance collaboration in fostering solutions. These include the Ministry of Mining officials and non-profit organizations like ActionAid, Fair Trade Africa, Caritas Kitui, KCCB, KCDF, LAMUKANI, and MPIDO. HMK also built networks for the same course through an Africa continental forum on mining - the Alternative Mining Indaba (AMI).

HMK successfully assessed soda ash mining around Lake Magadi. This facilitated the development of a soda ash mining program, conducted a baseline from the assessment, a conflict-sensitive stakeholder engagement

and community-informed dialoguing process which allowed for participatory impact identification and mitigation, community development and social investment agreements, and participatory monitoring of development outcomes. The program generated a profile of local government structures, and networked the mining company, faith-based organizations, and civil society organizations as a basis for synergizing collaboration

The coalition made milestones by conducting surveys and assessments to build evidence to be applied in advocacy and programmatic planning. A highlight of this is the assessment on Covid-19 effects, response, adaptation measures and sustainability for the Kenyan mining sector. The assessment generated recommendations, crucial for the recovery of the sector post Covid-19 that would enable: targeted Covid-19 response measures; the need to build resilience for the mining sector; the comprehensive risk and vulnerability analysis, to seek deeper effects of Covid-19; continued solidarity and awareness for mining communities; solidarity and support initiatives on alternative livelihood methods; the urgent formalization of artisanal miners; strengthening mine inspection policies and upscale inspection on the ground; the analysis of economic stimulus packages; beginning policy conversations on the imminent role of technology in the future of mining sector; monitoring large-scale companies Covid-19 response measures; adjusting corporate solidarity initiatives into impact investment measures; lobbying for deliberate consideration of the mining sector and women in Covid-19 response initiatives; increasing awareness creation on Gender-Based Violence (GBV); improvement of healthcare facilities and sensitizing communities on their safety in the health facilities; and the need for a study to identify new and innovative approaches for community engagement.

The coalition has lived to its core mandate of community centeredness. Community education and organizing resulted in community platforms in target areas, as well as ASM groupings which enabled them to speak collectively on issues affecting them and engaged mining companies, government, and other relevant stakeholders with good results. For instance, Community Platform petitions to Parliament on Kitui Coal mining resulted in the call for a land adjudication process, and community petition on illegal /or non-licensed operators in Migori and Kitui resulting in orders for them to stop. Similarly, ASM's in Kakamega, Migori, Kitui and Taita Taveta were not organized, they were unaware of legislation, but now they are well informed, organized into associations and advocating for their ASM Committees as well as budgetary allocation from their County Governments.

County leaders have been exposed to the mining issues in their areas and capacity on their roles as stipulated by the laws, creating a cordial interaction between them and the communities in mining. Various County processes have been influenced by the informed community members and the HMK members such as the incorporation of community interests in the County investment policies/investments, CIDPS etc.

Now, there is an entity that government and mining stakeholders can engage with, that represents and enables communities to engage effectively. This was a gap in the mining sector with only two CSO outfits (Kenya Working Group on Oil and Gas and the Kenya CSO Platform on Oil and Gas) which focused on Oil and Gas sector and not the other mineral resources. HMK has occupied that space and enabled the amplification of community voices in legislation, particularly the Mining Regulations and the Mining Act, Local Content Bill, and the Sovereign Wealth Fund Bill.

What initially began as corporate accountability process, grew into a coalition that penetrated the National Action Planning Process to incorporate the extractives industry in the nation's thinking on business and human Rights (BHR). Communities have also been exposed to global processes on BHR as a way to engage with both government and mining companies.

The Annual Jukwaa La Madini Conference provided a rich space for engagement between communities, government and mining actors/companies. Lots of learning was shared from different regions of the country

and from other countries in Africa. This trickled down to the county-level Jukwaa la Madini that canvassed county level engagement with great success.

Internally, the coalition's founding organizations developed an MOU to guide their work, and to clarify the structure and organs of the coalition. In order to make the processes more formalized, HMK also set up a secretariat for coordination of coalition activities.

2.2.Missed opportunities for HMK

2.2.1 Pushing for the development of a compensation framework that standardizes work in the sector considering that most of the violations in the sector are related to compensation. The existing options are not consistent because the parameters used are those from agriculture sector.

Strategic actions to be put in place

- Establish a reporting system/Grievance Mechanism Platform.
- Promote a willing buyer/willing seller philosophy
- Advocate for Land for land compensation.
- Create awareness on the National Action Plan on Business and HR and work with the steering committee.
- Capacity strengthening the community on contract/compensation/land negotiations.
- Devolution of Haki Madini Coalition/An alliance formed by the community for the community.
- Anticipating incoming mining companies by utilizing the Natural Resource Atlas by NLC. There is need to make it a live document and awareness creation of it.
- Advocate for a law in Kenya on resettlement.
- Pursue mechanisms of handling historical land injustices.

2.2.2 Actualizing Community Development Agreements in other counties while borrowing lessons learnt from Base Titanium Limited in Kwale County. The Mining Act of 2016 requires all the Large-Scale mining companies to initiate the process and enter into an agreement with identified communities. The regulations providing for this have been approved and they have been in place for over 2 years.

Strategic actions to be put in place

- Ensure other large-scale companies adhere to the CDA regulations.
- Opportunity to empower communities to conduct Social Audits on the projects.
- Capacity Strengthened the community on the roles of County Government, the Company, CDA Committee

2.2.3 Local content regulations have opportunities for communities in procurement, employment, skills transfer, and enterprise development but these have not been fully exploited.

Strategic actions to be put in place

- Establish a Local Procurement Reporting Mechanism-to show what you have procured/Where/how local is the local goods/services/human power.
- Opportunity to empower communities to conduct
- Social Audits on the projects.
- Involvement of the community in the ADP to ensure there is a Chinese wall and no duplication of

projects, this will ensure there are aware.

- 2.2.4 There are minimal mechanisms in place for developing the artisanal sector in the areas of human rights, permits to legalize them, or the formation of the artisanal mining committees.

In November 2019, the government of Kenya issued a moratorium on the issuance of any new mining licenses and permits across the country. It was meant to pave way for a survey to establish the types of minerals and geographical location and prepare key areas that would be reformed. Among the key issues was to complete the online cadastre where miners have to apply for mineral rights, hence being an official register showing the details of ownership, and boundaries of mineral rights. This is a great opportunity for the HMK members to create awareness and advocacy on the use of technology in the licensing process and protection of the rights of miners, specifically artisanal miners, as well as promotion of transparency in the value chain.

Strategic actions to be put in place

- Will be valid after the moratorium issued in 2019 is lifted.
- Will be valid after the regulations and frameworks of the Mining Act 2016 are incorporated.
- Haki Madini Coalition engagement with the government to push for the uplifting of the ban even though not fully lifted or partially as it is a source of income for most communities.

- 2.2.5 Documentation of community activities, achievement and impact generated by the coalition on their work. This could have helped in telling the stories and how the work with them has been

Strategic actions to be put in place

- Clear communication strategy among the members.
- Strategy Specific MEAL framework.

- 2.2.6 Demarcation between the project and HMK as a platform. This affected growth and the possibilities of broadening resourcing for the work. There have been blurred lines between the work of individual members and the impact of the coalition which hindered effective coordination.

Strategic actions to be put in place

- Clear communication strategy among the members.
- Strategy Specific MEAL framework.
- Support to the Secretariat-have personnel fully committed to the coalition.
- Inclusion of HMK in budgeting among the individual organizations/projects budget cycles.

- 2.2.7 leveraging on the good relationships it has with the Government at the national and county level to move and profile the work of the coalition more.

Strategic actions to be put in place

- Targeted coalition advocacy-individuals from the NA to push for the bill. Include ASMAK etc. to have more bargaining/negotiations power.
- Borrowing from Okoa Uchumi, Customize the coalition and educate the public on mining issues like

2.3 HMK's SWOT analysis

The SWOT analysis was useful in understanding HMK's strengths and weaknesses, and for identifying both the opportunities open to the organization and the threats it faces. This analysis enables HMK to continue building on what it does best while understanding the areas of improvement. It also uncovers opportunities HMK is well placed to exploit while working towards ways of managing, eliminating or navigating around threats that would otherwise pose serious risks to the alliance

Table 1: SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ Good working relationship with County governments, the Government Agencies (Ministry of Petroleum and Mining- state department for mining NEMA officials in the county governments) ▪ Goodwill and trust of mining communities through coalition members ▪ Diverse programs by coalition members covering the entire continuum of the mining value chain ▪ The evidence-based approach in the advocacy ▪ Recognition-HMK is well recognized at the grassroots which results social buy in of members ▪ Strong multi stakeholder convening capacity ▪ Strong training capacity in building the awareness of mining communities on their mining rights (Mining Act) and other aspects related to mining e.g. safety and environmental conservation ▪ Track record that it has established i.e. exposure visits for artisanal and small-scale miners; success in the social, economic and mining rights empowerment of women; working models of artisanal and small-scale miners' empowerment ▪ Capacity and experience. It has used this to raise awareness about the extractives sector among organizations and government departments whose mandate is not directly related to mining but nevertheless have a contribution to support artisanal and small-scale miners ▪ Growth in knowledge and capacity with regards to the mining sector ▪ Membership of established organisations, with national recognition and strong capacity in fields needed for the successful pursuit of HMK objectives 	<ul style="list-style-type: none"> ▪ The coalition lacks a sustained funding mechanism, and the members may not be able to consistently commit substantial resources to its work. ▪ Trainings have been events rather than processes that are continuous and have follow up mechanisms to support actualisation of what the miners have been trained on. <p>there is need to:</p> <ul style="list-style-type: none"> - <i>Narrow down areas of impact – jurisdiction and sphere of influence</i> - <i>Leverage on CBOs – provide resources and conduct TOT at CBOs</i> - <i>Select fewer projects that can be effectively completed</i> - <i>Synchronize member activities</i> - <i>Mapping stakeholder activity and enhance communication to avoid duplicity</i> <ul style="list-style-type: none"> ▪ Limited visibility i.e., lack of posters, T-shirts, documentaries, case studies, Transformation stories, resource materials and popularized knowledge products like studies, surveys and researches. <p>There is need to</p> <ul style="list-style-type: none"> - <i>Materials that can be distributed</i> - <i>Work on branding and communication strategy</i> - <i>Work on reporting and amplifying activities</i> - <i>Create a repository of information and attach it to a strategic plan</i> - <i>Document - write papers</i> - <i>Video documentaries and subsequent translation</i>

- The coalition has a clearly defined niche of engagement and therefore able to plan and strategize for effective advocacy
 - Interfacing between civil society and religious institutions has facilitated entry into various spaces e.g., government offices and community through caritas.
 - Has access to working models for ASM empowerment
- *Study community calendar and engage in their activities/events e.g. rites of passage, bull fighting, camel races*
 - No membership from the local mining communities (mining groups, cooperatives or associations)
 - Lack of a consolidated and integrated empowerment approach that has been jointly developed by the coalition members to holistically equip and mentor the miners. Coalition members implementing different models in respective regions.
 - Coalition members have other priorities in other projects and even varying approaches of empowerment and address to issues. This leads to a loose connection, engagement and coordination of coalition members
 - The coalition is highly dependent on the trust and goodwill of the members, structures and processes envisioned for the coalition in the MoU have not been fully activated.
 - Advocacy gains not easy to measure at the coalition level
 - Engagement not well anchored in an engagement framework.
 - No deliberate tracking of transferred personnel in stakeholder organizations especially government and the training of new ones therefore:
 - *Create a repository of information and attach it to a strategic plan.*
 - *Focus on the institution and not the person – person A should be able to substitute person B in meetings*
 - *Create succession plans and transition policies for individuals and institutions*
 - *Formalize HMK member relationships*
 - Many working groups of HMK were already existing before, some have even worked with other organization therefore *distinguish roles of HMK vis a vis member organizations for better visibility*
 - HMK recognized less, people understand more of HMK members especially in the operating areas therefore *HMK do more branding and communication*

	<ul style="list-style-type: none"> ▪ Engagement of government was not consistent – varied by area, this include chiefs and county officials therefore <i>maintain existing structure</i> ▪ High staff turn-over, internal politics and competition undermining the objectives of HMK
<h3 style="color: green;">Opportunities</h3>	<h3 style="color: green;">Threats</h3>
<ul style="list-style-type: none"> ▪ Leveraging on current hosting ▪ Existing relationships with government present great strength and an opportunity to work together and to target the government on specific advocacy goals ▪ Coalition brand for resource mobilization and establishing a self-sustaining budget ▪ Monitoring implementation of EIA recommendations ▪ Organizing or linking ASMs with reliable markets ▪ There are many minerals that the coalition can expand its scope to focus on e.g., Sand, Ballast, Copper (no local processing plant for copper) therefore <i>advocate for non-exportation of raw materials and counties to create processing plan and encourage local value addition.</i> ▪ The coalition has access to various models that have proven successful in the empowerment of miners. The same can be consolidated and enhanced, e.g. resource mobilization for miners through table banking, Micro-Finance Agencies, strong association formation, empowerment of women groups etc. ▪ Many miners remain unreached, beneficiaries can tell the big difference between them and those who have not worked with HMK therefore <i>increase outreach</i> ▪ HMK has done well with women empowerment, but the reach is low, many women unreached <i>therefore increase outreach</i> 	<ul style="list-style-type: none"> ▪ The impacts of advocacy work might take time to realise, hence no tangible outputs to show in the short term, while donors need to see results. ▪ The coalition’s work being weakened and curtailed by politicians, investors and multi-nationals working against the entitlements of Artisanal and small-scale miners and communities in general. ▪ Unscrupulous taxing mechanisms i.e. based tax rates, issuance of invoices for taxes paid, taxing based on bills, county taxation of small-scale mining which rests on the national government. ▪ Ethnicity in the mining sector with mining communities growing intolerant of miners from other regions or ethnic groups assumed to come from a different region. ▪ Land degradation through deforestation, Soil, air, sound and water Pollution. Noise coming from small scale mining equipment and machines, dust from the mining and the use of mercury and other toxic chemicals in extraction processes while the same finds its way on the vegetation and onto water streams and consumed by upstream humans and livestock ▪ Many artisanal miners operating individually and not in any groups, this makes them out of cover in terms of accessing loans, recognition and support. They also have trouble in accessing licenses and permits. ▪ Conflict of interest, the collusion between investors or mining companies and the authorities at the expense of artisanal and small-scale miners, politicians serving self-interest and not the people ▪ Retrogressive cultural beliefs that are against women in mining ▪ Reliance on Historical data due to lack of geo data. Leading to mining being on luck basis as there is no assurance of finding the minerals. This causes a low-risk appetite among miners, meaning miners being reluctant to seek loans and make investment in mining

- Engagement of county governments in the beginning of a financial year so as to plan areas of cooperation and complementing each other
- HMK has established regional linkages like being a member of the Alternative Mining Indaba (AMI) committee which has exposed the coalition to the region (Africa)
- There are more governmental and non-governmental agencies that the coalition can work with to mobilise resources and support, and to forge partnerships for the coalition's cause. This includes the investors themselves and non-profits, for governmental agencies, the following are recommended: NEMA, b) Ministry of environment c) Water Resources Authority e) Water Resources Users Association (management plans along catchment areas) f) Kenya Forest g) National Land Commission h) The Judiciary (Social Equity) i) Directorate of occupational health and safety (DOCHS) j) Ministry of Health (Public Health) k) Ministry of Agriculture l) Kenya meteorological department m) Ministry of Agriculture – county and national levels.
- Limited access to sustainable technology. It is not cheap and since there is no geodata the miners are not sure of returns to cover the costly sustainable mining technology
- Human rights violations by mining companies. The large-scale investors or companies have resources with which they bribe or collude with authorities to deny the community its rights, the companies have the financial capacity to drive their self-preservation and selfish agenda and also handle prolonged court cases, the artisanal and small-scale miners lack the necessary knowledge and financial resources for such battles for their rights
- Communities cannot effectively negotiate if they do not know what minerals are there and their worth
- Mining sites are a health hazard – no safety gear, dust, overcrowding at mining sites (COVID-19, TB), mercury and other toxic substances, eating at the mining site, open food and on-site cooking.
- Duplication of efforts or conflict of approaches between organizations working in the mining sector and even among the coalition members
- Shrinking civil space with government restricting political expression, suppression of information and labelling advocacy as foreign instigated and funded.
- Dwindling donor funding with Kenya being a middle-income economy

3 SITUATIONAL ANALYSIS

A core question for HMK at the onset of this strategy planning process has been – ‘What issues and trends that are external to HMK can shape its thinking about the future? HMK acknowledges the complex and dynamic environment it operates in, and one where emerging trend, present potential opportunities as well as challenges to its ability to carry out its mission. This question has also been important because over the next five (5) years, HMK recognizes that while the wide focus areas in the previous strategic plan was necessary to establish HMK’s hall mark as a new coalition, in this plan, HMK will have to carefully decide prioritize issues, narrow its focus and ultimately make a decision on what is most strategic to pursue. This choice is made with the aim of deepening its impact but also doing only what HMK can do without competing with its coalition members.

3.1 Mining community grievances

Kenya is witnessing a rise in the discovery of additional deposits of existing minerals and new minerals to the Kenyan extractive sector. With at least 77 different minerals, the country has strategic resources to harness to prop up the economy. The main minerals are: Crude oil, gold, copper, zinc, coal, iron ore, Mineral Sands (rutile, ilmenite and zircon), Rare earth metals, Niobium, Gemstones, Soda Ash, Fluorspar, Salt, Carbon Dioxide, Diatomite, Manganese, Chromite, Limestone, Marbles, Dolomites, Clay, Glass Sands, Phosphates, Directional Stones, Gypsum, Graphite and Nickel. However, most of Kenya’s mineral resources remain unexplored and under exploited due to lack of geological data and limited mineral exploration. Local communities may have had resources that could change their situation, but for lack of information, the resources are unknown or unexploited. For example, Turkana has had an underground water aquifer, despite having a recurrent struggle with the severe water problem for decades. Where information is available, communities are persuaded to sell their land at very cheap prices and corrupt individuals become beneficiaries of the mineral resources.

Land acquisition from private and community land owners where mining and mineral deposits have been identified and extraction envisaged; the conversion of community land into public land due to existence of minerals, which are defined as public land; land consolidation which disposes people of their property causes marginalization and inequalities of community members and also interferes gravely with compensation and re-settlement.

Additionally, the presence of minerals has been a trigger for violent conflict with the use of firearms or crude weapons in most resource rich areas. In locations where minerals are discovered, the local community develops expectations of what they assume the minerals can achieve for them. Dealing with such expectations can be complicated. In Turkana for instance, one of the communities expected to be receiving direct cash handouts from proceeds of the crude oil. Political interests, conflict and disputes sabotage mineral exploration and exploitation.

Foreign firms and wealthy individuals mainly control large-scale mining operations in the country. They possess the financial muscle to hire or partner with the necessary technical capacity, technology, equipment, required processes and licenses and while communities suffer marginalization in the form of not being involved in the mining processes or decisions affecting the area, businesses expect to make huge profits and repatriate most of the wealth to their parent countries.

Small scale artisanal mining is a great opportunity for communities to economically develop themselves if the sector was given the right support like licensing / permits to miners, financial assistance, regulation, insurance, and assisted with market linkages that eliminate exploitative middlemen. Unfortunately, the sector is largely seen as unviable by the government and it is unsupported because it is associated with informality, smuggling, tax evasion, health and safety risks.

Given HMKs commitment in co-creating solutions with communities, within the benefit-sharing context of the extractive sector, several opportunities arise:

- a. Enhance public participation and decision-making – to increase the rights of communities affected by extraction of their resources to participate as required under the Constitution.
- b. The promotion of Free Prior and Informed Consent (FPIC) – which requires States to consult and cooperate in good faith with communities concerned through their own representative institutions and structures in order to obtain their free, prior and informed consent before adopting and implementing legislative or administrative measures that may affect them
- c. Help communities and county governments come up with financial and institutional frameworks that facilitate compensation and community investment including asset building to enable better absorptive capacity and optimal utilization of such resources

3.2 Public Debt

As of June 2020, the Kenyan Public Debt stood at an all-time high of Kshs 6.7 trillion (US\$62.8 Billion) equivalent to 65.7% of GDP. This is constituted Kshs 3.5 trillion foreign currency debt and Kshs 3.2 trillion domestic currency debt. In the fiscal year 2019/2020 the budget deficit was Kshs 657.4 billion, which was been financed from external/foreign (Kshs 353.5 billion) and domestic sources (Kshs 303.9 billion). Interest payments on public debt for stood at Kshs 441.4 billion, which is 24% of ordinary revenues; with Kshs 150.9 billion paying foreign debt interest and Kshs 290.5 billion paying domestic debt interest.

A fiscal regime should balance between the needs of government by maximizing on revenue from mining, while still being friendly enough to promote and attract investment. These includes: Royalties, rents, fees and levies at rates set out in the regulations; corporate income tax as set out in the relevant tax legislation; capital gains tax on transfer of or assignment of mineral rights as provided for in relevant legislation; Government dividends from participation in large scale mining operations and development of strategic minerals; and equivalent treatment of mining businesses regarding import duties and sales tax/ VAT as provided for in relevant legislation.

The above numbers however imply a lack of prudent macroeconomic policies to ensure fiscal and debt sustainability as stipulated by Kenya Vision 2030 second medium term plan (2013 – 2017). The continued rise in public debt will continue to raise Kenya's budget deficits increase trade deficits and economic strain, which means governments mortgage of extractive resources against sovereign debts. This would mean the

accruing benefits from mineral resources would go to the loaner and not to beneficiary communities and limits the ability of the government to fulfil obligations like the provision of basic services.

In addition to the debt issue, the extractive sector is among the most corrupt which involves smuggling, illicit trade, tax evasion, fraud, collusion among others and which robs communities of benefits that would otherwise come to them. HMK's opportunities in this regard include:

- a) Continued creation of awareness amongst affected communities on available mechanisms for public participation during the licensing process because a lack of this awareness contributes to manipulation of such communities by the mining companies;
- b) Continued creation of capacity within institutions that are charged with the mandate to govern the sector especially because of the high turnover of state officers in those positions, which affects implementation of the laid down procedures on the licensing and permitting process specifically for the EIAs and land use.
- c) Continued advocacy for proper legal framework to promote whistleblowing on corruption incidences and deal with political interference due to vested interests in some of the mining companies as well as setting up a comprehensive internal complaint handling mechanism to encourage reporting of anomalies that are experienced during the licensing process

3.3 Environment and climate change

The mining sector is known to disrupt the livelihoods of communities and their natural habitats in irreparable ways. Mining has in the past intensified natural disasters and undermined development gains on economic, social and political systems, while leading to shortages in basic necessities among community members who often come from remote villages where people are very poor and vulnerable. These circumstances coupled with climate change often leads to magnified and multiplied deprivations.

The government has recognised this and instituted policies and laws to protect the environment such as the Environment Management and Coordination Act (1999) which provides for initial environmental assessment and environmental audits. The Challenge is the enforcement of the policy and the development of effective monitoring systems to support in that enforcement.

Considering the challenges each mining community faces, developing localized solutions that will make the biggest impact remains a big challenge. To create real and lasting change, the social, economic and political realities underpinning environmental disasters as a result of mining as well as adverse effects of climate change need to be addressed, in addition to mitigating the effects on the ground. Going into the next programming phase, HMK has an opportunity to broaden its approach to climate responsive programming by exploring the following opportunities;

- a) Explore the need to advocate on environmental threats in mining communities by mining companies or mining practices
- b) Improve the use of climate information in decision-making while improving individual, household and community capacity to cope with change. In some cases, this means working with government and private sector technology companies to increase the ability to access the information they need to reduce their risks.
- c) Helping farmers rehabilitate former mining land to diversify their livelihoods, learn new technologies, and redesign their farmland to maximize its productivity and protect the soil in the face of increasingly severe and frequent droughts while boosting market systems that can thrive in a changing climate such

as developing insurance products to help protect local mining communities

3.4 Government funding, enterprise development and inclusive market systems in the mining sector

Most of the minerals mined are exported raw. The country has no strategy for marketing, promotion and value-addition of minerals. This implies that the country does not harness maximum benefits and returns for its mineral wealth. The low level of value addition is caused by inadequate expertise, under development of the industry, a lack of appropriate technology and high energy costs. There have been limited initiatives towards branding, promotion and marketing the country locally, regionally and internationally as a preferred mining destination. Much of the showcase of Kenya, is as a tourist destination and not a mining hub or destination.

Government funding of the mining sector is crucial to its development. The funding ideally would support geological surveys and exploration for minerals; research and assessment on the industry for the sole purpose of generating new products, lessons, problems, solutions and best practices; supporting the marketing and value addition of minerals; acquisition of technical expertise to build robust infrastructure to enhance the exploitation of minerals in the country, including education and technology. Much of the investment in the mining industry, is donor and private sector funded. This may not be the best growth model, for lack of unity, coordination and symbiosis of vision, interest and effort in the mining sector development agenda.

There is growing recognition that market-led diversification and enterprise development can broaden income opportunities and improve livelihoods for rural poor communities. To respond to this demand, there is need for approaches and methods that enable local service providers and community development organizations to provide effective front-line support to rural people's market linkage initiatives. This will result in communities developing commercially viable livelihood strategies that can capture benefits from local, national and higher value markets, thereby increasing local market initiatives and income while decreasing poverty and dependence.

Given the exploitation of small-scale miners by middle men and lack of markets or viable business models for small scale mining activities, HMK will need to encourage government to play a much bigger role and to work more deliberately with partners towards the realization of inclusive market systems in transforming mining community livelihoods and the potential to maximize the benefits of their participation in the system. Across the livelihood interventions and enterprise development, rural communities also continue to experience the impact of changes in market rules, which can often be pivotal moments for empowerment or sometimes disempowerment. For example, the regulations requiring a minimum of 30% access to government procurement opportunities for youth and women has brought about new opportunities for enterprise development and economic empowerment. Another example here is the emergence of a growing need to explore the possibilities of applying fair trade principles and inclusive Value Chain Development (VCD) interventions targeting households suffering the greatest mining related injustices and suffering extreme poverty as a result, in an effort to catalyse sustained food security and to improve livelihoods. Across different program landscapes, the key implications for growing enterprise development and inclusive market systems for HMK include the following;

- a) Working with government to make market systems work better for local mining communities such as advocating for public investment to develop market linkages that directly connect small scale miners with international markets for them to participate as producers, aggregators, exporters and even consumers.
- b) Explore new opportunities in working with partners who facilitate extremely poor households to benefit

from engaging multiple value chains in informal and formal markets as producers, processors and entrepreneurs.

- c) Helping develop the social and financial infrastructure such as mining cooperative societies as a means of increasing production and access modern mining equipment that helps enhance mining safety

3.5 The financing landscape and civic space

According to USAID¹, the effects of the 2007-2008 global economic crisis intensified pressure on foreign governments to significantly reduce funding and thus diminishing the resources available to CSOs for their work largely in the South. In other cases, foreign government policies to move from aid to trade, low economic growth rates in Western economies and long-term structural issues, including the rising costs of public welfare for ageing populations, as well as the disruption of COVID-19 globally, resulted in the overall aid budget reduction.

A current focus in the Overseas Development Assistance (ODA) post 2015 proposes: to move from halving poverty (under MDG's) to ending poverty in all its forms everywhere (under SDGs) which means that Least Developed Countries (LDC's), especially politically fragile and environmentally vulnerable ones, will get a higher preference than other categories such as Low Medium Income Countries (LMIC's) like Kenya, further shrinking available resources to Kenyan based organizations; to move from providing direct support to basic social services like health and education to an all-resources agenda of mobilizing and creating partnerships with other resource bases that can support implementation of these basic services.

This means that funding will not only go to CSOs but to private and public sectors to provide both public services and economic opportunities, which further redistributes resources that would otherwise be available to CSO's; and to move from the separation of sustainability and development agenda to a unified and universal post-2015 sustainable development agenda means that to be eligible, projects and programmes need to demonstrate linkages and alignment with Sustainable Development Goals. There is also an emergence of in-country multi-donor funding mechanisms which gives preference to funding consortia of CSOs and favours the funding of fewer organisations.

With regards to the civic space, governance and advocacy CSO's in Kenya have experienced harassment by the government with some being deregistered for demanding accountability, an issue that has led to a further shrinking of the civic space long enjoyed by CSO's. HMK needs to consider:

- a) Continued engagement with government in improving the accountability of the governance space and particularly the legal operating environment for mining communities
- b) Invest in helping itself and its members as well as the community CBOs they work with to diversify their income bases and be less dependent on donor funding for their work. Exploring opportunities for social and impact investment is another area that holds promise in increasing resources for development funding

3.6 Policy and Legislation

In Kenya, mining activities is regulated by the Mining Act 2016. It repealed the Mining Act 1940 (Cap 306). However, the Mining Act 2016, stipulates that any mineral rights and/or permits granted under the repealed laws (Mining Act 1940 (Cap 306), shall remain in effect until expiry. The Act provides for the governance,

¹ United States Agency for International Development (USAID). (2014). The 2014 CSO Sustainability Index for Sub-Saharan Africa.

administration and licensing in the mining sector. The Cabinet Secretary (CS) in charge of mining (Ministry of Petroleum and Mining) is responsible for the administration of the Mining Act, and the development of regulations to provide for activities in the mining life cycle. The ministry is further assisted by 7 structures: The Directorate of Mines to supervise and promote the development of exploitation of mineral resources; The Directorate of Geological survey to collect, store and consolidate mining geological data in a national repository; The Mineral Rights Board to advise and give recommendations to the Cabinet Secretary; The National Mining Corporation as the investment arm of the national government with regards to minerals; The Minerals and Metals Commodity Exchange to facilitate efficiency and security in mineral trade transactions; The County Office of the Ministry of Mining to manage and equip artisanal mining in the country; and The County Artisanal Mining Committee to assist the Ministry of Mining in managing mining activities in the counties together with the County Office. The Act classifies the direct players in the mining sector into large scale operators, small scale operators, artisanal miners and dealers. Each class has a separate kind of licensing and permit.

To enhance the application of the Mining Act 2016, the Cabinet secretary under the powers conferred by the Constitution, established 7 mining regulations in 2017: Mining (Dealings in Minerals) Regulations, 2017; Mining (License and Permit) Regulations, 2017; Mining (Work Programmes and Exploration Reports) Guidelines, 2017; Mining (State Participation) Regulations, 2017; Mining (Use of Local Goods and Services) Regulations, 2017; Mining (Employment and Training) Regulations, 2017; and Mining (Use Of Assets) Regulations, 2017. In 2019, the Cabinet Secretary established four more regulations under the Mining Act 2016: Mining (Dealings in Diamonds) Regulations, 2019; Mining (Mineral Development Agreement) Regulations, 2019; and the Mining (Conversion of Artisanal Mining Permit to Small Scale Permit) Regulations, 2019. For HMK,

- a) It is evident that the country does not have a dearth of laws to govern the sector. It is the effective implementation of the legal framework that needs to be improved. As such HMK should consider their continued clamour for better implementation, and particularly of laws that directly affect community members.

4. STRATEGIC MODEL

In response to the situation analysis, the 2021-2025 strategic planning process generally reaffirmed as still relevant, the core ideological elements developed and approved by HMK members at its inception which include the vision, mission, approaches of how HMK works to achieve its mission, and its core values. However, some tweaking is necessary to sharpen and contextualize the areas of work for more relevance, as unpacked below:

4.1 Vision

The vision describes HMK's aspiration of its future once its work is done. Through a visioning process, HMK further enriched the vision statement in order to visualize a compelling, preferred future the organization would like to see. As such, HMK's vision is *"A country where extractive resources benefit all citizens"*.

4.2 Mission

While mineral resources should benefit all including future generations, HMK recognizes the special support needed to the grassroots mining communities and groups because of the myriad vulnerabilities they face. This support has to result in sustainable ecological outcomes for community members who are the ones that are left behind to deal with the aftermath of mining activities after the mining has long stopped. Supporting them to form meaningful social movements with capacity and requisite data, knowledge and information to engage duty bearers meaningfully at the decision-making table, reduces the imbalances of power to create new pathways for inclusion and equity and to enhance their power to work together to build communities for posterity. HMK's mission is therefore to *"To promote ecologically sustainable extraction of mineral resources and responsible stewardship that benefits mining communities"*.

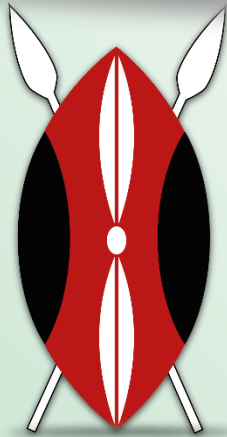
4.3 Our Core Values

HMK's core values are the ideals that guide decisions and actions of coalition members. They articulate the enduring principles at every level of the organization and govern the relationships between and among coalition members. HMK's core values are summarized as follows:

- Community centeredness – which is the core focus of all our work
- Complementarity rather than competition which emphasizes each other's qualities.
- Coordination and cooperation, effectively working together to the same end
- Communication to effectively exchange information
- Credibility to enhance trust



Vision



A country where extractive resources benefit all citizens

Mission



To promote ecologically sustainable extraction of mineral resources and responsible stewardship that benefits mining communities



Community Centredness – It is the core focus of all our work



Complementarity rather than competition – emphasizing each other's qualities



Coordination & cooperation – effectively working together to the same end



Communication – effectively exchanging information



Credibility – Enhancing Trust

Core Values

4.4 HMK approaches

In order to effectively achieve its mission, HMK will pursue its mission and vision through (i) community engagement, organizing and partnership; through (ii) policy advocacy and influencing at national, regional and international level; (iii) capacity building of members; (iv) and through research, documentation and as a repository of information.

Community Engagement, organizing and partnership

HMK has authentic connections and roots with communities in mining areas, and has effectively equipped them to drive the agenda, while proactively providing consistent solidarity. HMK also seeks to position itself as the 'go to' entity on matters mining from a community centred approach meaning that it will continue to deliver its mandate centrally through working with mining communities and organized community groups, as vehicles to scale up desired changes.

It is envisaged that through the community engagement, organizing and partnership process, HMK will enhance capacity building, movement building and solidarity actions; support grassroots human rights defenders that need support including instituting supporting public interest litigations on behalf of communities; supporting women involvement in the sector by broadening the scope of business, advocacy, policy engagement; walking with communities and helping them to document their stories and journeys in ways that they can relate with beyond reports and pictures such as through story- telling, community fests, documentaries etc. which amplifies their course further; convening membership meetings regularly and providing learning opportunities in the process for them to share and grow their capacity on the issues and other emerging ones in the sector; and growing the membership and recruiting others who can add value to HMK.

The aspect of community engagement and organizing is crucial in that it makes communities, which are often despite, working in an ad hoc manner and sometimes with different competing agenda to come together and prioritize what is important to them and devise strategies that seek to address those challenges in a participatory and collective open process. Therefore, community engagement not only brings harmony but also builds trust, and concerted efforts which is the cornerstone of sustainable development.

Policy advocacy and influencing

HMK has been successful in coordinating CSOs engagement in the mining sector. It is a respected and credible voice in government agencies and through its work, it has helped in profiling the sector and supported the implementation of various legislations. This work needs to continue at the national and county level to expand the civic space for local communities to effectively engage in the policy spaces and continue the proactive public participation. It is envisaged that through: research to generate high-level knowledge products and processes for capacity building, effective and more sustained advocacy for its members and communities as they shape policy making; implementation and review; convening forums at the community, county and national level to ensure that there is a consultative engagement in policy making; engaging key institutions in the extractive sector at all levels (local, national & regional) and ensuring that the grassroots voices are effectively represented and articulated; support the work of members in the development of policy briefs and non-partisan messaging that unpack policies, laws, and regulations in the sector; linking communities to key state agencies and follow up on actions/recourses for them; and partnerships with government to provide expertise and advisory on the tools and instrument guiding disbursement of funds and operationalization of Community Development Agreements (CDA's) to guarantee transparency and accountability, HMK continue

to deepen its impact in the program areas it will undertake. A focus on the Mining Act 2016 (CDA, amendments, regulations and other related policy and regulations will be pursued.

5 STRATEGIC PROGRAMME PRIORITIES

Informed by the lessons and reflections drawn from the previous strategy, the contextual analysis, and cognizant of HMKs vision and mission, HMK is committed to pursuing the following strategic programmatic niche going forward: Economic empowerment and development; extractive sector governance and environmental stewardship; and institutional development and sustainability. The cross-cutting issues embedded across these three pillars include: technology, community centeredness and gender mainstreaming.



5.1 Strategic Priority I: Economic Empowerment & Development

Ensuring that poor mining communities and households have a stable livelihood will substantially increase their income, and over a period of time, asset ownership, self-esteem and social participation. Secondly economic empowerment and livelihood promotion seeks to promote economic growth targeting the 'bottom of the pyramid' who do not have the purchasing power to buy even the bare necessities of life – food, clothing and shelter. But as they get steadier incomes through viable livelihood promotion of mining and other diversified sources of incomes, they become customers of many goods and services, which then promote local economic growth. Enhancing and opening up new opportunities for communities to address livelihood issues is a critical area of attention, at a time when poverty and income disparities in Kenya are increasing. There exist opportunities to support actors in the sector to improve their livelihoods and increase their economic power base. Credit and financial institutions can be approached to open-up the extractive industry especially the small and artisanal mining to access financing to increase production, income and/or purchase of equipment's.

Strategic goal

To empower communities and increase resilience of vulnerable mining communities and households.

Key interventions

- I. Support the empowerment of communities to manage their expectations regarding benefits that will accrue to them
- II. Strengthening and promoting social infrastructure for community organizing such as cooperatives, Sacco's and other community organizations to enhance their productive potential and sustainability.
- III. Lobby for the establish Foundations, Trusts and Funds (FTF's) - as financial and institutional frameworks that facilitate government payments, compensation and community investment including growing long-term assets for purposes of making savings for future generations from these finite resources
- IV. Support host communities to build their capacity to prepare for the post extractive period. This includes promoting enhancement of alternative livelihoods outside mining such as food productivity and enterprise development for increased participation in the market place to improve household incomes and reduce livelihood vulnerabilities.
- V. Promoting the development of market linkages that directly connect small scale miners with international markets for them to participate as producers, aggregators, exporters and even consumers.
- VI. Engage in multiple value chains and conduct value addition in informal and formal markets as producers, processors and entrepreneurs.

Indicators of success

- I. Local mining communities effectively organize to increase their food productivity, value addition and regularly access markets, credit and finance
- II. County governments increase alignment and responsiveness of their public investments to community livelihood priorities
- III. Reduced vulnerability and increased resilience of households and communities to a wider range of shocks and stressors
- IV. Improved and diversified livelihoods in extractive resource rich areas,
- V. Growth of long-term assets that continue to benefit communities during and after the extractives period

5.2 Strategic Priority II: Extractive Sector Governance & Environment Stewardship

With the climate change and renewable energy global and national discourse, HMK should position its engagements around it in view of the contribution of the extractives sector to climate change impacts for both relevance and resourcing but also the fact that there is a looming energy transition to more renewable energies outside minerals like coal. Environmental stewardship is taking centre stage in the journey of exploiting and managing natural resources with communities being involved in the process of ensuring that there are sustainable approaches for pursuing biological conservation and socio-economic objectives in local areas. The players in the sector should operate within the required policy and legal frameworks and ensure that their operations comply with the tenets of good governance because transparency and accountability fosters trust and builds a culture of shared progress and prosperity. Additionally, Responsible Business Conduct (RBC) integrates the management of risks to the environment, people and society into a business' core activities. With the climate change emergency and energy transition, a growing number of states, business enterprises, investors and other stakeholders in the extractives sectors worldwide are developing plans to implement net zero emissions and energy transition programs. Extractives companies can have considerable impacts on the environment and the economy of societies in which they operate as they may exacerbate child labor, modern slavery, poverty, and social exclusion; impact the enjoyment of the right to a clean, healthy, and sustainable environment as well as accelerate land rights issues including displacement of people. These impacts are worse in the context of conflict affected areas. HMK will position itself to strengthen RBC among businesses in the extractives in Kenya and ensure that mining operations including those targeting transition minerals comply with the tenets of good governance and uphold human rights and environmental sustainability. The United Nation Guiding Principles on Business and Human Rights (UNGPs), The EU Corporate Sustainable Due Diligence Directive (CSDDD) and the Kenya National Action Plan on Business of Human Rights are some of the key tools and opportunity for engagement and advocacy in this.

Strategic goal

To support communities' access and benefit from their natural resources whilst adopting sustainable resource management practices.

Key interventions

- I. Involve community members and local institutions in the management and conservation of natural resources - this includes traditional values and ecological knowledge in modern resource management
- II. Contribute to the devolved power and authority from the center to communities and indigenous led institutions – this includes influencing policy development and implementation on environmental issues, defending and legitimizing local and/or indigenous resources and property rights
- III. Link and reconcile the objectives of socio-economic development and environmental conservation and protection - this includes climate change adaptation, use of alternative/clean energy, and use of sustainable waste management
- IV. Participatory monitoring and evaluation of the natural resource base and application of the management plan to promote learning, trust and accountability, as well as engaging in relevant policy frameworks that address food security.

Indicators of success

- I. Reduced environmental degradation and pollution due to increased tree cover in communities we work with and the use of alternative, clean and affordable sources of energy
- II. Increased resources transparently and accountably managed to meet local communities' priorities
- III. Increased responsible business conduct

5.3 Strategic Pillar III: Institutional Development and Sustainability

HMK defined its operational model as a network or coalition of member organizations that support the delivery of its programmes and projects. In other words HMK delivered its work through the coalition members. While this modus operandi has worked in the last five years, it has disadvantaged HMK as a coalition in term of visibility and demonstration of impact to outsiders. Moving forward and based on the current realities and global disruptions, HMK will need to redefine how it engages with the members for better positioning as well as more effective and efficient coordination of the members. This is partly because of the looming resource constraints which will require HMK to be a registered legal entity to be able to fundraise and manage its own resources. It will also need to run independent programmes that do not compete with the services provided by the coalition members but rather support what members do including galvanizing the strength on numbers to lobby for common initiatives with and on behalf of the coalition members. There is also need for HMK's operational independence so that it can serve the members more effectively. This model requires a combination of systems, processes, instruments, partnerships and financing that enables both the coalition members to give value to the coalition, as in turn they find great value in belonging to the coalition. The main goal is therefore to enable HMK to become a more sustainable institution yet responsive to its coalition members and local communities while delivering its core results against the Strategic Plan, 2021-2025.

Strategic goal

To Strengthen and enhance HMKs's sustainability and ability to deliver on its development mandate more effectively and efficiently.

Key interventions

- I. Registration of HMK as a legal entity
- II. Institutionalizing HMK programmes and key governance principles like board committees, training of board on corporate governance;
- III. Resource mobilization and increased capability to raise funds and putting in place a financial sustainability plan that can enable the coalition to eventually operate without donor resources
- IV. Strengthening leadership, management and operational capacities of all staff members
- V. Increase HMKs visibility and influence e.g., through creating HMK chapters under the economic zones and holding Annual signature events (Jukwaas) Marketing, branding and profiling of HMK's work to attract more support.
- VI. Establishing systems and structures that will ensure effective synergies when working at national level with HMK including acknowledging and utilizing expertise/capacity of members.
- VII. Investing in building an organizational culture that enhances inter-organizational communication, agility and adaptability to harness knowledge, solutions and expertise.

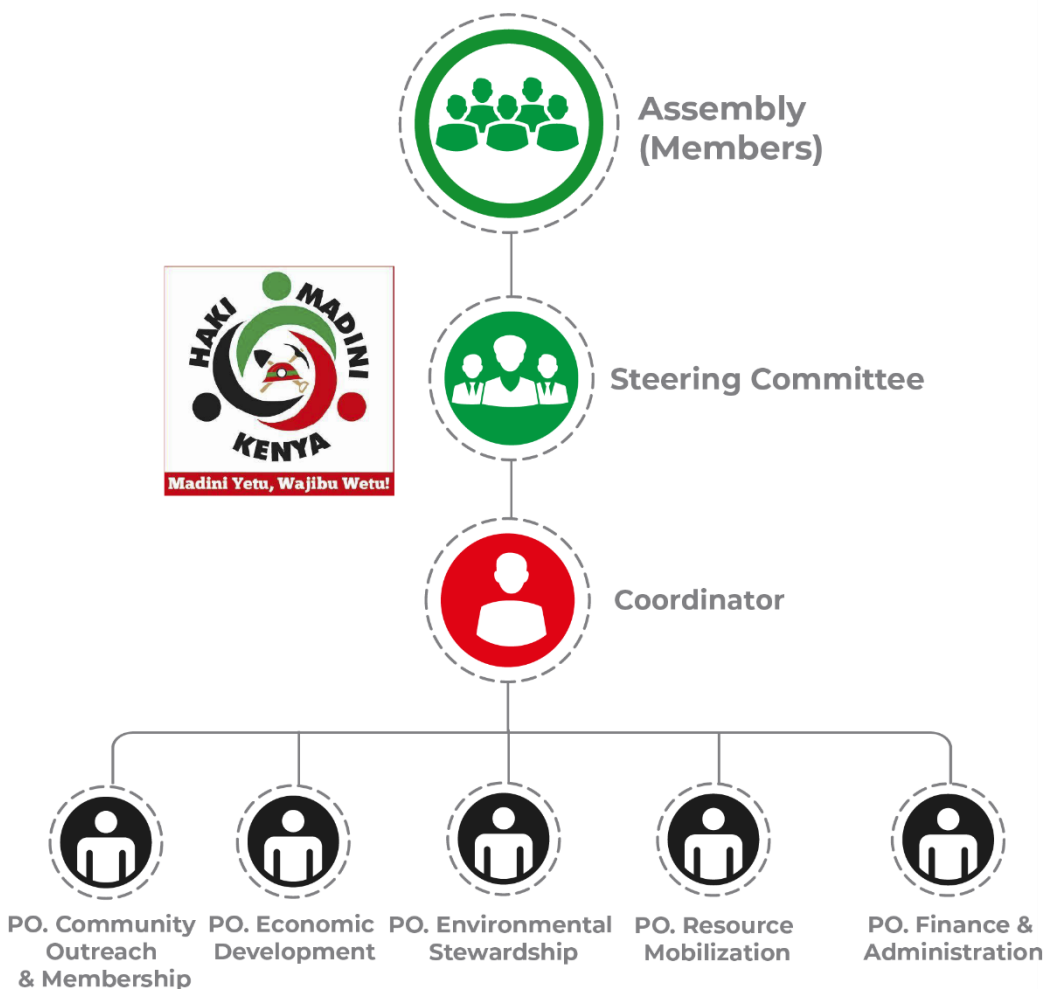
Indicators of success

- I. Fully registered legal entity
- II. Enhanced governance mechanisms in place
- III. Adequate resourcing to run the coalition and realize community impact
- IV. Strong institutional systems and structures (accounting, finance, procurement, governance and HR) policies and procedures working and adhered to
- V. Robust, Efficient and Effective Programmes & Secretariat
- VI. Increased visibility, adaptability and dynamism of HMK

6 ORGANIZATIONAL IMPLICATIONS OF THE PLAN

As HMK seeks to improve its performance, it seeks in this strategic period to ensure that it enhances its performance to be 'fit for purpose'. Coordination the coalition members, working strategically with local mining communities, implementing the strategic program direction as well as effectively applying its approaches will need to be addressed with more discipline, tenacity and openness to further innovation. It will also require structural changes for HMK to deliver effectively, responsively and with greater cost efficiency. This will be reflected in an organisational structure, monitoring and evaluation framework and financing arrangements that provide incentives to increase both the quality and quantity of programme delivery at all levels. The new structure will be as shown in the diagram below.

6.1 Organizational structure



6.2 Performance measures

One key objective of the Monitoring and Evaluation framework is that it is useful in ensuring programmes are able to continually reflect on the experiences and results during the implementation period. As such, monitoring and evaluation will continue to guide various interventions as part of the routine management of work – not an addition to it. This information will be useful in communicating the progress in attaining results, learning and improving decisions for improvement.

Table 2: Strategic Priority I: Economic Empowerment & Development Performance Measures

Strategic Priority I: Economic Empowerment & Development	
Anticipated results	Progress indicators and targets
<i>To reduce vulnerability and increase resilience of vulnerable mining communities and households</i>	<ul style="list-style-type: none"> ▪ Percentage of community members managing their expectations regarding the mineral resource benefits that accrue to them ▪ Level of capacity of mining community members ready for the post extractive period. ▪ Types and number of social infrastructures for community organizing such as cooperatives, Sacco's that enhance the community's productive potential and sustainability ▪ Level of engagement by county and national government and the establishment of Foundations, Trusts and Funds (FTF's) - as financial and institutional frameworks that facilitate government payments, compensation and community investment including growing long-term assets for purposes of making savings for future generations from these finite resources ▪ Levels of balance between mining and alternative livelihoods outside mining such as food productivity and enterprise development ▪ Level of mining community participation in the market linkages that directly connect small scale miners with international markets ▪ Level of improved household incomes and reduce livelihood vulnerabilities. ▪ Number of local producers, aggregators, exporters and even consumers of minerals consumed locally ▪ Level of value addition conducted at mining community level ▪ Level of local community participation in informal and formal markets as producers, processors and entrepreneurs. ▪ Types and levels of business opportunities and activities in rural economies

Table 3: Strategic Priority II: Extractive Sector Governance & Environment Stewardship

Strategic Priority II: Extractive Sector Governance & Environment Stewardship	
Anticipated results	Progress indicators and targets
To support communities' access and benefit from their natural resources whilst adopting sustainable resource management practices.	<ul style="list-style-type: none"> ▪ Number of community members and local institutions involved in the management and conservation of natural resources ▪ Type and number of traditional values and ecological knowledge applied in the local resource management process ▪ Number of policies influenced and implemented on environmental issues that defend and legitimize local and/or indigenous resources and property rights ▪ Level of alignment between socio-economic development and environmental conservation and protection goals including climate change adaptation, use of alternative/clean energy, and use of sustainable waste management ▪ Level of participatory monitoring and evaluation of the natural resource base ▪ Level of disclosures by mining companies on their work and community related resource allocation ▪ No of Community Agreements implemented and their impact in the livelihoods

Table 4: Strategic Priority III: Institutional Development and Sustainability Performance Measures

Strategic Priority III: Institutional Development and Sustainability	
Anticipated results	Progress indicators and targets
To Strengthen and enhance HMK's sustainability and ability to deliver on its development mandate more effectively and efficiently	<ul style="list-style-type: none"> ▪ Date of HMKs legal registration ▪ Level of management efficiency and number of key governance principles institutionalized ▪ Level of resources mobilized, donor and the funding mix ▪ Level of HMK income and assets ▪ Number of staff members and their level of capability to implement programmes. ▪ Level of HMK's visibility ▪ Operational independence ▪ Number of programmes and projects running ▪ Number and types of systems and structures that make HMK operate efficiently

6.3 Monitoring and Evaluation (M&E)

To help ensure successful implementation of the strategic plan a monitoring and evaluation (M&E) framework will be followed. An M&E Committee (Steering Committee & Secretariat) will be established and will be responsible for the progress in the implementation of the strategic plan.

The management will develop and submit an M& E framework and it will capture the following;

- i) What will be monitored and evaluated?
- ii) Which activities will be carried out to monitor and evaluate the SP?
- iii) When will monitoring and evaluation activities be done?
- iv) How will monitoring and evaluation be carried out?
- v) What resources (financial and human) will be required?
- vi) What risks are envisaged? And which assumptions have been made in planning for monitoring and evaluation?

For the purposes of the implementation of the plan, reports will be prepared every quarter, as well as annual reports. Quick reports shall also be prepared on a need basis. The reports shall cover the various aspects in the M & E framework, and shall cover the following areas:

- progress: activities conducted, milestones, whether implementation is on track
- accomplishments: a listing of the outcomes plus your perception of the impact of the activities described under “progress” and a show of how they are helping the organization towards the goal/desired impact of the project
- challenges: key challenges that emerged and how they were addressed; highlight emerging issues that you believe may affect project implementation or results
- external environment & situation: comments on any significant changes or developments in the external environment
- changes in plan: what, why, when and expected internal and external consequences for implementation
- innovation: the most innovative/special aspect of this project’s approach to fulfilling HMK’s Mission and Vision
- program reach – estimate sectors impacted by the program both directly and indirectly
- Lessons learned: A listing of what should be done differently and how it should be done as learnt in the process of implementation.

7 BUDGET

The estimated budget for the Strategic Plan is USD

Cost Item	Budget Amt in USD
Strategic Priority 1	250,000
Strategic Priority 2	250,000
Strategic Priority 3	250,000
M&E (10% of implementation cost)	75,000
Admin/Overhead (25% of implementation cost)	187,500
Total	1,012,500

8 ANNEXURES

8.1 Annex 1: Stakeholder mapping

Internal stakeholders

Table 5: Annex 1 - Internal Stakeholders

Stakeholder	Role	Possible areas of partnership/collaboration:
Staff	Operational roles	Ownership of the strategy Motivate employees
	Technical work	Achieve the organization goals and objectives Deliver on donor commitments
	Profiling the organization	Empower and provide needed support and tools
Steering Committee Members	Strategic thinking	Facilitate timely updates and information
	Decision making and corporate governance	Provide timely Board Papers Trainings and networks
	Resource mobilization	Schedule appointments and create time
	Policy making	Develop and share draft policies
Members	Create networks	Follow ups and feedback
	Open doors Ambassadors	Support in Resource mobilization

External Stakeholders:
Table 6: Annex 1 - External Stakeholders

Stakeholder	Role	Possible areas of partnership/collaboration:
GLOBAL		
UNDP	eradication of poverty, and the reduction of inequalities and exclusion	Research Mobilizing support for CSOs
WHO	Global lead on health matters	Trade and impact on health Research and advocacy
UNEP	Setting the Global Environmental Agenda	Environmental Rights Advocacy Research
REGIONAL		
EAC	Regional Integration	Capacity Building Policy convening Research
TJNA	Tax Justice Advocacy	Research and partnership in the Extractives and Natural Resource Governance Co-convening advocacy platforms
ActionAid	Working for a world free from poverty and injustice.	Climate justice Gender inequality Natural resource management
Oxfam	Advocacy focusing on the alleviation of global poverty. Work in Africa i.e. Pan Africa Program (PAP)	Climate Change Economic/Gender Inequality Natural Resource Governance
UNECA	Promoting economic and social development in Africa, foster intra-regional integration, and promote international cooperation for Africa's development.	Convening policy dialogues
EATGN	CSO platform working on tax & governance issues within the EAC region	Joint research on common areas of interest in the EAC region
AU	Continental body that envisions “An Integrated, Prosperous and Peaceful Africa, driven by its own citizens and representing a dynamic force in the global arena.”	Implementation of Agenda 2063 Continental Free Trade Agreement
NATIONAL		
Media Council	Setting media standards	Training of journalists Media awareness
KFS	Management and Conservation of Forests	Awareness Creation Conservation Research Policy review
Kenya Mining Chambers	Represents the interests of Kenya's miners, exploration companies, and mineral traders.	Research Advocacy

Senate	Law Making	Petitions Law review Role of counties
National Assembly	Law Making, Treaties Making Representation	Petitions Law review Representation
Community Groups	Community Voices	
NGEC	Focuses on Special Interest Groups, which include women, youth, persons with disabilities (PWDs), children, the older members of society, minorities and marginalized groups.	Research Policy Advocacy
AWEIK	Gender mainstreaming	Gender mainstreaming
LSK	Assist members of the legal profession, the government and the larger public in all matters relating to the administration of justice in Kenya	Public interest litigation Legal aid Advocacy
NLC	Manage Public Land, Recommend Policy,	Research Policy advocacy Resettlement
Ministry of Petroleum & Mining	Development and implementation of policies and programmes on the sector	Coordination in CSOs engagement in the sector Review of policies and programmes
KNCHR	Human rights	Human rights investigations Public sensitization
NEMA	Environmental Conservation	Monitoring EIAs Advocacy Litigation Occupational Health and Safety
Ministry of Foreign Affairs	Ratification/Accession to Depository and Custodian of all International Treaties, Agreements and Conventions where Kenya is a party. Liaison with International and Regional Organizations.	Working closely with the Directorate of Economic & Commercial Diplomacy
County Governments Council of Governors Economic Blocs	Organs established to support Devolved Government	Capacity building Compensation Public education
Ministry of Industrialization, Trade & Enterprise Development	Industrialization Policy Special Economic Zones Small and Medium Enterprise Training Development of Micro and Small Business Private Sector Development Policy	Training CSOs support & engagement Research
Ministry of EAC	Policy on East African Community East African Community Affairs Implementation of East African Treaty	Implementation of EAC Treaty Public engagement and sensitization

KNCCI	They advocate for the creation of a favourable commercial, trade and investment environment that supports enterprise expansion	Research Policy Advocacy Public education Fundraising
Universities	Education Knowledge generation	Research Training on extractives and mining courses Network and linkages
IEA	A think-tank that provides a platform for informed discussions in order to influence public policy in Kenya.	Research Joint fundraising Public engagements
KEPSA	It is the apex umbrella body set up to bring together business community in a single voice to engage and influence public policy for an enabling business environment	Research Policy dialogues Civic education
Parliament and specifically PBO (Parliament Budget Office)	Enacts legislations, oversight & reviews the conduct in office of the President, the Deputy President and other State officers	Capacity building Petitions Budget advocacy
Judiciary	Interprets and applies the law in the country	Dispute resolution Public education Compensation Enforcement of laws Sexual and Gender Based Violence
Public	Beneficiaries or victims of policies and programmes	Support for the work Source of intel Political influence
Kenya Revenue Authority	Collects revenue on behalf of the Government of Kenya.	Compliance Civic education Research
KAM	They are the front and centre in driving fact-based policy advocacy towards the formation of industrial policies to strengthen and support the country's economic development	Research Policy dialogue Civic education
TMEA	It works closely with East African Community (EAC) institutions, national governments, the private sector and civil society organisations to increase trade by unlocking economic potential through reducing barriers to trade and increased business competitiveness	Research Policy dialogue Resource mobilization
KWS		Human Wildlife Conflict

8.2 Annex 2: Members of HMK

Table 7: Annex 2 - Members of HMK

Member	About their work & contacts
The National Council of Churches of Kenya (NCCCK)	NCCCK is a fellowship of Protestant Churches and Christian organizations registered in Kenya. Its motto is 'For Wananchi' which means 'For Citizens.' This motto has been exemplified in NCCCKs long involvement in public service, advocacy and social responsibility in Kenya. It is a member of the Fellowship of Christian Councils and Churches in the Great lakes and Horn of Africa and the Fellowship of Christian Councils in Southern Africa. For more info visit www.nccck.org
Kwale Mining Alliance (KMA)	Kwale Mining Alliance (KMA) is a CSO-led loose network of likeminded grassroots organizations that are registered and operating in Kwale County. For more info visit https://hudacbo.org/
Kenya Conference of Catholic Bishops (KCCB)	KCCB is the assembly of the Catholic Bishops in Kenya united and exercising together their Pastoral offices over Christ's faithful, as shepherds of the Catholic Church in Kenya which they together promote by forms and means of apostolate suitable to the circumstance of place and time in accordance with the law, to promote the greater good which the Church offers to all Mankind (CIC 447). The authority of the Kenya Conference of Catholic Bishops is vested in the Ordinary and Extraordinary Plenary Assembly. Current there are 26 Catholic jurisdictions spread over 4 metropolitan provinces among them 4 Archdioceses, 20 Dioceses, 1 Apostolic Vicariate and 1 Military Ordinariate. For more info visit www.catholicchurch.or.ke
Catholic Justice and Peace Commission (CJPC)	CJPC was formed in 1988 as the executive arm of the Kenya Conference of Catholic Bishops (KCCB) on matters of peace and justice. The CJPC works to fulfil one of the KCCB objectives, that is, to promote justice and challenge oppression structures in society. CJPCs broad perspective is to sensitize individuals, communities and the whole nation on justice, peace issues and their respective roles and duties in addressing peace development, human advancement and human rights. For more info visit www.cjpc.kccb.or.ke
Catholic Diocese of Kitui (CJPC-KITUI)	CARITAS Kitui is the development department of the catholic diocese of Kitui, established in 1978 as development department and branded as Caritas in 2010. It aims at promoting sustainable human dignity, improved livelihoods and a just society with participation of community. Caritas Kitui operates within Kitui County. For more info visit www.caritaskitui.org
Grassroots Organizations Operating Together in Sisterhood (GROOTS-Kenya)	GROOTS is a national movement of grassroots women-led community-based groups (CBO) and self-help groups (SHG). Its mission is to facilitate grassroots women effective engagement in development through movement building, leadership and advocacy. For more info visit www.grootskenya.org
ECONEWS Africa (ENA)	ENA is a Pan-African research and advocacy organizations which works to bridge the local, national, regional and global information gaps on development issues, in particular on resource management, environmental integrity, globalization and an overarching need for access to timely and

relevant information. Its mission is to work in partnership with organized communities including CBOs and NGOs, towards active participation in decision-making on sustainable development by promoting timely and strategic information flows at all levels.
For more info visit www.econews-africa.org

<i>INUKA Kenya Ni Sisi! Ltd</i>	<p>Ni Sisi is an ideology born of hundreds of honest conversations of Kenyans across the country. Despite markedly different challenges to life from one town to another, a few things stand out. All Kenyans have a few things in common. Kenyans feel dis-empowered to engage their leaders in day to day civic matters. Kenyans do not trust the security apparatus Kenyans feel left out of the economic fruits the elite are always talking about. Ni Sisi! Starts at the bottom, connecting individuals and a wide variety of grassroots organizations working for positive social change around a set of core values.</p> <p>For more info visit www.nisisikenya.org</p>
Kenya Human Rights Commission (KHRC)	<p>KHRC is a non-governmental organization founded in 1992 and registered in 1994. The commission campaigns to create a culture in Kenya where human rights and democratic culture are entrenched. It does this through monitoring, documenting and publicizing rights violations.</p> <p>For more info visit www.khrc.or.ke</p>
DIAKONIA Kenya	<p>It is an international development organization with Christian values that works together with local partner organizations for sustainable change for the most vulnerable people in the world In Kenya, Diakonia works with democracy and human rights, social and economic justice and disaster reduction and resilience Together with our partner organizations we raise awareness among citizens about their rights and responsibilities and mobilize people to take action and exert influence regarding common interests.</p> <p>For more info visit www.diakonia.se</p>
Kenya Land Alliance (KLA)	<p>Formally a trust and registered as an NGO, was established to create an institutional mechanism to advocate for enabling land laws and policies in order to ensure secure and equitable access to land and natural resources in Kenya.</p> <p>For more info visit www.kenyalandalliance.or.ke</p>
International Commission of Jurists (ICJ)	<p>ICJ is comprised of up to 60 lawyers (including senior judges, attorneys and academics) dedicated to ensuring respect for international human rights standards through law. Commissioners are known for their experience knowledge and fundamental commitment to human rights. The composition aims to reflect geographical diversity of the world and its many legal systems. The Kenyan section of the International Commission of Jurists is a non-governmental non-profit and a member-based organization. ICJ Kenya is the only African national section. It is affiliated with International Commission of Jurists, Geneva, but operates autonomously. ICJ Kenya is registered as a society under the Societies Act.</p> <p>For more info visit www.icj.org</p>
Inter-Religious Council of Kenya (IRCK)	<p>IRCK is a coalition of all major faith communities in Kenya that works together to deepen interfaith dialogue and collaboration among members for a common endeavour to mobilize the unique moral and social resources of religious people and address shared concerns.</p> <p>For more info visit www.interreligiouscouncil.or.ke</p>

<p>Anglican Development Services Kenya (ADS) <i>Transparency International – Kenya</i></p>	<p>ADS is charged with the church’s development issues. ADS Kenya partners with other churches, NGOs, ecumenical bodies, funding partners & the Founded in 1999 in Kenya, TI-Kenya is a not-for-profit organisation with the aim of developing a transparent and corruption-free society through good governance and social justice initiatives. TI-Kenya is one of the autonomous chapters of the global Transparency International movement that is bound by a common vision of a corruption-free world. The global movement provides a platform for sharing knowledge and experience, as well as developing strategies to respond to regionally distinct patterns of corruption.</p> <p>For more information visit: https://tikenya.org/</p>
<p>Association for Women in Extractives and Energy in Kenya (AWEIK)</p>	<p>AWEIK is an organization that provides women with opportunities for equitable professional and economic development within Kenya’s extractive industry AWEIK awakens women’s potential in oil gas and mining through lobbying, branding member capacity development and business development services. www.aweik.or.ke</p>
<p>International Institute for Legislative Affairs(IILA)</p>	<p>IILA is a not for profit organization that works closely with policy making institutions, government departments, members of parliament and other stakeholders in the legislative process to draft and advocate for pro-people policies and legislation. IILA’s mandate is to engage stakeholders in the policy and legislative process to facilitate the enactment and implementation of policies and legislation that have a positive impact on the lives of people. For more info visit www.ilakenya.org</p>
<p>International Road Federation (IRF)</p>	<p>IRF is a global not- for- profit organization headquartered in Washington, DC since 1948 and supported by regional offices throughout the world The IRF serves a network of public and private sector members in more than 70 countries by providing world class knowledge resources, advocacy services and continuing education programs which together offer a global marketplace for best practices and industry solutions.</p> <p>For more info visit www.irf.global</p>
<p>PACT</p>	<p>A non-profit international development organization founded in 1941, Pact works on the ground in nearly 40 countries to improve the lives of those challenged by poverty and marginalization. Pact strives for a better world where all people are heard, capable and vibrant. In partnership with the European Union Trust Fund for Africa, Pact is empowering communities in Kenya to build peace and prosperity along the country’s borders. Using systemic solutions that address root causes of cross- border conflict, Pact works directly with local communities to strengthen conflict management systems and build the capacity of regional and national institutions to stem conflict. Pact engages local government agencies, women, religious leaders, security forces and people vulnerable to engaging in conflict and violence. Pact also works to promote economic development and greater resilience to reduce insecurity and instability.</p> <p>For more info visit www.pactworld.org</p>



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