



INUKA KENYA NI SISI!

**FROM MADHARAU TO HESHIMA
STRATEGIC PLAN 2025 AND BEYOND**

From Madharau to Heshima

STRATEGIC PLAN 2025 AND BEYOND

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To our dedicated staff, we extend our deepest thanks for the long hours and thoughtful engagement that went into revisiting and refining our strategy in light of emerging issues. Your commitment and hard work continue to be the backbone of Inuka’s growth and impact.

We also recognize and appreciate all the individual and organisational partners and collaborators we have worked with since the inception of the organisation. Your contributions have been vital in helping us test and refine our strategic approaches as we continue on our journey towards realizing dignity for all.

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Ahsanteni sana.

Dr. Kawive Wambua

Chief Executive Officer
Inuka Kenya Ni Sisi! Ltd

Glossary of Terms

Maisha	Livelihood
Ni Sisi!	“It is us!” A movement that encourages Heshima, peaceful coexistence, and prosperity, and urges us to take charge of the public sphere currently dominated by the political class and transform it into lasting change created by and for Kenyans.
Heshima	Humane treatment.
Madharau	Inhuman treatment.
Dignity	A state of living that is devoid of want and where heshima and social justice are realised.
Utu	Our shared humanity, based on common aspirations for dignity in livelihoods that are affirmed by the implicit understanding that life is given meaning by community.
Community	A group of people having a common interest.
Movement	A collective of people with similar goals emanating from shared ideologies, needs, and aspirations, and who have decided to take action towards achieving their goals.



PART 1 BACKGROUND

About Inuka Kenya Ni Sisi! Ltd

Inuka Kenya Ni Sisi! Ltd is a Kenyan grassroots social movement organisation founded in 2009. Initially registered as Inuka Kenya Trust, Inuka later incorporated itself as a Company Limited by Guarantee – Inuka Kenya Ni Sisi! Limited - on 19th June 2012. Inuka Kenya Ni Sisi! Ltd sought to address the challenges Kenya faces in light of the effects of the Post-Election Violence that ensued after the 2007 Kenyan General Elections, as well as the social, demographic, environmental, and governance transitions underway in the country. At the heart of the organisation's work is the creation and building of 'Ni Sisi!', a social movement that seeks to unite Kenyans to forge a collective identity, drive transformation amongst citizens and in leadership to improve maisha for all Kenyans. As a Company Limited by Guarantee, Inuka Kenya Ni Sisi! Ltd does not have a share capital, shareholders, profits, or dividends at any time. The institution has complied with all aspects congruent to this legal standard.

Key Historical Events

Between **2009 and 2010**, John Githongo travelled around Kenya for 18 months with an aim to understand the State of the Nation from citizens. The report titled *From Madharau to Heshima*, launched on 15th April 2010, formed the basis of founding the organisation.

In **2009**, Inuka Kenya Ni Sisi! Ltd worked with Lamu Environment Protection and Conservation group (LEPAC), a community-based organization engaged in the "Save the Lamu Archipelago" campaign.

In **2010**, Inuka Kenya Ni Sisi! Ltd worked with Sauti Ya Wanawake (SYW), a community-based organisation in Lamu, and supported it to strengthen its human rights work through increased advocacy for women's rights, education, and health.

In **2011 and 2012**, Inuka's Elimu ya Ugatuzi programme sought to improve civic participation and engagement of the Kenyan electorate in the general elections and subsequent devolution.

In **2012**, Inuka Kenya Ni Sisi!'s Peace through Prosperity (PTP) programme aimed to work with Nairobi youth to create a culture of peace and prosperity. The basic platform for engagement with youth was through the organised Youth Chapters for them to increase their voice, enhance engagement and participation in governance, engage in social development, and improve their livelihoods. The programme saw the formation of over 700 Youth Chapters.

From **2012**, Inuka Kenya Ni Sisi! Ltd implemented a civic engagement initiative - Sauti Yetu. By 2022, Sauti Yetu had operated in 74 wards in 6 counties (Nakuru, Nairobi, Kisumu, Kericho, Kakamega, and Garissa), reaching approximately 487,654 people.

Before the general elections of **2013**, Inuka Kenya Ni Sisi! Ltd implemented the Uongozi Initiative campaign. This campaign highlighted qualities and values the country requires in its leadership for it to fully achieve its potential. Approximately 7 million people were reached.

Between **2012 and 2016**, Inuka built the capacity of Langata Youth Network, Harambee Toto Initiative, Kibagare Associates Youth Organisation, and Mukuru Youth Initiative in digital advocacy.

In **2013**, Inuka Kenya Ni Sisi! Ltd launched Maskani Ya Taifa (MYT), an iterative online-offline, issue-based, and agenda-setting advocacy platform. By 2022, Maskani Conversations occupied 9 spaces across 9 Counties in Kenya (Nairobi, Nakuru, Eldoret, Kisumu, Garissa, Kericho, Mombasa, Kwale, and Kakamega).

Inuka Kenya Ni Sisi! Ltd in values incubation, works alongside the Kenya Values Trust (KVT), founded in July **2015**. Among the initiatives of KVT is a premier school in Butere, Western Kenya – the Glory Value School.

In **2016**, Inuka Kenya Ni Sisi! launched the Kesho Initiative that engages citizens to continuously reflect, re-member, and re-envision their society. The Elephant (theelephant.info) platform is Kesho's premier platform. It has a current monthly readership of 50,000 from over 170 countries around the world.

In **2018**, Kesho Initiative operated The E-Review, the Uongozi Lab, and the Elephant.edu platforms.

In **2018**, Inuka focused on movement building. It has been the fiscal host of the Kenya Tuitakayo Movement (KTM), Kongamano la Mageuzi, and was instrumental in the Muungano wa Mageuzi movement. It has also supported movements in the East African region, including the Twenze2 Movement in Tanzania.

Inuka developed and launched the Transformative Agenda for Kenya: 2021 – 2050, which is a strategic engagement framework for the transformation of Kenya.

In **2022**, Inuka inaugurated the East Africa Wellness Hub – an initiative focused on the wellness of civic actors across the East African region, in particular.

Ni Sisi! has, over the years, forged partnerships and participated in issue-based coalitions, alliances, and collaborations. Some of these platforms include; the Kenyans for Peace with Truth and Justice (KPTJ), Kura Yangu Sauti Yangu (KYSY), The Devolution Forum, Haki Madini Kenya, The Guardian Global on End FGM, Haki na Uongozi Bora, Kenya National Values and Principles Working Group, Mathare Social Justice Center, Miss Koch, Tangaza University College, Umande Trust, Code for Africa, Africa Uncensored, Social Justice Centres Travelling Theatre, Civic Freedoms Forum (CFF), The Angaza Movement, Okoa Uchumi Initiative, National Integrity Alliance (NIA) and Wazalendo Foundation in Tanzania. The COVID-19 pandemic from 2020 allowed Inuka and its programmes to adopt a hybrid working model – both physical and digital. The infrastructure and lessons learnt from this continue to inform the working culture and approach of the entire institution.

SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Inuka Kenya Ni Sisi! operates within an enabling policy environment grounded in non-discrimination and inclusivity. • Inuka Kenya Ni Sisi! maintains a strong digital presence through platforms such as Maskani Ya Taifa (MYT) and The Elephant, enabling broad outreach and engagement. • Inuka Kenya Ni Sisi! is powered by a vibrant and dynamic board and staff committed to the organization's mission and values. • Inuka Kenya Ni Sisi! runs innovative and adaptive programs, including <i>theelephant.info</i> and the Wellness initiative that respond effectively to shifting social and political contexts. • Inuka Kenya Ni Sisi! enjoys strong goodwill and support from reputable development partners. • Inuka Kenya Ni Sisi! benefits from a solid institutional history that reinforces its credibility and strategic direction. 	<ul style="list-style-type: none"> • Limited visibility – Inuka does not communicate effectively to its public, especially on programmes and projects • Resource constraints – particularly limited funding. • Staffing well below the optimal staff establishment strains programme implementation • Lack of sufficient and up-to-date policy frameworks • Communication flow within is hindered by delays in internal communication • Inuka Kenya Ni Sisi! faces stakeholder relationship challenges, particularly in strengthening engagement with partners and grassroots movements, which are essential for amplifying impact.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Inuka can leverage staff expertise to strengthen its resource mobilization efforts through improved grant writing, donor engagement, and partnership building. • The ability to communicate impact more clearly presents a significant opportunity to attract broader support from communities and partners. • The rise in internet penetration, AI, and social media use across Kenya provides Inuka with a powerful platform for expanding digital advocacy and engagement. 	<ul style="list-style-type: none"> • Shifting donor priorities are compounded by global political events like the Ukraine conflict and cuts from major funders such as USAID. • Shrinking civic space and increasing government crackdowns on civil society in the East African region. • Regional instability from conflicts in the Horn of Africa and the Great Lakes Region. • Digital threats, platform restrictions, and the existing digital divide

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Exploring alternative financial sustainability models such as crowdfunding and membership schemes can provide additional revenue streams to support institutional and programmatic goals. • Strengthening partnerships and collaborations with both local and international actors offers an opportunity to amplify impact, access new resources, and enhance strategic positioning. • The potential monetization of different departments, such as offering digital tools or engaging MYT in amplification as an influencer, opens up innovative pathways for institutional income generation and brand visibility. 	<ul style="list-style-type: none"> • Sectoral challenges such as unhealthy competition, lack of effective collaboration among CSOs, and the gatekeeping by some civic actors. • Public apathy and resistance to change, fuelled by a lack of awareness or disinterest in civic duty and socio-cultural barriers. • Overdependence on external funding poses significant threats to the financial sustainability of Inuka Kenya Ni Sisi!



PART 2

STRATEGIC IMPERATIVES

Why this Strategy?

The Inuka Kenya Ni Sisi! Ltd strategy emanated from comprehensive internal and external consultations beginning in 2017 through 2018, with a review in January 2023 and in March 2025. The strategy seeks to strengthen the institution's organisational capacity to implement its programme work within a changing environment and evolving operational context. The strategy development process utilised the scenarios as building blocks towards identifying strategic direction and consequently key priority intervention areas. The scenarios approach as a tool of determining an organisational strategic direction offers an opportunity to understand key factors and influences as the hinge for possible 'futures.' In the case of Inuka, the key factors identified in 2018 were: leadership accountability, inequalities, and the role and type of civil society. The combination of these factors resulted in four possible scenarios for Kenya and Inuka (as a CSO). These were: non-accountable leadership, low levels of inequality and government-owned CSOs; non-accountable leadership, high levels of inequality and foreign-owned CSOs; accountable leadership, high levels of inequality and "privatised" CSOs; and, lastly, accountable leadership, low levels of inequality and grassroots organising civic movements. These scenarios were interrupted by the unravelling witnessed due to the COVID-19 pandemic issues and the governance debacle witnessed shortly after in Kenya.

With the pervasive impunity of the government in the years leading up to the 2022 elections, two critical things happened. Firstly, the "handshake" between the opposition leader and the president collapsed the opposition, and the consequent Building Bridges Initiative changed the terrain of advocacy in Kenya. Secondly, the farcical elections of 2022 brought to power a corrupt and retrogressive regime that has, in two short years, cannibalised all reforms that we have collectively gained as a country from 1991. The Executive has compromised all independent arms of government (both Parliament and Judiciary) and independent constitutional commissions and offices. This has led to executive fiat. Also, the government systematically crushed dissent by Gen Z and Kenyans in general, through extrajudicial executions and fomenting a reign of terror through abductions, enforced disappearances, torture, and media censorship. High taxation by the state has led to an economic meltdown, with many companies shutting down or leaving the country, thus aggravating unemployment and negatively impacting livelihoods. Therefore, Inuka came up with the following scenarios that would help it navigate the new environment:

The Status Quo Scenario

Kenya's governance system remains rooted in colonial-era structures that concentrate power and wealth in a small elite that is resisting the full implementation and realization of the 2010 Constitution to maintain control. Despite provisions for decentralization and transparency, institutional oversight remains weak, corruption thrives, and political patronage dominates. Growing authoritarianism, militarisation, state surveillance, and human rights violations (including abductions, infringement on media freedoms, and extrajudicial killings) are used to suppress dissent. Additionally, the co-optation of the religious sector has further legitimized the status quo. As frustration grows, the public is likely to respond through protests, digital activism, the rise of alternative movements, or apathy and disengagement. The recent Gen Z movement has disrupted this system, prompting the ruling class to tighten control by weaponizing institutions, restricting civic space, and leveraging international alliances. To sustain their dominance, the elite may continue securitisation, manipulating legal and institutional frameworks, perpetuating economic exclusion, and undermining democracy. Meanwhile, global actors who are more concerned with geopolitical stability than justice will form alliances with Kenyan elites, enabling continued governance failures.

The Instability Scenario

Kenya's ongoing instability is deeply entrenched in a rentier system of governance, where state power is primarily used for resource extraction, patronage, and elite consolidation, rather than promoting inclusive public service delivery and accountability. This extractive governance model sustains corruption, weakens institutions, and erodes public trust, creating a fertile ground for authoritarian tendencies, ethnic polarization, and economic exclusion. Leadership failures, such as the current administration's fixation on populist pledges that are often detached from grassroots realities, highlight the governance culture driven more by rent-seeking interests rather than by national development. Scandals like the KEMSA heist, fertilizer subsidy fraud, and opaque e-Citizen transactions further exemplify the entrenched culture of looting, with programs like the affordable housing initiative revealing how state capture is being disguised as public policy. A shrinking civic space, policy unpredictability in key sectors, and compromised oversight institutions may create a volatile situation where violence and unrest could easily be mobilized to maintain elite control. This may fuel identity-based divisions and normalize tribal militias, further destabilizing efforts to build inclusive civic cohesion.

The Resistance Scenario

This scenario envisions a coalescing of diverse groups opposing the erosion of Kenya's constitutional gains. It includes veteran pro-democracy activists, young civic movements, civil society organizations, and fragmented elite members repositioning themselves as 'reformers' for self-preservation. This broad coalition will be driven by various key actors such as youth-led movements across counties, civil society groups advocating for human rights and governance reforms, and faith-based organizations which have historically played significant roles in governance advocacy. Trade unions and professional bodies, including the Kenya Medical Practitioners, Pharmacists, and Dentists Union (KMPDU) and the Law Society of Kenya (LSK), are increasingly taking political stances, while opposition political leaders, although fragmented, may align with resistance movements. The business community's stance remains uncertain amidst worsening conditions, but they may join resistance efforts as economic pressures mount. The Kenyan diaspora, with its financial muscle, also plays a significant role in supporting these efforts. A free press, despite increasing pressures, remains pivotal in shaping public discourse and exposing state excesses. The resistance will likely take multiple forms, including civic, legal, political, and economic actions. However, the government may respond with repression, including the use of security forces to suppress dissent, arbitrary arrests, abductions, extrajudicial killings, legal harassment, and co-option.

The Transformation Scenario.

A transformation scenario would bring together those committed to fundamentally overhauling the entire system of governance in Kenya. For transformative change to occur, several key conditions must be met. These include the acknowledgment that change is necessary, a clear understanding of the systemic issues, and the identification of specific areas such as policies, the Constitution of Kenya (CoK), and technology that require change. Political goodwill is essential, along with a critical mass of actors who are committed to driving the change. Additionally, a sense of patriotism or ubuntu, uniting citizens around a shared vision for the nation's future, will be crucial for creating the momentum required for transformation. This is a highly unlikely scenario in the Kenyan context, at least in the short to medium term.

These four scenarios presented Inuka with new challenges and options for engagement. This necessitated a review and recasting of the strategy that would guide the organisation in achieving its goal of a life of dignity for all.

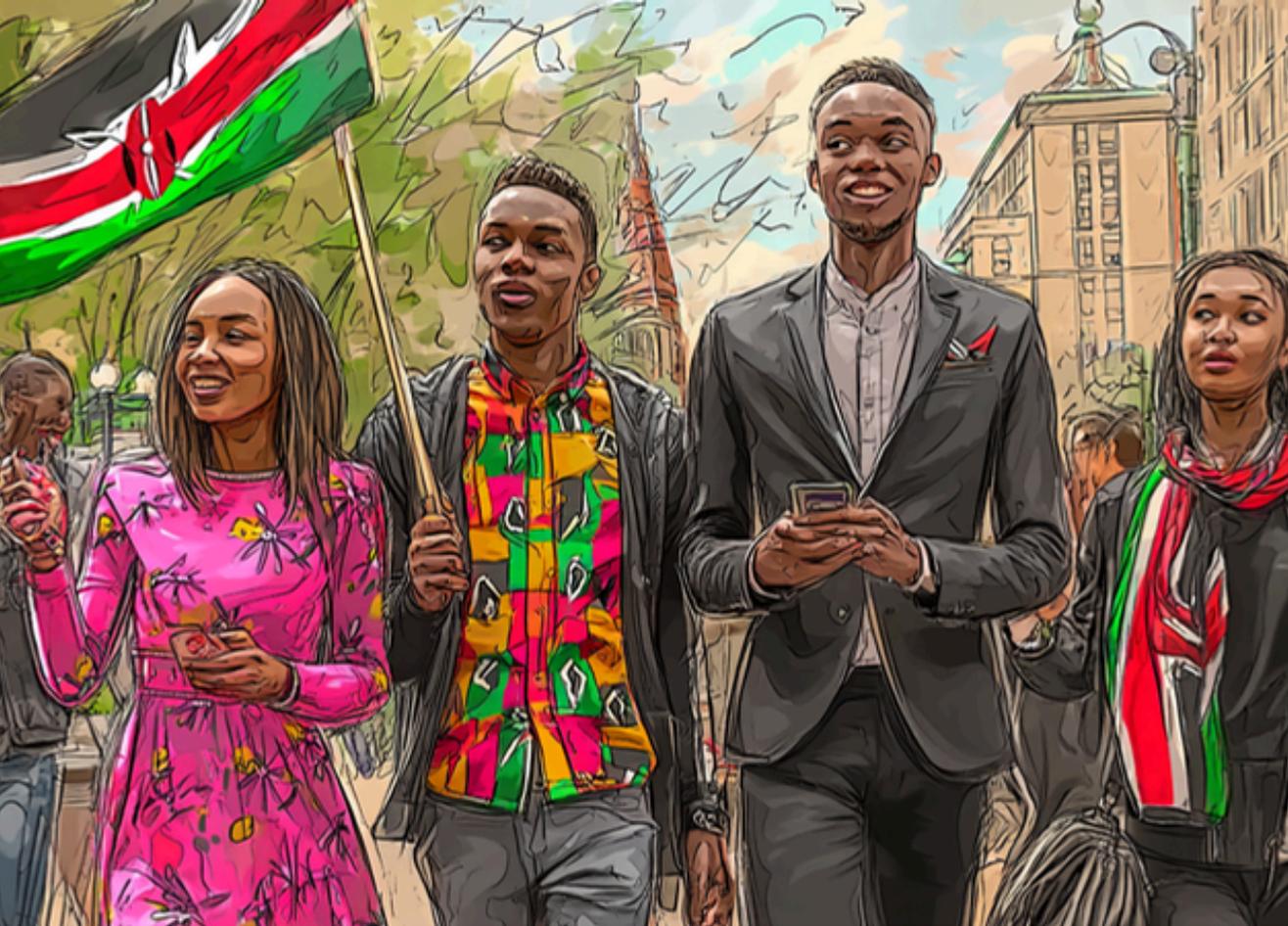
THEORY OF CHANGE

GIVEN Kenya’s governance system remains trapped in colonial-era power structures, elite dominance, political patronage, institutionalized corruption, growing authoritarianism, and a shrinking civic space that denies citizens equitable service delivery, deepens inequality, and erodes human dignity,

IF Inuka Kenya Ni Sisi! builds grassroots alliances, advances civic education, leverages digital advocacy, promotes legal and policy reforms, and curates narratives that aim to restructure the public sphere while fostering a resilient collective civic identity and intentionally prioritizes the holistic well-being of civic actors;

THEN, citizens’ civic competence and agency will be strengthened, leadership will become more transformative, governments will be more accountable, and service delivery will be more responsive;

AND THEREFORE, Kenya will evolve into a peaceful, inclusive, and well-governed society anchored in dignity, justice, and the values of Utu.



PART 3 **ORGANISATIONAL IDENTITY**

Goal

To create and facilitate a social movement (Ni Sisi!) that works to restructure the public sphere.

Vision Statement

A peaceful, united, and well-governed Kenya where dignity for all is guaranteed.

Mission Statement

To empower Kenyans to have civic competence and agency for collective action to enhance social justice.

Approaches

Inuka Kenya Ni Sisi! Ltd facilitates the consolidation of a Kenyan identity that affirms the individual as an African and global citizen and empowers Kenyans to use information, express their views, and take initiative aimed at improving their lives and holding governments accountable. In the process, Kenyans will understand that their shared experiences and hardships should bind them rather than divide them. Inuka will achieve this through a variety of interlinked approaches as stipulated below:

- Empowerment of citizens - access to information, freedom of expression, and taking initiative for their socio-economic welfare (knowledge generation, management, and sharing).
- Demand for good governance - as a means to achieve socio-economic growth and equality of opportunity for all Kenyans.
- Agitate for a collective identity(ies) - a common human struggle for dignity based on Utu.
- Build a critical mass - unifying/building/facilitating a critical mass of like-minded people/groups/citizens working towards a better society under the Inuka 'Ni Sisi!' umbrella.
- Capacity building of youth, women, and marginalised populations and communities, to ensure they have the civic competence to enable them to advocate for their welfare.
- Curating wellness initiatives for civic catalysts – to create safe processes, spaces, and places that provide respite/ relief for civic catalysts.

Guiding Values

Inuka Kenya Ni Sisi! believes in the core values of Respect, Diversity, Self-belief, and Utu. Heshima (Respect): Mutual respect and Dignity. Ni Sisi! encourages mutual respect for all, regardless of social, cultural, political, or economic status.

Diversity (Inclusion and harmony): Ni Sisi! believes that our diversity is what glues us together as a nation. Diversity recognises inclusivity and harmony among all Kenyans.

Ni Sisi! (Self-Belief): Ni Sisi!'s rallying call is that Kenyan problems require Kenyan solutions, and together we Kenyans must rise to take charge of our destiny (Ni Sisi!)

Utu: Ni Sisi! believes in the utu philosophy of “I am because you are” – that an individual's humanity is inextricably linked to the humanity of others, and that recognizing and respecting all people is essential for creating a just society.

Strategic Objectives

The pillars and strategic objectives thus derived from this process are:

Transformative Leadership and Governance Pillar:

Strategic Objective 1: To create and curate narratives that seek to transform leadership and governance to be in accord with Utu.

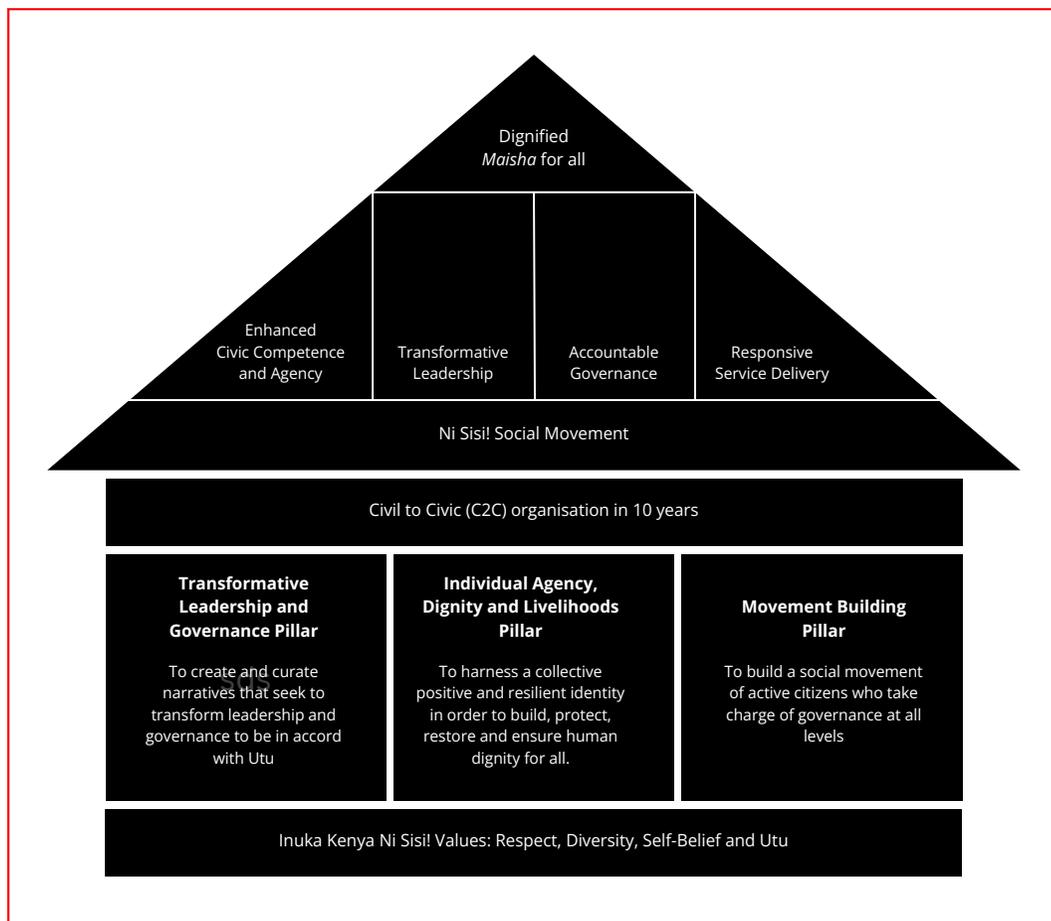
Individual Agency, Dignity and Livelihoods Pillar:

Strategic Objective II: To harness a collective positive and resilient identity to build, protect, restore, and ensure human dignity for all.

Movement Building Pillar:

Strategic Objective III: To build a social movement of active citizens who take charge of governance at all levels.

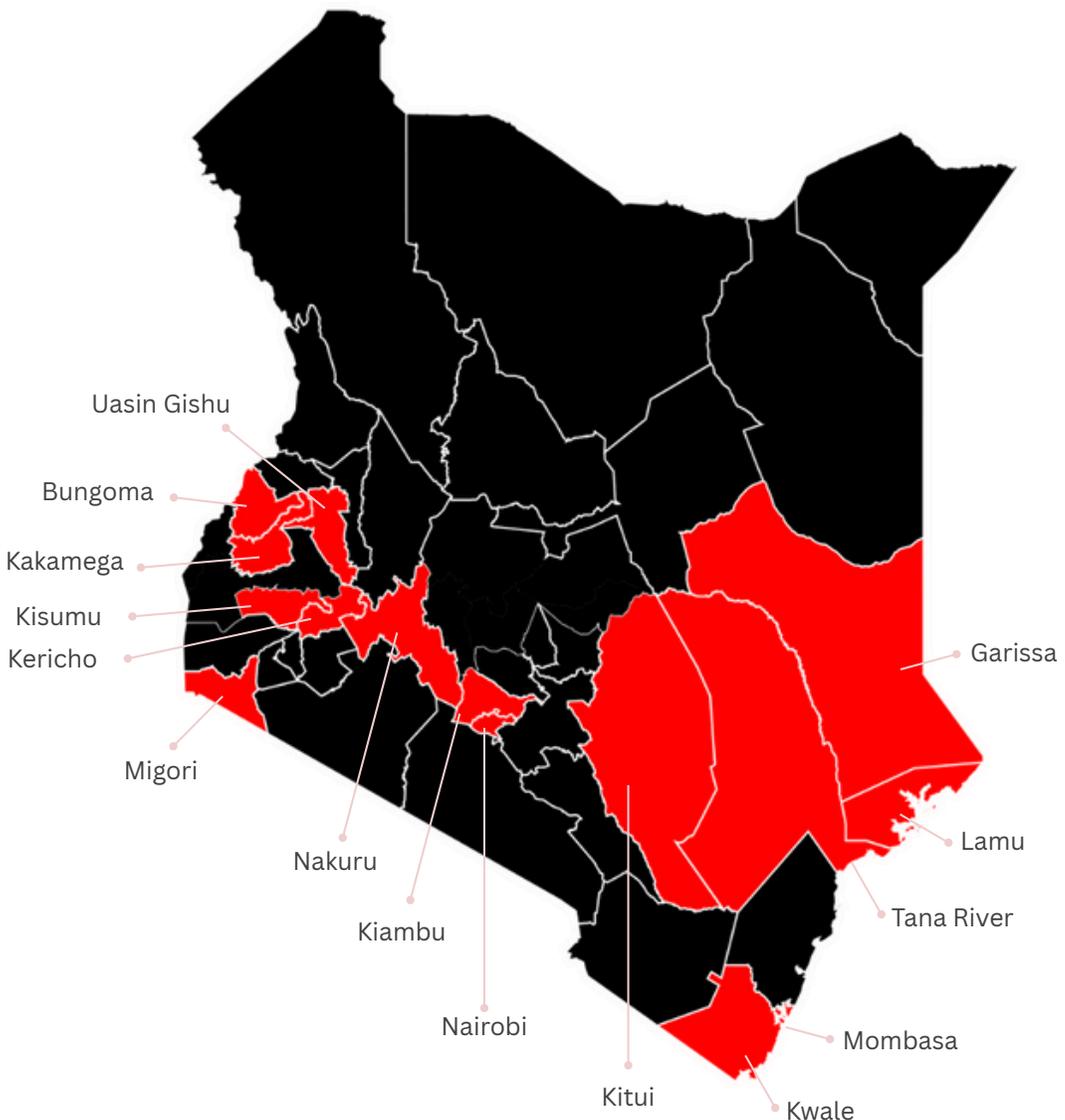
Inuka Kenya Ni Sisi! envisages that the three strategic objectives will thread and weave into each other at the local level to provide a tight rope that leads to activating citizens to take charge of their citizenship and governance processes. As such, the three are the key pillars in the pursuit of a Ni Sisi! social movement as illustrated below:



Counties of Focus

Through its activities over the years, Inuka Kenya Ni Sisi! has forged and created a programmatic presence in various counties. In considering target counties for this strategy, Inuka Kenya had identified 24 counties as potential areas of conflict, disenfranchisement, exclusion, and exploitation by the state, leaders, and local or international corporations. The indices specifically focused on: marginalisation and exclusion, political violence, extractive economy, and ethnicity (clannism, jingoism, and elite fragmentation). In the post-2022 elections period, the questions of rapid urbanisation, a growing youth bulge, economic distress, over taxation, exploitation of natural resources, poverty, and livelihood challenges have changed the terrain. Inuka thus identified 15 counties that represent the varied geographies of Kenya to be the target counties in the life of this strategy.

The organisation will work in the following counties over the next five years.

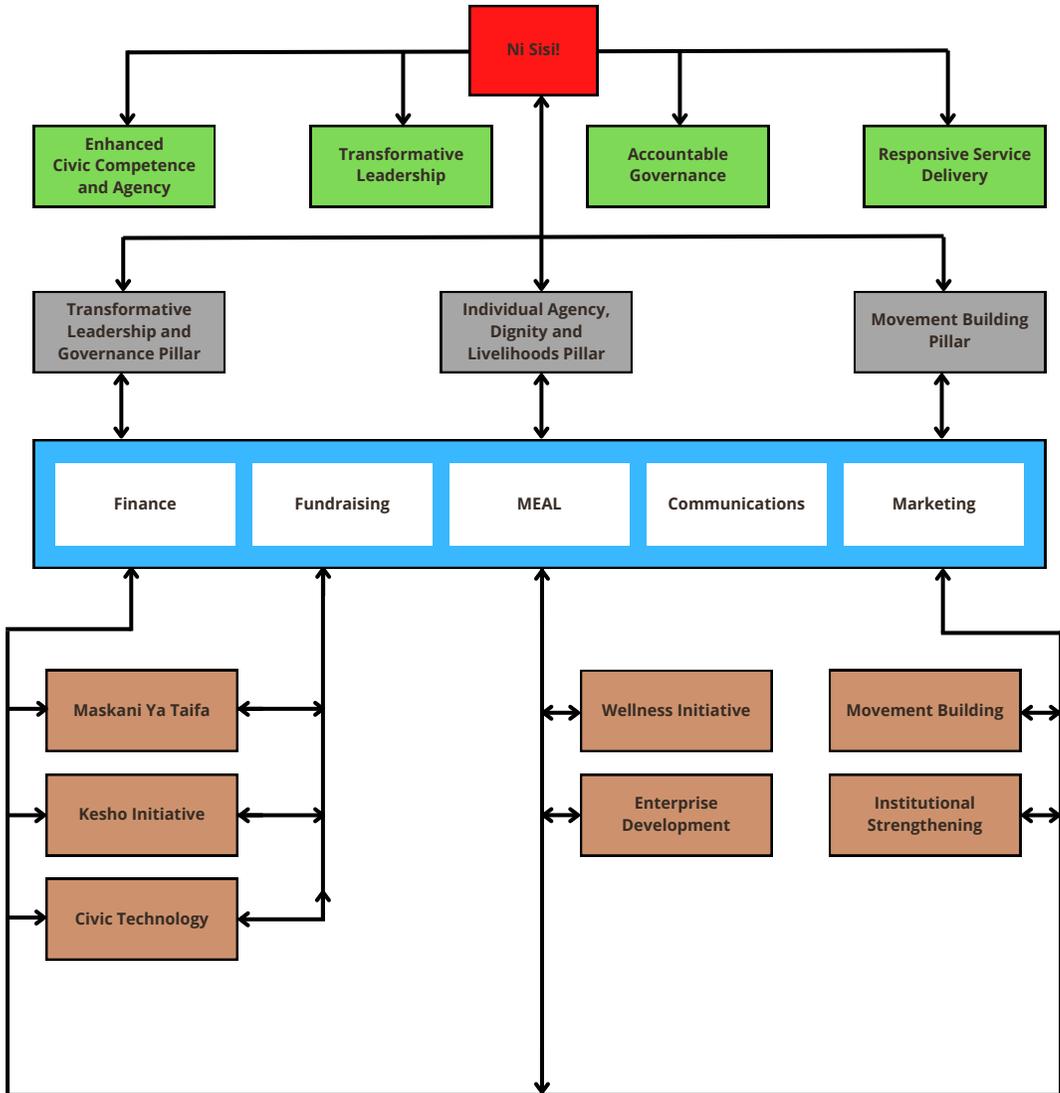




PART 4 **REALISING THE STRATEGY**

Implementation Matrix

The implementation matrix describes the process that Inuka will deploy to achieve a social movement and a mechanism to transition from a civil society organisation to a social movement. The figure below illustrates programmatic flow as envisioned in this strategy moving forward.



PROGRAMMES

TRANSFORMATIVE LEADERSHIP AND GOVERNANCE PILLAR

Strategic Objective 1: To create and curate narratives that seek to transform leadership and governance to be in accord with Utu.

Leadership and governance define the way a society functions. The allocation and use of resources to provide services is determined by leaders, and the narratives and practices (plans and execution) are critical components. Kenya suffers a deficit of leadership. Governance institutions and frameworks are compromised in many ways – including capture and misalignment. An active drive for change is inevitable if human dignity for all is to be realised. Under this pillar, Inuka shall use technological tools to refocus societal narratives towards Utu. Technology is becoming pervasive in people’s daily lives as it is easily accessible and connects people faster. The spaces for making change happen have been and will continue to be transformed by technology. Inuka must continue to be at the forefront of adapting and utilising the advances in technology. It is disruptive and revolutionary in how it gives people access to knowledge, income, education, entertainment, and information. Technology is also cheaper to utilise in engaging people and has an immediate impact.

There will be three programmes under this pillar:

Maskani ya Taifa

Kesho Initiative

Civic Technology



Maskani Ya Taifa

Programme Objective: To disrupt and replace narratives that are detrimental to political participation and civic engagement.

About Maskani ya Taifa

It is an iterative online-offline, issue-based, and agenda-setting advocacy platform. The platform utilises both citizen hubs and technology as a channel to mobilise citizens to engage on pertinent contextual issues and participate in their own governance. Within this strategy, Inuka will harness its utilisation of digital technology and online presence towards the disruption and replacement of narratives that are detrimental to political participation and civic engagement.

Priority Focus 1: Creation of Citizen Hubs

Inuka holds that virtual and digital spaces enhance the rights of Kenyans to participate in their governance. Therefore, we will seek to expand to more hubs and ensure sustained engagement with hubs in 15 counties. In collaboration with the Kesho initiative, MYT shall strive to establish citizen hubs (including in institutions of higher learning), provide content for education and social justice discourse, and mobilize citizens in their spaces to participate in their own governance.

- Establish, expand, strengthen, and ensure functional operational citizen hubs: Ni Sisi! shall leverage the utilisation of technology through enhanced online/offline mobilisation and organising for the establishment of citizen hubs in each of the 15 target counties. Deliberate efforts will be made to ensure inclusivity, particularly for marginalized communities, youth, and persons with disabilities (PWDs), through accessible design, co-creation, and tailored programming. Offline youth will be reached via community spaces and low-tech tools such as SMS, USSD, and civic kits, while mobile pop-up hubs and community facilitators will enhance reach in remote areas. To ensure the sustainability and productivity of hubs beyond MYT activities, the initiative will integrate civic engagement with livelihood skills, align discussions with public participation processes, and support youth-led innovations as catalysts for community transformation.
- Establish a mechanism for learning and capacity development: Ni Sisi! shall invest in capacity building of hubs to foster engagement of young people in social justice discourses and build the capacity of young people to engage on pertinent issues affecting their daily lives. Ni Sisi! aims to provide the requisite skills for the identification of contextual issues, prioritisation, and execution of online campaigns coupled with offline action and support for individual initiatives. Some of the contextual issues shall be derived from communities through the Sauti Yetu Initiative, and will link with Community Action Group activities and civic engagement efforts. This will also be a source to grow writers, activists, and commentators on socio-political issues.

Priority Focus 2: Establishment of Digital Platforms

Inuka shall establish a functional and robust digital platform to enhance civic dialogue and citizen-driven campaigns. The platform will serve as a digital hub for critical analysis and multimedia content – including articles, podcasts, and videos. It will also host an open public forum that enables citizens to engage in dialogue, debate ideas, and share experiences on local and national issues. It will have the following key components:

- Narrative Intelligence & Messaging Studio: A real-time digital lab that tracks harmful political narratives (e.g., hate speech, disinformation) and generates data-driven counter-messaging using AI tools and framing strategies.
- Citizen Campaign Builder: A decentralized toolkit for hubs to launch issue-based campaigns, share their narratives, etc. It will also be an integrated digital archive that preserves stories, tactics, and wins, creating a living civic memory.
- Participatory Oversight Platform: A civic-tech tool that tracks public officials, broken promises, and appointments, enabling grassroots-led audits and sustained accountability.

Priority Focus 3: Civic Action

Inuka will strengthen, expand, and protect (invited and invented) spaces for civic action for individual agencies, civic groups, and actors at the local and national levels. The programme shall:

- Amplify the work done by CSOs at the local, national, and international levels, including networks, coalitions, and issue-specific alliances. Maskani Ya Taifa seeks to become the go-to team for civic tools deployment for civil society. With this intervention, Maskani Ya Taifa will be providing linkage towards Ni Sisi!'s Partnership, Collaboration, and Membership programme area.
- Create linkages with Sauti Yetu and Kesho Initiatives and like-minded civic groups to enhance commitment towards building the Ni Sisi! Movement.



Kesho Initiative

Programme Objective: To create knowledge platforms and processes that re-envision society

About Kesho Initiative

It is an initiative that mobilises progressive Kenyans into a movement to change the political culture and promote an alternative vision of a decent society, one which values and respects everyone and rewards honest hard work while educating and challenging Kenyans to restructure their public sphere. The Kesho Initiative realises that unless we have a progressive public sphere, we are not able to craft a responsive nation. Kesho combines online platforms (currently The Elephant and Uongozi Lab) with targeted community outreach. This approach engages citizens to reflect, re-member, and re-envision their society by interrogating the past and the present in order to fashion a future.

Priority Focus 1: Knowledge Creation and Outreach

Kenya's democratic ideals and values are undermined because of the existence and spread of specific and compelling narratives of a neo-colonial and rentier nature. Therefore, to promote an alternative vision of a decent society, one which values and respects debate, knowledge, and the pillars of democracy, we will conduct research, educate, and debate to expose and challenge those narratives by:

- Establishing, expanding, and strengthening knowledge creation through content that shall be produced and published in The Elephant spaces. For the perpetuation of written histories, pathways, and imagination, Kesho will digitise and catalogue books, reports, and documents. The knowledge will be disseminated on our various platforms: TV, radio, and through partnerships with other organisations.
- Leadership development: Kesho shall develop a mentorship programme that links senior civic leaders to upcoming younger civic leaders in all spheres of society. Kesho shall mentor Ni Sisi! fellows, including budding writers, activists, and commentators of socio-political issues, and Ni Sisi! curriculum and leadership development models.
- Outreach: Kesho shall do outreach in civic spaces by hosting The Elephant debates, talks, lectures, town hall meetings, and performances at various learning institutions and other civic spaces. With linkages with Sauti Yetu Community Action Groups and Maskani Ya Taifa hubs, Kesho will develop partnerships with other organisations and mobilise resources for hosting these events.
- Developing a think tank: The Elephant will create a policy think tank that will be involved in, among other activities, providing impact consultancy services with a view to disrupting narratives and bolstering the Ni Sisi! Values. It will also engage with policymakers on matters of policy and governance to ensure the perpetuation of The Elephant and other knowledge platforms.



Civic Technology

Programme Objective: To develop and deploy technology tools for documentation, communication, and administration

About Civic Technology

In the current Information Age, technological tools are revolutionising the way we work, communicate, and think, giving us new access within and outside our communities. The digital space has disrupted our economy, democracy, and society. Inuka intends to leverage current and emerging technologies to create a competitive advantage, support, and enhance the agenda of Ni Sisi! social movement as well as lower operational costs, boost productivity, and ease collaboration. With the accelerated digital transformation comes more exposure to cybercrime and the need for better digital security and online safety.

Priority Focus 1: Documentation

The organisation will adopt practices and develop technology-based tools and databases for the collection, curation, synthesis, and analysis of information collected across the various Ni Sisi! activities. We will also develop and deploy tools to help in the verification and security of the data collected and develop internal tech-based methodologies to support data-driven decision-making.

Priority Focus 2: Communication

The organisation will use current and emerging digital tools to make information more accessible, challenge narratives, and document Ni Sisi! activities. Inuka will create and manage information portals to disseminate knowledge synthesized from across the various Ni Sisi! programmes as well as amplify issues identified across the communities we work in. We will train digital advocates to champion the use of technology for social change and the improvement of livelihoods within their communities. We will also position ourselves as a service provider of technology solutions for our partner organisations and grassroots movements. Inuka will adopt current digital security practices and tools to secure the communications platforms developed and used by the organisation, staff, and partners. Ni Sisi! shall continuously update our technology adoption practices by embracing emerging technologies and digital upskilling across our areas of work.

Priority Focus 3: Administration

Inuka will leverage appropriate technology to improve internal administrative processes and facilitate resource mobilisation using digital crowdfunding models. Over time, and as the civic movement grows and expands, Ni Sisi! shall progressively rely on technology to ensure convergence and to create interactive feedback loops within the movement.

PROGRAMMES

INDIVIDUAL AGENCY, DIGNITY AND LIVELIHOODS PILLAR

Strategic Objective II: To harness a collective positive and resilient identity to build, protect, restore, and ensure human dignity for all.

With an appreciation of trust as an essential prerequisite in navigating identity issues, we will tap into “heshima” to build a community with a resilient identity. The focus of work will be on relational, expressed manifestation of human dignity and enhanced interaction/engagement between citizens and public institutions (“the state”). The three key components of building individual agency and livelihoods will include: catalysing improved human dignity, leveraging livelihoods improvement, and the creation of opportunities through encouraging citizen/state engagement. It is anticipated that empowered citizens will form new platforms for engagement among themselves and with the state. Ni Sisi! will empower citizens through mobilisation, education, organising, and agitation for change.

This pillar will have two programmes:

Enterprise Development

Wellness Initiative



Enterprise Development

Programme Objective: To develop enterprises that enable activists and communities to be economically self-reliant, thus enabling them to effectively champion their rights.

About Enterprise Development

Most activists, marginalised communities, and economically disempowered communities find it difficult to sustain advocacy in the face of intimidation and abuse of power by impunious individuals or authorities. Enterprise development programme leverages sustainable livelihood and social interventions as strategic entry points into governance and civic engagement. The programme focuses on scaling up existing income-generating enterprises and establishing new entrepreneurial ventures, particularly within marginalized communities. It emphasizes mentoring disadvantaged youth by linking them with business leaders and role models to foster self-confidence and hope. Technology will be harnessed to collect and amplify local stories of change and monitor shifting narratives around governance. Through targeted projects in education, food security, and health, the programme will deepen community participation in public affairs. Additionally, it will build skills for employment by creating linkages between communities and training or business institutions. Central to this approach is the establishment of community-driven hubs that will facilitate civic education, economic empowerment, and the demand for social and livelihood rights. This integrated approach not only enhances economic resilience but also transforms livelihood projects into platforms for democratic participation and narrative change.

Priority Focus 1: Establishing Income-Generating Ventures

Inuka Kenya Ni Sisi! will provide marginalized communities with the tools and resources needed to create and sustain income-generating ventures. It involves identifying viable local economic opportunities, providing start-up support, and offering technical assistance to ensure sustainability. The programme will support both individual and group-based enterprises through mentorship on access to capital, business development training, and market linkage facilitation. Special attention will be given to women, youth, and persons with disabilities, to transform their entrepreneurial potential into viable businesses. Community-based needs assessments will inform the selection of sectors for investment, which may include agriculture, crafts, digital services, renewable energy, and informal trade. Community hubs (including Ni Sisi! resource centres) will act as incubators, offering shared working spaces, basic infrastructure, and ongoing capacity-building support. They will also serve as safe spaces where economic empowerment will be tied to civic education.

Priority Focus 2: Mentorship

The youth, women, and marginalized communities often remain unaware of their existing potential or perceive success in certain areas as unattainable. This challenge is further compounded by a pervasive dependency culture, where prolonged reliance on external assistance has hindered the development of self-driven initiatives, including entrepreneurship and community-led ventures. This mentorship component seeks to reverse that mindset by fostering agency, leadership, and entrepreneurship. The programme will link aspiring entrepreneurs with experienced business leaders, innovators, and professionals who can provide guidance, motivation, and practical knowledge. Through mentorship and apprenticeship, participants will gain confidence, develop a vision for their future, and learn how to navigate challenges. Mentorship sessions will include workshops, exposure visits, storytelling, and knowledge exchange.



Wellness Initiative

Programme Objective: To create such spaces, places, and processes to ensure the wellness of civic catalysts.

About the Wellness Initiative

This initiative is inspired by the conviction that Kenya needs a sanctuary for civic catalysts – who have dedicated their lives to sacrificially pursuing the public interest, often at great cost to themselves and their families. Civic catalysts have come under a lot of attack, putting their physical, mental, spiritual, and emotional health at risk – and at times to the point of endangering their very lives. Some have endured detention, imprisonment, and even been forced into exile. Others have found themselves ostracised by society, maligned, discredited, bankrupted, and/or forced to undergo punitive legal suits, all to punish them and thus deter them (and others) from doing this important work. This exerts a debilitating toll, not only on the individuals themselves, but also on those closest to them, notably their immediate families. The initiative shall endeavour to provide resources, facilitative opportunities, and safe spaces where catalysts’ bodies, souls, and spirits can be shielded from harm, healed, affirmed, rejuvenated, and restored.

Priority Focus 1: Places – The Sanctuary

Inuka shall establish a physical space, owned and/or run by the Wellness Initiative. The sanctuary will comprise of: the hub (administration working spaces), the library (reading,

research, workspaces), collective workspaces (big and small spaces for conference/consultation/meeting), individual working spaces, offices, arts spaces (visual, performing, and programmes), recreational spaces (pool, sauna, yoga, play spaces etc) and garden spaces (food, flowers, open spaces etc). The sanctuary will be embedded in the ecosystem of the local community in as many ways as possible. While incubated by Inuka, the sanctuary shall thereafter be registered as an entity and an income-generating strategy implemented for its sustainability.

Priority Focus 2: Spaces

Inuka shall make accessible to civic catalysts spaces (some not facilitated or operated by the initiative, but deemed appropriate and relevant to wellness processes) for resting, reflecting, healing, learning, and investing.

- Mapping of resources – legal, health (physical, mental, emotional), human, financial, and physical resources and networks, as well as events that the initiative can benefit from. Deliberate efforts will be made to develop partnerships with them.
- Placements of individuals and organisations in these spaces – be they facilities, events, trainings, retreats, conversations, or gatherings.
- Hosting spaces for awareness creation on wellness and psychological debriefing sessions.

Priority Focus 3: Processes

This refers to the activities, both individual and collective, that will be encouraged, enabled, and facilitated either directly or through partnerships. These processes include those related to resting, reflecting, healing, learning, and investing. These will include:

- The establishment of partnerships: partnerships will be formed with key actors within East Africa (Kenya, Uganda, and Tanzania). The partnerships will focus on a diversity of organizations/formations/actors working at a national and regional level, with the ability to be scaled up regionally and internationally. These partners will be part of the broader governance ecosystem and will be relied upon for their capacity for emergency response, technical assessments, and advisory services.
- Establishment of a Management/Advisory Board: this will involve identification of collaborative partners, including: CSOs engaging with persons who are abled differently, youth, women, and minorities; CSOs dealing with security issues, counselling/mental health, and financial management; CSOs in the religious sector; and CSOs representing regions, for purposes of buy-in and ownership within civil society.
- Capacity building of organisations to enable them to carry out assessments of the status of wellness in the organisation, and to develop or domesticate, and integrate workplace wellness policies in the organisation.
- Advocacy on national policies and practices that relate to wellness in all aspects of the public sphere.

PROGRAMMES

MOVEMENT BUILDING PILLAR

Strategic Objective III: To build a social movement of active citizens who take charge of governance at all levels.

To build a sustainable Ni Sisi! Social movement, we need partnership, collaboration, and membership. Inuka Kenya Ni Sisi! Ltd's strategy is pegged on the conviction that citizens must have direct access to their governments, have the agency to demand service delivery and accountability, and actively participate in their governance. By forging relationships with various actors, utilising diverse movement-building tactics, strategies, and mechanisms, the institution will discharge its mandate through the Ni Sisi! Chapters are formed at the county level. Using technology, the Chapters shall be interconnected and, by identifying issues, themes, shared histories, and memories, forge a national social movement. The institution, as it stands now, will transition into a coordinating structure – the secretariat – of the movement. Chapters shall be expected to contribute subscription fees for continued participation, but also as the key source of funds for the movement and the secretariat.

This pillar will have two programmes:

Movement Building

Institutional Strengthening



Movement Building

Programme Objective: To organise citizen actors and groups for civic action and engagement for good governance and effective service delivery.

About Movement Building

Movement building is based on the philosophy of people taking ownership of their governance affairs. The movement will constitute a coming together of people from different backgrounds, ethnicities, socio-economic divides, abilities, gender, religious affiliations, etc., to form an umbrella network for civic action and engagement. There will be two primary levels of engagement: at the county level and at the national level.

Priority Focus 1: Membership Development

This priority area will be executed in four ways:

Identification and Recruitment

The Ni Sisi! Movement prioritizes the identification and recruitment of like-minded individuals, grassroots movements, community organizations, and CSOs committed to advancing social justice, accountable leadership, and improved well-being for all Kenyans.

The movement will focus on recognizing individuals and groups actively engaged in civic action, public interest advocacy, and community transformation at both the grassroots and national levels.

Through targeted outreach in universities, local communities, and digital platforms, Ni Sisi! will recruit those with the potential to drive positive change and mobilize collective action, thereby building a strong network that fosters accountability and leadership nationwide.

Mentorship and Capacity Development

Organized groups and individuals within the movement will be nurtured and mentored to create a critical mass of community animators, moderators, and influencers who will drive civic engagement and grassroots organizing at the county level. These individuals will be equipped with the knowledge and skills needed to facilitate community dialogue, mobilize action, and influence change. Leveraging digital technology, the mentorship process will include both online and offline support to ensure wide reach and sustained engagement. Participants will be equipped with tools for civic education, public participation, budget-making and tracking, social audits, and leadership accountability. Participatory methods, such as Educational Theatre, Puppetry, storytelling, and other creative approaches, will be used to educate, inspire, and organize communities to demand efficient, transparent, and responsive service delivery at the county and national levels, fostering collective action and transformative leadership.

Partnerships and Collaboration:

The Ni Sisi! Movement will cultivate partnerships with civil society organizations, like-minded groups, and individuals who align with the movement's vision. These partnerships will be centred on expanding and strengthening the movement's reach and impact. Ni Sisi! will develop mechanisms for value addition, foster theme-based collaboration, and create platforms for joint action, ensuring that all partnerships contribute meaningfully to the growth and sustainability of the movement.

Priority Focus 2: Establishment of Ni Sisi! Chapters

The chapter will be based at the county level as it is a nexus of governance, resource allocation, and service delivery. Each chapter will be both an incubator of and a resource for individuals, grassroots movements, and other community groups, as well as the more formal community-based groups and non-governmental organisations. Each chapter shall become self-sustaining with its own leadership and programme. Chapters shall determine contextually relevant mechanisms for unity and create a forum for citizen voices to be heard. They will facilitate spaces for ventilation to determine and prioritise issues at the County level and engagement with duty bearers for improved service delivery. A policy framework will be developed for all chapters.

Priority Focus 3: Ni Sisi! Convenings

Ni Sisi Convening is a structured, multi-level process designed to build strong, citizen-led chapters across counties, enabling communities to engage meaningfully in governance and advocacy. These convenings. Include:

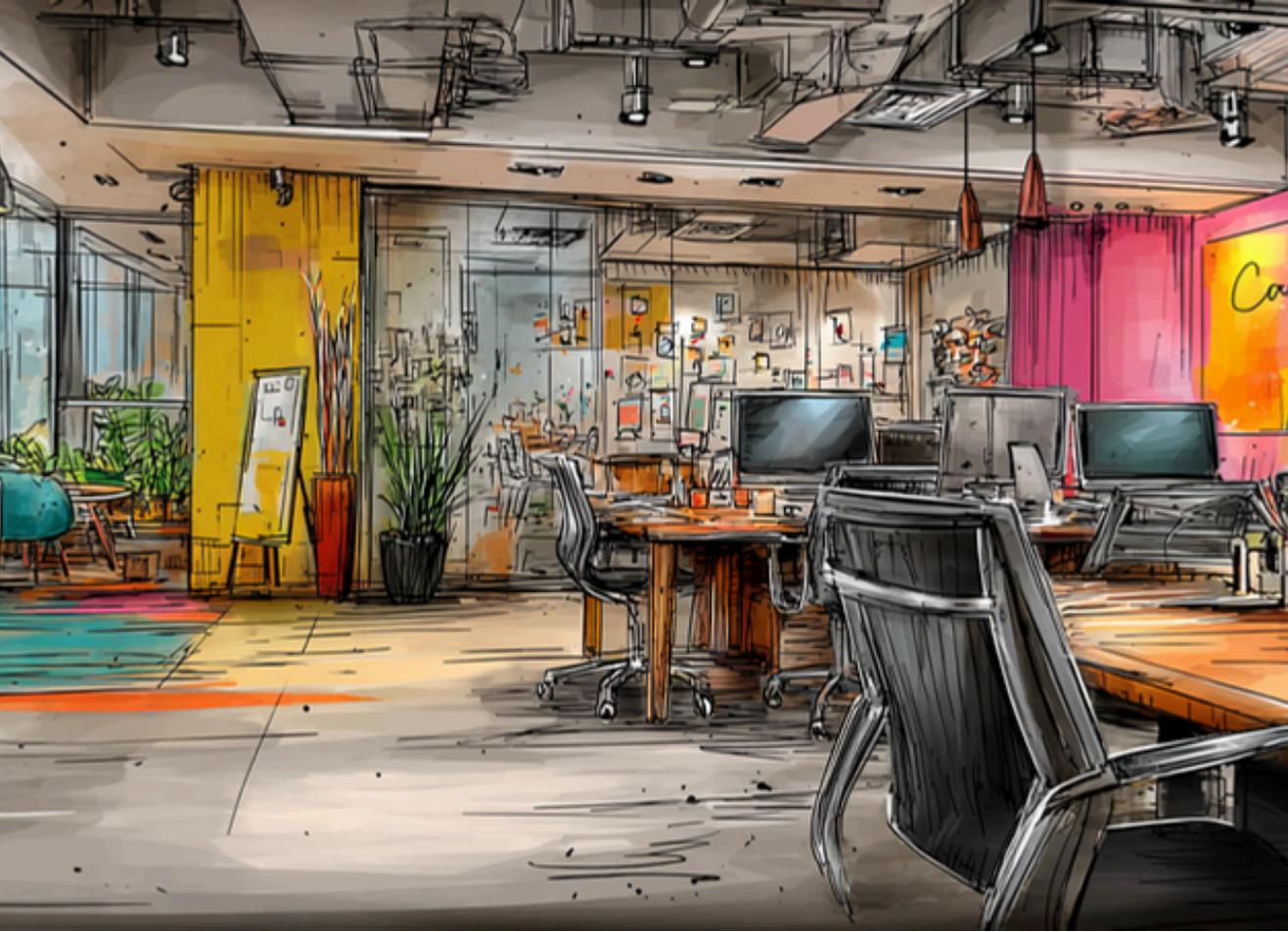
- A county-level inception meeting
- Regional, Ward, or group meetings within the county
- Bi-annual county plenary convenings
- National Convening

These convenings will take the character of Joint Community forums (where Community Action Groups meet with duty bearers to discuss the status of development and service provision) or thematic forums (where the community and stakeholders meet with duty

bearers to discuss emergent or endemic issues). Inuka will support and facilitate the leadership of the chapters to reach out to duty bearers and plan for the meetings. Inuka shall document and amplify the meeting and follow up on actions agreed upon.

Priority Focus 4: Political Debates

Inuka shall host debates between communities and persons contending for elective and other posts at all levels. The political debates set a stage to cultivate and promote a culture of issue-based political discourse while giving the public a chance to engage their potential leaders on a level platform. Community members will have an opportunity to assess and ascertain the suitability of potential leaders to vie for public office. This will help them make informed choices at the ballot.



Institutional Strengthening

Programme Objective: To create an effective and efficient organisation/secretariat.

Priority Focus 1: Policy Review framework

There shall be developed a policy review framework to provide mechanisms for review of existing policies or to develop new policies where necessary. This will include policies on human resources, finance, data protection, wellness, and conflict of interest, among others. The organization recognizes that a solid policy base is essential for coherent operations and risk mitigation.

Priority Focus 2: Resource Mobilisation

Inuka will develop and implement a robust resource mobilisation policy which will provide for diversification of sources and sustainability of the organisation. Resources are key to the sustainability of the movement and a pathway towards reducing overreliance on donor funding while building internal resilience. The movement will require the creation and nurturing of sustainable income-generating initiatives that support its long-term goals and autonomy. As the Ni Sisi! Movement transitions toward self-sufficiency, it will focus on mobilizing sufficient and flexible resources: membership dues, monetization of products and services, crowdfunding, and digital fundraising, among others.

Priority Focus 3: Staff Capacity Building

Inuka will develop and implement a comprehensive staff capacity building framework designed to nurture professional growth, enhance performance, and support long-term staff retention. This framework will begin with a thorough skills audit to assess existing competencies and identify gaps across all levels of the organization. Based on the findings, tailored capacity-building initiatives will be pursued and complemented by internal systems that encourage continuous learning, innovation, and leadership development.

Priority Focus 4: Monitoring, Evaluation, Accountability, and Learning (MEAL)

MEAL is a continuous management function to assess if progress is made in achieving expected results. MEAL involves tracking the progress of programmes, adjusting and assessing the outcomes. It is imperative to the progress and quality of development outcomes as captured in the strategy's theory of change, and to ensure accountability of the resources used to achieve them. This enables individuals and organisations to learn and make informed decisions in the implementation of the strategy. The key activities here will include:

Developing and deploying a results framework

A Results Framework shall be developed and will identify broad outcomes & indicators in line with the strategy. Every programme will fit in one or more of these outcome areas. Outputs and respective indicators will be developed for each programmatic area.

Establishing and Operationalising a Research and Learning Unit

A research and learning unit shall be established to guide the institution in the implementation process. This will be a service unit providing support, insights, inputs, and analysis to all the programmes and pillars continuously. The unit shall in addition, provide support in innovation as it informs movement building, civic technology adaptation, and value for money throughout the implementation process.



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