

Luminate × Dalberg Design

Beneficiaries Research & Analysis

Insights and opportunities from consultations with Haki Africa



Haki Africa

Variable application, Insights and Opportunities

Project background and objectives

Luminate has identified the importance of understanding and supporting civil society organisations (CSOs) at the grassroots level. They have invested in three grassroots organisations – Haki Africa, Haki Yetu, and Open Institute – working to promote social justice, human rights, and sustainable development in coastal communities in Kenya. While this support has been beneficial in advancing these organisations' vision, there is a need to understand and address other existing support needs to further enhance their efficiency and impact within the communities they serve.

The core aim of this project is to leverage an immersive methodology that allows us to deeply engage with each Community-Based Organisation (CBO) and the communities that they serve. We seek to map out each organisation's structure, vision, position within their ecosystem, successes and challenges. More specifically, our methodology seeks to:

1

Identify the issues currently faced by these CSOs and identify areas where they need the greatest support to advance their mission

2

Understand the influence that funding and other types of support have had along these CSOs' journeys

3

Understand the ecosystem of individuals and institutions that influence these CSOs and identify their current placement within it

4

Identify existing linkages and gaps within the ecosystem that can be strengthened or addressed in order to better support the CSOs of focus

5

Understand the main motivations and drivers that influence these CSOs' decision-making, mission and vision, and define the ways in which they work and engage the communities around them

Overview

CSOs engaged as part of this research

Outlined below is an overview of **the CSOs that were part of our research – each with its unique mission, operational landscape, community impact and registration status.**

HAKI YETU, 2008	HAKI AFRICA, 2012	MAONO, 2022 <i>(Established by Open Institute)</i>
<p>Haki Yetu is a human rights organisation with the specific aim of advocating for the rights of marginalised communities living in informal settlements in Mombasa. Their mandate covers the areas of land and housing, governance and accountability, cohesion and transformation as well as gender and law.</p> <p><i>Haki Yetu is registered as a Trust and works closely with civic educators and individuals at the grassroots level to engage the communities that they serve.</i></p>	<p>Haki Africa is an organisation that aims to improve livelihoods and the comprehensive realisation of human rights in Africa. They promote collaboration between state and non-state actors in order to continuously improve the well-being of individuals and communities while ensuring respect for human rights. Their mandate covers civil and political rights, socio-economic rights, group and solidarity rights.</p> <p><i>Haki Africa is registered as a Trust, but is looking to shift its registration status to an NGO once the Public Benefit Organisation Act passes.</i></p>	<p>Open Institute collaborates with governments, civil society organisations, citizen groups and private sector companies to find innovative ways to achieve sustainable development. They aim to drive government transparency and active citizenship by promoting responsiveness using data. The Maono space is a program driven by Open Institute to support CBOs with access to resources and skills to support their community activities and initiatives.</p> <p><i>Open Institute is registered as an NGO and Maono is a program area established by them.</i></p>

CSO Conceptualisation Framework application, and insights

Case study of Haki Africa

CSO | Overview

*This report offers detailed insights into Haki Africa. It highlights the unique challenges faced, as well as their individual approaches to engaging with their communities. By utilising the **CSO conceptualisation framework**, we developed a comprehensive and nuanced perspective of their experiences highlighting their distinct characteristics and operational models. In addition, the loop closes with our recommendations to help funders support the growth, sustainability, and future visions of this organisation.*

ORGANISATIONS:

Haki Africa

Maono

Haki Africa | Overview

Haki Africa is currently registered as a Trust with aspirations to become an NGO. Their mandate aims to enhance engagement with government oversight and systemic human rights issues. The organisation covers a wide range of human rights topics but faces challenges with unclear roles and top-down decision-making leading to internal bottlenecks. Their rapid response team addresses urgent community needs, heavily influenced by community input, yet struggles with prioritising these against their programmatic areas. While effective in advocacy and communication, Haki Africa needs to improve the dissemination of its research finding. Financially, the organisation is overly reliant on external funding, and lacks robust financial planning and alternative income sources, which poses a risk to its stability.

Their strategic plan includes expanding into Zambia and Ghana by 2024, aiming to shift focus from localised challenges to broader systemic human rights issues in Africa. Haki Africa exhibits a considerable appetite for risk, as evidenced by their ambitious and potentially challenging expansion plan into these countries. This expansion indicates a willingness to embrace significant changes and navigate uncertainties, especially as they aim to shift their focus to more complex, systemic human rights issues at a national level and Pan-African level.



1. Internal Structures and Governance		2. Engagement Model	
Variable	Rationale	Variable	Rationale
<p>REGISTRATION STATUS</p> <p>NGO TRUST CBO</p>	<p>Registered as a Trust, with ambitions to shift to NGO status once the Public Benefit Organisation Act passes. They believe this shift will allow them to more actively engage in government oversight activities, reflecting their vision to shift their strategic focus towards tackling human rights issues at a systemic level.</p>	<p>PROXIMITY TO THE COMMUNITY</p> <p>High Low</p>	<p>Through the rapid response team, they are able to address the emerging needs and challenges of the community, often lending their support to issues that would go unheard or unnoticed. However, it can be a challenge for them to prioritise addressing these issues over the programmatic areas.</p>
<p>SCOPE FOCUS</p> <p>Broad Narrow</p>	<p>Haki Africa's scope is broad, encompassing all topic areas that fall under the human rights umbrella.</p>	<p>COMMUNITY OWNERSHIP</p> <p>High Low</p>	<p>Communities that engage with Haki Africa play a significant role in shaping the organisation's focus and priorities. Haki Africa's work is largely driven by the emerging needs and interests of the communities it serves, aligning with the overarching theme of human rights.</p>
<p>INTERNAL TEAM STRUCTURE</p> <p>Structured Unstructured</p>	<p>Despite having clearly defined delivery teams (i.e., program, admin and operations), Haki Africa's senior management, secretariat, and board roles are either unclear or overlap, resulting in oversight activities mostly being taken up by the Executive Director.</p>	<p>DEGREE OF DECENTRALISATION</p> <p>High Low</p>	<p>They rely on a network of SJsCs. These centres enable them to stay informed on the evolving needs and challenges faced by communities and help them address issues as they come up. However, this relationship is not without its complexities.</p>
<p>DECENTRALISATION OF POWER</p> <p>High Low</p>	<p>There is an over-centralisation of decision-making and oversight with the Executive Director which can and does create bottlenecks in internal processes.</p>	<p>3. Narrative building and impact measurement</p>	
		<p>STRATEGIC COMMUNICATIONS</p> <p>Strong Weak</p>	<p>Advocacy and communication are a central tool for Haki Africa's work, leveraging their platform and prominent voice effectively to amplify issues. A key gap is how they translate their robust research findings to a broader audience.</p>
		<p>IMPACT MEASUREMENT</p> <p>Strong Weak</p>	<p>Despite integrating impact measurement tools and systems within Haki Africa's programs, there has been some resistance internally, varying levels of uptake, and some challenges in achieving uniformity of quality across.</p>



Haki Africa | Variable Application

4. Financial Health		5. Vision and aspirations	
Variable	Rationale	Variable	Rationale
<p>FINANCIAL PLANNING</p> <p>High Low</p>	<p>Haki Africa needs to build more robust financial planning to ensure stability and confidence among staff, particularly those whose salaries are drawn from unrestricted funding pools. The lack of a contingency plan to address the potential depletion of these funds is creating uncertainty among staff and has risks to the sustainability of the organization.</p>	<p>DESIRE FOR SCALABILITY</p> <p>High Low</p>	<p>Haki Africa has a strong desire for scalability, with their strategic plan envisioning a shift to a pan-African context and expansion into two new countries in 2024, Zambia and Ghana.</p>
<p>FINANCIAL RESOURCES</p> <p>High Low</p>	<p>They benefit from external funding sources, yet most of these funds come with restrictions. In the event that these funding streams diminish, the organisation currently lacks alternative income generating activities or donation channels to serve as a financial buffer.</p>	<p>CAPACITY FOR SCALABILITY</p> <p>High Low</p>	<p>Despite having extensive learnings, partnerships, and a substantial reputation as a human rights advocate, Haki Africa currently has some gaps in internal capacity, and faces funding constraints and a shortage of localised talent to scale their operations.</p>
<p>ADAPTING TO FINANCIAL SHOCKS</p> <p>High Low</p>	<p>They have a low-medium ability to withstand shocks due to interdependence on external funding sources, making it challenging for them to break out of financial instability. In the event of a number of their donors shifting their priorities, they will lack a financial buffer.</p>	<p>MISSION RECALIBRATION</p> <p>High Low</p>	<p>Haki Africa's growth plans may lead to mission recalibration as they reflect community needs in their new focus countries and shift their Kenya focus to tackle more systemic human rights issues in other regions in Africa.</p>
<p>FINANCIAL REPORTING MECHANISMS</p> <p>High Low</p>	<p>Haki Africa has earned the trust of SJC's and funders, establishing itself as a reliable source of sub-grants and financial capacity building support due to their financial reporting systems and mechanisms. The organisation's sub-grants provide SJC's with financial resources. Beyond financial support, Haki Africa also invests in strengthening the SJC's' internal financial systems and capacity to manage and utilise funds effectively.</p>	<p>SHIFT FROM MICRO TO MACRO FOCUS</p> <p>Macro Micro</p>	<p>Haki Africa will incrementally transition their role in tackling immediate, localised challenges to their social justice centres, shifting their strategic focus to addressing broader, underlying systemic human rights challenges at the national level.</p>

1. Organisational structure and governance

Haki Africa's internal structure is intricately tied to the Executive Director's central role across decision-making, fundraising, and community engagement, posing potential risks during expansion and leadership transitions. In addition, despite having a broad scope and facing hiring constraints, the delineation between long-term programming and rapid response has enabled the core team to achieve a balance in how they operate.

Overlapping roles

Senior management and board roles within Haki Africa are either unclear or overlap, resulting in an over-centralisation of decision-making and oversight with the Executive Director. Decision-making, fundraising, external engagement, and oversight over delivery teams are all led by the Executive Director. Each delivery team – including programs, operations and administration – reports to the Executive Director on their workplaces and progress, and relies on the director to manage funder relationships. This is complicated by the Executive Director's position within the organisational structure; this position across both the board and secretariat results in a lack of ownership by the board and multiple roles falling within the Executive Director's purview. This centralisation of power and decision-making with the Executive Director not only risks their stability as they shift their focus towards geographic expansion, but also accentuates potential vulnerabilities as they transition leadership.

"Internal politics are a bit of a threat that need management. Flat management structures have a challenge, if the Executive Director is not around there is no other reference person... increased capacity and management needs to be front of mind."

Haki Africa, Team Member

Founder dependence

Haki Africa's founder has played a central role in shaping their identity, funding relationships, and public perception. As he steps down, there is a need for a well-structured succession plan and knowledge transfer to ensure a seamless transition. While the Executive Director of Haki Africa has been integral to its success and visibility, especially in human rights advocacy, his potential transition could expose the organisation to certain risks. His central role in fundraising, stakeholder engagement, community trust, and integrating local justice centres has been essential in strengthening their engagement model. However, his deep involvement in these areas, particularly in Mombasa's social fabric, may lead to vulnerabilities such as disrupted donor relationships and community concerns during his transition. Careful succession planning and knowledge transfers are urgently needed to ease the forthcoming transition period.

"Their role – the Executive Director's role – can be overwhelming. For the Executive Director, having to read reports and having to manage everything from finance to projects... This means like six projects, six reports he has to read every month – and still manage the day-to-day operations."

Haki Africa, Team Member

2. Engagement model and ecosystem

Haki Africa's collaboration with Social Justice Centres (SJC) enhances their impact, but they need to skillfully maintain a balance between their support for SJC's, advocacy efforts, and preserving the trust of their key stakeholders.

Collaboration with Social Justice Centres

Haki Africa's collaboration with SJC's amplifies its impact by expanding its reach, deepening its understanding of local issues, and enabling proactive responses to emerging challenges.

By collaborating with SJC's, Haki Africa gains access to the extensive networks and relationships that these grassroots organisations have cultivated within their communities. This expanded reach allows Haki Africa to extend its impact to a wider range of people and address issues that it may not have been able to reach on its own. SJC's provide Haki Africa with valuable insights into the specific challenges and concerns and act as early warning systems for Haki Africa, providing insights into emerging issues.

"Haki Africa has branches, we call them justice centres. These justice centres, they're like our eyes in the community. Most of the time we work with justice centres to implement almost all projects. These justice centres are mostly the ones who bring us information from the grassroots."

Haki Africa, Team Member

Social Justice Centre Fears

The strong reliance of SJC's on Haki Africa's support has sparked concerns among SJC's and the community regarding the potential repercussions of internal changes within Haki Africa on their partnership and operations. This dependence makes them vulnerable to changes in Haki Africa's priorities, leaving them exposed to decreased support. The uncertainty surrounding the future of the partnership between Haki Africa and SJC's, particularly with the potential departure of the key advocate who spearheaded the collaboration, raises further concerns. SJC's fear that without this advocate's support, their access to any support may diminish, jeopardising their ability to continue their work.

In the same vein, communities are conscious of the fragility that comes with the funding and support structures of their local SJC's who are reliant on Haki Africa. They acknowledge the significant need and impact of these spaces and fear that SJC's could disappear without their current external support structures.

2. Engagement model and ecosystem

Capacity building for Social Justice Centres

While Haki Africa's sub-grants and capacity-building support have benefitted SJC, there remain challenges in implementing formal systems and building capacity for proper record-keeping and accounting practices within these organisations. SJs often lack the resources and expertise to effectively manage and utilise funding. Haki Africa supports them by providing sub-grants and capacity-building support. This assistance helps SJC strengthen their financial management, record-keeping, and reporting practices, enabling them to utilise funding more effectively and sustainably. However, despite the positive impact of capacity building, there have been challenges in implementing formal systems and building capacity for proper record-keeping and accounting practices among SJs.

CSO perceptions

The assertive advocacy approach by Haki Africa is sometimes perceived as boastful by other CSOs, leading to tensions in peer relations and potentially affecting future collaboration opportunities. Haki Africa's assertive style can sometimes be perceived as boastful or self-promotional, which can alienate other CSOs and make it difficult to build trust and rapport. Haki Africa's strong public presence and assertive communication style make them appear dominant, potentially overshadowing the contributions and efforts of other CSOs. Haki Africa is also perceived as taking too much credit for other CSOs' accomplishments or downplaying their contributions, which can damage relationships and make collaboration less appealing. In some cases this has led to tensions, and a reluctance to collaborate on joint initiatives.

Government and community relationship

Haki Africa's advocacy efforts are met with mixed perceptions from key stakeholders, with their stance on issues significantly influencing whether they are seen in a positive or negative light. Haki Africa's approach to impact measurement centres around the collection of stories from the communities they serve through the duration of a program and primarily after specific activities. They recognise that this approach is limiting and that they require additional technical capacity to integrate more robust monitoring and evaluation systems and processes within their programming.



"Some of the challenges with SJs come from accounting and reporting. The resources are also never enough. But these are some of the exact same issues that we face, and so for us, it has been important to ensure that we can build their capacity both internally and externally so that they can stand on their own."

Haki Africa, Team Member

The Shakahola case

In early 2023, residents in Malindi raised an alarm in one of Haki Africa's SJsCs, leading to the discovery of multiple mass graves and starvation victims. The remoteness and inaccessibility of Shakahola had meant that the situation had worsened over time.

In April, Haki Africa's Malindi justice centre received a report of three or four missing adults and children. Cases involving four or more people are typically escalated to Haki Africa's headquarters, so the Malindi office notified the head office about the missing persons. When the police failed to act on the case, Haki Africa intervened. Initially believing it involved only a few people, Haki Africa ventured into the forest with the police. They made a horrifying discovery: dozens of people were starving and close to death.

The case was immediately escalated, and the organisation engaged local and international media to hold the government accountable. Haki Africa quickly became the trusted source of information for the case and the news not only received local attention but also international attention from BBC.

What began as a missing person's case turned into the discovery of 429 bodies. Haki Africa spent months working on the case. Initially, there was no road to the site, so they worked with the authorities to clear a path. They also established a rehabilitation centre to support the survivors.

The case has been mentally challenging for Haki Africa's staff, but they have remained committed to seeing it through and ensuring that the perpetrators are held accountable. The situation they uncovered could have continued for years due to the site's remote location and minimal access. People were aware of what was happening but struggled to identify who to turn to for help.



3. Narrative building & impact measurement

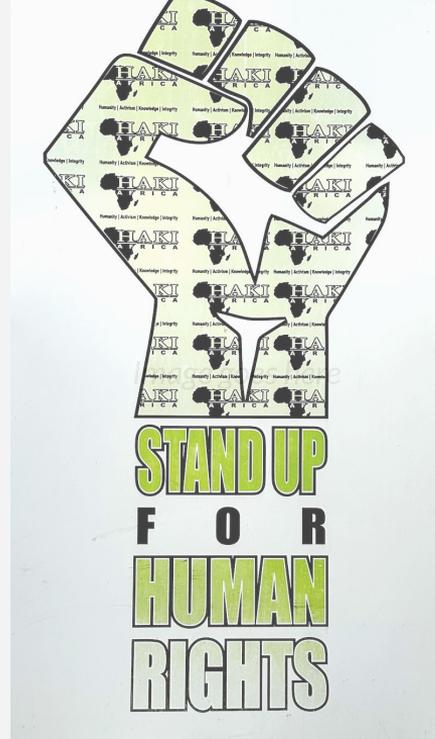
Haki Africa's impactful advocacy and media partnerships fuel community voices while occasionally causing tensions among their peers. Leveraging these partnerships, they lend their voice to support SJs, facilitating access to stakeholders. Evolving impact measurement tools have enabled evidence-based reporting, though internal adoption has been varied.

Positive bragging

Advocacy and communication are a central tool for Haki Africa's work, leveraging their platform to highlight specific community challenges and cases. The organisation's approach of "positive bragging" creates effective momentum for human rights causes. Leveraging media partnerships for rapid issue amplification, Haki Africa's advocacy efforts have driven decisive actions locally and internationally and they have, over time, been sought out as a trusted source to channel community voices. Haki Africa's skilful use of media visibility stands as a powerful tool, ensuring accountability, educating communities, and amplifying overlooked stories.

Lending their voice

Haki Africa provides credibility and visibility to grassroots organisations, lending their voice to increase their ability to gain access to stakeholders, receive support or amplify issues that would otherwise go unheard. The recognition and support provided by Haki Africa play an important role in amplifying the efforts of the SJs within their network and the communities that they serve. Haki Africa gives social justice centres an entry point into serving local communities, with their endorsement allowing them to avoid some of the initial scepticism and criticism that they may receive from the communities that they serve. The SJs they support are then able to leverage Haki Africa's backing to gain momentum in their work across specific issues, increase access to stakeholders at county and national government, and amplify specific issues that may otherwise go unheard.



"In activism, we use a much harder approach and it is purely in ensuring access to justice – for example, through amplifying issues. We have seen that issues that were never reported are now amplified to the point that we can now see that many individuals are facing the same challenges. It has created clarity on the things affecting the community in Mombasa."

Haki Africa, Team Member

3. Narrative building & impact measurement

Slow behavioural change around impact measurement

The integration of more robust impact measurement tools within Haki Africa has had some push-back internally, with staff requiring training and support to shift their process. Haki Africa is in the process of embedding impact measurement tools and systems internally, including the integration of participant lists, pre- and post-activity questionnaires, and participant interviews. This shift requires staff to more intentionally report after program activities, as well as a shift the tone, style and format of their reporting. While there have been clear advantages to the new processes and tools, particularly in streamlining the process of reporting to funders, behavioural change internally has been slow, resulting in varying levels of adoption across the team.

Valuable differentiation between qualitative and quantitative measurement

By gathering both quantitative and qualitative data, Haki Africa has gained a comprehensive understanding of the extent of their impact and how their interventions have influenced and been perceived by the communities they serve. Haki Africa is now intentionally tracking a series of quantitative metrics to track their impact, including the number of people attending activities, their demographics and closed question surveys. This allows Haki Africa to identify the types of individuals attending their sessions and better target mobilisation for future activities. Qualitative data allows for the team to identify how Haki Africa's interventions are impacting communities, as well as to surface some of the additional and emerging challenges faced. Together these types of data contribute to creating an evidence base for one of the annual reports titled "State of Human Rights in Kenya", to feed into reports for funders, and to support in decision-making at the programmatic level.



"Some team members feel that [with M&E] there is additional work where they need to do background research and analyse information. For example, through participant lists, pre- and post-activity questionnaires. Verbal evaluation needs to also be analysed, so that creates additional work for them."

Haki Africa, Community Member

4. Financial health

Haki Africa's financial stability has been shaken by shifting donor priorities, leading to increased competition amongst CSOs for limited funds. At the same time, unrestricted funding helps them bridge the funding gaps for SJsCs through flexible sub-grants.

The financial landscape

The Covid-19 pandemic and other economic challenges have caused significant changes to the funding landscape, leading to unexpected shifts in priorities among long-standing Haki Africa funding partners. These external challenges have not only decreased overall donor funding to Haki Africa but also redirected donor focus for the limited funds available. With these sources starting to dry up, Haki Africa is concerned for its future sustainability. In an attempt to adapt to this situation, Haki Africa is navigating the delicate balance between adapting to donor priorities and preserving their organisational identity by exploring the potential integration of climate justice into their programs. While this strategic move could help them secure funding, they remain mindful of the potential for mission drift, which could compromise their core focus.

Financial volatility

Haki Africa faces financial volatility due to reliance on administrative and program funding from donors, who often prioritise direct program activities over administrative costs. Haki Africa's overdependence on donor funding makes them susceptible to changes in donor preferences, preventing them from securing stable funding for staff salaries, administrative expenses, and operational costs. Some of their high costs include rent for the building, transport, partnerships with media, etc. This situation creates a significant risk of staff layoffs if donor support diminishes. Haki Africa is looking for ways to generate income while still maintaining its commitment to serving the community, but are yet to figure out income generating activities that could support their organisation.



"Managing some of the challenges that come from shifting donor priorities and concerns is in ensuring that we don't shift our own priorities ... if we have issues that come through our rapid response centre that have nothing to do with climate change, it is challenging to try and put it in. We have brought in climate change in a program that was previously focused specifically on violent extremism. We have done this as a way of looking at human security and connecting it to human rights issues. This connection has helped us to convince a donor, as we have been able to make this shift."

Haki Africa, Team Member

4. Financial health

CSO Competition for funding

Minimal funding pools lead to competition for resources rather than collaboration amongst Haki Africa and other CSOs. Haki Africa often find themselves competing for the same limited pool of funds, creating a scarcity mentality where CSOs view each other as competitors rather than potential partners. The pressure to secure funding drives CSOs to prioritise their own projects and goals, discouraging collaboration and trust-building despite the complementary skills and expertise that could amplify their impact if united.

Bridging the funding gap

By providing flexible sub-grants, Haki Africa bridges the funding gap between funders and CBOs, enhancing their operational capacity and ability to address diverse grassroots needs. Funders often perceive CBOs as small, informal entities with limited resources and scalability, making them less attractive candidates for direct funding. Therefore, Haki Africa acts as an intermediary, helping to bridge the gap between funders and CBOs through sub-grants. These grants not only provide essential financial support to SJs, but also empower them to strengthen their financial management practices and establish a track record of success. Sub-grants also play a role in covering operational and administrative costs, ensuring the smooth functioning of these centres.

Developing equitable relationships with SJs

Despite the support Haki Africa has provided SJs, power dynamics continue to prevent positive collaborative efforts. Donors are increasingly focusing on supporting grassroots organisations, but this shift has led to some intermediaries exploiting the situation. There is often a lack of transparency in the discussions between intermediaries and funders regarding fund allocation to SJs. This opacity, coupled with one-sided accountability mechanisms, creates a significant power imbalance in these relationships. As Haki Africa continues to engage with SJs, it is vital they stay cognisant of power dynamics in order to ensure that the collaborations between them are equitable, fair and transparent.



“When you engage with donors, they expect that you should have a history of funding. We also find with SJs that they don't have a bank account or systems in place. We find that there is merit in helping them so that they can also stand on their own and be able to receive funding themselves based on their own history. It was important to give SJs the opportunity to engage in their own finances.”

Haki Africa, Team Member

4. Financial health

Funding flexibility

Unrestricted funding enables Haki Africa to adapt to community needs quickly and effectively, supporting their internal capabilities and allowing them to address emerging issues that may not be covered by restricted funding. This has provided the means to enhance overall operations, including the recruitment of a specialised communications team. This type of funding offers the flexibility to delve into program areas that traditionally wouldn't align with conventional funders, addressing emergent issues and covering administrative costs that often stretch beyond their existing capacity.

The rapid response team particularly benefits from this approach, frequently utilising these funds. Unlike typical programs with predetermined objectives, Haki Africa's rapid response initiatives are community-driven, with the unrestricted funding serving as a key resource pool that they can access to meet these dynamically identified needs. While this type of funding allows them to remain responsive to community needs, addressing systemic issues utilising funding over a two-year period remains a challenge.

Local financing

Concerns about losing control over the organisation's direction and priorities make Haki Africa hesitant to pursue local financing. Haki Africa perceive local funders as having their own agendas, which may not align with their mission and values. They plan to seek resources from corporate partners in the hope that these relationships could provide them with greater autonomy and flexibility. However, reliance on corporate partnerships may limit Haki Africa's ability to address issues that are not of interest to corporates. In addition, these partnerships also involve complex negotiations and compromises that may not align with their core mission.



"Unrestricted funding has been such great help, I can't even explain how helpful it has been. It has been instrumental for us in the last two years, it has allowed us to build the capacity of our SJs but it has in the process also made us realise that we need to improve our own key systems. This has also built us up as an organisation."

Haki Africa, Team Member

5. Vision for the future

Haki Africa's strategic plan aims to expand into new regions and address systemic challenges at the national and continental level, leveraging their expertise and partnerships. However, internal worries persist about preserving their local advocacy identity and managing current priorities, while external concerns revolve around the transition in leadership and shifts in their support.

Vision to scale and internal weaknesses

Haki Africa's new strategic vision aims to scale their efforts across the continent. While they are well positioned to leverage their strong brand and experience to grow, there may be a mismatch in terms of the internal capabilities required to effectively expand their activities.

Haki Africa's new strategic plan details an ambitious plan to scale into new geographies and shift their focus to tackling more systemic challenges both nationally and across the African continent. The strategic plan hopes to leverage some of their extensive learnings, partnerships, and their substantial reputation as a human rights advocate to effect change at a continental level. Whilst Haki Africa is well positioned to make this shift, there are some challenges to achieving this growth both internally and externally. Internally, there are worries around how they to maintain their identity as a local advocate whilst balancing their new priorities; externally there are worries that the extensive value that Haki Africa has provided may be diluted as they expand. Additionally, the sustainability of funding for their growth remains a concern, with existing challenges around identifying income generating activities and achieving self-sufficiency persisting.

Executive Director transition

Haki Africa faces challenges in navigating their upcoming leadership transition, lacking a clear and unified approach to the process and its alignment with their strategic shift towards becoming a pan-African organisation. Discussions with the Haki Africa team revealed some misalignment on the plans for the Executive Director's succession, with some team members anticipating his steering their transition to a pan-African organisation and others preparing for him to step down. Given the Executive Director's pivotal role as a founder and the organisation's public face, establishing clear and shared expectations regarding his succession is essential to ensuring a seamless transition and maintaining stability during this transformative phase.

"The shift to pan-African context has been controversial – there are some that believe we need to first answer the Kenyan question fully, but at what point do you conclude that we have done enough for Kenya? Others believe we can still move in the African space and do local work well."

Haki Africa, Team Member

"We need to build staff capacity to undertake global events, currently we have less than five staff who can confidently do global work. Most of our staff have strong abilities to work locally with SJs and CBOs, a bit of lobbying with other NGOs, and working with government. But at the AU [African Union] level, we will need to build capacity even in terms of writing because the way we do a donor report vs a local report are different even in terms of language."

Haki Africa, Team Member

Funders have an opportunity to assist Haki Africa in two key areas: internally, by funding the digital transformation of their internal operations, specifically focusing on enhancing their financial and MEL systems; and externally, by providing support to strengthen the capacities of the SJsCs

1. Support for Digital Transformation:

- **Enhancing Efficiency with Advanced Systems:** Provide funding specifically for the implementation of high-level MEL systems. These systems can support Haki Africa to effectively track, assess, and report on their projects and initiatives.
- **Implementing Financial Management Systems:** Support the integration of sophisticated financial management systems, such as an Enterprise Resource Planning (ERP) system. This technology will help streamline Haki Africa's operations, making their financial processes more transparent and efficient.
- **Training and Capacity Building:** Alongside the implementation of these systems, allocate resources for training Haki Africa's staff on the new M&E and ERP systems. This ensures they are well-equipped to utilise these digital tools effectively, maximising their benefits.

2. Supporting the Social Justice Centres:

- **Strengthening Network Capacities:** This allocation is aimed at enabling Haki Africa to direct more resources towards grassroots organisations. These organisations, in collaboration with local communities, are integral to Haki Africa's mission and objectives. By providing this targeted funding, funders can assist Haki Africa in strengthening these grassroots partnerships and enhancing their overall community impact. However, this support should include a model that accounts for equity, transparency and fairness.



Internal Structures
and Governance



Engagement
Model



Narrative building
and impact
measurement



Financial
Health



Vision and
aspirations

Funders have an opportunity to provide targeted capacity building support through partners or external contractors to improve internal structures and support with transition management

- 1. Investment in a transition management specialist:** As Haki Africa transitions into new leadership, there is an opportunity to provide transition management support to ease the team into the new phase. *This could be in the form of a transition specialist that guides the team and manages the transfer of knowledge and systems to the incoming Executive Director.*
- 2. Visioning and prioritisation for Haki Africa's strategic plan:** External consultant support through additional visioning and prioritisation sessions with Haki Africa as they continue to operationalise their strategic plan. This would ensure that their plan for scaling to new geographies is achievable.
- 3. Investments in staff development:** Haki Africa has identified key gaps in their internal process for documenting and reporting on human rights violations. They *require technical support to boost their internal MEL processes and to integrate high-level training that guides staff on the ways in which they can automate the process.*
- 4. Technical support to identify and integrate income generating activities:** Haki Africa have commissioned an internal team to investigate the types of income generating activities that they can explore to provide alternative revenue streams beyond external financing. *There is an opportunity for funders to provide expert support to help Haki Africa define viable revenue generation pathways.*



Internal Structures
and Governance



Engagement
Model



Narrative building
and impact
measurement



Financial
Health



Vision and
aspirations

