



SURVIVORS OF SEXUAL
VIOLENCE IN KENYA

Strategic Plan

— 2018 - 2022 —



Shattering Stigma & Discrimination – From Victim to Survivor!



Strategic Plan

— 2018 - 2022 —

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Wangu Kanja Foundation (K)

P.O. Box 12608-00100

Nairobi, Kenya

Tel: +254 722 790404 / +254 774 746699

Email: info@wangukanjafoundation.org

www.wangukanjafoundation.org

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Acronyms

AIDS	Acquired Immune Deficiency Syndrome	NGEC	National Gender & Equality Commission
BCC	Behaviour Change and Communication	NGO	Non-Governmental Organisation
CBO	Community Based Organisation (s)	PEV	Post-Election Violence
CSO	Civil Society Organizations	PHR	Physician for Human Rights
CUC	Court Users Committee	PPP	Public, Private Partnerships
CSSM	County Survivor of Sexual Movement – CSSM	PSVI	Prevention of Sexual Violence Initiative
GBV	Gender Based Violence	SAP	Survivor Action Plan
FCO	Foreign and Commonwealth Office	SDGs	Sustainable Development Goals
FGDs	Focus group discussions	SFPs	Survivor Focal Points
HIV	Human Immuno Virus	SGBV	Sexual and Gender Based Violence
HRW	Human Right Watch	SP	Strategic Plan
ICJ	International Commission of Jurists	SSV_Ke	Survivors of Sexual Violence in Kenya
ICTJ	International Centre for Transitional Justice	SV	Sexual Violence
IDP	Internally Displaced Persons	SWOC	Strengths, Weaknesses Opportunities and Constraints
INGO	International Non-Governmental Organisation	TOTs	Trainer of Trainers
KHRC	Kenya Human Rights Commission	TSC	Teachers Service Commission
M&E	Monitoring and Evaluating	UAF	Urgent Action Fund
MEGEN	Men for Gender Equality Now	WKF	Wangu Kanja Foundation
MLE	Monitoring, Learning and Evaluation		

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- International Centre for Transitional Justice (ICTJ)
- International Commission of Jurists (ICJ)
- Physician for Human Rights (PHR)
- Inspired Community
- Leicester University
- Foreign and Commonwealth Office (FCO)
- Prevention of Sexual Violence Initiative (PSVI)
- Grace Agenda
- Internally Displaced Persons (IDP) Women Group
- Healing Hearts Counselling Services
- Peace Platform
- Make Peace CBO
- Post Elections Violence (PEV) Survivors Women's Groups
- Lynya CBO for Girl Child Care
- Community Development and Sustainability Organisation
- Namubuya Model Child Care
- KNTS Network
- National Victims and Survivors Network
- Kisauni Peer Educators
- Imani Group
- Tears of Women CBO
- Mukuru Survivors Network



This Strategic Plan was developed through a consultative process that brought together Survivors of Sexual violence from different counties. The participatory approach used during the development of this Strategic Plan (SP) proved to be an effective way of building the Movement and forging partnerships and identifying strategic priorities for the next five (5) years. It also accorded us an opportunity to review our successes, weaknesses, opportunities and constraints over the past years, conduct a capacity needs assessment, and chart our course for future innovative programming.

Survivors of Sexual Violence in Kenya, just like in many countries in Sub-Saharan Africa are faced with myriads of challenges. These range from loss of dignity, inaccessible services, and trauma associated with stigma, entrenched and unexpressed painful experiences including gaps in the legal frameworks and policies. Oftentimes, survivors are left to go through the pain without practical care and support leading to helplessness. It is well documented that stigma impacts negatively on survivors, their families and the wider society. Additionally, stigma impacts disproportionately on women, men and children since they form the majority of the survivors of sexual violence. It is therefore imperative that attitudinal change must be at the core of efforts to eliminate stigma and discrimination.

The Survivors of Sexual Violence in Kenya (SSV_Ke) Movement brings together a unified voice of the survivors to address all forms of sexual violence and to amplify their voices across the country. The movement is anchored within the already existing community structures for purposes of ensuring innovation and sustainability in the long run. Over the next five years, Survivors of Sexual Violence in Kenya (SSV_Ke) targets to build the strength of its composite members to ensure that its demanding programme benchmarks remain firmly in place. As we continue to grow in reach and scope, our strategic plan for 2018 – 2022 focuses on depth in scope, consolidation and scaling up of some of the existing initiatives by the movement members. The Plan is an outcome of discussions and consultations with survivors of sexual violence across Kenya. The interaction provided a firm foundation for the development of this

plan, which is anticipated to take a five-year cycle with an aim of providing stability to the overall engagement with survivors and their families.

This Strategic Plan (SP) contains five strategic components, which have been developed based on the main roles and responsibilities of key stakeholders in the prevention, protection, response and prosecution of Sexual Violence (SV). In order to effectively implement this Strategic Plan, survivors will be at the core of every undertaking and hence there will be need to build their capacity to be able to engage with other actors and different partnering organisations in ensuring institutional development. This will be done with the aim of forging networks anchored within the principles of inclusiveness, equality and accountability for sustained commitment to the cause. Consequently, a core group of survivors will be trained as trainers and the will in turn train others in different communities to be able to engage in prevention, protection and response initiatives including involving the legal justice system to ensure successful prosecution of SV cases.

Implementing this SP will require effective and genuine collaboration and networking within the multi-sectoral spectrum i.e. Health, Safety & Security, Legal and Psychosocial support at the local and levels. We shall therefore continue to appeal to all stakeholders to continue to support the implementation of this strategy as they did towards its development. The initial programming phase for implementing this Strategic Plan will involve the following Counties i.e. Nairobi, Mombasa, Kilifi, Makueni, Machakos, Nakuru, Kisumu, Migori, Siaya, Busia, Bungoma, Trans Nzoia, Vihiga, Nyeri, and Wajir. It should be noted that the Counties have been strategically selected to ensure it covers all the regions in Kenya by targeting what used to be the eight provinces in Kenya's old administrative boundaries. With time, the number of counties will be increased as resources become available.

Survivors of Sexual Violence: Accessing Justice and Restoring Dignity to Survivors

When we speak of gender we are referring to men and women as well as boys and girls. However, gender

biases and inequalities predominantly and critically affect women. Gender stereotypes also pose restrictions and risks for men. They can limit men's potential and enjoyment of their roles as affectionate and supportive partners, husbands, fathers and sons, and as role models of non-violence and tolerance. Transforming the way boys and men are socialised and relate to girls and women is essential. Based on this, engaging with men and boys as partners for advancing gender equality is a cross cutting aspect throughout the Strategic Plan 2018 - 2022.

Projections to Achieve the Goals Over the Five (5) Year Period:

- ☞ Equitable, healthy relationships in which women, men, girls and boys can enjoy their freedom to express themselves without fear of violence discrimination or social exclusion;
- ☞ Robust, vibrant and all-encompassing organisations that are able to stimulate transformative agenda in relation to sexual violence;
- ☞ Men, boys, institutions and communities that understand Sexual Violence (SV) and act to prevent it in both public and private spheres;
- ☞ A government, private sector and civil society that is supported and held accountable for delivering on their commitments to offering comprehensive care and support to survivors of sexual violence;
- ☞ Engaging with men in decision making positions, cultural and religious institutions for socio cultural transformation to avoid stigma and discrimination meted on survivors of sexual violence;
- ☞ Making men and boys part of transformation process to champion enforcement of all existing laws and policies that protect and promote the rights of women and girls, seeking to scuttle perceptions, myths and stereotypes surrounding sexual violence.

Priorities and Principles

This Strategic Plan 2018 - 2022 is based on four main principles:

- ☞ **Inclusion and responsiveness to diversities:** Promote human rights, including the rights of women and girls by addressing the social and structural determinants of sexual violence. We hope to significantly expand our work to ensure that the government, human rights bodies and the private sector meet their obligations to human rights and do no harm principle. We will engage in public debates, through Court Users Committee (CUC) meetings, County and Sub-County GBV working groups and any other platform where survivors' voices can be amplified as well as ongoing internal and external capacity building, related to the structural linkages between gender, cultural practices, and other socio-economic factors.
- ☞ **Participation and partnership:** We will build new partnerships with a wider range of actors who drive social change. We shall endeavour to strengthen the coalitions and engage with other stakeholders to support survivors of SV and unpack the gender norms and pervasive socio-cultural issues that perpetuate SV.
- ☞ **Knowledge generation and capacity building:** We will enhance knowledge generation and dissemination – by developing and implementing collaborative ways of working which engage multiple perspectives in defining communal problems and questions that pertain to prevention and response to SV. We will develop appropriate gender based indicators for generating knowledge and strengthening the capacity of individuals and institutions to create a stigma free environment for survivors of SV. This will include provision of training and awareness on laws and policy for addressing SV.



Engagement in dynamic policy environments for sustainability: We will be unwavering in engaging with policy, institutional processes that are shifting and multi-faceted. This will also include analysis and interpretation of sex-disaggregated data that can then be used to develop survivor-centered action plans.

Communication about Sexual Violence

SSV_Ke will lay the groundwork to ensure that partner organisations better respond to the needs and protect the rights of the survivors with increased investment in community based interventions, stronger partnerships and improved integration of survivors in programming. There is need for leveraging on the resources by ensuring multi-dimensional and multidisciplinary approach to service delivery is in place at a structural level. To this end, we shall work together to support survivors and ensure family and community-based approach is taken

by including the wider community in programmes and projects, not only survivors but as key actors who must be involved in finding solutions to their common problems.

Additionally, SSV_Ke will work to ensure the provision of emotional, psychological and psychosocial support, economic and civic participation for survivors of SV, without limiting responses to sectors that only respond to psychosocial needs but also comprehensive care and support among other needs. At the heart of our efforts, will be the recognition that survivors are not a homogenous group and will have different needs and priorities and that *'one incident is one too many'*. Without exception, no survivor should ever be blamed or criminalized. Culturally relevant and localised prevention and response to stigma and discrimination will be enhanced by helping the survivors to break the silence and speak out. In a nutshell, the movement will aim at amplification and unification of voices at all levels.



History and Background

Addressing Sexual Violence (SV) requires collaboration amongst local, international stakeholders and like-minded organisations, who can provide medical, legal, safety and security, psychosocial and community support services. This is then enhanced by building the capacity of individuals and systems to address the root causes of SV through a coordinated, integrated multi-disciplinary approach. For instance, conflict related forms of SV require long-range strategies that are timely and consistent with the country situation. All stakeholders are duty bound to provide strengthened security platforms for reduction of harm and stigma resulting from SV during peace and conflict times. We cannot wait to react when we can act now to stop the potential suffering of those most in need and as the saying goes, *“prevention is better than cure”*. The role of the different stakeholders i.e. health, safety and security, legal, psychosocial support, media including community leaders cannot be gainsaid.

Kenya is still in need of support from the international community to be able to effectively deal with its own internal problems as well as conflict situations emanating from the disquiet in her neighbouring countries. The effects of conflict on women, men and children include economic hardship, loss of property, displacement, loss of family member(s), personal injury or experience of sexual violence, trauma and high levels of psychological stress. These realities should help to inform and drive policy development and interventions that ensure support to survivors of SV and their families. SV survivors of conflict related gender violence in Kenya are a concerned group of citizens. The international community continues to define Kenya as a country that is not affected by conflict and as such little investment is made in challenging conflict related sexual violence and other forms of gender based violence. In many settings, survivors have no access to even the most minimal health and psychosocial support during conflict and peace time, leaving them vulnerable to a wide spectrum of potential negative health outcomes, including HIV & AIDS.

Preventing stigma and discrimination resulting from Sexual Violence (SV) is rendered complex by a number of factors, including its cross-cutting multi-sectoral nature and because it reflects some deeply-rooted aspects

of culture and social practices. Over the years, there has been an increasing trend of Sexual Violence (SV) amongst communities in Kenya against the backdrop of the *“culture of silence”*. Consequently, violence against women and girls has been inadvertently attributed to the country’s patriarchal culture. Even though Civil Society Organizations (CSOs) have successfully mobilized and galvanized political support, and increased levels of public awareness for the implementation of key legislative and policy reforms, there still remain a number of bottlenecks especially when it comes to access to services and justice for survivors of SV. Practical implementation of existing regulatory framework to protect and assist victims/ survivors is either non-existing or non-systemic. Professional development training for service-providers, state and non-state actors i.e. police, judiciary, social workers, teachers, public servants etc. remains for the most part adhoc, unsustainable, and non-specialized.

Sexual Violence victims/ survivors are among the most at risk groups for HIV & AIDS and other serious health concerns, transactional sex, human trafficking and manipulation, extremism and radicalisation. Additionally, there seems to be lack of attention to the socio-economic integration and re-integration of survivors of SV. The complaint, accountability, redress and enforcement mechanisms needed to protect and enforce survivors’ human rights are weak and/or sometimes non-existent. Initiating legal procedures against a perpetrator is cumbersome, long and not survivor-friendly. Once having entered the legal process, there is inadequate protection for the survivor *(from continued abuse or threat*



of violence by the perpetrator and their allies including friends and family) during the course of the civil/ criminal proceedings. Sanctions for the perpetrators of family and SV are limited and considered relatively low given the long-term impact of harm incurred by the survivor and society at-large.

SSV_Ke's Strategic Plan 2018 – 2022:

This Strategic Plan has been developed to respond to current national and global trends, experiences and the existing environments in which the SSV_Ke and its members operate. Through a methodical analysis of key trends and realities, strategic priorities, have been developed with a focus and projection for the next five (5) years 2018 – 2022. *This Strategic Plan:*

Provides: The blueprint and focus for SSV_Ke, other networks and civil society organizations (CSOs), the mass media and the private sector; in the efforts to build institutional capacity to undertake the functions outlined herein. The structure permits adaptable response to national and global priorities and needs of survivors of Sexual Violence and their families.

Recognising: The histories of collective resistance and resilience in the face of oppression and that ending sexual violence is essential to creating a safe and just world for all people.

Believing: In the power of authentic relationships to foster and sustain social change and that ending sexual violence is possible. There is need to listen to the voices of the survivors and to maximize on the opportunities as they emerge.

Articulates: Commitments to take the lead role in promoting efforts towards advancing the non-discrimination agenda including combating Sexual Violence (SV) in diverse communities. Attention will be focused on creating awareness and sensitizing communities on their role in curbing incidences of SV and encouraging them to offer requisite support to survivors of SV in their localities with regards, prevention, protection, response and prosecution.

Builds: On the momentum gained in the last few years, which have provided opportunities for identifying implementation gaps and challenges with regards to

prevention and response to SV. The Strategic Plan thus sets out to narrow these gaps in the context of SSV_Ke's priorities, and in partnership with other stakeholders.

Driven: By a longer-term vision, goals and results to 2022, to be reviewed in the last quarter of 2020. This is to allow for alignment with the strategic planning cycles of other partners and funding agencies.

Focuses: On results, indicators and targets allowing SSV_Ke to assess its performance and contributions at national, regional and global levels. In so doing, it attempts to ensure synergies to drive meaningful social change in how SSV_Ke responds centered on the evaluation of beneficiaries' expectations in the next five (5) years.

Feasibility: All propositions of the strategic directions suggested have been considered thoroughly, implementation is conceivable, and all supporting goals; objectives and strategies are realistic, practically achievable, rational and comprehensive.

Sustainability: The strategic directions proposed are aligned with the SSV_Ke's guiding principles and are clearly expressed, management is adequately resourced and well prepared and are of a nature and quality that should ensure the future by building partnerships with the government, community and other social justice movements at the national and global levels.

Rationale:

To bring together survivors of SV to share their life experiences in a safe, therapeutic non-threatening environment that encourages confidentiality, healing, care, support and reporting of SV cases. Consequently, the movement will provide a platform for a national discourse on sex, sexuality and sexual violence. This will be geared towards finding ways for strengthening and consolidating the unity of purpose, strengthening resilience amongst survivors and to ensure that their voices are heard and heeded.

Vision

A nation free from sexual violence, stigma and discrimination.

Mission

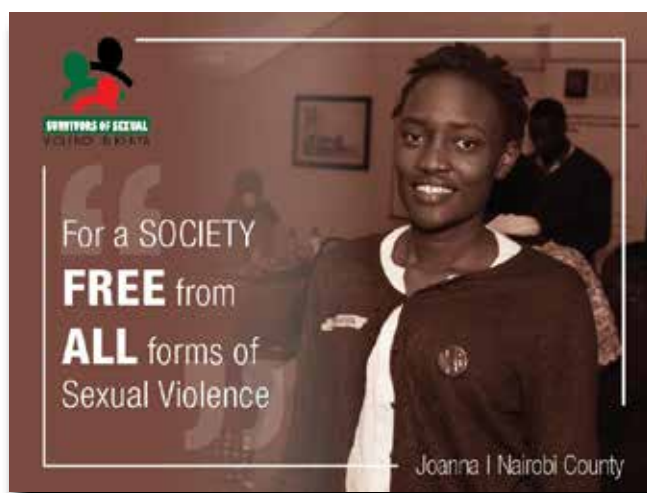
Facilitate the creation of a national movement to demand the necessary changes to end sexual violence and achieve justice for women, men, girls and boys in all communities.

Overall Goal:

A dependable and strong national survivors support movement that can amplify the voices of the survivors to access comprehensive care and support, hold the duty bearers accountable and mobilize resources to ensure sustainability of the movement.

Specific Objectives:

1. Create a safe space and environment for survivors to tell their stories and share experiences without fear of discrimination or stigma;
2. Provide information and communicate with the members of the public and survivors/victims of SV on the availability and access to comprehensive care and support services, access to justice and other available resources financial or in kind;
3. Mobilize resources (*both human and financial*) to support and sustain initiatives and interventions by the movement members towards fighting stigma and discrimination;
4. Conduct research and be a point of reference for the legal justice system, donors and development partners for ensuring that survivors voices are heard and heeded;



5. Provide a platform for mentorship, coaching and a space for creating awareness on the rights of survivors and for encouraging attitudinal change amongst community members.

Impact of the Actions


Survivors of sexual violence in Kenya are faced with innumerable challenges including limited funding for service provision and coordinate support programs, uncoordinated and disjointed interventions which have led to duplication of efforts among others. The coming together of the survivors from different counties to form a survivors' movement is intended to help in amplifying their voices, enhancing knowledge and tapping of skills including pooling of resources towards a common agenda which is the elimination of sexual violence in Kenya. The approach incorporates an understanding that these processes do not operate in a vacuum and that there are similarities in both challenges encountered and successes achieved across the board that can be shared. There are various areas of synergy such as: research, gender justice, media coverage of the SV cases (*including case studies for jurisprudence*), community mobilisation and participation, lobbying and advocacy, survivor support, the creation of an effective secretariat amongst many others.

Sexual violence affects women, men and children different ways. Women and girls have faced – and continue to face – substantial, disproportionate levels of SV and other gender related violations. These discriminations are majorly due to negative socialization. SSV_Ke recognises the fact that a gender equal world guarantees benefits to all members of the society. Therefore, gender-based injustices and rights violations are a major component and key targets of its work. As a joint initiative, SSV_Ke is putting in place measures to multiply the scope of its activism, awareness raising and advocacy to challenge and eliminate all forms of gender injustices and more so sexual violence. It is also important that the lessons learnt are understood as part of the wider interactions that are necessary to address SV, gender discrimination and human rights violations targeted at women, men, girls and boys.

Core Values

1. **Inclusion & Non-discrimination:** Enhance survivors of sexual violence participation in all prevention, protection, response and prosecution efforts in the country;
2. **Confidentiality:** Ensure respect and dignity of the survivors and their families;
3. **Integrity and Accountability:** Expedite access to justice and ensure improved and quality services for survivors including holding perpetrators of sexual violence liable;
4. **Responsibility:** Hold the state accountable to safeguard the rights of survivors of sexual violence through increased funding for prevention, protection and response initiatives across the country.

Specific areas of work for 2018 – 2022:

-  **Prevention and behaviour change:** Focus heavily and invest strategically in prevention through awareness creation aimed at reducing all forms of Sexual Violence (SV) in Kenya. This will be done by strengthening the institutions and

organizations working on SV initiatives. Central to this will be the need to address structural issues i.e. stigma and discrimination and engage in changing community attitude towards survivors of SV;



Response to ensure access to comprehensive care and support: Engage duty bearers and increase their understanding and commitment to addressing SV, as part of the national agenda. Recognise and ensure full implementation of existing non-stigmatising standards and protections, and that these are meaningfully applied in relation to stigma. Increasing knowledge of availability and improved accessibility of quality services for survivors of sexual violence will also be a core part of the activities of the movement;



Accountability, restorative and transitional justice: Awareness creation and sensitization to enhance reporting, performance, clear institutional arrangements and management systems. Efforts will be made to ensure scaling up of services and interventions that guarantee that survivors of SV can access justice and seek legal redress. Consequently, we shall hold duty bearers accountable to ensure the definition of justice is not narrowed to legal processes and takes account of what the individual survivor/victim considers justice to be. Additionally, research and archiving of cases for purposes of reference and future prosecutions will be a major component of our engagement in ensuring accountability at all levels.;



Lobbying, advocacy and networking: Ensure the engagement of survivors in policy formulation, budgeting through an open and consultative process including holding duty bearers accountable to ensure comprehensive service delivery. This will require leveraging on the resources by ensuring multi-dimensional and multidisciplinary approach to service delivery is in place at a structural level;

🌀 **Economic empowerment:** Adopt an effective rights-based approach to all SV prevention and response efforts and expand investment in and institutionalization of survivor services including psychosocial care and support. Additionally, work towards identifying and strengthening existing economic empowerment programmes for survivors of SV.

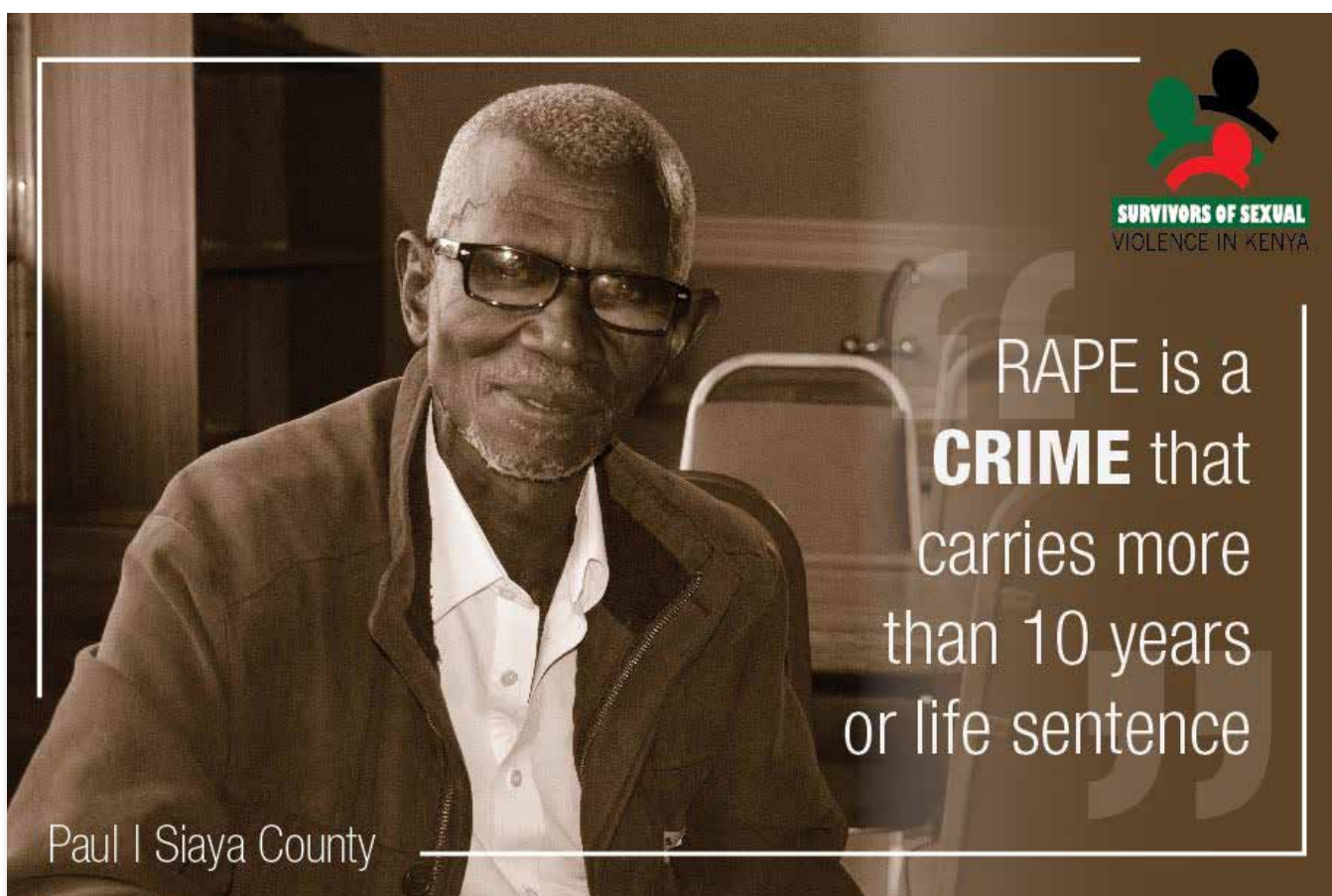
Anticipated Strategic Results

🌀 Rights of the survivors of sexual violence are respected, upheld and realized through mapping of survivors, stakeholders and partners in local county and national levels;

🌀 Strengthened systems, partnerships and coordination to reflect its transformational agenda by ensuring comprehensive care and support for survivors of sexual violence at all levels;

🌀 Action taken by the government, civil society organisations, communities, families, individuals and other stakeholders to prevent Sexual Violence (SV), promote non-discrimination within human rights based and cause no harm approach;

🌀 Structural drivers of sexual and other forms of gender-based violence are addressed including accountability and obligation at all levels.



SSV_Ke's Strengths, Weaknesses Opportunities And Constraints (SWOC) Analysis

Strengths	Weaknesses
<p>The Movement has the following key strengths:</p> <ul style="list-style-type: none"> Strong, vibrant, diverse and committed membership (<i>individual and organizational</i>); Strong legal and policy framework; Good leadership and unity of purpose; Community mobilisation skills nurtured over the years; Extensive awareness raising activities related to gender and sexual violence; Lobbying and advocacy skills; Existence of community- based structures and organisations addressing sexual violence; Toll-free hotlines e.g. 21094 and 1195 for reporting and accessing information; Capacity to undertake program implementation; Innovative programming and response to needs of diverse communities; Good rapport with the government agencies coupled with public confidence and goodwill; Strong, committed, diverse and unique membership drawn from organisations with gender programming background and expertise; Good rapport with donors and partners. 	<p>Having done the capacity assessment, we have identified the following as the main areas of limitation although they are overshadowed by the opportunities:</p> <ul style="list-style-type: none"> Donor dependency; Lack of requisite technical capacity to support continuous vibrant community activities; Inadequate resources (human & financial) to undertake follow up activities; Insufficient coordination between different actors working on prevention and response to sexual violence; Referral pathways and services not known by most survivors; Lack of rehabilitative engagement with perpetrators to guard against re-offending; Inaccessibility of services for majority of survivors' due to distance and/ or cost; Insufficient coherence within monitoring and reporting systems.
Opportunities	Constraints
<p>In developing this 5-year SP, a number of opportunities that the Movement anticipates to exploit have been clearly identified and they include:</p> <ul style="list-style-type: none"> The Kenyan Constitution has a Bill of Rights that opens the space for engagement in the promotion of equality and respect for human rights; Some cultural and religious practices continue to be an impediment in the realization of gender equality and thus provide an opportunity for continuous engagement and debate with an aim of ensuring respect for human rights; The need to engage men and boys in SV awareness and advocacy, including encouraging men to take more responsibility for their own sexuality and increasing men's understanding of the need for a SV free society; Growing global, regional and national consciousness and recognition of the role of communities in SV prevention and response; Constitutional reforms, for instance judicial and security sector reforms; Networking and Movement building to address SV targeting women, men, girls and boys. 	<p>Although we will strive to eliminate the threats, there will be a number of challenges that the Movement will work towards eradicating in the next five-years. They include:</p> <ul style="list-style-type: none"> An unsupportive culture for male engagement in efforts geared towards addressing sexual and other forms of gender based violence; Inadequate funds to implement prevention and response towards SV projects; Funders policies that are sometimes too stringent with no room for negotiation and apathy by the donor community and partners to support interventions targeting men and boys in addressing SV; Unpredictable political environment; Managing the expectations of the members and our clientele including somehow unrealistic expectation by the donors; Permissive and pervasive social norms; Competition for resources from development partners.

Gaps and Challenges in Sexual Violence Prevention and Response

Structural discrimination, societal, gender, political, cultural, religious norms and attitudes and lack of awareness and education are among the root causes of stigma. Their exact nature and the specific effects they produce upon the formation, display and consequences of stigma vary across counties and communities. The following causes and dynamics that serve to create or sustain stigma need to be taken into account.

- ✧ Insufficient sex-disaggregated data and baseline statistics to credibly inform policy, decision making, and planning;
- ✧ Poor coordination of initiatives geared towards prevention, protection, response and prosecution of SV cases;
- ✧ Lack of capacity within CSOs to demand accountability for gender responsive resource allocation by donors and government;
- ✧ Inefficient enforcement and implementation of laws and policies;
- ✧ Lack of appropriate frameworks for CSO and NGOs to effectively implement, monitor and evaluate interventions for gender equality and women's empowerment;
- ✧ Changing perceptions and the socio-cultural environment that encourage stigma and discrimination;
- ✧ Pervasive SV in Kenya, despite the legal and policy frameworks in place, especially due to pervasive and permissive the adherence to negative cultural practices;
- ✧ Lack of awareness of rights, and lack of financial or logistical capacity for SV survivors to report cases, preventing proper legal proceedings;

- ✧ Stigma of committing SV may lead to families/communities protecting the perpetrator;
- ✧ Culture of privacy may be masking SV and stigma;
- ✧ Silence and fear may be sustaining stigma;
- ✧ Traditional and cultural beliefs, particularly surrounding sex and sexuality;
- ✧ Minimal involvement of men in SV prevention and response, particularly in most communities across Kenya.

Trends

There are a number of trends that are likely to influence and impact future activities that the Movement will engage in. They include:

- ✧ The Constitution and other supportive laws (legislations), policies and regulations;
- ✧ Kenya's Vision 2030;
- ✧ Focus on Sustainable Development Goals (SDGs)-*Post Millennium Development Goals*;
- ✧ Increased support from Government, Civil Society Organisations (CSOs) and Public, Private Partnerships (PPP);
- ✧ Greater recognition of the importance of male engagement in efforts to address Sexual and other forms Gender Based Violence and promotion of gender equality and human rights;
- ✧ Emergence of corporate social responsibility;
- ✧ Research and transitional justice agenda;
- ✧ Deeper understanding of the linkages and intersections between SV and other development concerns.

Theory of Change:

SSV_Ke believes that in efforts towards bringing an end to sexual violence there is need to have a better understanding of how change occurs, and what can be done to make it a reality. Our theory of change focuses on sexual violence against women, men, girls and boys. It does not minimise other forms of Sexual and Gender Based Violence (SGBV), but we deem that different approaches are required for such undertaking, and that is not the focus of SSV_Ke.

Everyone needs to go on a personal journey of transformation of their knowledge, beliefs and practice, if they are to achieve lasting change. Sustainable and genuine change on the part of the perpetrators, starts with accountability centered on recognition of wrongdoing and acceptance of responsibility.

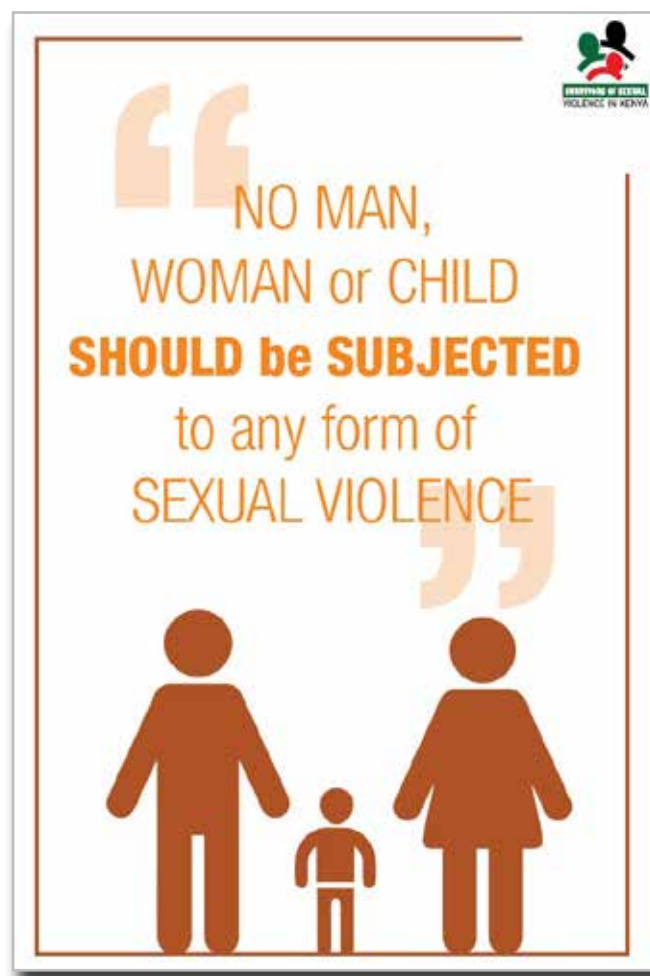


Our theory of change focuses at interventions and programming that can help in strengthening the influences at the individual, community and national levels bearing in mind that all people are influenced by factors at all the three levels. that can be undertaken to assist on the journey and strengthen the influences. SSV_Ke takes cognizant of the need to change the influences at play both on individual people and on wider society, in terms of positive incentives and negative restrictions. Utmost attention is paid to the environment, the nature of choices made and the possibility of relapse and of positive and negative feedback spheres.

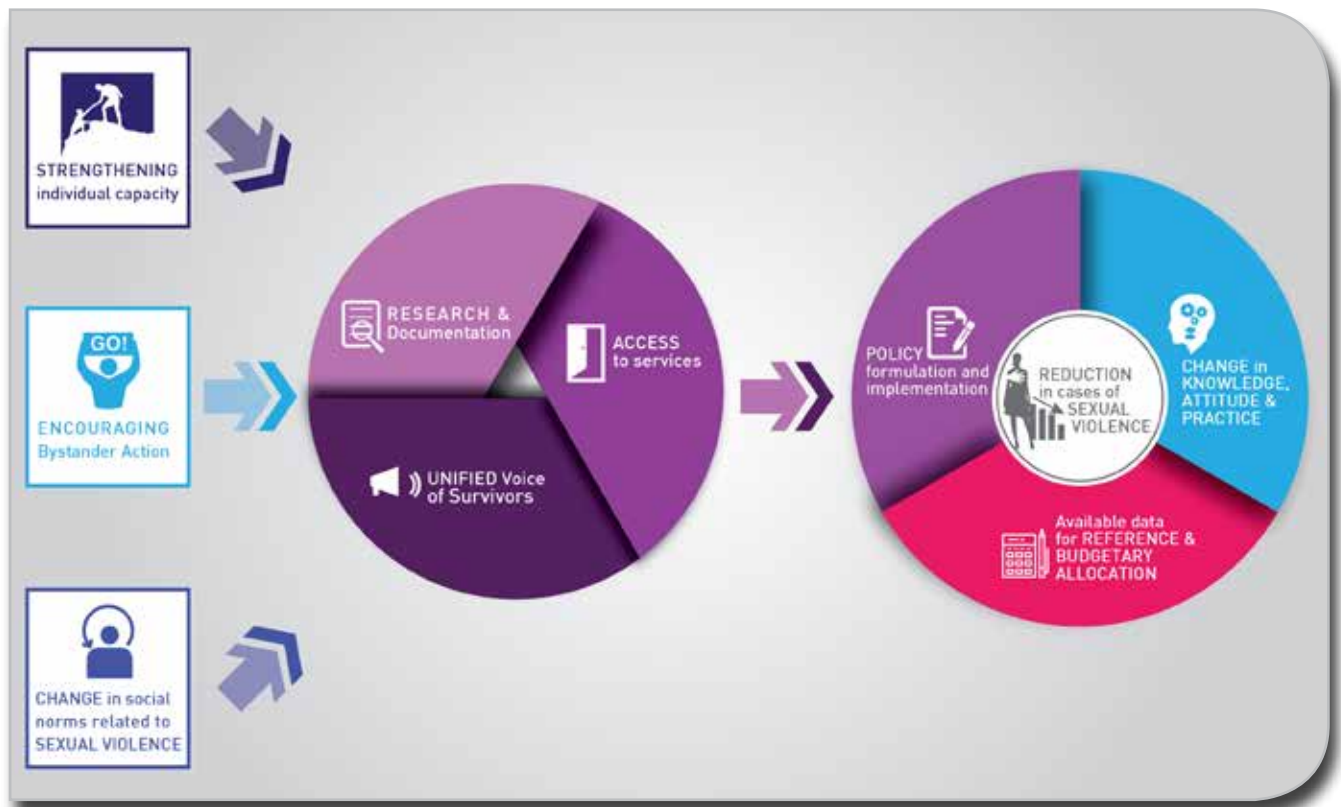
The basis of our model is the conviction that there are multiple influence points for efforts towards ending

sexual violence. We do believe that a combination of interventions and actors in different sectors and levels can have the desired impact if they were to work together. To this end, research will form a key element of our model to ascertain which factors are more important in order to be able to effectively prioritise our interventions.

Empowering individuals and particularly survivors of SV is essential in ensuring and restoring dignity and respect to the affected individuals. We believe people will change through changing their knowledge, attitude and practice and that this can be supportive environment and wider change in social norms. Prevention can also work through deterrence by way of legal underpinnings which can be used to ensure accountability and making people to face consequences for their actions through the legal system. Coupled with this is the prevention and protection of individuals which must primarily deal with changing the attitudes and actions of by-standers and perpetrators of SV.



Schematic illustration of the SSV_Ke Theory of Change



SSV_KE's Strategic Directions and Priorities

SSV_KE's key focus for the next five years will comprise five (5) main strategic directions and priorities. These focus areas have been identified based on the Movement's mandate and the foundation laid during its formation.

The priorities are anchored on the issues of human rights, gender equality, combating SV and championing for the attainment of social justice. *The strategic directions include:*

1. Community education and mobilisation;
2. Knowledge generation and management;
3. Policy development and advocacy;
4. Movement building;
5. Research and monitoring and evaluation.

SSV_Ke will work towards development and sustainability of community-based structures and support them to contribute to the long-term sustainability of SV prevention and response and promotion of gender equality initiatives. As part of our strategy, we shall enter into strategic partnerships with like-minded organisations to ensure effective delivery of services and to realise the Movement's set targets and objectives. Strategic directions have been designed to ensure institutional capacity is in place to adequately meet the expectations of beneficiaries and partners.

Over the five-year period, we will focus on the following goals:

1. Community Education and Mobilisation

Strategic Direction: Engaging SSV_Ke membership and the public in innovative community mobilisation, education and transformational activities to prevent and respond to SV and avoid stigma and discrimination of survivors of sexual violence.

Strategic priorities

- Strengthen community mobilisation and support sustained activism at the community level;

- Develop a model for integrating SV prevention education into school systems, in partnership with the Ministry of Education and/or (other line ministries), Teachers Service Commission (TSC);
- Implement community media strategies across the country;
- Integrate a focus on SV, including comprehensive awareness and sensitisation into all community education and mobilisation work.

Strategic Objective:

Foster a prevention-focused environment where sexual violence is not tolerated

This objective is intended to ensure that the environment in which Kenyans live in a secure environment devoid of SV and are actively involved in efforts prevent it. The activities proposed within this objective are designed to overcome existing constraints involving the low level of knowledge and understanding of the concept of gender, human rights and the law, the entrenched ideas of gender roles and negative social attitudes which create an environment that fosters perpetration of sexual violence and to ensure coordination and consistency in awareness raising and advocacy interventions.

Activities:

- Information packaging, repackaging and dissemination:** Develop and implement communications and advocacy campaigns on gender and SV targeting different sectors of the population (including local leaders, religious leaders, law enforcement, families, schools, etc.);
- Sharing of information on human rights instruments:** Publication of Behaviour Change and Communication (BCC) materials and

dissemination of user-friendly guides on the laws and policies on SV and produce regular policy briefs on SV for different sectors;

🌀 **Evidence-based planning awareness creation and advocacy:** Develop awareness raising programmes targeting communities including survivors and perpetrators of SV. This activity will also produce regular policy briefs on SV for different sectors;

🌀 **Capacity Building:** Conduct workshops for survivors, community members law enforcement bodies, local leaders, SV Committees, Gender and anti-SV Clubs, etc. at County level to promote knowledge of SV, laws and policies to prevent and respond to it;

🌀 **Documenting and disseminating lessons learnt and best practices:** Support the inclusion of positive gender attitudes in ethical guidelines for different stakeholder including media practitioners. There will also be need to establish and strengthen “*men and boys as allies for change*” discussion groups at all levels.

Output: Produced high quality documentation, material and skills for engaging with the communities on SV prevention and response.

Outcome: Positive cultural values and social attitudes on gender and against SV are enhanced.

2. Knowledge Generation and Management

Strategic Direction: To promote positive changes and practices to increase support for survivors of sexual violence within communities and to facilitate development and implementation of survivors’ focused policies to influence public discourse on sexual violence.

Strategic priorities

🌀 Contribute to the strengthening of the capacity of local, national, and regional networks and civil society organisations to communicate more effectively about efforts to eliminate stigma and discrimination surrounding SV;

🌀 Write and place regular opinion pieces in local, national media and to secure radio and television coverage of the SSV_Ke’s work in local and national media;

🌀 Implement community media strategies including digital stories, community radio and extensive use of community forums to engage with communities on SV issues.

Strategic Objective:

Engage in community-focused interventions to reduce vulnerability to Sexual Violence through information sharing

Changing attitudes towards prevention and response to SV is an ongoing and lengthy process. This objective is intended to promote the welfare of individuals who are at risk of becoming survivors/ victims of SV or at risk of being re-abused. The activities proposed within this objective are designed to identify individuals and groups at heightened risk of SV and to provide support for their empowerment and protection from sexual violence.

Activities:

🌀 **Capacity assessment:** Identify and build capacity of service providers to identify those most at risk of SV. This will include building the capacity of community leaders to address SV;

🌀 **Develop guidance on identifying those most at risk of SV:** Conduct mapping exercise to identify individual and groups most at risk to SV in different communities;

🌀 **Tailor made campaigns:** Develop campaigns targeting to the most vulnerable to SV individual and groups in different communities and helping them to use the existing legal framework to claim their rights;

- 🌀 **Economic Empowerment:** Identify and strengthen existing economic empowerment programmes scale up and existing economic empowerment programmes to most vulnerable groups
- 🌀 **Creation of opportunities:** For SSV_Ke members and the community to apply lessons from the training on sexual violence in relation to human rights and the ability to demand for their rights;
- 🌀 **Documentation:** Building members capacity to carry out documentation of lessons learnt and good practices including data generation and record keeping including design and development of an application for data generation of all cases of SV in the country and as a reference point and prosecutorial evidence.

Output: Effective field-focused survivor support movement with a capacity to implement programmes at local, county and national levels.

Outcome: Reduced vulnerability of individual and groups most at risk to sexual violence in diverse communities.

3. Policy Development and Advocacy

Strategic Direction: Recognising the inter-connectedness of sexual violence, women's rights and broader human rights issues.

Strategic priorities

- 🌀 Building capacity of the Movement members and the public to take on a series of preventive and responsive advocacy actions and longer-term monitoring and oversight work. This will include formal submissions to relevant bodies that seek to influence and shape SV prevention and response policy and debate in Kenya and globally;
- 🌀 Engaging in capacity building and media advocacy to ensure public dialogue and support for laws and policies for addressing sexual violence;
- 🌀 Establish an advocacy agenda for the implementation of existing gender related laws such as Children's Act 2001, Sexual Offences

Act 2006, Victims Protection Act 2014 and other related legislations and policies;

- 🌀 Supporting policy advocacy related to advancing prevention and responsive initiatives on SV across all the counties;
- 🌀 Explore the feasibility of developing campaigns to increase women and children's safety in public spaces and conduct a mass media campaigns on issues affecting women, men, girls and boys in diverse communities across Kenya.

Strategic Objective:

Strengthen lobbying and advocacy mechanisms within SSV_Ke to ensure comprehensive service provision to survivors/ victims of Sexual Violence

This objective is intended to enhance collaboration amongst SSV_Ke members and to ensure that lobbying and advocacy initiatives are inclusive and effective. This will involve conducting participatory research on public opinion to refine and expand campaign messages on an ongoing basis. Efforts will be made to identify and create new spaces for advocacy and new knowledge to enter into policy processes and work within new development pathways.

Activities:

- 🌀 **Messaging:** Develop messages and communication materials for different sectors and target audiences by involving the communities and the survivors of SV;
- 🌀 **Agenda Setting:** Create a platform for setting the agenda for pertinent issues to be discussed for policy development and advocacy;
- 🌀 **Capacity Building:** Create awareness and sensitize the right-holders i.e. community members (*including the survivors*) to increase their knowledge and interest in policy issues on Sexual Violence prevention and response;

- 🌀 **Resource Mobilization:** Lobby and advocate for more resources to be directed at prevention and response to Sexual Violence at the local, county and the national levels. The resource mobilization component will also include the involvement of SSV_Ke members in fundraising efforts for undertaking joint activities at different levels.

Output: Developed effective strategies for policy advocacy for informed advocacy campaigns.

Outcome: Coordinated, comprehensive and organized lobbying and advocacy mechanism developed.

4. Movement Building

The Movement's focus over the next five-year period will be to support the development of strong, vibrant and inclusive organisations that focus on gender justice and human rights. The Movement members will work towards a sexual violence free society where everyone's rights are respected.

Strategic direction: Support the development of strong, vibrant and inclusive organisations that focus on gender justice and human rights through engagement in efforts to end all forms of sexual violence in Kenya.

Strategic priorities

- 🌀 Formalise and strengthen the SSV_Ke's local, regional and national network. SSV_Ke will adopt a focus-county model and scale-up support to prioritised county networks. These networks will become increasingly independent and manage cross-county partnerships. Strong orientation and capacity-building processes will be put in place including a clear code of ethics and accountability processes;
- 🌀 Work closely with partner organisations to build their capacity to receive and manage donor funding. This will include exploration of financial management systems that meet the needs of the Movement. Determine costs and identify resources for procurement of the system, as well as training and implementation to strengthen financial reporting;

- 🌀 Have a comprehensive performance management system in place that will strengthen and enhance membership and implement organisational members development programme;
- 🌀 Implement and/or enhance systems that monitor and report on compliance with the Movement's operating procedures in line with the government, donors and other strategic partners guidelines.

Strategic Objective:

Formalise and strengthen the SSV_Ke's local, regional and national network by adopting a focus-county model and scale-up support to prioritised county networks

Acting collectively requires some collective identity in collective action participation. This objective is intended to enhance advocacy, targeting county and national governance bodies and parliamentary structures, to support progress and accountability on ending all forms of sexual violence. The objective is also geared towards providing support for examining and taking steps to ensure that SSV_Ke's internal management and operational culture and practices reflect its values and transformational agenda.

Activities:

- 🌀 **Defining Our Identity:** This will involve creating awareness based on the understanding of who we are and of who other people are- cognitive (*awareness of membership*), the values associated with the membership and the emotional/ affective feelings towards the movement as well as others standing in solidarity. It will also include the creation of a positive environment for internal reflection and action on SV prevention and response;
- 🌀 **Mapping of Partners and Expanding Influence:** Social movements are only as powerful as the power of their grassroots support. On the other hand, social change happens only when the

majority of citizens are alerted, educated, and motivated to be concerned about a problem. Furthermore, social movements are only as powerful as the power of their grassroots support. SSV_Ke will embark on a mapping exercise to identify like-minded organisations and individuals to strengthen and to expand its influence and transformational agenda.

- 🌀 **Training:** Building the capacity and providing knowledge and skills to movement members will be at the core of ensuring retention of quality advocates for social justice movement and building their confidence level. The focus will be on winning over ordinary citizens who can in turn hold duty bearers (*power-holders*) accountable on service delivery for SV prevention and response.
- 🌀 **Tasking and Sharing of Roles:** This will be done with an aim of ensuring that as many members as possible are involved in the collective actions of the movement.
- 🌀 **Regular meetings:** This activity will be used to sustain the link among members and provide a platform for them to share ideas and to support each other towards positive change in the communities. These forums will enable the members to encourage each other, vent out their frustrations and fears and share optional practical strategies for handling complicated cases of sexual violence (*Case Conferencing*).
- 🌀 **Exchange programmes:** The exposure provides the members with an opportunity to learn and share experiences with each other. Details and strategies that have been successfully used to inspire, recruit and retain partners into the movement will be explored.

Output: Built inclusive Movements and common cause between SSV_Ke and other social justice movements.

Outcome: Structured approach for mobilising and creating a critical mass of individuals and organisations working towards the prevention and response to sexual violence strengthened.

5. Research, Monitoring and Evaluation

Develop and implement additional qualitative measurements to capture the complexity of SV and other related issues as well as the multi-pronged interventions used to address the issues.

Strategic direction: Developing systematic ways of investigating, assessing and documenting information on SV, in liaison with the survivors, service providers, government and other stakeholders.

Strategic Priorities

- 🌀 Strengthen strategic partnerships with key civil society, institutions of higher learning, UN agencies and other partners in Kenya and beyond. Strong working relationships with key national and regional civil society organisations will be developed and joint activities will be explored. County linkages will be strengthened, building on meetings, joint advocacy and campaigns;
- 🌀 Strengthen capacity building, develop evaluation tools for conducting rigorous impact evaluations of our community education and mobilisation work;
- 🌀 Develop a shared policy, advocacy and campaigning agenda across Kenya. SSV_Ke will work in different Counties to strengthen existing laws and policies on Sexual Violence (SV). The Movement will also monitor implementation and hold governments (*County & National*) to account for their existing commitments;
- 🌀 Conduct an impact evaluation of the Movement and ensure work across sectors to highlight links between SV and other developmental issues.

Strategic Objective:

Increased knowledge through promotion of research and broad-based information exchange & communications

This objective is intended at developing a participatory research capacity by designing and using appropriate approaches; tools and enhancing skills of the SSV_Ke's membership to generate data, insights and case studies for gathering evidence of impact of working with communities to address SV through joint initiatives. Deliberate efforts will be made to collaborate with likeminded organizations to undertake participatory research, documentation and dissemination of good practices and experiences towards ending SV from different target communities and counties.

Activities:

- Develop a participatory research protocol and share it with key actors;
- Focus group discussions (FGDs);
- Desk reviews;
- In-depth interviews;
- Research documentation, case studies, historical injustices, sharing and dissemination of data and findings.

Output: Generated, process, document and shared experiences, lessons and achievements in working with survivors and communities to end SV.

Outcome: Accessible data for evidence-based planning and implementation availed.

Managing the Plan

In order to guide the County Survivor of Sexual Movement (CSSM) teams in the implementation of this Strategic Plan 2018 – 2022, all the teams will be required to commit to capacity building of volunteers (who must also be survivors of SV) as a foundation for enhanced SSV_Ke.

- **Survivor Focal Points (SFPs)** are to be established in each County under the leadership of the TOTs. There must be one male and one female SFP in each County.
- **Survivor Action Plan (SAP)** is to be developed for each County based upon the County strategies and implementation timelines of the SSV_Ke

Strategic Plan 2018 – 2022. Each County must include survivor support related activities in the Annual Operational and Financial Plan.

Responsibilities of the County (CSSM) teams

- Ensure the implementation of the SSV_Ke Strategic Plan 2018 – 2022;
- Ensure the effectiveness of Survivor Focal Points by establishing clear terms of reference and duty statements, ensuring adequate training, access to information and to up-to-date resources, and by increasing the support and participation by the survivors;
- Measure improvements in prevention and response initiatives through on-going monitoring, evaluation and reporting including using sex-disaggregated data;
- Enable the participation of survivors in the local and national knowledge network on survivor support and socio-economic empowerment.

Listen to Survivors: The process of creating a shared survivor-defined vision requires the integration of diverse survivor perspectives. Built into day-to-day advocacy ways to find out what survivors want and need, SSV_Ke will engage in a “Do No Harm Sensitivity Approach”. To this end, we will ask and document what survivors think will make them safer and endeavour not to limit what we can learn from them.



Implementation Matrix

This frame work will inform development of County-level action plans by the survivors and different stakeholders to address Sexual Violence.

Goal 1: Community Education and Mobilisation				
Strategic Direction	Strategic Objective	Activities	Output	Outcome
Engaging SSV_Ke membership and the public in innovative community mobilisation, education and transformational activities to prevent and respond to SV and avoid stigma and discrimination of survivors of sexual violence.	Foster a prevention-focused environment where sexual violence is not tolerated.	<ul style="list-style-type: none"> Information packaging, repackaging and dissemination; Sharing of information on human rights instruments; Evidence-based planning awareness creation and advocacy; Capacity Building; Documenting and disseminating lessons learnt and best practices. 	Produced high quality documentation, material and skills for engaging with the communities on SV prevention and response.	Positive cultural values and social attitudes on gender and against SV are enhanced.
Goal 2: Knowledge Generation and Management				
To promote positive changes and practices to increase support for survivors of sexual violence within communities and to facilitate development and implementation of survivors' focused policies to influence public discourse on sexual violence.	Strategic Objective: Engage in community-focused interventions to reduce vulnerability to Sexual Violence through information sharing.	<ul style="list-style-type: none"> Capacity assessment; Develop guidance on identifying those most at risk of SV; Tailor made campaigns; Economic Empowerment; Creation of opportunities; Documentation. 	Effective field-focused survivor support movement with a capacity to implement programmes at local, county and national levels.	Reduced vulnerability of individual and groups most at risk to sexual violence in diverse communities.
Goal 3: Policy Development and Advocacy				
Recognising the inter-connectedness of sexual violence, women's rights and broader human rights issues.	Strategic Objective: Strengthen lobbying and advocacy mechanisms within SSV_Ke to ensure comprehensive service provision to survivors/ victims of Sexual Violence.	<ul style="list-style-type: none"> Messaging; Agenda Setting; Capacity Building; Resource Mobilization. 	Developed effective strategies for policy advocacy for informed advocacy campaigns.	Coordinated, comprehensive and organized lobbying and advocacy mechanism developed.
Goal 4: Movement Building				
Support the development of strong, vibrant and inclusive organisations that focus on gender justice and human rights through engagement in efforts to end all forms of sexual violence in Kenya.	Formalise and strengthen the SSV_Ke's local, regional and national network by adopting a focus-county model and scale-up support to prioritised county networks	<ul style="list-style-type: none"> Defining our identity; Mapping of partners and expanding influence; Training; Tasking and sharing of roles; Regular meetings; Exchange programmes. 	Built inclusive Movements and common cause between SSV_Ke and other social justice movements.	Structured approach for mobilising and creating a critical mass of individuals and organisations working towards the prevention and response to sexual violence strengthened.
Goal 5: Research, Monitoring & Evaluation				
Developing systematic ways of investigating, assessing and documenting information on SV, in liaison with the survivors, service providers, government and other stakeholders.	Increased knowledge through promotion of research and broad-based information exchange & communications	<ul style="list-style-type: none"> Develop a participatory research protocol and share it with key actors; Focus group discussions (FGDs); Desk reviews; In-depth interviews; Documentation of case studies, historical injustices, sharing and dissemination of data and findings. 	Generated, process, document and shared experiences, lessons and achievements in working with survivors and communities to end SV.	Accessible data for evidence-based planning and implementation availed.

Monitoring, Learning & Evaluation (MLE) Plan

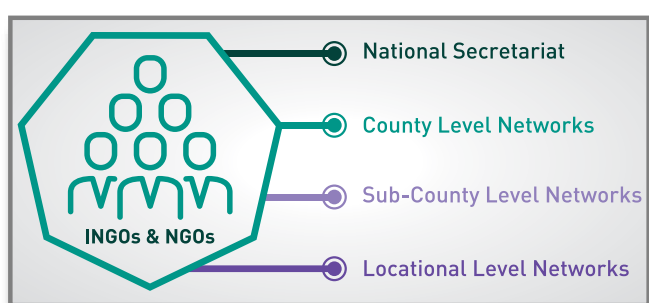
The strategies contained within this Strategic Plan will be assessed through ongoing monitoring and evaluation that will measure progress over time. We will continuously identify the requisite resources and direct budgets to leverage on the issues. We will develop a framework for local plans by different organisations within the Movement to leverage on their contributions to the aims set out in this plan and the basis for subsequent monitoring and accountability.

We will regularly review our progress by assessing the benchmarks for success, including qualitative and quantitative indicators. The indicators will be refined to include a baseline and so that progress can be assessed over time and against relevant comparatives. In carrying out this work, we will be sensitive to the cautions about measurement and behaviour as well as about the importance of context and complexity.

Appropriate measure will be taken where progress is not being made. It is essential that we also build and strengthen capacity for constant learning and this will be anchored within our governance processes.



Coordination Framework



What to do when you have been raped

1

Ensure your personal safety by going to a safe place.

2

- Do NOT shower or bathe.
- Do NOT throw away your clothes.
- Preserve evidence: *if you change clothes, wrap them in a brown paper bag/newspapers (not a plastic bag).*
- Avoid urinating: *if need be urinate in a bottle and carry the urine to hospital.*
- Do NOT brush your teeth or cut your nails.

3

- Seek medical assistance by visiting the nearest hospital or health facility.
- Get preventive treatment for HIV/AIDS, sexually transmitted infections, pregnancy within 72hrs and physical injuries.
- Ensure that the Post Rape Care form is filled and take the original and duplicate copies with you.

5

It is important you seek psychological support (counselling)

Report the matter to the police

4

6

Seek legal advice



**REPORT CASES OF
SEXUAL & GENDER BASED
VIOLENCE TO 21094**

Results
Core Values
GOAL
Evaluation
Monitoring
Movement building
VISION
Mobilisation
RESEARCH
Policy development
Mission
OBJECTIVES
Results
Monitoring
Policy development

Wangu Kanja Foundation (K)

Mukuru kwa Reuben off Enterprise Road,
P.O. Box 12608-00100,
Nairobi, Kenya.

+254 722 790404 / +254 774 746699
info@wangukanjafoundation.org
www.wangukanjafoundation.org
@WanguKanja / @SSV_Ke
Wangu Kanja Foundation



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