



Utetezi Na Haki Kwa Wote

# Strategic Plan

2025 - 2027







Utetezi Na Haki Kwa Wote

# Strategic Plan

2025 - 2027

© 2025 Justice Center Busia Community Based Organization

©All rights reserved. Reproduction or distribution of this document without permission is prohibited.

**Disclaimer Credits**

Consultants:Empresario Consulting Limited

Fiscal Supporters: Wangu Kanja Foundation | Feminist Opportunities Now

Design & layout: EndlessInspirationKe.com

---

## Table of Contents

|                                                           |           |
|-----------------------------------------------------------|-----------|
| <b>Acronyms</b>                                           | <b>6</b>  |
| <b>Statement from the Executive Director</b>              | <b>7</b>  |
| <b>Statement from Programmes Coordinator</b>              | <b>8</b>  |
| <b>Executive Summary</b>                                  | <b>9</b>  |
| <b>1.0 Introduction</b>                                   | <b>10</b> |
| 1.1 About Justice Center Busia CBO                        | 10        |
| 1.2 Objectives of the Strategic Plan Development          | 10        |
| <b>2.0 Organizational Profile</b>                         | <b>11</b> |
| 2.1 Vision                                                | 11        |
| 2.2 Mission                                               | 11        |
| 2.3 Our Values                                            | 11        |
| 2.4 Strategic Thematic Focus                              | 11        |
| 2.5 Strategic Approaches                                  | 12        |
| 2.6 Target groups                                         | 13        |
| 2.7 Target areas                                          | 13        |
| 2.8 Our impact and achievements over the last three years | 13        |
| 2.9 Current challenges                                    | 14        |
| <b>3.0 Contextual Analysis</b>                            | <b>15</b> |
| 3.1 Internal Context                                      | 15        |
| 3.2 External Context                                      | 15        |
| 3.3 Stakeholders Analysis                                 | 17        |
| 3.4 Organization's Governance Model                       | 19        |
| 3.5 Our Change Theory                                     | 20        |
| <b>4.0 Strategic Plan Implementation Framework</b>        | <b>21</b> |

# Acronyms

**AGYW** Adolescent Girls and Young Women

**CBO** Community Based Organization

**M&E** Monitoring and Evaluation

**OVC** Orphans and Vulnerable Children

**PBO** Public Benefit Organization

**PLWHIV/TB** Persons Living with HIV or TB

**PWD** People with Disability

**SGBV** Sexual and Gender Based Violence

**SSV** Survivors of Sexual Violence

**HRD** Human Rights Defenders

**IMLU** Independent Medico-Legal Unit

**CSO** Civil Society Organization

**SDGs** Sustainable Development Goals

## Statement from the Executive Director



I am deeply grateful for the trust you have placed in me as a woman human rights defender and as the founder of Busia Social Justice Centre. The collaboration we share demonstrates the power of teamwork and open leadership. I am committed to serving with passion, dedication, and foresight.

My commitment to empowering the community stems from a desire to address gender injustices and contribute to the transformation of Busia into a self-reliant, gender-equal county. However, we face significant challenges, including child pregnancy, substance abuse, human trafficking, gender-based violence, poverty and insecurity. The hardship caused by hunger and inadequate healthcare is evident, but I believe that, through partnerships and shared goals, we can overcome these challenges.

This strategic plan aims to tap into our county's resources, enhance collaboration with local and external partners and promote justice for our people. However, its success requires the collective effort of all CSOs, the county and national governments, development partners, and other stakeholders.

The three-year strategic plan reflects the aspirations and needs of the people of Busia. It is the result of the hard work of many—women, men, opinion leaders, survivors, and partners—coming together with a shared vision. We must all take ownership in its implementation, monitoring, and evaluation.

I am incredibly proud to be part of this great county and look forward to a future of hope and progress. Let us rise above politics that hinder our development, and work together for the advancement of Busia. We have the resources; it's time to act.

Thank you.

A handwritten signature in blue ink, appearing to read 'Tobista', written over a faint circular stamp.

**Tobista Osundwa**  
Executive Director

## Statement from Programmes Coordinator



This Strategic Plan is the culmination of the collective efforts of the remarkable people of Busia County.

We acknowledge the visionary leadership of Executive Director, Madam Tobista Osundwa, whose unwavering dedication and love for the people of Busia County has been instrumental in shaping this plan. Her understanding of the county's needs and innovative approach has guided the development of this strategic roadmap, ensuring it reflects the aspirations of the community.

We also recognize and appreciate the invaluable contributions of organization members, the community, survivors, CSOs, opinion leaders and all others who supported the development of this plan. Their input, wisdom and commitment have been crucial to its success. This achievement would not have been possible without the support of Wangu Kanja Foundation and Empresario Consulting Ltd, who provided technical support and guidance throughout the development process.

Finally, we believe in the potential of the Justice Centre Busia CBO to lay the foundation for a county where all people have equal access to justice and life opportunities using the clear road map of this Strategic Plan.

A handwritten signature in blue ink, appearing to read 'V. Otieno', is placed above the name of the Programs Coordinator.

**Vitalis Otieno**  
Programs Coordinator

# Executive Summary

Justice Center Busia is a youth and women-led grassroots organization founded and registered as a Community Based Organization in June 2019. Popularly known as Busia Social Justice Center, the organization responds to everyday civic and human rights abuses in Busia County, including; gender based violence, political violence, women and children rights abuses and poor public participation in development processes. The CBO has an operational office within Nambale Sub County office premises.

The development of this strategic plan was made possible with the support of Wangu Kanja Foundation and Feminist Opportunities Now. An organizational capacity assessment conducted in the month of February 2025, identified the strategic plan as one of the core needs of the organization.

The process of developing this inaugural strategic plan was both participatory and consultative—bringing together our volunteers, program beneficiaries and key stakeholders. It allowed for the reviewing of the organization's vision, mission, core principles and thematic focus. It also looked at the environmental (both internal and external) factors that weigh on Justice Center Busia CBO's work, assessed the interest and influence of different stakeholder and refined the strategic objectives towards creating the most impact of the organizations strategies and activities.

The plan explores the organization's interventions under the following thematic focus areas: Sexual Gender Based Violence (SGBV) Prevention and Response; SGBV survivors' livelihood support; Prevention and Management of Malaria, HIV and TB; and Institutional development and systems strengthening.

The plan will be implemented over a three year period (2025 -2027) proved to be an effective way of building the organization and forging partnerships and identifying strategic priorities for the next three (3) years. It has also acted as an eye opener to review our successes, weaknesses and opportunities over the past years, conduct a capacity needs assessment and take action for future development programming.

If well-resourced and implemented, the strategic plan will see a transformation in the development and growth of organization and better outcomes for its program beneficiaries. The empowerment and participation of different stakeholders makes interventions both adaptable and sustainable.

# 1.0 Introduction

## 1.1 About Justice Center Busia CBO

Justice Centre Busia also known as Busia Social Justice Center (SJC) was registered as a Community Based Organization in June 2019. The organization brought together young grassroots human rights defenders (HRDs) concerned about the rising cases of civic and human rights abuses in Busia County, including; gender based violence, political violence, women and children rights abuses and poor public participation in development processes. The CBO has an operational office within Nambale Sub County office premises.

For the next three years, the core thematic focus of the CBO will be on;

- i. Sexual Gender Based Violence (SGBV) Prevention and Response.
- ii. SGBV survivors' livelihood support.
- iii. Prevention and Management of Malaria, HIV and TB.
- iv. Institutional development and systems strengthening.

## 1.2 Objectives of the Strategic Plan Development

The development of this strategic plan answers, in part, one of the recommendations of the CBO's capacity assessment conducted on February 2025. It also serves to streamline the organization's programs and resources for optimization and increased impact.

The development process was both participatory and consultative. The participation of the CBO's members, beneficiaries and key stakeholders was useful in rethinking the CBO's strategic direction, organizational culture and priorities over the next three years. A mixed methodology approach to information gathering was employed allowing for brainstorming, focused group discussions, key informant interviews and desktop reviews sessions. The technical and facilitative service of an external consultant was employed – courtesy of Wangu Kanja Foundation (WKF) with funding from Feminist Opportunities Now (FON).



## 2.0 Organizational Profile



### 2.1 Vision

A country where all people have equal access to justice and life opportunities



### 2.2 Mission

Enhance justice and livelihood outcomes for all genders through empowerment, collaboration and community organizing.



### 2.3 Our Values

We hold strongly that to achieve our vision and mission we will pursue to cherish the following principles:

**Equality** – We believe in the inherent worth and dignity of every individual and are committed to providing equal opportunities regardless of gender, age or background.

**Inclusivity** – We celebrate and embrace diversity, our programs and services are designed to be accessible and relevant to all.

**Integrity** – We are dedicated to conducting our work with the highest standards of honesty, transparency and accountability.

**Equal participation** – We strive to ensure everyone has the opportunity to participate in shaping programs and policies that impact their lives.

**Privacy and confidentiality** – We ensure all personal information shared with us is treated with the utmost respect, sensitivity and security in line with ethical and legal standards.



### 2.4 Strategic Thematic Focus

- **Sexual Gender Based Violence (SGBV) Prevention and Response** – Gender justice in Kenya is an evolving issue, with an emphasis on legal reforms, the fight against gender-based violence (GBV), mainstreaming the participation of women in decision making spaces and addressing socio-economic inequalities. While progress has been made, persistent cultural norms, weak enforcement, and economic barriers continue to pose significant challenges. Since the global adoption of the Beijing Declaration and Platform for Action, Kenya has made notable strides in advancing gender justice. This includes the adoption of policies and legal measures related to Gender-Based Violence (GBV), Female Genital Mutilation (FGM), education, labor rights, and political participation. However, despite these advancements, women and girls in Kenya continue to experience discrimination, exclusion and inequality in economic, social and political spheres.

Our approach underscores that women and girls are disproportionately affected by GBV and that SGBV is the most common form of violation

against women and girls. Through this program, Busia SJC will work towards challenging systematic and structural barriers for access to justice for SGBV survivors and work towards creating an environment where everyone—regardless of gender—can thrive. Key interventions will include raising awareness about SGBV, addressing its drivers, supporting survivors, creating safe spaces and confronting retrogressive cultural and discriminatory practices.

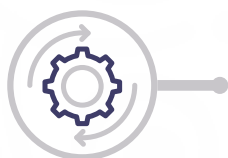
- **SGBV survivors' livelihood support** – We recognize that economic dependency of women and girls on men increases their vulnerability to SGBV. Different reports show that most violations, including repeat violations, against women and girls come from intimate partners or persons who known to the survivors.

Empowering women can go a long way in enhancing their capacities speak against gender violence, make decisions that do not compromise their choices, take action against violations or reduce their vulnerability to SGBV.

- **Prevention and Management of Malaria, HIV and TB** – The Sustainable Development Goal (SDG) 3 of the United Nations seeks to promote good health and well-being, ensuring healthy lives and well-being for all. It lays a bold commitment to end the epidemics of AIDS, tuberculosis, malaria and other communicable diseases by 2030, with the ultimate goal of achieving universal health coverage. We believe that the health and wellness of individuals and communities are fundamental to their overall productivity and well-being.

Our programs focus on improving access to healthcare services, delivering wellness education, promoting proper nutrition, and providing emotional and social support through strong support systems. Health and wellness are deeply interconnected, encompassing physical, mental, social, spiritual, and environmental well-being. By embracing a holistic approach to health, we aim to empower individuals to lead longer, more fulfilling lives, fostering greater happiness and overall life satisfaction.

- **Institutional growth and Development** - We are committed to the ongoing growth and development of both our members and the organization as a whole. This dedication ensures that we are fully equipped to consistently deliver high-quality services to our beneficiaries.



## 2.5 Strategic Approaches

- **Empowerment** - We aspire to create positive change in the lives of our beneficiaries. We ensure our beneficiaries are supported to the point that they are able to overcome challenges, improve their quality of life and contribute to community progress. Through organizing and building the capacity of communities, we enable individuals to advocate for themselves, drive their own socio-economic development, and create sustainable, long-lasting change.
- **Partnership and Collaboration** - We recognize the importance of collaborative efforts among stakeholders to address social issues effectively. We cannot achieve a large-scale change on our own, therefore

we are keen to pool resources, knowledge and skills to address complex issues faced by our beneficiaries in an efficient way.

- **Adaptability and Sustainability** - We understand that the circumstances surrounding the programs which we undertake are constantly changing. We employ initiatives that are flexible and can respond to changing circumstances and solutions that can continue to work over time.



## 2.6 Target groups

We have identified groups of people in our community that are vulnerable to injustice and wellness. For the next 3 years, Justice Center Busia CBO, will focus on the following primary groups:

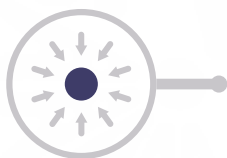
- Survivors of Sexual and Gender-Based Violence (SGBV), including women, girls, boys, men and people with disabilities (PWD)
- Children in need of care and protection – those exposed to trafficking and labour exploitation.
- HIV and TB patients and most at risk persons (AGYWs, elderly and LGBTIQ persons)



## 2.7 Target areas

Our work is spread across the 8 Sub Counties within Busia County namely;

- Nambale sub-county
- Butula sub-county
- Teso south sub-county
- Teso central sub-county
- Teso north sub-county
- Bunyala sub-county
- Matayos sub-county
- Samia sub-county



## 2.8 Our impact and achievements over the last three years

### a. Policy Development

We successfully developed the Busia County SGBV Policy 2024 in collaboration with key Civil Society Organizations (CSOs), creating a solid framework for addressing SGBV in the region.

### b. Justice for Survivors

We successfully documented and managed 40 SGBV cases, in partnership with the Wangu Kanja Foundation, ensuring justice for survivors of SGBV.

### c. Office Acquisition

We established a fully operational office at Nambale Exodus, strategically located along the Nambale-Busia road, enhancing our accessibility and service delivery.

d. Knowledge and skill development

We successfully facilitated training sessions on essential topics such as referral pathways, HIV/TB paralegalism and entrepreneurship, empowering our team and stakeholders with critical knowledge and skills.

e. Networking and Partnerships

We built strong, strategic partnerships with key organizations such as Wangu Kanja Foundation, Defenders Coalition, KELIN, IMLU and various government departments, enhancing our network and collaborative impact.

f. Menstrual hygiene program

We have successfully facilitated distribution of sanitary pads and dissemination of menstrual hygiene knowledge in Bukhayo East ward, Bukhayo Central Ward, Nambale Township ward and Bukhayo North/Walatsi ward in Nambale Sub-county.

g. Environmental Conservation

We have engaged with the community in the conservation of the Nambale River bank from Segero to Manyole by planting bamboo along its banks to stop erosion. This has been done in partnership with the County government of Busia and other CSOs. During these conservation efforts we are able to engage the community in matters of SGBV and Health.

h. Malaria prevention

We successfully installed spatial repellant products in mapped houses Teso south and Teso North sub-counties incollaboration with from KEMRI.

## 2.9 Current challenges

- a. Inadequate knowledge on resource mobilization–our organization has no capacity to develop proposals for fundraising
- b. Inadequate funds–our organization does not have sufficient resources to support implementation of organizational activities.
- c. No safe house–there is no safe shelter to host victims/survivors of SGBV.



## 3.0 Contextual Analysis

### 3.1 Internal Context

This section captures what is working well for us (strengths areas), areas of improvement and actions that will be taken to address them

|   | What is working well                                                    | Strategic Response                                                                                                                                  |
|---|-------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Trained and dedicated staff including trained paralegal                 | <ul style="list-style-type: none"> <li>Periodic capacity building</li> <li>Encourage staff motivation</li> </ul>                                    |
| 2 | Governing constitution and clear governing documents                    | <ul style="list-style-type: none"> <li>Orientation of new members on the rules and regulations</li> <li>Periodic review</li> </ul>                  |
| 3 | Member of SSV Network                                                   | <ul style="list-style-type: none"> <li>Collaboration and Networking</li> <li>capacity building</li> </ul>                                           |
| 4 | Focused and committed leadership                                        | <ul style="list-style-type: none"> <li>Leadership development programs</li> <li>vision driven decision making</li> </ul>                            |
| 5 | Equipped office                                                         | <ul style="list-style-type: none"> <li>Improve on office safety</li> <li>maintenance of office equipment</li> <li>technology integration</li> </ul> |
| 6 | Strategically located office along the highway creating ease of access  | <ul style="list-style-type: none"> <li>Enhance office branding</li> </ul>                                                                           |
|   | Areas of Improvement                                                    | Strategic Response                                                                                                                                  |
| 1 | Inadequate funds to finance organizations activities                    | Develop a resource mobilization strategy<br>Consider an adaptability and sustainability plan                                                        |
| 2 | Inadequate knowledge and skills on program areas.                       | Conduct a training needs analysis<br>Develop a strategic training plan to meet organizational needs                                                 |
| 3 | Lack of safe houses for victims/survivors.                              | Building a safe house<br>Leverage on other partners for safe house support                                                                          |
| 4 | Inadequate knowledge and skills in management of social media platforms | Develop a communication and publicity strategy<br>Train key members on social media management.<br>Technology integration                           |

### 3.2 External Context

We examined the impact of the external environment on our work using PESTEL analysis and considered the necessary strategies to implement in response.

| Focus area | Opportunities                                                                                                                                                                                                                                                                         | Threats                                                                                                                                                                                                                                                                                                                                                                 | Strategic Response                                                                                                                                                                                                                                                                        |
|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Political  | <ul style="list-style-type: none"> <li>Availability of Busia County SGBV policy 2024</li> <li>Goodwill/support of locally elected leaders in the fight against SGBV and other retrogressive cultures</li> <li>Political stability leading to conducive working environment</li> </ul> | <ul style="list-style-type: none"> <li>Withdrawal of Donor support e.g United States.</li> <li>Competing interest from other local organizations in the same space of our work</li> <li>Uncertainty in political landscape which interfere with CSOs operation</li> <li>External foreign policies that interfere with the normal working of the organization</li> </ul> | <ul style="list-style-type: none"> <li>Leverage support from government institutions</li> <li>Understand and develop stakeholder engagement strategy to support partnerships and not competition</li> <li>Explore local partnerships and donors</li> <li>Conduct Risk analysis</li> </ul> |

|                |                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                      |
|----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Environmental  | <ul style="list-style-type: none"> <li>• Environmental conservation projects such as cleaning of Nambale river serve as entry point for community engagement</li> </ul>                                                                                                                              | <ul style="list-style-type: none"> <li>• Natural disasters like floods and droughts increasing displacement and vulnerability</li> </ul>                                                                                                                                                                         | <ul style="list-style-type: none"> <li>• Using environmental projects as entry points for programs</li> <li>• Incorporating resilient livelihood programs</li> </ul>                                                                                                                                                                 |
| Legal          | <ul style="list-style-type: none"> <li>• Existing laws and frameworks (Kenya constitution 2010, Busia County SGBV policy 2024) can be leveraged for advocacy</li> <li>• Establishment of SGBV cases to fast track cases</li> <li>• Support from National Police Service and the Judiciary</li> </ul> | <ul style="list-style-type: none"> <li>• Limited cooperation from other duty bearers</li> <li>• lack of clear legislation on whose responsibility is it to handle Gender injustices and health &amp; wellness issues.</li> </ul>                                                                                 | <ul style="list-style-type: none"> <li>• Strengthening laws enforcement collaboration</li> <li>• Strengthening referral pathways</li> <li>• Strengthen cross-border collaboration</li> </ul>                                                                                                                                         |
| Economic       | <ul style="list-style-type: none"> <li>• Availability of development partners combating SGBV, implementing health and wellness programs in the county</li> <li>• Availability of Affirmative Action Funds at County level</li> </ul>                                                                 | <ul style="list-style-type: none"> <li>• Increased inflation</li> <li>• Increased poverty in the county</li> <li>• Underfunding and sustainability issues</li> <li>• Corruption in various sectors</li> </ul>                                                                                                    | <ul style="list-style-type: none"> <li>• Conduct Stakeholder analysis of development partners</li> <li>• Explore applying for affirmative action funds</li> <li>• Foster a culture of integrity and accountability</li> <li>• Consider economic empowerment programs</li> <li>• Consider education and skills development</li> </ul> |
| Socio-cultural | <ul style="list-style-type: none"> <li>• Increased awareness and cooperation from community and other key stakeholders on GBV and health &amp; wellness issues</li> </ul>                                                                                                                            | <ul style="list-style-type: none"> <li>• Threats from perpetrators</li> <li>• Cross border migration</li> <li>• Social norms of request for sexual favors and sexual harassment or unwelcome sexual advances</li> <li>• Retrogressive cultural behaviors</li> </ul>                                              | <ul style="list-style-type: none"> <li>• Targeted population interventions.</li> <li>• Intergenerational and cross-gender engagements</li> <li>• Inter-border engagements</li> <li>• Security and protection measures</li> </ul>                                                                                                     |
| Technological  | <ul style="list-style-type: none"> <li>• Availability of internet and social networks</li> <li>• Availability of online reporting tools/applications</li> <li>• Availability of social media and online platforms</li> </ul>                                                                         | <ul style="list-style-type: none"> <li>• High cost of internet</li> <li>• Inadequate capacity on the usage of internet and other online platforms</li> <li>• Inadequate resources to support the installation of appropriate technology for use.</li> <li>• Rising Technology assisted forms of abuse</li> </ul> | <ul style="list-style-type: none"> <li>• Use of technology to upscale impact</li> <li>• Digital Literacy</li> <li>• Leverage social media for programming and advocacy.</li> <li>• Data driven Monitoring and evaluation</li> </ul>                                                                                                  |

### 3.3 Stakeholders Analysis

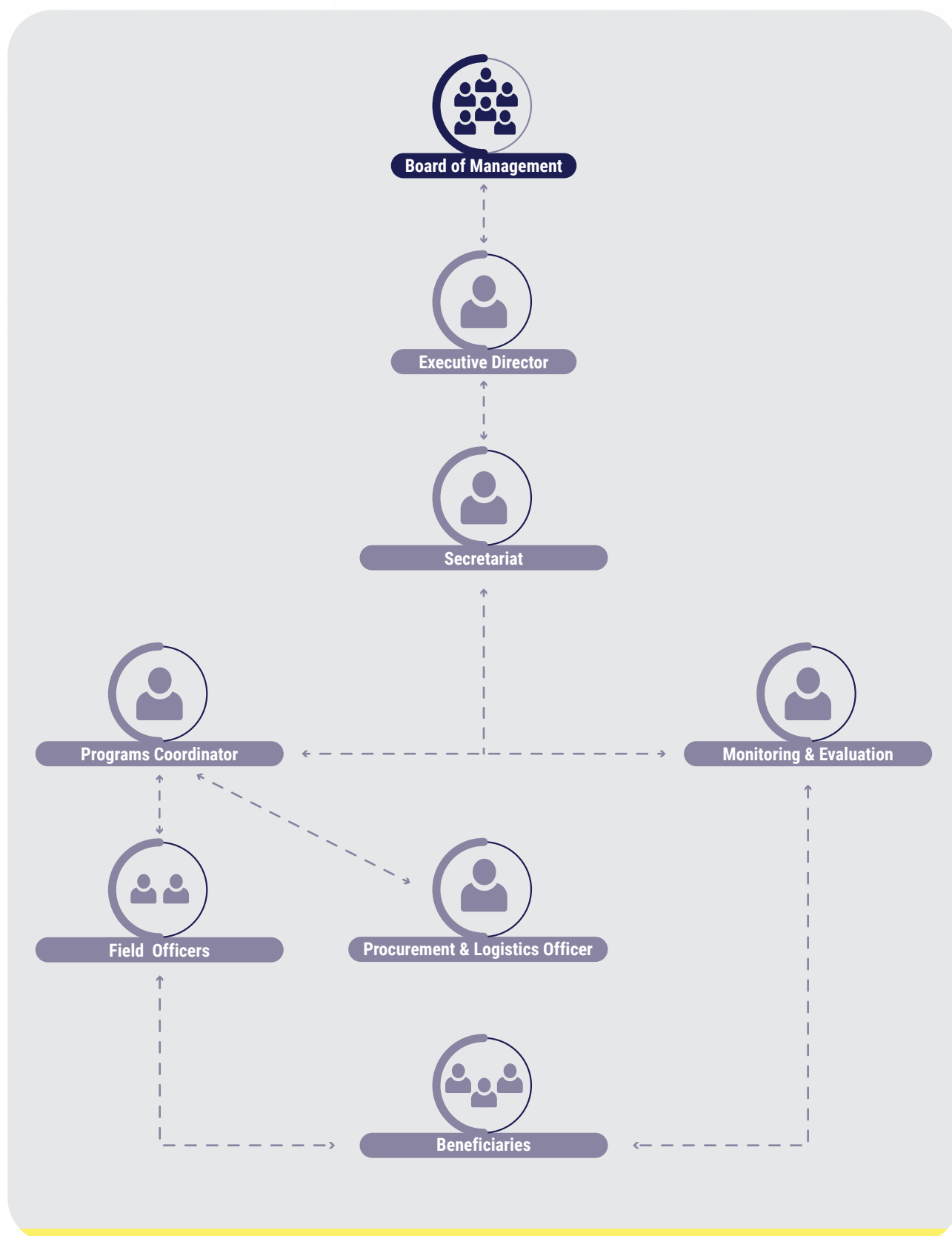
We were able to identify and assess individuals and organizations that have an interest in our organization, their roles in our work and how to engage them effectively for our success.

| Stakeholder         | Stakeholder expectation from us                                                    | Our organization's expectation from Stakeholder                                                                                                               | Current stakeholders                                                                                                                                                                                                                                                               | Strategic Response                                                                                                                                         |
|---------------------|------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Survivors</b>    | Service, Support and Protection<br>Clear communication<br>Empowerment<br>Direction | Active participation in programs<br>Provide feedback<br>Responsibility and Accountability for next steps                                                      | Survivors of Sexual and Gender-Based Violence (women, girls, boys, men and persons living with disabilities (PLWD))<br>Children in need of care and protection – those exposed to trafficking and labour exploitation.<br>TB patients and People at risk of TB<br>Adolescent girls | Consider beneficiary feedback in programming<br>Conduct beneficiary needs assessment before onboarding                                                     |
| <b>Community</b>    | Awareness and Sensitization, Support<br>Focus on specific local issue              | Cooperation and support<br>Information sharing<br>Provides security to the victims/survivors<br>Integration of survivors and reformed victims in the society. | Communities from Nambale, Matayos, Teso North, Teso South, Butula and Bunyala Sub Counties                                                                                                                                                                                         | Inclusive participation<br>Increase community engagements<br>Promote best practises within the community<br>Strengthen existing community based structures |
| <b>Duty Bearers</b> | Awareness and Sensitization, Partnership and Collaboration, Reporting Support      | Partnership and Collaboration<br>Commitment<br>Provision of service and support<br>Operate within legal regulations                                           | National Police Service<br>National Government Administration Officers<br>National and County Gender Officers<br>Department of Children<br>Ministry of Health<br>Judiciary<br>Ministry of Education                                                                                | Collaborative relationships<br>Oversight<br>Referrals and follow ups<br>Policy Engagements                                                                 |
| <b>CSOs</b>         | Partnership, collaboration and networking<br>Joint campaigns                       | Partnership, collaboration and networking<br>Joint campaigns                                                                                                  | Wangu Kanja Foundation, Defender Coalition, Kelin, IMLU                                                                                                                                                                                                                            | Periodic stakeholder analysis<br>Stakeholder management plan<br>Strategic Alliances<br>Joint Advocacy and fundraising                                      |

|                             |                                                                      |                                                                                                                                        |                                                     |                                                                                                                                                                                      |
|-----------------------------|----------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Private Sector</b>       | Open markets<br>Promote public order and security                    | Respect for human rights<br>Support local human rights initiatives<br>Partnership and collaboration<br>Support sustainability projects | None at the moment                                  | Explore leveraging strategic private sector partnerships<br>Understand interest of local private sector actors in relation to program areas<br>Shared learning and capacity building |
| <b>Development Partners</b> | Demonstrate impact<br>Accountability for funds<br>Reporting progress | Understand our mission and goal<br>Open communication<br>Feedback and collaboration<br>Linkage and referrals                           |                                                     | Fundraising strategy<br>Effective compliance mechanisms                                                                                                                              |
| <b>Media</b>                | Accurate reporting<br>Highlight social issues affecting community    | Support for awareness campaigns<br>Accurate reporting                                                                                  | Emuria FM, Bulala Fm, Western Nyota FM, Royal Media | Communication strategy                                                                                                                                                               |



### 3.4 Organization's Governance Model



### 3.5 Our Change Theory

1



#### ABOUT US

A youth and women-led grassroots human rights organization

2



#### VISION

A country where all people are free from violence and have equal access to justice and life opportunities

3



#### CURRENT SITUATION

- High prevalence & incidences of HIV and TB
- Limited public knowledge on available HIV/TB/Malaria support systems
- High incidences of SGBV in Busia county
- Retrogressive cultures that promote incidences of SGBV
- Low accountability for SGBV
- Lack of safe house
- Low data collection of evidence on SGBV
- High SGBV, HIV & TB stigma.
- Entrenched practices that enhance economic and social subordination of women.

4



#### OUR IMPACT

- Increased reporting
- Comprehensive management of SGBV cases.
- Positive shifts in community attitudes toward gender equality.
- Strengthened collaborations with stakeholders in addressing GBV.
- Near zero malaria, HIV and TB incidences
- Improved HIV & TB adherence
- Improved data collection and accountability

5



#### OUR STRATEGIC FOCUS

- Sexual Gender Based Violence Prevention and Response
- SGBV survivors' livelihood support.
- Prevention and Management of Malaria, HIV and TB.
- Institutional Development & Systems Strengthening.

6



#### OUR STRATEGIC APPROACH

- Monitoring, documentation & reporting
- Strategic skill & knowledge development.
- Strategic community engagement & awareness raising
- Strategic partnership and collaborations
- Evidence-based advocacy.
- Institutional development and systems strengthening.

7



#### OUR OUTCOMES

- Increased awareness on SGBV prevention, response and accountability
- Key collaborations and partnerships developed
- Improvement in institutional capacity
- Reduced cases of SGBV in the community.
- Recruited male SGBV champions.
- Reduced child marriages.
- Opportunities for funding and development of proposals.
- Established internal guidelines and control systems

## 4.0 Strategic Plan Implementation Framework

This implementation framework provides the different strategies, key activities, targets and the required funding that Justice Center, Busia CBO will need in order to meet its four key thematic focus areas over the next three years.

| Key Result Area 1:     |            | Sexual Gender Based Violence (SGBV) Prevention and Response.                                                                                                                                                                                        |                                                      |                     |      |      |       |                                |
|------------------------|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|---------------------|------|------|-------|--------------------------------|
| Strategic Objective 1: |            | To reduce SGBV incidence and impact, ensure survivors receive timely and quality services, and promote a society free from all forms of SGBV.                                                                                                       |                                                      |                     |      |      |       |                                |
| Target Groups          |            | AGYWs, Women Survivors of SGBV, People PWDs, OVCs                                                                                                                                                                                                   |                                                      |                     |      |      |       |                                |
| Outcomes:              |            | Increased community awareness on gender equality and GBV, Reduced number of reported GBV cases, Improved GBV stakeholders’ collaboration, Improved case managers’ capacity on GBV management and Increased number of logically concluded GBV cases. |                                                      |                     |      |      |       |                                |
| Strategies:            |            | Key Activities                                                                                                                                                                                                                                      | Output Indicators                                    | Performance Targets |      |      | Total | Indicative Budget (Kshs.) '000 |
|                        |            |                                                                                                                                                                                                                                                     |                                                      | 2025                | 2026 | 2027 |       |                                |
| 1                      | Prevention | Awareness and sensitization (barazas, dialogues, social media campaigns, radio shows, school outreaches.)                                                                                                                                           | No. of awareness sessions                            | 24                  | 24   | 24   | 72    | 1,540                          |
|                        |            |                                                                                                                                                                                                                                                     | Activity reports                                     |                     |      |      |       |                                |
|                        |            | Key partners involved                                                                                                                                                                                                                               |                                                      |                     |      |      |       |                                |
|                        |            | Trainings (Community level GBV champions)                                                                                                                                                                                                           | Training reports                                     | 2                   | 2    | 2    | 6     | 300                            |
|                        |            |                                                                                                                                                                                                                                                     | No. of trainings held                                |                     |      |      |       |                                |
| 2                      | Response   | Monitoring, documentation & reporting                                                                                                                                                                                                               | Cases monitored and documented                       | 60                  | 75   | 100  | 235   | 235                            |
|                        |            |                                                                                                                                                                                                                                                     |                                                      |                     |      |      |       |                                |
|                        |            | Referrals, Linkages and Follow ups                                                                                                                                                                                                                  | No. of successful referrals, linkages and follow ups | 60                  | 75   | 100  | 235   | 470                            |
|                        |            |                                                                                                                                                                                                                                                     | Feedback reports                                     |                     |      |      |       |                                |
|                        |            | Emergency response and rescue                                                                                                                                                                                                                       | No. emergency responses and rescues,                 | 10                  | 15   | 24   | 49    | 245                            |
|                        |            | Post rescue support feedback reports                                                                                                                                                                                                                |                                                      |                     |      |      |       |                                |
|                        |            | Legal aid support services (pro bono representation)                                                                                                                                                                                                | Reports                                              | 36                  | 24   | 12   | 72    | 360                            |
|                        |            |                                                                                                                                                                                                                                                     | Beneficiary feedback                                 |                     |      |      |       |                                |
|                        |            |                                                                                                                                                                                                                                                     | Organizations supporting sessions                    |                     |      |      |       |                                |
|                        |            | Psycho-social support                                                                                                                                                                                                                               | No. of beneficiaries                                 | 36                  | 24   | 12   | 72    | 144                            |
|                        |            |                                                                                                                                                                                                                                                     | Feedback reports                                     |                     |      |      |       |                                |

|   |                          |                                                       |                                                                                                                                            |    |    |    |    |       |
|---|--------------------------|-------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|----|----|----|----|-------|
|   |                          | Temporary accommodation                               | No in temporary accommodation<br>Duration of stay<br>Feedback reports                                                                      | 8  | 5  | 3  | 16 | 80    |
|   |                          | Compassion support                                    | No. receiving support<br>Nature of support provided<br>Feedback reports                                                                    | 20 | 30 | 40 | 85 | 360   |
| 3 | Empowerment              | GBV Case Managers trainings                           | No. of GBV case managers trained<br>No. of case mgt tools developed/improved<br>% of case managers applying new skills<br>Training reports | 4  | 4  | 4  | 12 | 600   |
|   |                          | Trainings for survivor support groups                 | No. of support groups trained<br>Training reports<br>Action plans                                                                          | 4  | 4  | 4  | 12 | 1,200 |
|   |                          | Mentorship for Young survivors/adolescent             | No. of mentorship sessions<br>Beneficiary feedback reports                                                                                 | 2  | 2  | 2  | 6  | 300   |
|   |                          | Seed capital for business start -ups support          | No. receiving capital<br>Amount of capital granted<br>No of new business started<br>% of running business<br>Beneficiary feedback reports  | 0  | 5  | 10 | 15 | 450   |
|   |                          | Market linkages and job placements                    | No. of successful market linkage & job placement                                                                                           | 3  | 5  | 7  | 15 | 300   |
|   |                          |                                                       |                                                                                                                                            |    |    |    |    |       |
| 4 | Strategic collaborations | CUC meetings                                          | No. of sessions held<br>Key organizations attending<br>Key resolutions                                                                     | 4  | 4  | 4  | 12 | 240   |
|   |                          | Gender Sector Working Group Meetings and Partnerships | No. of sessions held<br>No. of organizations attending<br>Key resolutions and action plans                                                 | 4  | 4  | 4  | 12 | 240   |
|   |                          | Partnership meetings with referral pathways actors    | No. of partnership meetings held<br>No of new partners engaged<br>No. of commitments made                                                  | 4  | 4  | 4  | 12 | 240   |

|   |                                             |                                                                 |                                                                                                                                        |    |   |   |    |       |
|---|---------------------------------------------|-----------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|----|---|---|----|-------|
|   |                                             | Community level GBV stakeholders forums                         | No. of forums conducted<br>No. attending<br>No of actions launched                                                                     | 7  | 7 | 7 | 21 | 240   |
|   |                                             | Joint campaigns                                                 | No. of campaigns organized<br>No. of organizations participating<br>No. reached<br>No. of materials distributed<br>Immediate successes | 4  | 4 | 4 | 12 | 360   |
|   |                                             | Development of a stakeholder engagement strategy                | Stakeholder mapping<br>No. of stakeholder engaged<br>Strategy developed                                                                | 4  | 4 | 4 | 12 | 360   |
| 5 | GBV Monitoring, Documentation and Reporting | Development of case management database                         | Database developed<br>No. of staff trained<br>No of cases entered<br>No. of updates made                                               | 20 | 4 | 4 | 28 | 560   |
|   |                                             | Development of GBV Monitoring, Documentation and Reporting SOPs | Developed tools<br>No of staff trained<br>% of cases documented in line with SOPs                                                      | 1  | - | - | 1  | 100   |
| 6 | Advocacy                                    | Legal aid clinics                                               | No. of clinics held<br>No. provided with service<br>Beneficiary feedback reports                                                       | 4  | 4 | 4 | 12 | 360   |
|   |                                             | International annual observances                                | Partners joining in support<br>Key commitments, successes and actions                                                                  | 5  | 5 | 5 | 15 | 1,500 |
|   |                                             | Direct actions (petitions, litigations, protests, etc)          | No of petitions, litigations, protests held                                                                                            | 2  | 2 | 2 | 6  | 300   |
|   |                                             | Development of advocacy strategy                                | No. of stakeholders consulted<br>Advocacy strategy document<br>No. of advocacy tools developed                                         | -  | 1 | - | 12 | 240   |

| Key Result Area 2:     |                      | SGBV survivors' livelihood support.                                                                                                                                               |                                                                                  |                     |      |      |       |                                |
|------------------------|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|---------------------|------|------|-------|--------------------------------|
| Strategic Objective 2: |                      | To empower survivors to rebuild their lives and achieve financial stability, fostering a sense of security and agency                                                             |                                                                                  |                     |      |      |       |                                |
| Primary Target         |                      | SGBV survivors, Busia SJC members                                                                                                                                                 |                                                                                  |                     |      |      |       |                                |
| Outcomes:              |                      | Improvement in survivors economic independence and well-being, reduced economic vulnerability of survivors to repeat violence, enhanced sustainability of organization's program. |                                                                                  |                     |      |      |       |                                |
| Strategies:            |                      | Key Activities                                                                                                                                                                    | Output Indicators                                                                | Performance Targets |      |      | Total | Indicative Budget (Kshs.) '000 |
|                        |                      |                                                                                                                                                                                   |                                                                                  | 2025                | 2026 | 2027 |       |                                |
| 1                      | Capacity development | Knowledge and skill training                                                                                                                                                      | No. of trainings held<br>Training reports<br>Action plans<br>Partners supporting | 4                   | 4    | 4    | 12    | 480                            |
|                        |                      | Group Saving and Loaning                                                                                                                                                          | Increment in reserve and shares<br>Compliance rate<br>Periodic reports           | 1                   | 1    | 1    | 3     | 300                            |
|                        |                      | Agribusiness (subsistence and commercial poultry, pigs and crop farming)                                                                                                          | No. of program participants<br>Periodic reports<br>Increment in produce          | 1                   | 1    | 1    | 3     | 600                            |
|                        |                      | Exchange visits                                                                                                                                                                   | No, of exchanges done<br>Feedback reports<br>Action plans and commitments        | 2                   | 2    | 2    | 6     | 300                            |
|                        |                      | Fund drives                                                                                                                                                                       | No. of fund drives held<br>Participants supporting<br>Amount fundraised          | 1                   | 1    | 1    | 3     | 150                            |

| Key Result Area 3:     |                              | Prevention and Management of Malaria, HIV and TB.                                                                                                                                  |                                                                                                                    |                     |      |      |       |                                |
|------------------------|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|---------------------|------|------|-------|--------------------------------|
| Strategic Objective 2: |                              | To significantly reduce the burden of Malaria, HIV and TB, ultimately aiming for their elimination or eradication by 2030.                                                         |                                                                                                                    |                     |      |      |       |                                |
| Primary Target         |                              | Expectant mothers, children, elderly persons, AGYWs, PLWHIV/TB                                                                                                                     |                                                                                                                    |                     |      |      |       |                                |
| Outcomes:              |                              | Reduction in mortality and morbidity, Improved integrated health systems, Improved access to prevention, diagnosis, and treatment, Increased community awareness and participation |                                                                                                                    |                     |      |      |       |                                |
| Strategies:            |                              | Key Activities                                                                                                                                                                     | Output Indicators                                                                                                  | Performance Targets |      |      | Total | Indicative Budget (Kshs.) '000 |
|                        |                              |                                                                                                                                                                                    |                                                                                                                    | 2025                | 2026 | 2027 |       |                                |
| 1                      | Awareness raising            | Community outreaches (barazas, schools, churches)                                                                                                                                  | No. of outreach sessions held<br>Feedback reports                                                                  | 4                   | 4    | 4    | 12    | 360                            |
|                        |                              | Recruitment and training of health & wellness champions                                                                                                                            | No. of champions recruited and trained<br>Training reports<br>Action plans developed                               | 4                   | 4    | 4    | 12    | 600                            |
|                        |                              | Media engagements                                                                                                                                                                  | Media / digital assets developed and used<br>Feedback reports<br>Media reach                                       | 1                   | 1    | 1    | 3     | 300                            |
|                        |                              | Community open clinics                                                                                                                                                             | No. of outreach clinics conducted<br>Feedback reports<br>Key partners participating                                | 1                   | 1    | 1    | 3     | 450                            |
| 2                      | Beneficiary support services | Health talks                                                                                                                                                                       | No. of health talks held<br>Beneficiary feedback report<br>Key successes                                           | 4                   | 4    | 4    | 12    | 360                            |
|                        |                              | Referral/Linkage                                                                                                                                                                   | No, of people referred<br>Type of referral<br>Partners supporting                                                  | 24                  | 24   | 24   | 72    | 144                            |
|                        |                              | Distribution of Sanitary pads                                                                                                                                                      | No. of girls reached<br>No. of sanitary pads distributed<br>Beneficiary feedback<br>Partners reaching with support | 2000                | 3000 | 5000 | 10000 | 1,000                          |

|  |  |                               |                                        |    |    |    |    |     |
|--|--|-------------------------------|----------------------------------------|----|----|----|----|-----|
|  |  | Distribution of mosquito nets | No. of nets distributed                |    |    |    |    |     |
|  |  |                               | Community feedback                     |    |    |    |    |     |
|  |  |                               | No. of primary beneficiaries supported |    |    |    |    |     |
|  |  |                               | Key partners involved                  |    |    |    |    |     |
|  |  | Anti-jiggers campaign         | No of campaigns held                   | 4  | 4  | 4  | 12 | 600 |
|  |  | Defaulter tracing on TB.      | No. of patients traced                 | 24 | 24 | 24 | 72 | 144 |

| Key Result Area 4:     |                                 | Institutional Development and Systems Strengthening                                                                                                                         |                                                                                                          |                     |      |      |       |                                |
|------------------------|---------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|---------------------|------|------|-------|--------------------------------|
| Strategic Objective 3: |                                 | To foster sustainable growth and development within the organization by enhancing internal capacity, improving operational efficiency and expanding strategic partnerships. |                                                                                                          |                     |      |      |       |                                |
| Outcomes:              |                                 | Existing Standard Operating Procedures, Functional Board, Reporting Templates, MERL Framework                                                                               |                                                                                                          |                     |      |      |       |                                |
| Strategies:            |                                 | Key Activities                                                                                                                                                              | Output Indicators                                                                                        | Performance Targets |      |      | Total | Indicative Budget (Kshs.) '000 |
|                        |                                 |                                                                                                                                                                             |                                                                                                          | 2025                | 2026 | 2027 |       |                                |
| 1                      | Knowledge and Skill Development | Staff training on key capacity gaps (Digital communication & security, advocacy, leadership, safeguarding, financial management, professional development)                  | Training reports<br>Action plans<br>Key realignments in operations and programs<br>No. of trainings held | 2                   | 2    | 2    | 6     | 600                            |
|                        |                                 | Performance appraisals                                                                                                                                                      | Appraisal reports<br>Key commitments, recommendations & action plans                                     | 1                   | 1    | 1    | 3     | 300                            |
|                        |                                 | Exchange programs                                                                                                                                                           | No. of exchanges done<br>Feedback report                                                                 | 2                   | 2    | 2    | 6     | 240                            |
|                        |                                 | Team building and debrief                                                                                                                                                   | Key resolutions<br>Team feedback and commitments                                                         | 1                   | 1    | 1    | 3     | 450                            |

|   |                                                  |                                                                  |                                                                            |   |   |   |   |     |
|---|--------------------------------------------------|------------------------------------------------------------------|----------------------------------------------------------------------------|---|---|---|---|-----|
| 2 | Development of key SOPs and performance monitors | Development of a board charter and installation of board members | Board Charter<br>Board of directors on boarded<br>Training report          | 3 | 1 | 1 | 1 | 250 |
|   |                                                  | Development of Resource Mobilization strategy                    | Resource Mobilization Strategy Document<br>Training report                 | 3 | 1 | - | 4 | 200 |
|   |                                                  | Develop a MERL framework                                         | MERL Framework<br>Staff trained on MERL<br>Data collection tools           | 3 | 1 | - | 4 | 200 |
|   |                                                  | Development of safeguarding policy                               | Safeguarding policy developed and adopted<br>Members trained on policy     | - | 3 | 1 | 1 | 200 |
|   |                                                  | Mid-term Strategic Plan Review                                   | Annual program reports<br>Mid-term review report recommendations           | - | 1 | - | 1 | 150 |
|   |                                                  | Annual General Meeting                                           | AGM minutes<br>Key alignments and action plans                             | 1 | 1 | 1 | 3 | 300 |
| 3 | Communication and visibility                     | Develop website                                                  | Website developed and running<br>No. of interactions<br>Record of benefits | 1 | - | - | 1 | 150 |
|   |                                                  | Social media sponsorships                                        | Increase in audience reach<br>Feedback reports                             |   |   |   |   |     |
| 4 | Compliance                                       | Annual renewal of CBO registration                               | No. of trainings completed<br>Change in policy understanding               | 1 | 1 | 1 | 3 | 300 |
|   |                                                  | Financial Audits                                                 | Audit findings and reports                                                 | 1 | 1 | 1 | 3 | 300 |









### ***Justice Center Busia Community Based Organization***

📍 *Namable Busia road at Nambale Centre  
opposite Exodus building.*

☎ *+254 751 806 370*

✉ *busiasocialjusticecentre@gmail.com*

f *busia social justice centre*

✂ *@BsjcBsjc285003*

📷 *busia social justice centre*

