



Break the Silence, End the Violence

Strategic Plan

2025 - 2027





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Acronyms

ADSOK Advocates for Social Change Kenya (ADSOK)

CBO Community Based Organization

GBV Gender Based Violence

IEC Information, Education and Communication

KNBS Kenya National Bureau of Statistics Survey

KSSV Karungu Survivors of Sexual Violence

M&E Monitoring and Evaluation

PBO Public Benefit Organization

SGBV Sexual and Gender Based Violence

SSV Survivors of Sexual Violence

SRH Sexual and Reproductive and Health



Statement from Members

At Karungu Survivors of Sexual Violence CBO, we are committed to building a future where survivors of gender based violence (GBV) can receive holistic support to enable them heal, rebuild and thrive. We are also keen on promoting transformational practices that address the social and economic drivers to gender violence like patriarchy, weak support institutions and poverty. Our strategic planning journey therefore marks a pivotal step in transforming this vision into a structured and actionable framework.

This plan has been borne out of a comprehensive, collaborative and inclusive process and will guide our work over the next 3 years. It illustrates our commitment to GBV prevention, survivor support and advocacy. It also speaks internally to what we will do to better our structures and ensure that our programs are sustainable and generate better impacts. As we embark on this journey, we call on the support of different stakeholders and the community at large for collective and sustainable actions.

Leah Amoke

Assistant Chairperson



This strategic plan serves both as a guiding framework for the CBO and an invitation to community members, stakeholders and partners to join us in our shared commitment to creating a safer, more just society for all.

Through this plan, we aim to transform the pain of survivors into power and turn advocacy into lasting, meaningful change. I dedicate this work to the survivors whose unwavering courage and resilience continue to inspire us every day.

Nancy Odek

Treasurer

Acknowledgements

The development of this strategic plan is a great milestone to us—and a testament to the strong partnership and friendship Karungu Survivors of Sexual Violence has been able to acquire.

We remain grateful to Wangu Kanja Foundation, our longtime partners in this journey, and Feminist Opportunities Now for the support towards the development of this plan. We acknowledge the insightful and in-depth guidance by Empresario Consulting Ltd and the wonderful team at KSSVN, who were determined to deliver this plan.

Additionally, we appreciate every partner and friend who created time and contributed to this process.

Thank you all.



Executive Summary

This inaugural Strategic Plan of Karungu Survivors of Sexual Violence (KSSV) for the period 2025–2027 defines its objectives, strategies and priorities for the next three years. The development of this plan has been made possible with the support of Wangu Kanja Foundation and Feminist Opportunities Now.

The plan provides a structured pathway for the years 2025, 2026 and 2027, anchoring its vision, mission and core objectives. It outlines key thematic areas, strategic initiatives and measurable outcomes to guide its work. The plan was shaped through an inclusive and participatory process that included workshops, interviews, literature reviews and environmental analyses. By integrating stakeholder insights and assessing both internal and external dynamics, this strategy ensures KSSV remains adaptive, impactful and aligned with its mission.

The plan recognizes the lack of consolidated data on GBV among women fisher folk and sex workers who, together with adolescent girls and young women, are the primary target of KSSV's work. It further appreciates that there are equally other partners who are working on the same areas thus the need for strategic partnerships for better outcomes. Importantly, the plan details an analysis of both the internal and external environment and of the key stakeholders and goes ahead to provide strategic interventions for KSSV. The plan will be reviewed mid-way for performance tracking and for adaptation to any changes in the environment.



1.0 Introduction

1.1 About Karungu Survivors of Sexual Violence

After years of working individually as women human rights defenders (WHRDs) to advocate against gender based violence, the WHRDs came together to form Karungu Survivors of Sexual Violence (KSSV) in 2017 and had it registered as a CBO in 2021. The CBO operates in Kachieng ward in Nyatike Sub County in Migori County. The CBO is keen on raising awareness on gender violence, supporting sexual violence survivors through recovery, justice and reintegration processes and holding duty bearers accountable for their responsibilities.

1.2 Objectives of the strategic plan

The development of this strategic plan is important to KSSV for the purposes of:

- i. Establishing clear and smart objectives, strategies and activities that aligns all organizational efforts towards a common vision.
- ii. Understanding the impact of the environment on its work and identifying the key strategic responses and key stakeholders to work with.
- iii. Assessing the organizations key capacity gaps and recommending mitigation measures to allow for efficiency and effectiveness.

1.3 Strategic plan development process

The development of this strategic plan is part of the recommendations from the organizational capacity assessment (OCA) of KSSV which was undertaken with the support of an external consultant. The OCA was supported by Wangu Kanja Foundation through a grant from Feminist Opportunities Now (FON).

The plan is a product of participatory multi-stakeholder sessions–brainstorming, consultations and reviews – held over a two-month period. The approach further involved an analysis of both the internal and external environmental factors, KSSV stakeholders and prioritization of key issues key to the organizations success.

2.0 Organizational Profile



2.1 Vision

A society free from gender based violence.



2.2 Mission

To advocate against GBV by empowering survivors, their communities and duty bearers on GBV recognition, prevention, response and accountability.



2.3 Our Values

In order to build a strong organizational culture and value system, KSSV will ensure that its members and stakeholders conform to the following principles:

- **Compassion** - We empathize with and support individuals affected by or at risk of gender-based violence, offering care in a respectful and non-judgmental way.
- **Teamwork** – We collaborate effectively with colleagues, community partners and survivors to provide comprehensive support services.
- **Accountability** – We take full responsibility for our actions, decisions and the impact they have on survivors, stakeholders and the community at large.
- **Privacy and Confidentiality** - We safeguard personal and sensitive information of survivors to protect their dignity, safety and autonomy.
- **Transparency** - We are open and clear in communication, decision-making and our organizational processes



2.4 Our Areas of Action

2.4.1. Comprehensive Gender-Based Violence (GBV) Management

According to the 2022 Kenya National Bureau of Statistics survey (KNBS), 34% of Kenyan women have experienced physical violence since age 15, with 16% facing it in 2021. While there is no specific data for Migori County on GBV among women fish traders and women sex workers, these categories of women experience a lot of violations based on reports from different stakeholders. Much more cases go unreported because of fear of discrimination, normalization of violence and economic dependence. Gender-Based Violence (GBV) among fisher folk in Migori, Kenya, includes verbal, physical, sexual, economic, and cultural violence, with women and girls particularly vulnerable on fish landing sites due to factors like insecurity and lack of sanitation. KSSV employs a coordinated and multi-sectoral approach to GBV prevention, protection, response and accountability. Our interventions are survivor centered to ensure a safe and supportive environment for our beneficiaries.

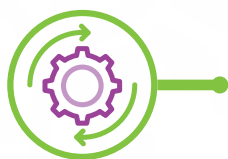
2.4.2. Survivors Livelihood Support and Empowerment

At KSSV we believe that ending GBV calls for holistic considerations when it comes to the empowerment of communities – especially most at risk groups – referral pathways actors and supporting stakeholders. We will equally put

much attention to survivor empowerment since it's important towards helping individuals regain control over their lives, fosters self-determination, and promotes healing by allowing them to make informed choices and advocate for their needs, ultimately leading to improved well-being and resilience.

2.4.3. Institutional Development and Growth

We are committed to professional growth of our members and institutional growth of our organization to be able to deliver on our interventions effectively. The outcomes of the SWOT analysis will be useful towards showing our capacity gaps and proposed strategic interventions.



2.5 Our strategic approach

- **Community-led Prevention and Response Model** – Our approach recognizes that communities play a central role in preventing and responding to social issues such as GBV. We believe with proper organizing and support, the community is able to identify problems facing them, design solutions that are relevant and implement impactful programs. Through this, we promote self-reliance and collective action at community level. Our interventions / activities are in four broad areas as below;
 - **Capacity Building:** We train community members, leaders and service providers on GBV prevention, survivor support and legal frameworks.
 - **Men and Boys Engagement:** We challenge harmful gender norms by involving men and boys as allies in GBV prevention.
 - **Survivor-Centered Support Services:** We ensure survivors have access to medical, legal, psychosocial and economic support.
 - **Multi-Sectoral Coordination:** We acknowledge and leverage the contributions of other players in the fight against GBV. We therefore pursue strategic partnerships to be able to realize better program outcomes, spread risks and share resources.



2.6 Primary Target Audience

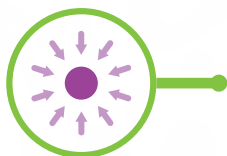
For the next 3 years, Karungu Sexual Survivors, based on internal reports and different statistics from other sources, have identified the following categories of people as its primary target audience and most at risk of GBV in Nyatike Sub County:

- Women Fisher Folk,
- Women Sex Workers,
- Children and Adolescent Girls and Young Women (AGYWs)



2.7 Target areas

For the next 3 years, the organization will implement its activities in Nyatike Sub County in Migori County. Its office will be based in Kachieng Ward.



2.8 Our achievements over the last three years

- a. We have succeeded in the founding of a vibrant Village Savings and Loan Association (VSLA) group with a membership of 20 (15 Females, 5Males). Our revolving fund has since grown from Kshs. 9,400 to Kshs. 11,000 per month and share out is calculated at the end of every year.
- b. Since 2021, we have supported approximately 500 survivors of SGBV either directly or in partnership with Advocate for Social Change Kenya (ADSOK). The support has included legal aid, psycho-social counselling, mediation, access to healthcare services and economic support.
- c. Our legal aid support (in partnership with ADSOK) has resulted into the conviction of 15 GBV perpetrators.
- d. Economic support for G00BV survivors: Through our training and mentorship programs, we have empowered survivors to launch income-generating activities (IGAs), mainly poultry keeping and retail businesses.
- e. Increased reporting of SGBV Cases: Our campaigns have contributed to the rise in the reporting of SGBV cases by women and girls in Karungu Division. 2024 saw a 30% rise in cases reported to the organization compared to 2023.



2.9 Major Challenges

- i. Limited financial resources for implementing all programs effectively. Limited resources restrict the quality of community outreach, workshops, training sessions and counselling services.
- ii. Lack of sufficient facilities for rescue operations- currently we make use of the Chairpersons house, which sometimes poses insecurity to the survivors and the chairperson's family.

2.10 Change Theory

1 

OUR GOAL

- Increased reporting and comprehensive support for GBV cases.
- Positive shifts in community attitudes toward gender equality.
- Strengthened collaborations with stakeholders in addressing GBV.
- Reduced cases of GBV among women fisher folk and sex workers, children and AGYWs
- Violence free work spaces for women and girls.

2 

OUR OUTCOMES

- Increased awareness on GBV prevention, response and accountability
- Successful recruitment of male champions and social gatekeepers
- Increased reporting of GBV cases by women fisher folk and sex workers, children and AGYWs.
- More GBV survivors engaging in livelihood support projects.
- Key collaborations and partnerships developed
- Improvement in institutional capacity

3 

OUR STRATEGIES

- Empowering survivors, communities and GBV stakeholders at all levels
- Strategic engagements with key stakeholders
- Evidence based advocacy
- Institutional development and systems strengthening

4 

OUR AREAS OF ACTION

- Comprehensive GBV Management
- Survivors Livelihood Support and Empowerment
- Institutional Development and Growth

5 

CURRENT SITUATION

- 1 in 3 women has experienced GBV in Kenya
- Deep rooted cultural beliefs and stigma among other factors hinder progress.
- Survivors lack the relevant and necessary support which in turn slows down the recovery process.
- No tangible data on GBV cases among women sex workers and women fisher folk despite the many reports received from them.

3.0 Contextual Analysis

3.1 Internal Context

This section highlights our strengths and areas of improvement and further points out what needs to be done in order to maximize on our strengths and minimize our weaknesses.

	What is working well	Strategic response
1	Strong Leadership and Governance	• Mentorship and succession planning
2	Programs align well with beneficiary interest	• Regular needs assessment and feedback harvesting
3	Effective decision making and accountability structures	• Encourage shared responsibility and teamwork
5	Committed and passionate team	• Staff development • Strong organizational culture
	Areas of Improvement	Strategic response
1	Lack of office space	• Mobilize for funds for a permanent office/Rental office space • Leverage on partners for shared office space • Work from home arrangement
2	Lack of safe space	• Mobilize for funds for safe space • Leverage on referrals to safe space
3	Inadequate human resource and capacity to handle GBV	• Capacity building • Recruitment of new staff • Volunteer mobilization • Collaboration with partners for service
4	Inadequate resource mobilization skills	• Resource mobilization training • Diversify funding sources

3.2 External Context

We reviewed how the external environment impacts on our work by using the PESTEL tool to analyze opportunities and threats and recommend appropriate strategic response for each.

Focus area	Opportunities	Strategic response
Political	• Government support for women's empowerment and GBV prevention through policies and funding. • Goodwill from political leaders	• Leverage support from government institutions • Engage politicians as champions for visibility
Economic	• Potential for partnerships with corporate organizations and NGOs offering grants and funding for gender-focused programs. • Access to microfinance institutions and skills development programs for women and youth	• Consider joint funding applications • Apply for affirmative action funds
Socio-cultural	• Increased public awareness of gender-based violence, mental health, and economic empowerment, leading to more community engagement. • Rising support from male allies and community leaders in addressing GBV and women's empowerment.	• Public Awareness and Education campaign • Male engagement • Gender equality champions • Engage traditional and religious leaders

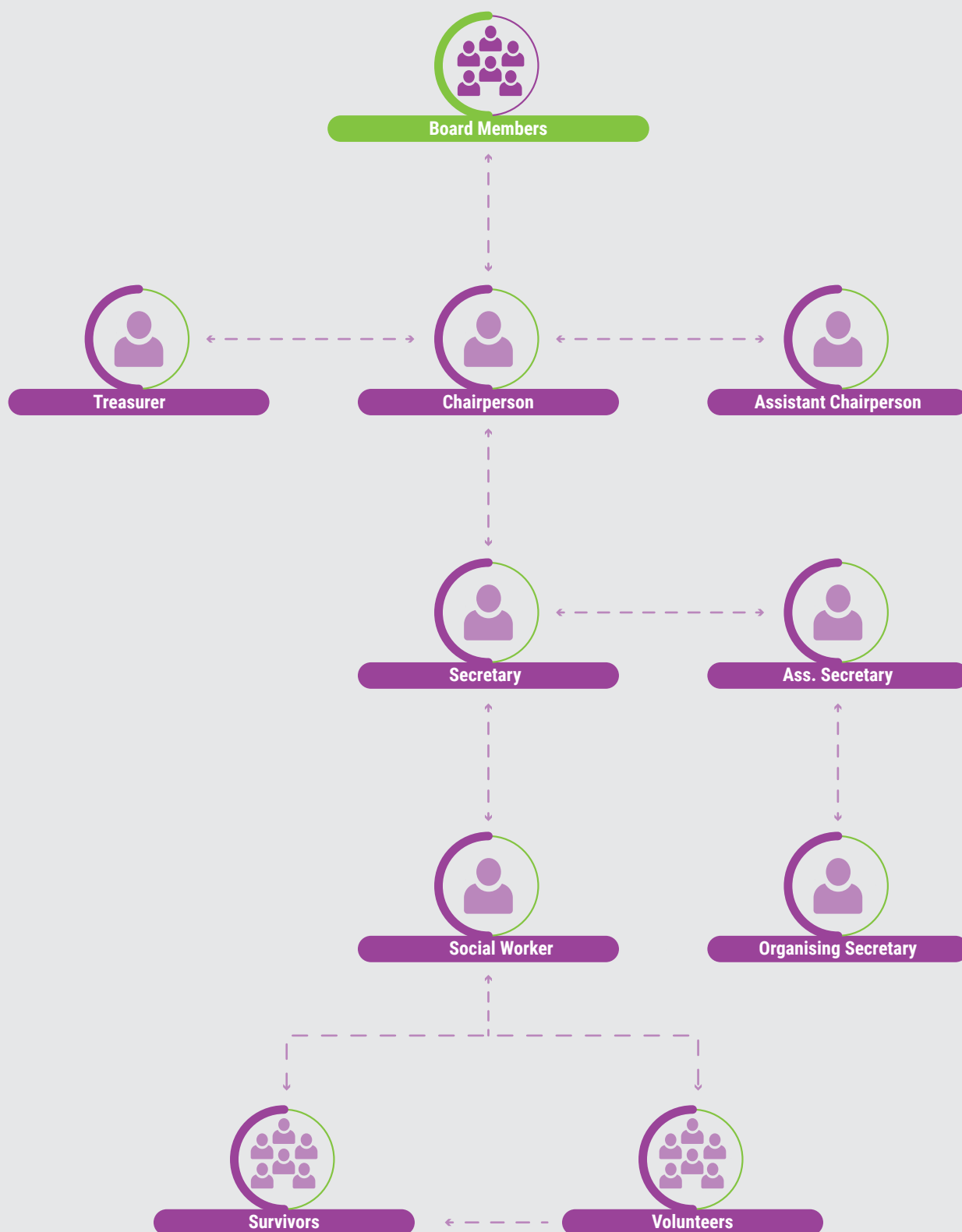
Technological	- Hotline and crisis support that provide immediate assistance to survivor - Use of virtual training and mentorship programs to reach a wider audience. - Access to data-driven decision-making tools for tracking progress and measuring impact.	- Online campaigns - Digital literacy - Technology use to scale reach and impact
Environmental	Climate change and environmental conservation programs that promote green businesses and sustainable livelihoods for women.	- Strengthen GBV climate change Early Warning Systems - Explore Climate change and environmental programs and funds
Legal	- Existing laws and frameworks (e.g., Sexual Offenses Act, Protection against Domestic Violence Act) that can be leveraged for advocacy. - Law enforcement leading to perpetrators arrest and survivor justice	- Community empowered on legal aid matters - Public campaign for enforcement - Enhance policy advocacy through lobbying, litigations and campaigns
	Threats	Strategic response
Political	- Non supportive political leaders - Political instability or elections-related tensions affecting program implementation.	- Upscale interventions during electoral years - Leverage partnerships and collaborations
Economic	- Rising cost of living makes it harder for beneficiaries to achieve financial independence. - High unemployment rates leading to increased dependency on financial support.	- Train women on alternative livelihood streams - Engage male champions within the value chains
Social	- Deep-rooted gender norms and stigma that prevent women from speaking out against GBV. - Risk of victim-blaming attitudes - Resistance from religious leaders - Non confidentiality	- Increased awareness raising - Engage community gatekeepers
Technological	Risk of cyberbullying and online harassment targeting women and activist or organization	- Training on digital security - Monitoring and reporting technology assisted GBV
Environmental	Climate related challenges, floods, droughts and unpredictable rainfall patterns negatively impact fish stock, increase poverty levels and increase vulnerabilities	Support women to explore climate resilient businesses and mitigation measures
Legal	- Existence of kangaroo courts - Weak enforcement of GBV laws, leading to continued violence and impunity. - Bureaucratic and technical processes that delay administration of justice	- Awareness raising - Holding duty bearers accountable

3.3 Stakeholders Analysis

Analysis of our stakeholders is important in helping us identify key individuals who have either an interest or influence over our work and tailoring communication and engagement strategies to ensure project goals are met and conflicts are minimized.

	Stakeholder	Stakeholder expectation from us	Our organization's expectation from Stakeholder	Current stakeholders	Remarks
1	Survivors of GBV	Empowerment programs,	Participate in programs Provide feedback	Women Fisher Folk, Women Sex Workers, Children and Girls	Consider beneficiary feedback in programming Conduct beneficiary needs assessment before onboarding
2	Community	Focus on specific local issues Awareness and sensitization Leadership and support	Participate and support programs Provide feedback safe neighbourhood	Community in Nyatike, Kachieng Ward	Clear communication Increase community engagements
3	Duty bearers	Partnership and collaboration Awareness and sensitization	Respect, defend and promote human rights Effective service provision Exercise accountability Partnership and collaboration effective Implementation of policies	National Police Service National Government Administration Officers National and County Gender Officers Department of Children	Strategic alliances Oversight Referrals and follow ups
4	CSOs	Partnership, collaboration and networking Joint campaigns impact reports	Partnership, collaboration and networking Joint campaigns	Wangu Kanja Foundation,	Periodic stakeholder analysis Stakeholder management plan Joint fundraising
5	Private Sector	Open markets Promote public order and security	Respect for human rights Support local human rights initiatives Partnership and collaboration Support sustainability projects	None at the moment	Explore leveraging strategic private sector partnerships Understand interest of local private sector actors in relation to program areas
6	Development partners	Demonstrate impact Accountability for funds Reporting progress	Understand our mission and goal Open communication Feedback and collaboration Linkage and referrals		Fundraising strategy Effective compliance mechanisms

3.4 KSSV's Governance Model



4.0 Implementation Framework

This implementation framework outlines the strategies, activities, targets, and funding requirements needed to achieve the three thematic objectives that KSSV will focus on over the next three years.

Key Result Area 1:		Gender Based Violence Management						
Strategic Objective 1:		To contribute to the comprehensive management of GBV within Nyatike Sub County in Migori County						
Primary Target Groups		Women Fisher Folk, Women Sex Workers, Children and Adolescent Girls and Young Women						
Outcomes:		Increased community awareness on GBV, Reduced number of reported GBV cases, Improved GBV stakeholders' collaboration, Improved case managers' capacity on GBV management and Increased number of case transition within the referral pathway, shifting social norms,						
Strategies:		Key Activities	Output Indicators	Performance Targets			Total	Indicative Budget (Kshs.) '000
				2025	2026	2027		
1	Survivor support services	Referrals, Linkages and Follow ups	No. successful referrals / follow ups	36	36	48	120	240
		Rapid response and rescue	No. rescued, Time taken to rescue Areas of rescue,	36	36	36	108	324
		Temporary shelter	No in temporary accommodation Capacity in use Duration of stay	24	24	24	72	504
		Compassionate support (psychosocial support, medical, family)	No. receiving support No. of support sessions conducted	5	7	10	22	66
2	GBV Monitoring, Documentation and Reporting	GBV case managers trainings	No. of training areas No. of case managers trained	2	2	4	8	400
		Development of case management database	Database operational No of cases entered No. of updates	1	0	0	1	180
		Development of GBV Monitoring, Documentation and Reporting SOPs	No. of SOPs developed and operationalized	1	0	0	1	150

3	Strategic collaboration	CUC meetings and Partnerships	No. of sessions held No. of organisations attending	3	3	3	9	180
		Sub-county Gender Sector Working Group Meetings and Partnerships	No. of sessions held No. of organisations attending	3	3	3	9	90
		Strategic meetings referral pathways actors (The Violence Response and Prevention Team and Community Policy Committees)	No. of new networks formed No of survivors 15 referred No. of meetings and commitments	3	3	3	9	180
		Development of a stakeholder engagement strategy	Developed strategy	1	0	0	1	180
4	Advocacy	Community outreaches (radio, dialogue forums, social media, IEC material, barazas etc)	No. of outreaches No. reached	10	15	20	45	1,350
		Legal aid support services (clinics, advisories, representation, education)	No of legal cases handled No of legal counsel provided No of fair legal aid outcomes no of survivors satisfied with legal aid	2	3	3	8	270
		Direct actions (petitions, litigations, protests, etc)	No of petitions,Litigations, protests held	3	3	3	9	100
		Development of advocacy strategy	No. of stakeholders consulted Advocacy strategy document No. of advocacy tool developed	0	1	0	1	150

Key Result Area 2:		Survivors livelihood support and empowerment						
Strategic Objective 2:		To empower survivors of gender-based violence by providing them with the resources, skills and support needed to regain control over their lives						
Outcomes:		Established business and other IGA by survivors, Financially Independent survivors, Formation of survivor support groups						
Strategies:		Key Activities	Output Indicators2025	Performance Targets			Total	Indicative Budget (Kshs.) '000
				2025	2026	2027		
1	Formation of Savings and Loans Groups	Formation of support groups	Trainings held for groups No. of new groups formed	2	2	2	6	120
		Trainings	active participation	3	3	3	9	180
		Resource mobilization	No. of resource mobilization drives held Key resources acquired	2	3	3	8	80
2	Business development	Training-Workshops and seminars	No. Trained Training content	2	4	4	10	250
		Market linkages and job placements	No. receiving market linkage, No. receiving job placement	10	15	25	50	150
3	Financial support	Seed capital support	No. receiving capital Amount of capital granted No of new business started % of running business	0	15	20	35	175

Key Result Area 3:		Institutional Growth and Development							
Strategic Objective 3:		To drive sustainable institutional growth by enhancing staff development, improving operational efficiency and expanding our reach.							
Outcomes:		Vibrant funded organization, knowledgeable staff, Functioning Board							
Strategies:		Key Activities	Output Indicators	Performance Targets			Total	Indicative Budget (Kshs.) '000	
				2025	2026	2027			
1	Visibility and Communication	Office acquisition	Office	1	-	-	1	200,	
		Develop website	Website	1	-	-	1	100	
		Corporate branding Social media presence, Branding and IEC materials	Active social media presence	1	-	-	1	100	
2	Policy formation and development	Establish a board of ADVISORY	Board Charter Trained board members Induction of board members	1	-	-	1	200	
		Development of SOPs (safeguarding, sexual harassment, resource mobilization policy)	SOPs developed and operationalized	1	1	1	3	450	
		Develop a MERL framework	MERL Framework Staff trained on MERL Data collection tools	1	-	-	1	100	
3	Capacity building	Trainings on capacity gap areas	Areas of trainings No. of trainings Staff trained	1	1	-	2	200	
4	Compliance	Training	No. of trainings completed Change in policy understanding	1	1	1	3	300	
		Financial Audits	Audit findings and report	1	1	1	3	300	
5	MERL	Annual work plans	Work Plans Annual reports	1	1	1	3	50	
		Annual Review Meetings	Review meeting Review Minutes and Action plan	1	1	1	3	75	
		Mid-term review of the Strategic Plan	Mid-term review Action plans	1	1	1	3	150	

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