



Strategic Plan

2025 - 2027





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Design & layout: EndlessInspirationKe.com

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Acronyms

ADR	Alternative Dispute Resolution
AGYW	Adolescent Girls and Young Women
CBO	Community Based Organization
CUC	Court Users Committee
FON	Feminist Opportunities Now
GSWG	Gender Sector Working Group
HRD	Human Rights Defender
IPOA	Independent Policing Oversight Authority
KCCN	Kibera Community Communications Network
KDHS	Kenya Demographic and Health Survey
KGAN	Kibera Gender Advocacy Network
KJC	Kibera Justice Center
KNHCR	Kenya National Commission on Human Rights
MDAs	Ministries, Departments and Agencies
NCIC	National Cohesion and Integration Commission
NGEC	National Gender and Equality Commission
PBO	Public Benefit Organization
SGBV	Sexual and Gender Based Violence
SJCWG	Social Justice Centers Working Group
SRHR	Sexual and Reproductive Health and Rights
SOPs	Standard Operating procedures
SSV	Survivors of Sexual Violence
TWG	Technical Working Group
WKF	Wangu Kanja Foundation

Statement from the Coordinator



Kibera slum, the largest in Africa, is characterized by widespread human rights violations and the denial of fundamental rights, which significantly undermine the dignity of its residents. Over the last 30 years, issues such as inadequate housing and forced evictions, lack of access to basic services, gender-based violence, police brutality and insecurity, unemployment and poverty have been a pain to the many residents.

Over the last 9 years, the Kibera Justice Center, has worked closely with thousands of community members, through organizing and engaging with relevant stakeholders to address the human rights concerns emanating from the aforementioned state. Over the said period, we have worked closely with the police, bridging the gap between them and the community, the courts, strengthening access to justice processes for the community, the local and national government and non-governmental organizations among other partners.

With this inaugural strategic plan, KJC aims to widen its scope and impact by reaching to more community members, tracking commitments and documenting impact, and helping the community build a society where everyone will feel they belong to—a world safe for us all.

It is our hope that with the new strategic plan we are not just continuing our work, but fundamentally aiming to widen its scope and ultimately leading to the sustainable enjoyment of human rights within the Kibera community.

John Musyo Musila Jr
Coordinator

Statement from the Secretary



We are proud to share that Kibera Justice Center has developed a new strategic plan. This plan will guide our work as we continue to fight for justice, equality and human rights in our community and beyond. It shows our goals, values and the future we are building together.

This important step was made possible by the strong support we received from our community members, program beneficiaries, partners and member organizations. Their ideas, feedback and encouragement were key in every step of the process.

The journey to create the plan was open and inclusive. We held meetings, listened to stories, shared experiences and collected ideas from many people. We made sure the voices of the community were at the center of every decision.

Now, we call on all friends, partners and supporters to stand with us. This plan is not just for Kibera Justice Center—it is for everyone who believes in human rights and social change. We need your support, your voice and actions.

Viva!

Sarah Dafala

Secretary / SJCWG Representative

Acknowledgements

We extend our deepest gratitude to all those who contributed to the development of this strategic plan.

To the people of Kibera—especially women survivors of sexual and gender-based violence (SGBV), youth, children and persons living with disabilities your courage, resilience and leadership inspire and ground our work. This plan is a reflection of your lived experiences, aspirations and unwavering call for justice.

We appreciate the relentless efforts of our member organizations, grassroots defenders, and volunteers who continue to organize, educate and advocate in the face of adversity. Your steadfast commitment to human rights and dignity is the driving force of our movement.

We are also grateful to our partners and allies in civil society, legal aid, and government institutions for your support, collaboration and solidarity throughout this process.

We especially thank Wangu Kanja Foundation (WKF) and Feminist Opportunities Now (FON) for their generous support in funding this strategic planning process. Your investment has been instrumental in ensuring that this plan is rooted in community voices and built through a participatory, inclusive approach.

To the facilitators and contributors who guided this strategic planning journey, we thank you for your insight, patience and dedication.

Lastly, we acknowledge the core team who led and coordinated this process. Your leadership, thoughtful engagement, and commitment to centering community voices have helped shape a bold, inclusive and grounded vision for the future.

This strategic plan belongs to all of us. May it serve as a compass for our collective efforts toward a more just, equitable and liberated Kibera.

Executive Summary

The development of this inaugural strategic plan for Kibera Justice Center has been made possible through the generous and technical support of Wangu Kanja Foundation and Feminist Opportunities Now. The plan provides a roadmap that KJC will pursue in the next three years in delivering its programs and strengthening its institutional capacity.

The plan is a product of both consultative and participatory processes. It embodies input from KJC members, program beneficiaries, partners, key government officers and reviews of previous works and reports. The plan also answers to some of the recommendations of an organizational capacity assessment that was undertaken in February 2025.

With this plan, KJC has been able to align its interventions around four thematic areas: Gender Justice; Promotion of collective actions towards good governance and public Order Management; Ecological Justice and Institutional Growth and Development. The plan further highlights key performance indicators including strategies, activities, outputs and a robust change theory that will be critical in shaping the organization's work. There is provision for a mid-term review of the plan to allow for contextual and performance adjustments.



1.0 Introduction

1.1 About Kibera Justice Center (KJC)

Kibera Justice Center (KJC) is a community-based organization formed by a network of 10 (ten) grassroots groups united under one umbrella to advance social justice, human dignity and equality for the people of Kibera—Nairobi's largest informal settlement. We are based in Makina Ward, Kibera Sub-County.

Kibera Justice Center (KJC) was officially registered in 2019, following a collective recognition that isolated efforts were inadequate to effectively address the systemic injustices facing the community. In a spirit of solidarity and activism, grassroots organizations united to formalize their collaboration and establish a shared structure giving rise to a platform that now serves as a collective and authoritative voice for human rights in Kibera.

Our member organizations work across diverse sectors, including legal aid, gender justice, youth empowerment, environmental advocacy and community health. While our areas of focus vary, we are united by a common mission: to protect and promote human rights for all.

KJC is a community-led and volunteer-driven organization rooted in the lived experiences of Kibera's residents. Our greatest strength lies in our people—local volunteers working with and for their own community to build a more just, equitable and empowered Kibera.

1.2 Objectives for the strategic plan development

The specific objectives of this process included:

- i. Defining a clear and shared vision for KJC to ensure all member organizations are aligned and working toward common goals.
- ii. Setting clear objectives and strategies to guide KJC's efforts in promoting and protecting human rights in our area of operation.
- iii. Strengthening KJC's organizational and programmatic capacity to be able to deliver on its mission with efficiency and effectiveness while responding to emerging challenges.
- iv. Providing a framework for strategic partnerships with local, national and international stakeholders to maximize collective impact and sustainability of outcomes.
- v. Developing and implementing a robust Monitoring, Evaluation, Reporting and Learning (MERL) framework for effective tracking of our progress, measuring results and ensuring accountability to our community, supporters and partners.

1.3 Strategic Plan Development Process

Kibera Justice Center (KJC) adopted a participatory, community-driven approach in developing this strategic plan to ensure it reflects the real needs, experiences, and aspirations of the people of Kibera, while staying aligned with the organization's vision.

The process began with a comprehensive stakeholder analysis to identify key actors, understand their interests and influence, and assess their potential roles in advancing KJC's mission. Both qualitative and quantitative data were collected through surveys, interviews, and focus group discussions with KJC members, partners, program beneficiaries, and the wider community. These insights were complemented by an extensive literature review and a detailed SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis, helping to frame the internal and external context in which KJC operates.

A series of dialogues, focus group discussions, internal reflection sessions, and strategic workshops were held with staff and external partners. These sessions facilitated collaborative thinking, idea sharing, and the co-creation of practical strategies, while also fostering a shared sense of ownership and commitment to the plan.

The strategic planning process was facilitated by Empresario Consulting Ltd, whose expertise was instrumental in synthesizing inputs and guiding the development of the final strategy. This engagement was made possible through the generous support of the Wangu Kanja Foundation and Feminists Opportunities Now (FON).

The resulting strategic plan outlines a clear, actionable roadmap for KJC's growth and impact over the next three years, serving as a dynamic tool for informed decision-making, accountability and progress tracking.



2.0 Organizational Profile



2.1 Vision

A world safe for all



2.2 Mission

To enhance community agency in the promotion of human rights and gender equality through evidence-based advocacy, strategic collaborations and community organizing.



2.3 Our Values

- **Solidarity** - We stand together with the communities in their struggle for justice, human dignity and freedom.
- **Integrity** - We are honest, transparent and ethical in all our engagements and hold ourselves accountable to the communities we serve.
- **Respect** - We value and honor diverse voices, choices and lived experiences of all individuals, treating everyone with dignity and humility.
- **Community Ownership** - We believe in inclusive participation and support community led initiatives
- **Courage** - We confront injustice boldly and persistently even in the face of adversity
- **Equity and Inclusion** - We dismantle barriers and ensure all people have equal access to rights, opportunities and representation.



2.4 Our Thematic Focus

a. Championing Gender Justice

Kenya faces significant gender inequalities despite having robust laws in place to promote gender equality. Women continue to face systemic discrimination, violence, and lack of opportunities in various aspects of life, including at the households, the workforce, political representation and access to critical resources. According to the 2022 Kenya Demographic and Health Survey (KDHS) 34% of Kenyan women have experienced physical violence since the age of 15 and 13% have faced sexual violence at some point in their lives. These violations include rape, defilement, child marriage, female genital mutilation (FGM) and sexual exploitation. The declaration of SGBV as the country's most urgent security threat and establishment of a Presidential Working Group in December 2024 to craft long-term, systemic solutions is a critical recognition of the widespread and deeply rooted nature of the crisis.

In Kibera, gender inequality is a significant challenge, particularly for women and girls who face heightened risks of poverty, limited access to education, and sexual and gender-based violence (SGBV). Women also experience greater challenges in accessing basic needs, health services, and secure housing compared to men. SGBV, including domestic violence and early marriage, is a prevalent issue, exacerbated by harmful social norms and

cultural practices. According to the Kibera Community Communications Network (KCCN), at least five cases of rape and other forms of GBV are reported in Kibera every day. Most of these injustices are perpetrated by family members of people closely known to the survivors. Even still, most cases go unreported due to fear of harm or stigma and shame.

In Kibera, Sexual and Reproductive Health and Rights is characterized by significant challenges, particularly for young women and girls. These challenges include high rates of unintended pregnancies, unsafe abortions, and limited access to family planning services and reproductive health information.

The operationalization of a SGBV court in Kibera Law courts for the purposes of expediting cases and prioritizing victims' dignity, safety, privacy, and well-being are one of the most recent gender justice milestones. At the Kibera Justice Center, we believe that every individual has the right to live free from violence and to make informed decisions about their body, health and future. We are committed to breaking the cycle of violence, transforming power dynamics and promoting a survivor-centered, community-driven approach to addressing SGBV and advancing SRHR. Our initiatives focus on comprehensive SGBV and SRHR case management, community empowerment, rights awareness and access to critical services. We envision a future where dignity, safety, and reproductive justice are not ideals—but a lived reality for all, especially those most affected by systematic marginalization.

b. Championing Collective Actions Towards Good Governance and Public Order Management

Informal settlements like Kibera are among the most visible examples of governance neglect and systemic exclusion in Kenya. Despite housing over 70% of Nairobi's population, these areas occupy less than 5% of the city's residential land, resulting in overcrowding, poor infrastructure and limited access to essential services. In such settings, governance often fails to be participatory or accountable, with limited public engagement and strained relationships between communities and state actors.

We believe that good governance is about building systems that reflect community priorities, uphold rule of law and protect human rights. Public order management, when necessary, must be community-centered, rights-based and nonviolent, ensuring that security operations do not infringe on the dignity or freedoms of those they aim to protect. Yet across informal settlement, weak governance structures and unaccountable public institutions have eroded trust, perpetuated inequality and compromised the rights and dignity of already marginalized communities.

Nationally, Kenya scored 60.3/100 on the 2023 Ibrahim Index of African Governance, indicating moderate progress but revealing persistent gaps in public service delivery and civic trust. Locally, trust is even lower; only 32% of Kenyans believe their local government acts in their best interests. In informal settlements, fewer than 25% of residents know how to report rights violations or access legal aid (Kenya Legal Resources Foundation, 2022). Meanwhile, over 60% of police misconduct complaints originate

from these communities, highlighting a pattern of excessive force and impunity (IPOA, 2021).

In Kibera and similar settlements, the absence of effective governance leads to police brutality, arbitrary arrests, unlawful evictions, corruption, and the suppression of civic freedoms—with little or no accountability. Gender-based violence, political exclusion, and limited access to justice further deepen systemic harm. Addressing these issues demands more than technical fixes as it requires shifting power to the people.

At KSJC, we believe that just and inclusive governance is essential for dignity, justice, and sustainable development. Our work promotes civic engagement, legal empowerment, participatory governance and accountability. We support communities to know and claim their rights and to hold public authorities to ethical and effective service.

c. Advancing Ecological justice

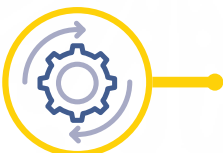
We recognize that climate change is not just an environmental issue, but also a socio-political and ethical one. It directly threatens the rights and well-being of vulnerable and marginalized communities. In low-income areas like Kibera, residents are disproportionately affected by climate impacts such as flooding, water scarcity, food insecurity, poor waste management and limited access to clean water and sanitation.

Ecological justice links the climate crisis to human rights, emphasizing fundamental rights to clean air, safe water, nutritious food, adequate housing, and a healthy environment. Kenya's Constitution—Article 42—affirms that “every person has the right to a clean and healthy environment,” providing a legal foundation for communities to demand climate justice.

Through a holistic approach that combines advocacy, education, environmental action, and community empowerment, Kibera Justice Center (KSJC) works to address both the causes and effects of climate change. By focusing on those most affected, KJC aims to build a more just, resilient, and sustainable future for the Kibera community.

d. Institutional Growth and Development

We are committed to enhancing our organizational capacity to drive sustainable growth, with a strong emphasis on investing in personnel development. This will enable us to build a resilient and effective institution, better positioned to serve vulnerable populations and advance our mission.



2.5 Current approaches

- **Community Empowerment and Participation** - We believe that real change is achieved when communities are not just beneficiaries but co-creators of solutions. Our programs ensure individuals and groups are actively involved in identifying their needs, shaping interventions and leading local action. Powered by trusted networks, dedicated volunteers and local champions, we remain deeply rooted in Kibera—mobilizing from within, building trust and driving sustainable change.
- **Strategic Partnerships and Collaborative Engagements** - We believe

in the power of collective action. We unite communities, civil society organizations, legal aid groups, media and government actors to co create solutions, share resources, amplify impact and align efforts towards common goals. Rooted in mutual respect and a belief that collaboration enhances effectiveness we leverage complementary strengths to increase impact, ensure sustainability, and drive lasting, systemic change that bring us closer to a just, dignified, and empowered community.

- **Advocacy** - Advocacy is at the core of our work. We amplify community voices to challenge injustice, influence policies and hold duty bearers accountable. Our work empowers communities to demand their rights and actively shape their future. Through bold campaigns, public pressure, and strategic dialogue, we push for fairer systems change that protects the vulnerable groups, promotes equity and ensures access to justice. We don't just help communities to be heard but we support them to lead. By engaging stakeholders at all levels, we help build an environment where lasting social and systemic change can thrive.
- **Learning and Reflection** - We embed learning and reflection in all we do. By regularly assessing our actions, listening to communities and applying lessons from experience, we ensure our strategies stay relevant and impactful. We create intentional spaces to evaluate progress, gather feedback, and adapt to emerging challenges. This commitment to continuous learning strengthens accountability, drives innovation and supports evidence-based decision-making. Guided by community voices and grounded in evidence, we reflect on what works and change what doesn't. Through continuous learning, we stay responsive, accountable and innovative, driving lasting impact toward a just, dignified and empowered community.



2.6 Primary Target groups

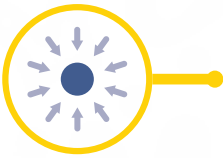
- GBV survivors (both men and women)
- Women and Children
- Youth
- Persons with Disability.
- Marginalized Communities; (the LGBTI and Nubian communities)



2.7 Target areas

We operate across all 5 (five) wards of Kibera Sub County:

- Makina
- Lindi
- Laini Saba
- Sarang'ombe
- Woodley



2.8 Our Key Achievements (Past 3 Years)

Over the past three years, our organization has made significant strides in building a stronger, more empowered community in Kibera. Below are highlights of some of our major achievements:

i. Strengthening Advocacy and Collective Voice in Kibera

- We have successfully organized numerous community forums and dialogues, including police-community engagements, to address issues of cohesion, safety, justice and accountability. Through these efforts, we reached and mobilized over 3,000 community members across the five wards of Kibera Sub County. Our consistent grassroots presence and advocacy work led to our recognition as a trusted referral center for human rights violations and SGBV cases in Kibera.

ii. Supporting Survivors and Advancing Access to Justice

- We have supported numerous survivors of Sexual and Gender-Based Violence (SGBV) through case follow-up, psychosocial support, referrals and legal accompaniment.
- We successfully contributed to 17 court cases that led to the conviction and imprisonment of perpetrators, with 11 more cases currently ongoing.
- Using Alternative Dispute Resolution (ADR) approaches, we have peacefully resolved 27 community cases, prevented escalation and promoted harmony.
- We collaborated with partners such as FIDA to host Legal Aid Clinics, which enabled community members to access free legal advice and support in resolving family, land, tenant-landlord and employment issues significantly enhancing justice at the grassroots.

iii. Capacity Building and Strategic Partnerships

- Our members participated in key capacity-building sessions organized by Peace Brigades International (PBI) and other allies. Training covered crucial areas such as Security Management for Human Rights Defenders (HRDs), Monitoring, Documentation and Reporting (MDR) of violations and basic paralegal courses to strengthen legal empowerment. These training sessions have increased our team's ability to respond to violations professionally, document cases effectively and offer safe and informed support to those in need.



2.9 Current challenges.

i. Limited Financial Resources

Sustaining operations, supporting volunteers and running programs is a constant struggle due to inconsistent or inadequate funding. This limits our reach and ability to scale up our activities.

ii. Burnout and Over-Reliance on Volunteers

With heavy reliance on volunteers, our teams often face burnout and fatigue. The emotional weight of human rights work, especially around SGBV, adds to this burden.

iii. Capacity Gaps Among Member Organizations

While our network is strong, some of our member organizations face limitations in terms of technical skills, strategic planning, documentation, digital literacy and reporting making coordinated action difficult at times.

iv. Poor Infrastructure and Lack of Resources

We lack sufficient office space, equipment (computers, printers, internet) and logistical support for field activities. This affects our ability to document cases, plan meetings or respond rapidly to emergencies.



3.0 Environmental Scanning

3.1 Internal Context

This section captures our examination of what is working well for us (strengths areas), areas of improvement and strategic actions that we will employ over the next three years to enhance our institutional and programmatic efficiency and effectiveness.

	What is working well	Strategic interventions
1	Committed and passionate Team	• Support staff development and motivation programs
2	Consortium of 10 member groups with diverse Skills	• Support cross-training and mentorship • Promote collaborative problem solving
3	Strong and participatory leadership model	• Develop a strong orientation and team onboarding practice. • Encourage shared responsibility and team work
4	Strong Values, clear mission and relevant programs	• Put in place program feedback mechanisms • Conduct periodic needs analysis reviews • Strengthen internal accountability • Leverage community data
5	Strategically located office- in Makina	• Improve accessibility and maximize visibility • Support staff safety
6	Knowledgeable staff on human rights and legal systems with deep understanding of informal settlement area	• Organize continuous capacity building and knowledge sharing platforms
	Areas of Improvement	Strategic interventions
1	Inadequate funding to meet program demands	• Develop a resource mobilization strategy • Capacity building on resource mobilization
2	Inadequate material resources, insufficient office space, equipment (computers, printers, and internet) and logistical support for field activities.	• Prioritize resource mobilization to be able to support expansion of office space and obtaining equipment.
3	Inadequate human resource; capacity gaps in monitoring, evaluation and reporting, technical skills, documentation and reporting and limited opportunities to training	• Staff training • Development and operationalization of a MERL framework • Periodic capacity development of staff and volunteers on key program and operation areas
4	Limited access to internet & digital tools	• Capacity building programs on digital literacy
5	Lack of coordination leading to fragmentation and duplication	• Develop shared action plan and a centralized reporting system • Promote culture of collaboration

3.2 External Context

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

Focus area	Opportunities	Strategic Interventions
Political	• Devolved system of governance creates space for stronger engagement with county leadership, allowing us to advocate for inclusion in local planning, budgeting and service delivery • National and county policies are increasingly paying attention to informal settlements through programs on housing, youth, GBV and urban planning	• Strategic partnerships and lobbying with key government MDAs • Promoting public participation engagements • Joining key technical working groups
Economic	• Opportunities to collaborate with NGOs, funders and international allies who are committed to supporting grassroots and community-based work in urban informal settlements. • Available affirmative action funds targeting women, youth and marginalized groups.	• Develop a resource mobilization strategy • Leverage affirmative action and devolved funds by the government. • Provide training on livelihoods and enterprise
Socio-cultural	• Strong community goodwill and support, • Increasing awareness of rights and social justice among Kibera resident. • Rich social and demographic diversity. • High number of groups intervening on human rights and social justice concerns.	• Targeted awareness raising. • Leverage partnerships and collaboration. • Involve target populations in program design and encourage feedback.
Technological	• High digital penetration and use; social media, mobile apps and messaging tools offer new ways to share information, organize campaigns, document violations and reach broader audiences.	• Enhance training on digital programming. • Develop website and stage social media platforms.
Environmental	• Rising interest in climate justice, especially among youth, presents an opportunity to link environmental activism with human rights advocacy • Proximity to key social amenities and services	• Develop an ecological risk register. • Develop an ecological risk management strategy. • Increase awareness on available human rights redress frameworks and institutions.
Legal	• Adequate frameworks to support realization of rights. • Members of court users' committees (CUCs) and technical working groups (TWGs)	• Continuous monitoring and campaigns to ensure compliance and enforcement. • Support and strengthen the CUCs and TWGs.

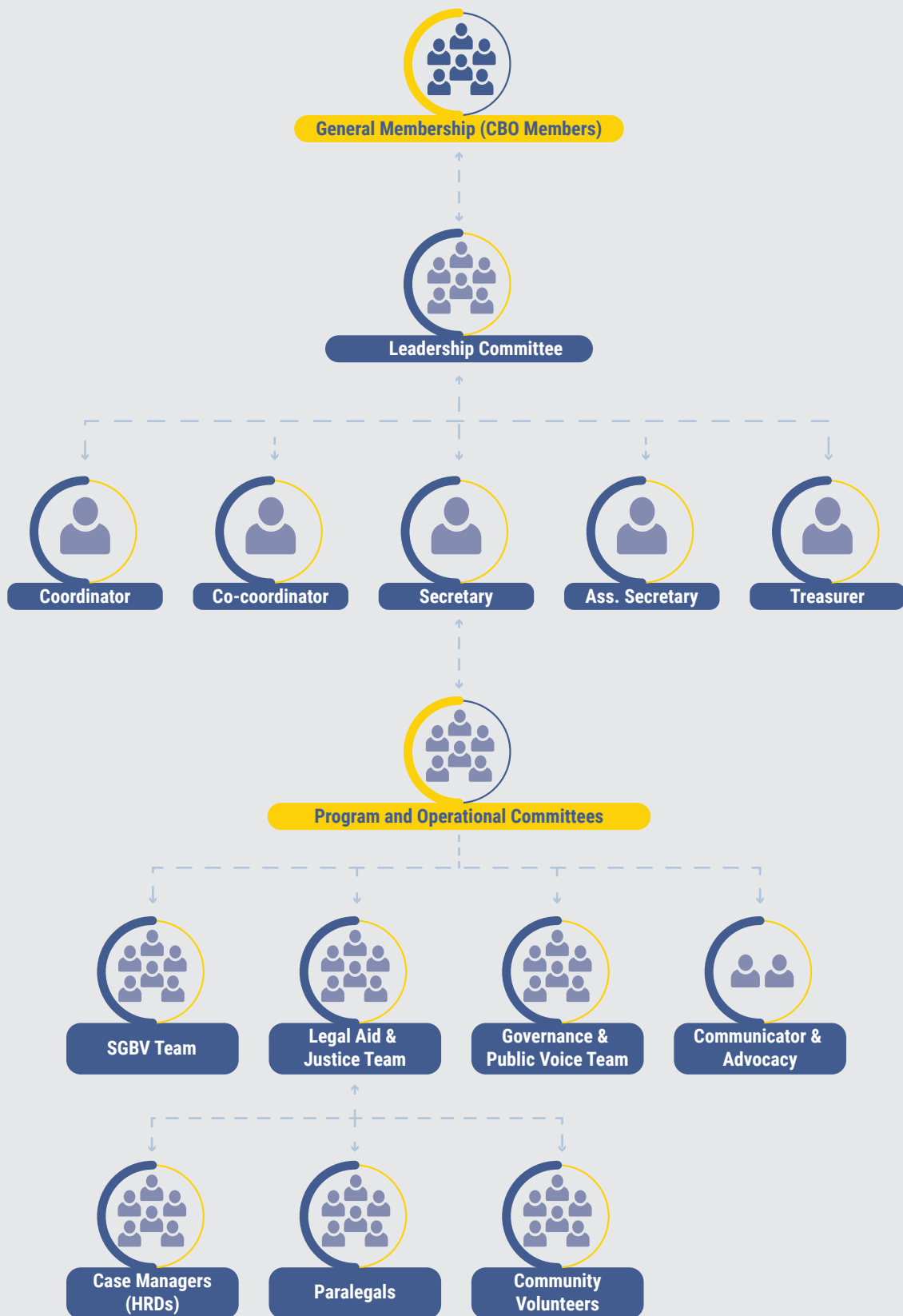
Focus area	Threats	Strategic Interventions
Political	• Insecurity and political Interference–operating in Kibera sometimes exposes us to threats, intimidation or violence, especially from gangs, politicians and government officials. • Political interference and fear of backlash affect community participation and open dialogue. • During election periods or political disputes, community organizing can be misinterpreted or politicized, leading to harassment, violence or disruption of activities. • HRDs and grassroots organizers often face intimidation, police harassment or threats especially when confronting state institutions or powerful actors. • Limited access to information and policy influence – due to gatekeeping and bureaucracy.	• Training on physical and digital security. • Strategic engagements with the political class – including parties and elected officials. • Working in teams and partnerships. • Leveraging independent institutions for support; offices of the Ombudsman, KNCHR, IPOA, NCIC and NGEC.
Economic	• Widespread unemployment and joblessness • Poverty–food insecurity, poor housing and inadequate clean water supply • High cost of living and SRH products	• Leverage affirmative action funds to support enterprise. • Trainings on alternative livelihood support.
Socio-cultural	• Rise in intimate partner violence and femicide. • Poor knowledge, attitudes and perceptions about women • Low regard for gender equality.	• Consistent awareness raising and timely family mediations. • Encouraging intergenerational and male engagement conversations
Technological	• High cost of digital engagement locks away many people. • Rising cases of technology facilitated GBV (TFGBV) mostly targeting AGYW. • Low digital literacy among elderly people. • Online misinformation can undermine trust and mobilization	• Develop framework of monitoring TFGBV and for online sensitization.
Environmental	• Rise in climate induced GBV cases. • Congested housing raises challenge for emergency response. • Poor disposal of sanitary waste is a public health concern.	• Develop a disaster response strategy. • Strategic campaigns on comprehensive household waste management
Legal	• Complex legal procedures, lack of recognition for community-based structures and delays in accessing justice systems weaken our ability to respond to violations effectively.	• Strategic engagement with CUCs and TWGs.

3.3 Stakeholders Analysis

We were able to identify and assess individuals and organizations who have an interest in our organization, their roles in our work and how to engage them effectively for our success. We develop a Stakeholder Engagement Policy and periodically review our stakeholders on program-to-program basis.

Stakeholder	Stakeholder expectation from us	Our organization's expectation from Stakeholder	Current stakeholders	Strategic Response
Beneficiaries	Services, Clear communication Fair treatment and support Empowerment	Engage and participate in programs Peer support Provide feedback	SGBV survivors, AGYW, Survivors & victims of torture and climate displacement	Consider beneficiary feedback in programming Conduct beneficiary needs assessment before onboarding
Community	Advocacy on specific local issues Awareness and sensitization Leadership and support Presence and Visibility	Participate and support programs Provide feedback Survivor Support Challenge harmful norms	Women and boda boda groups, churches, CBOs	Clear communication Increase community engagements
Duty Bearers	Partnership and collaboration Awareness and sensitization Reliable data and evidence	Respect, defend and promote human rights Enforce laws and policies Effective service provision Exercise accountability Partnership and collaboration	National Police Service, KNCHR, NGEC, NGAO, IPOA	Strategic alliances Oversight Referrals and follow ups Coordination and Accountability
CSOs	Partnership, collaboration and networking Joint campaigns	Partnership, collaboration and networking Joint campaigns Knowledge sharing	Slum Peace and Empowerment Center (SPEC), Feminist for Peace, Rights and Justice Center (FPRJC), Wasanii Sanaa Organization, Making a Difference (MAD) Sisters, Kibera Joy Initiative (KJI), Defenders Coalition	Periodic stakeholder analysis Stakeholder management plan Joint fundraising
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
Development Partners	Demonstrate impact Accountability for funds Reporting progress	Understand our mission and goal Open communication Feedback and collaboration Linkage and referrals	Embassies, Peace Brigades International (PBI)	Fundraising strategy Effective compliance mechanisms

3.4 Organization's Governance Model



3.5 Change Theory

1

CURRENT SITUATION

- Rise in violence against women & femicide
- Inadequate access to SRH services and products
- Rise in cases of torture, extrajudicial killings, arbitrary arrests & enforced disappearance
- Poor public – police relations
- Weak relations among CSOs
- Rise in online campaigns & solidarity

2

STRATEGIC INTERVENTIONS

- Knowledge & information sharing
- Survivors' support & care
- Community mobilization & engagement
- Institutional support & accountability
- Evidence-based advocacy
- Strategic partnerships & collaborations
- Organizational Development & Systems Strengthening

3

AREAS OF FOCUS

- Sexual Gender Based Violence
- Sexual & Reproductive Health & Rights
- Public Order Management
- Good Governance
- Ecological Justice
- Institutional Development

4

CHANGE CONCEPTUALIZATION

- Reduction in GBV and increased case reporting
- Comprehensive support to GBV survivors
- Available youth friendly SRH services
- Full implementation of the Coroners Act
- End to extrajudicial killings & enforced disappearance
- Improved stakeholders' collaboration

5

STRATEGIC OBJECTIVES

- To enhance the security and dignity of women by promoting comprehensive and holistic approaches to addressing gender-based inequalities, violence and discrimination.
- To enhance the effectiveness and efficiency of public services, improve accountability & promote transparency in government operations.
- Promoting community led climate change adaptation, resilience and sustainability
- Strengthen the organization's capacity for growth and effectiveness

4.0 Strategic Plan Implementation Framework

This section presents an elaborate results framework developed to facilitate effective delivery, monitoring and evaluation of the results and interventions for each of the four key result areas. The same will be supported with detailed activities and performance metrics to be elaborated in annual implementation plans.

Key Result Area 1:		Championing Gender Justice							
Strategic Objective 1:		To enhance the security and dignity of women by promoting comprehensive and holistic approaches to addressing gender-based inequalities, violence and discrimination.							
Target Groups		Women and Children Youth & AGYWs Persons with Disability Marginalized Communities; (the LGBTI and Nubian communities)							
Outcomes:		Increased reporting Increased transition of cases along the referral pathways Improved feedback Improved collaboration among actors More male SGBV champions on boarded Reduced cases of femicide Improved community knowledge and awareness on SRHR Improved response and rescue support							
Strategies:		Key Activities		Output Indicators	Performance Targets			Total	Indicative Budget (Kshs.) '000
					2025	2026	2027		
1	Comprehensive management of SGBV	Awareness & sensitization mtgs	Barazas and Church visits	Community resource persons mobilized Feedback reports No. of sessions held Key stakeholders involved	6	12	16	34	1,190
			Radio shows	No. of sessions held Feedback Program reach	3	6	12	21	105
			Intergenerational dialogues	Emerging concerns & key commitments Participants reached	4	12	16	32	1120
			School outreaches	Feedback reports Champions on-boarded Cases reported	12	18	24	54	540
		SGBV Response initiatives	Rescue	No. of rescues conducted Successful referrals done Beneficiary feedback	30	20	40	90	120
			Monitor and Document cases	No. of cases handled No. of consents received	50	50	70	170	85



			Psychosocial support & counseling	No. of cases supported Beneficiary feedback	30	20	70	120	240
			Referral and Follow Ups	No. of cases referred & followed up Beneficiary feedback No. of orgs supporting referrals	30	20	50	100	200
			Legal aid clinics	No. of forums held No. of cases handled Beneficiary feedback Partners supporting the process	2	2	4	8	400
		SGBV Survivors direct capacity support	Skill trainings (soap making, tailoring, hairdressing)	Areas & No. of sessions of trainings conducted Participant's feedback Key action plans No. of pax trained	9	9	4	22	1,500
			Entrepreneurship & Financial literacy trainings,	No. of pax trained No. of sessions held Participants' feedback reports	3	3	3	9	300
			Seed capital for business startups	No. of business startups supported Total funds available for seed support Beneficiary feedback	30	40	60	130	2600
			Compassionate support	No. of beneficiaries Beneficiary feedback Type of support offered	7	12	30	49	720
		Strategic engagements	Referral pathways stakeholder's roundtable mtgs	Key stakeholders participating Key commitments and resolutions Emerging concerns Key challenges and successes	4	8	12	24	840

			Support to Networks and partnerships (GSWG, KGAN, SSV, Judiciary (Kibera Law Courts, CUC))	Networks supported Feedback reports Joint successes and commitments	2	4	4	10	300
			Policy advocacy	Key policy queries / reviews/ statements done Key stakeholders engaged Stakeholder's feedback	4	8	12	24	480
			Social audits	Social audit reports developed Feedback reports Stakeholders involved	8	16	20	44	
2	Sexual & reproductive health & rights promotion		Public awareness & sensitization (edutainment & crusades)	No. of persons reached Feedback reports Partners supporting Types of activities held	6	12	15	33	660
			School outreaches	No. of sessions held No. of champions recruited Feedback reports	6	12	15	33	330
			Trainings (contraceptive use, safe abortion, STIs, menstrual hygiene)	Areas of training conducted Feedback reports	4	8	15	27	540
			SRHR products distribution	Quantity of products distributed Type of services offered No. of beneficiaries Beneficiary feedback Partners involved	2	4	8	14	420



Key Result Area 2:		Promotion of collective actions towards good governance and public Order Management							
Strategic Objective 2:		To enhance the effectiveness and efficiency of public services, improve accountability, and promote transparency in government operations, ultimately leading to a safer and more just society.							
Outcomes:		Improved relations with NPS and IPOA Reduced cases of torture and enforced disappearance Improved residents – police relations Improved stakeholders’ collaborations Reduced cases of violence against the police							
Strategies:		Key Activities		Output Indicators	Performance Targets			Total	Indicative Budget (Kshs.) ‘000
					2025	2026	2027		
1	Advocacy	Community engagements	Dialogue forums	No. of sessions held	3	5	3	11	385
				Activity reports					
				Audience feedback					
				No. of audience reach					
			Community radio	Topics discussed	4	6	6	16	80
				Audience reach					
				Feedback reports					
			Arts & sports	Type of arts or sports activity	3	5	4	12	120
				Activity report					
			Trainings	Audience feedback					
				Training reports	2	3	3	8	280
				Area of training					
				No. of participants					
			Monitoring & documentation	No. of cases documented	2	3	2	8	40
				Organization where cases are referred to					
				Beneficiary feedback					
	Duty-bearers engagements	Social audits	No. of social audits done	3	3	3	9	45	
			Areas of social audit enquiries						
			Audit reports						
	public participation		Duty bearers engaged						
			No. of pax attending forum	3	4	3	10	100	
			Issues addressed						
			Activity report						

			Campaigns & protests	No. of campaigns staged Petitions presented Partners supporting campaigns	2	3	3	8	80
			International Days observances	No. of events observed Partners joining in the activity	10	11	10	31	1550

Key Result Area 3:		Ecological justice						
Strategic Objective 3:		Promoting community led climate change adaptation, resilience and sustainability						
Outcomes:		More women involved in ecological justice decision making and implementation Improved disaster response mechanisms Formation of waste management committees in each village unit Launch of food sovereignty programs						
Strategies:		Key Activities	Output Indicators 2025	Performance Targets			Total	Indicative Budget (Kshs.) '000
				2026	2027			
1	Promotion	Awareness & sensitization	No. of sessions held Type of activity conducted No. of persons reached Feedback reports	3	4	4	11	385
		Trainings	No. of participants trained Areas of training conducted Training reports No. of trainings conducted	9	12	12	33	825
		Tree planting, (Soil and water conservation beside the river and in schools),	Areas where planting have been done No. of trees planted Sustainability actions Partners supporting actions	3	4	4	11	275
		Urban farming	No. of farms initiated Areas where farms have been initiated Sustainability plans	2	4	3	9	900

2	Disaster response and preparedness	Emergency rescues	No. of cases rescued Nature of calamity Beneficiary feedback	25	30	30	85	850
		Compassionate support	No. of cases supported Type of support offered Beneficiary report Partners supporting process	3	3	3	9	900

Key Result Area 4:		Institutional Growth and Development						
Strategic Objective 4:		Strengthen the organization’s capacity for growth and effectiveness						
Outcomes:		Effective institutional performance, compliance with regulatory authorities, improved decision making and communication skills						
Strategies:		Key Activities	Output Indicators	Performance Targets				Indicative Budget (Kshs.) ‘000
				2025	2026	2027	Total	
1	Systems strengthening	Development of core operating procedures (Resource Mobilization strategy, MERL framework	No. of SOPs developed Training held on developed SOPs.	1	3	3	7	140
		Training of KSJC members and staff	No. of trainings held No. of leaders and staff trained Areas of trainings conducted	2	4	4	10	250
		Training of KSJC leadership	Areas of training covered Feedback reports No. of members trained	1	3	4	8	80
		Mental health debriefs sessions	Feedback reports No. of members participating	1	3	3	7	140
		Team building	No. of sessions held No. of members participating Key lessons learnt	1	3	3	7	280
		Administration and Finance	No. of staff and volunteers on stipends Dedicated Finance Resource Person	2	3	3	8	80



2	Communication and visibility	Social media promotions	No. of reach and engagements	2	4	6	12	144
			No. of sponsored promotions					
		Website development		1	-	-	1	200
		Office expansion / upgrade		1	2	1	4	400
		Branding	No. of branding materials	1	3	6	10	800
3	Compliance		Type of branding undertaken					
		Develop website	Website developed	0	1	1	2	20
		Training	No. of trainings completed	1	2	2	5	200
4	Performance management		Change in policy understanding					
		Financial Audits	Audit findings	1	1	1	3	60
		MERL	Annual MERL reports	1	2	1	4	40
			Mid-term strategic plan review					
		Risk planning	No. of risk assessments done	1	3	3	7	70
			Risk assessment initiatives adopted					

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