



Mary Faith
Children

Strategic Plan

2025 - 2027





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Acronyms

CBO	Community Based Organization
FON	Feminist Opportunities Now
KNBS	Kenya National Bureau of Statistics
M&E	Monitoring and Evaluation
NGAO	National Government Administrative Officers
NPS	National Police Service
PBO	Public Benefit Organization
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PWDs	People with Disabilities
SGBV	Sexual and Gender Based Violence
SSV	Survivors of Sexual Violence
SWOT	Strengths, Weaknesses, Opportunities and Threats
VAC	Violence against Children
WKF	Wangu Kanja Foundation

Statement from the Executive Director



As a survivor of sexual and gender-based violence, I know firsthand the pain, isolation and fear that so many girls face in silence. My journey from being a victim to a survivor is what inspired the founding of MaryFaith Children Centre, a place where girls can find safety, dignity, and the chance to heal and dream again.

What began as a personal mission to protect 'even one girl' has grown into a movement of hope and transformation. Over the years, we have welcomed girls from across Nairobi and beyond, each one with her own story of resilience and deserving of love, care and opportunity.

This strategic plan marks a new chapter in our journey. It is a bold and purposeful roadmap to expand our reach and deepen our impact. From establishing a vocational training institute to supporting education for vulnerable girls and strengthening community outreach on child protection, our mission is clear: to break the cycle of violence and create pathways to empowerment.

This work is deeply personal to me. Every girl we shelter, support, and walk with is a reminder that healing is possible and that no one should ever have to face abuse alone. I am incredibly proud of what we have achieved and even more hopeful about what lies ahead.

I invite you to walk this journey with us. Together, we can build a future where no girl lives in fear, and every girl has the power to rise.

With gratitude and hope,

Mary Njeri Daniel
Founder & Executive Director

Statement from the Programs Director



It has been an honor and a deeply fulfilling journey to walk alongside Maryfaith Children Centre since its inception. From the early days—when this dream was just a modest response to a pressing need, we have grown into a safe, trusted space for girls who have experienced the unimaginable.

As the Programs Director, I have witnessed firsthand the power of compassion, community and collective action in transforming lives. I have also had the privilege of leading our fundraising and partnership efforts over the years, driven by the firm belief that every girl deserves a life free from violence, filled with opportunity and hope.

This strategic plan reflects not only our vision but our readiness to scale and strengthen our impact. Through expanded programs in vocational training, education support, and community engagement, we are building structures that will not only protect girls today but equip them to lead tomorrow.

None of this would be possible without the support of our partners, funders, staff, and community. Your belief in our work fuels our mission. As we take this next step, I invite you to continue standing with us to invest in a future where safety, dignity, and empowerment are not privileges, but rights every girl can count on.

With continued commitment,

Esther Muthee

Programs and Partnership Director

Acknowledgement

We extend our sincere gratitude to all individuals and teams whose contributions have shaped this strategic plan.

Special appreciation goes to our leadership, whose vision and commitment continue to guide our strategic direction. We are grateful to the MaryFaith leadership team and our Board members for their dedication, collaboration, and thorough analysis that informed this document.

To our stakeholders, partners, staff members, community representatives and other collaborators your insights, feedback, and continued engagement have been invaluable. Your voices ensured that this strategy remains grounded in reality and focused on impact.

Special gratitude goes to Feminist Opportunities Now (FON) for generously funding the development of this strategic plan through the Wangu Kanja Foundation. Your support, guidance, and commitment to advancing the rights and well-being of girls and young women have been instrumental. The direction and encouragement received throughout this process are sincerely appreciated and have contributed significantly to shaping this document.

Finally, we acknowledge the support of all who provided data, reviewed drafts, and participated in consultations. Your collective efforts have helped lay the foundation for a more effective, responsive, and future-ready organization.

Together, we look forward to bringing this strategy to life.



Executive Summary

Maryfaith Children Centre is a compassionate rescue centre located in Dagoretti South Sub-County, Nairobi County. Established with a deep commitment to promote the rights and welfare of girls, the center serves as a safe haven for survivors of domestic gender based violence (GBV). Our core mission is to provide protection, holistic care, and transformative support for vulnerable girls, helping them reclaim their dignity, rebuild their lives, and thrive in safe, nurturing environments.

Over the next three years (2025-2027), Maryfaith Children Centre envisions scaling its impact significantly through the implementation of a robust and forward-looking strategic plan. This strategic plan outlines goals, objectives, key initiatives, and the resources required to fulfill this vision, while ensuring long-term sustainability, community engagement and alignment with the evolving needs of the population we serve.

The development of this strategic plan was made possible through the support of Wangu Kanja Foundation (WKF) and Feminist Opportunities Now (FON). The process of developing the plan was both participatory and consultative, ensuring the participation of Maryfaith's board members, staff, volunteers, beneficiaries and key partners.



1.0 Introduction

1.1 About Mary Faith Children's Center

Maryfaith Children Centre is a compassionate rescue centre located in Dagoreti South sub-county, Nairobi County. It is a non-profit community based organization that supports orphan and vulnerable girls who have been sexually abused or have gone through other forms of child abuse. It was started in 2004 as a self-help group and in May 2012 it was officially registered as a community based organization. Over the next three years, the Centre aims to significantly scale its impact through the development of a vocational training institute for women, comprehensive education sponsorship for vulnerable girls, and robust community outreach programs focused on child rights and protection.

1.2 About The Strategic Plan Development Process

The development of this strategic plan responds to, in part, one of the recommendations of the CBO's capacity assessment conducted in 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—ensuring the participation of Maryfaith's members, beneficiaries and key stakeholders.

A mixed methodology approach to information gathering was employed allowing for brainstorming, focused group discussions, key informant interviews and desktop reviews sessions. An analysis of the operational environment was also conducted by pairing SWOT and PESTEL analyses. The gathered information was compiled into a draft and shared with stakeholders for validation before the development of the final plan. The technical and facilitative service of an external consultant was employed through the support of Wangu Kanja Foundation (WKF) with funding from Feminist Opportunities Now (FON).

The key objectives of this process included:

- i. Setting clear objectives and strategies to guide Maryfaith's efforts in promoting and protecting the rights and welfare of women, girls and children.
- ii. Strengthening Maryfaith's organizational and programmatic capacity to be able to deliver on its mission with efficiency and effectiveness.
- iii. Providing a framework for strategic partnerships with local, national and international stakeholders to maximize collective impact and sustainability of outcomes.



2.0 Organizational Profile



2.1 Vision

To create a world where all children and girls are safe, empowered and free to reach their full potential



2.2 Mission

To protect children and girls from SGBV by creating safe, dignified environments where they can live freely, develop and thrive



2.3 Our Values

The core values of the organisation are:

- a. **Compassion:** We act with empathy and care in everything we do.
- b. **Empowerment:** We believe in equipping survivors with tools to rebuild and thrive.
- c. **Justice:** We advocate for accountability and uphold the rights of all.
- d. **Integrity:** We operate transparently and honorably.
- e. **Community:** We work hand-in-hand with communities for lasting change



2.4 Our Thematic Focus

Our Strategic Plan is grounded in a firm and unwavering commitment to comprehensive and holistic support to children and girls – who are the most at risk of gender violence in our society. We recognize that their safety, dignity, and well-being are fundamental rights non-negotiable and essential for healthy development. Our thematic areas are as follows:

- a. **Sexual Gender Based Violence (SGBV)** – Sexual and Gender-Based Violence remains a critical issue affecting children across Kenya. Our strategy aims to prevent and respond to SGBV through community awareness, survivor-centered care, and institutional accountability. We prioritize early identification, timely rescue, rehabilitation, and support services to ensure that children affected by SGBV can heal and rebuild their lives in safe and supportive environments.
- b. **Child Care and Protection** – Safety and well-being of children is paramount to us. Children are vulnerable and need protection to grow up in a safe and healthy environment. 'Around 30% of children in Kenya require some form of care and protection, including those who are orphans, living on the streets or victims of abuse and exploitation', (Kenya National Crime Research Centre reports). Approximately 50% of the African child population have encountered or witnessed some form of violence, encompassing physical, sexual or emotional abuse (Hillis et al., 2016). Kenya faces the challenge of high rates of violence against children (VAC). From birth to adulthood (0-17 years), children in Kenya experience and witness alarming levels of violence (Ministry of Labour and Social Protection, 2019). For instance, in

2019, just under half of all girls and 56.1% of boys reported experiencing at least one type of violence. Our services are designed to prevent, respond to and address cases of abuse, neglect, exploitation and violence against children. Our strategy emphasizes prevention, Rescue and rehabilitation of abused, abandoned, or neglected children and support for survivors while holding caregivers and duty bearers accountable for their responsibilities.

- c. **Institutional Development and Growth** – We aim to build a robust and sustainable organization that is capable of realizing its vision and mission, overcoming challenges, and continuously enhancing its operations to deliver high-quality services to our beneficiaries.



2.5 Strategic Approaches

To effectively address the critical issues facing children particularly in the areas of protection, health, and well-being, Maryfaith's Strategic Plan employs a multi-pronged approach that is both preventive and responsive. The following strategic approaches guide the design, implementation, and evaluation of all our programs and interventions:

- a. **Rights-Based and Child-Centered Programming.**

All our strategies are anchored in the principles of children's rights, as enshrined in Kenya's national child protection laws and legislations. We prioritize the best interests of the child in every decision and ensure that their voices are heard, respected, and incorporated into our programming.

- b. **Prevention and Early Intervention.**

We emphasize proactive measures that address the root causes of abuse, neglect, and exploitation. Through awareness campaigns, community education, parenting support, and advocacy for school-based interventions, we aim to prevent harm before it occurs in catchment areas.

- c. **Systems Strengthening.**

We work to enhance the capacity of existing child protection, health, education, and justice systems at community, county, and national levels. This includes training of our staff, improving coordination mechanisms, and advocating for stronger policy frameworks and resource allocation.

- d. **Multi-Sectoral Collaboration.**

Recognizing that child welfare is a shared responsibility, we foster partnerships with government agencies, civil society organizations, healthcare providers, law enforcement, NGOs, and communities. Integrated service delivery and joint planning ensure a comprehensive and sustainable impact.

- e. **Survivor-Centered Response and Care.**

Our interventions prioritize the safety, dignity, and healing of children who have experienced violence or trauma. We offer tailored psychosocial support, medical care, legal assistance, and follow-up services to aid in their recovery and reintegration in collaboration with the local children's office and the police service.

f. Evidence-Based Programming and Learning.

We are committed to using data and research to inform our strategies. Continuous monitoring, evaluation, and learning (MEL) processes allow us to adapt programs for greater effectiveness and scale up what works and shelve what doesn't work. This also supports us to iterate our program accordingly based on trends and policy changes.

g. Community Empowerment and Participation.

We engage communities as active partners in protecting and nurturing children. By building local ownership and capacity, we ensure long-term and holistic sustainability and cultural relevance of our interventions.



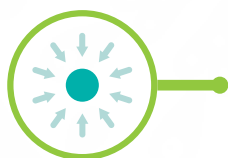
2.6 Primary Target Groups

- Children; Survivors of violence, Orphaned, vulnerable, or at-risk children requiring care, protection, and access to basic services.
- Girls: Survivors of SGBV in need of rescue, psychosocial support, safety, and long-term rehabilitation, Adolescent Girls and Young Women—especially those at risk of exploitation or early marriage, requiring empowerment through education and skills training. Teen mothers in need of safe delivery support, reintegration into school, and parenting support services.
- Young boy: Siblings and children of survivors who are indirectly affected by SGBV and require holistic family support and inclusion.



2.7 Target Areas

- Primary:** Dagoretti South and North sub Counties.
- Others:** We have a special focus on the Maasai community in Bisil in Kajiado County.



2.8 Our Key Achievements

Over the last years, MaryFaith Children Centre has made significant strides in advancing the safety, healing, and empowerment of vulnerable girls. Our commitment to restoring dignity and creating lasting change is reflected in the following key accomplishments:

- Provided a Safe Haven:** Offered shelter, care, and protection to over 200 girls affected by sexual and gender-based violence, giving them a foundation for recovery and growth.
- Educational Advancement:** Supported more than **50 girls through high school** and successfully guided **15 girls through college**, equipping them with the tools for self-reliance and future success.
- Support for Teen Mothers:** Assisted over 35 teenage mothers to safely deliver their babies and return to school, ensuring they are not left behind in their pursuit of a better future.
- Health and Wellbeing:** Secured funding to provide comprehensive medical cover and psychosocial support, ensuring holistic care for our girls.

- **Infrastructure Development:** Successfully fundraised and constructed a larger, well-equipped premise to expand our capacity and improve living conditions. The National Government and Nairobi County Government generously supported by providing the land, while the Tuma Kimbi Foundation contributed 95% of the funding for construction. The remaining 5% was generously donated by IBIS Hotel, Preserving Human Dignity, and various individuals both locally and internationally.
- **Strategic Partnerships:** Received funding from Feminist Opportunities Now (FON) to strengthen organizational capacity, provide essential assets, and deliver targeted training programs.
- **Ongoing Care:** Currently hosting 120 children, meeting all their basic needs—including food, shelter, education, healthcare, and psychosocial support.
- **Family Reunification:** Successfully **reintegrated over 100 children** with their families and communities through careful tracing, counseling, and follow-up support.

These milestones are a testament to the dedication of our team, the resilience of the girls we serve, and the invaluable support of our partners and donors. They lay a strong foundation for the next phase of our growth as outlined in this strategic plan.



2.9 Current Challenges

As Maryfaith Children Centre continues to grow and deepen its impact, we recognize several key challenges that must be addressed to achieve our vision sustainably:

- **Understaffing:** Limited human resources constrain our ability to fully meet the needs of the children and expand our programs effectively.
- **Financial Constraints:** Ongoing costs such as school fees and medical payments present significant financial burdens that impact the continuity of support for beneficiaries.
- **Limited Legal Aid Support:** Access to comprehensive legal assistance for survivors remains insufficient, affecting the pursuit of justice and protection.
- **Lack of Livelihood Initiatives:** The absence of sustainable livelihood programs limits our ability to empower beneficiaries economically and ensure long-term independence.
- **Insufficient Playground Space:** The current premises lack adequate recreational areas, which are vital for the physical and emotional well-being of the children.
- **Limited Visibility and Awareness:** The organization currently experiences low visibility, within the broader development community. This limits its ability to attract strategic partnerships, secure sustained funding, and influence relevant policy and practice.

3.0 Environmental Scanning

3.1 Internal Context

This section highlights our strengths, areas for improvement and strategic actions needed to improve them over the next three years.

	What is working well	Strategic Response
1	Presence of a functional advisory board with a clear mandate	Leverage the Advisory Board for Strategic Guidance and Influence: Capitalize on the presence of a functional advisory board by actively engaging it in shaping strategic direction, providing high-level oversight, and strengthening governance. Utilize the board's expertise and networks to enhance program visibility, mobilize resources, and ensure alignment with sectoral priorities and emerging opportunities. Establish regular engagement mechanisms to maintain relevance and responsiveness in decision-making.
2	Existence of a functional constitution that is clear on structures, roles, meetings, membership, conflict resolution and objectives.	Utilize the Constitution to Enhance Organizational Cohesion and Accountability: Leverage the existing functional constitution as a foundational tool to strengthen internal governance, promote transparency, and ensure consistent decision-making. Regularly reference and apply the constitution to guide operations, resolve conflicts, and clarify roles and responsibilities. After every five years review and update the constitution to remain responsive to evolving organizational needs and strategic priorities.
3	Existence of policies i.e. Safeguarding, human resource, conflict resolution and finance policies to support operations. (Legal Frameworks)	Strengthen Policy Implementation to Enhance Compliance and Operational Efficiency: Build on the strong foundation by ensuring consistent implementation, regular review, and staff orientation. Promote a culture of accountability and compliance through capacity building and monitoring mechanisms. After three years review policies to align with national legal frameworks and best practices to support effective, ethical, and sustainable operations.
4	Have a temporary rescue center	Prioritize organization security measures Leverage on the support of other actors within the SGBV referral pathways
5	Dedicated and Passionate team	Harness Team Commitment to Drive Innovation and Impact: Leverage the dedication and passion of the team to foster a culture of excellence, collaboration, and innovation. Invest in continuous professional development, recognition, and well-being initiatives to maintain high morale and reduce turnover.
6	Strong community trust and local integration	Leverage Community Trust to Deepen Impact and Sustainability: Capitalize on the strong trust and integration within local communities to co-create and implement contextually relevant interventions. Strengthen community engagement mechanisms to ensure inclusive participation, local ownership, and culturally sensitive programming. Use this trust as a platform to mobilize local support, enhance feedback loops, and build long-term sustainability and resilience of initiatives.

7	Proven Track Record in Child Rescue and Education	Build on Proven Expertise to Expand Reach and Influence: Utilize the organization's demonstrated success in child rescue and education as a foundation for scaling impact, attracting partnerships, and influencing policy. Document and share success stories, outcomes, and lessons learned to enhance credibility and visibility. Strengthen monitoring, evaluation, and learning systems to continuously improve programming and position the organization as a leader in child protection and education.
	Areas of Improvement	Strategic Response
1	Tax compliance	Prioritize timely tax compliance with KRA
2	Accounts auditing by an external auditor	Establish a consistent process for annual external audits to ensure financial accountability, transparency, and compliance with regulatory and donor requirements.
3	Limited Finances to meet both programmatic and operational needs	Develop and implement a comprehensive resource mobilization strategy to address funding gaps for both programmatic and operational needs. This includes diversifying income streams through donor engagement, strategic partnerships, local fundraising, and exploring social enterprise models
4	Social media engagements to enhance visibility/No social media presence	Develop a targeted social media strategy to build an active online presence that increases visibility, amplifies organizational messaging, and fosters engagement with key stakeholders. Invest in capacity building for communications staff to manage social media channels effectively.
5	Organizational physical insecurity	Enhance protocols for organizational physical security
6	No tools for tracking performance and impact	Establish comprehensive tools and processes for tracking program performance and measuring impact. This includes designing key performance indicators (KPIs), data collection methods, and reporting frameworks aligned with organizational goals. Build staff capacity in monitoring, evaluation, and learning (MEL) to ensure data-driven decision-making, continuous improvement, and enhanced accountability.
7	No standardized templates for case documentation and reporting	Create clear, user-friendly templates for case documentation and reporting to ensure consistency, accuracy, and completeness of information. Train staff on proper usage to improve data quality and streamline case management processes. Regularly review and update templates to align with best practices, compliance requirements, and organizational learning objectives.
8	Few staff and volunteers leading to stress and burnout	Focus on maximizing the efficiency and well-being of the existing team through clear role prioritization, time management, and workload distribution. Strengthen volunteer engagement by establishing structured volunteer programs, internships, and partnerships with academic institutions for in-kind support.
9	Dependence on External Funding Sources.	Strengthen donor relationship management and impact communication to retain and attract funding, while gradually building financial reserves to cushion against funding fluctuations and ensure long-term sustainability. Developing a diversified resource mobilization strategy that includes local fundraising, income-generating activities, and strategic partnerships. Explore social enterprise models to generate consistent internal revenue.

10	Staff Capacity Challenges Amid High Demand.	Address staff capacity challenges by investing in targeted training, mentorship, and up-skilling to improve efficiency and responsiveness.
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3.2 External Context

We evaluated how external factors influence our operations by pairing Opportunities and Threats and PESTEL analysis and considered what we need to put in place as a response to the analysis.

Focus area	Opportunities	Threats	Strategic Response
Political	Kenya has a solid foundation of child rights and protection laws. Kenya's devolved system allows for county-level engagement and tailored interventions. There is growing political and public recognition of the importance of ending SGBV and protecting children. Champions within Parliament, the Senate, and County Assemblies particularly in gender, health, and education committees are in the frontlines on this. National Action Plans and Strategic Frameworks are already initiating conversations advocating for child protections campaigns.	Changes in leadership or shifting priorities can disrupt momentum, weaken policy enforcement, and lead to reduced budget allocations. Weak enforcement of child protection laws. Budgetary Constraints and funding cuts. Resistance to accountability and oversight by government officials. Political instability or conflict.	Forge strategic partnerships with key public institutions. Lobby for integration of violence against children and girls into the political agenda and for adequate budget allocation. Champion compliance and enforcement of existing policy frameworks
Economic	Many corporations are increasingly investing in CSR initiatives, particularly in education, health, and gender equality. We plan to tap into this pool investors for partnership opportunities. Major international donors and development agencies such as UNICEF, EU, and the World Bank continue to prioritize child protection, gender equality, and health. We could tap into funding opportunities, technical assistance, networking platforms and capacity building.	Limited Government Budget Allocation for Child Protection and Welfare. Economic Inequality and Widening Poverty Gaps exacerbate children's vulnerability. Reliance on Donor Funding which is ever becoming unpredictable. Inflation and rising cost of living is putting economic pressure on vulnerable households. External shocks such as pandemics, climate-related disasters, or global economic downturns are a major concern.	We plan to leverage on social protection programs, such as the National Safety Net Programme (Inua Jamii), which provides support to orphans and vulnerable children (OVCs).

Socio-cultural	Increased public awareness of gender-based violence, mental health, and economic empowerment, leading to more community engagement and donations Growing youth and women networks that can be mobilized for mentorship and advocacy. Supportive Community	Rising cases of SGBV Deep-rooted gender norms and stigma that prevent women from speaking out against GBV. Risk of victim-blaming attitudes discouraging survivors from seeking help. Environment for victimization Misinformation about SGBV organizations leading to opposition of programs Security risk and fear of intimidation	Targeted population interventions. Intergenerational and cross-gender engagements
Technological	Digital platforms (social media, for online campaign) that can enhance awareness, fundraising, and service delivery. Use of online platform to share hotline numbers to reach a wider audience.	Digital divide limiting access to online learning and financial services for some beneficiaries. Risk of cyber bullying and online harassment targeting women and activists. Limited access to modern technology and digital skills among beneficiaries. Data protection- information may leak out.	Digital security training. Leverage social media for programming and advocacy. Leverage technology for data, information and communication management
Environmental	Environmental conservation programs that promote green businesses and sustainable livelihoods for youth eg urban farming Environmental initiatives that explore transformation of the Dandora waste disposal land fill. Collaboration with health institutions and organizations for better service delivery to survivors of GBV.	Extreme weather conditions such as floods increasing vulnerability of women and children Extreme weather conditions affecting urban farming production	Consider programming around the intersection between GBV and climate change. Strengthen GBV climate change early warning signs
Legal	Existing laws and frameworks (e.g., Sexual Offenses Act, Protection against Domestic Violence Act) that can be leveraged for advocacy.	New laws that restrict activities of SGBV in public schools Weak enforcement of GBV laws, leading to continued violence and impunity. Bureaucratic and technical processes that delay administration of justice	Enhance policy advocacy through lobbying, litigations and campaigns

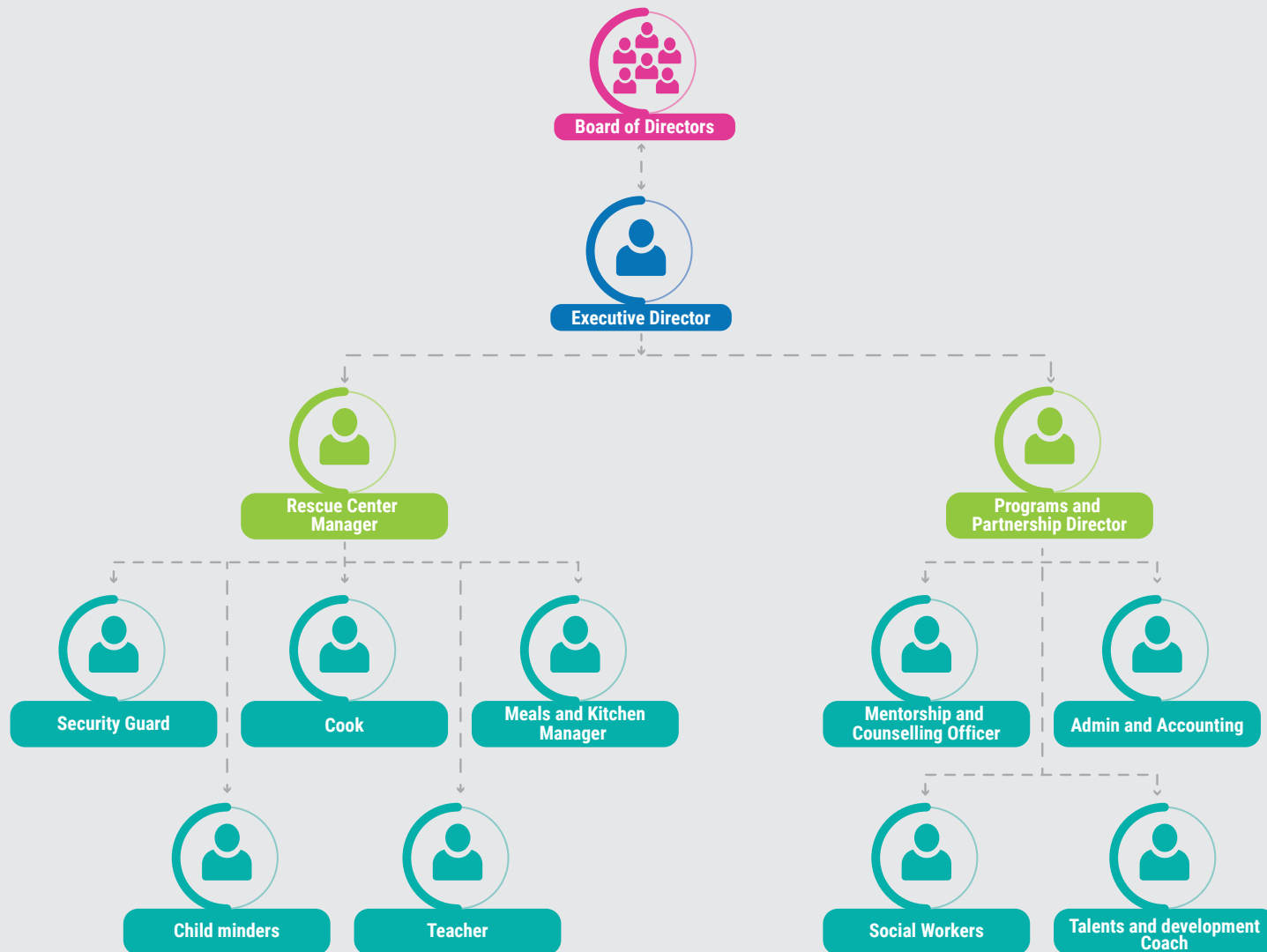
3.3 Stakeholders Mapping

By examining our stakeholders, we were able to locate individuals and institutions that have varied levels of interest and influence over our programs and strategized on how to engage with them efficiently.

Stakeholder	Stakeholder expectation from us	Our organization's expectation from Stakeholder	Current stakeholders	Strategic intervention
Survivors of Sexual Violence	Services, Clear Information, Support, Empowerment	Active participation Engagement in process Follow up, Provide feedback	SGBV survivors AGYWs Youths Young mothers,	Consider beneficiary feedback in programming Conduct beneficiary needs assessment before onboarding
Schools	Sensitization on child protection laws and enforcement guidelines.	Knowledgeable learners and teachers on child protection laws and enforcement procedures.	Riruta Satellite Primary School. Kinyanjui Technical	Conduct child protection sessions
Community	Awareness and sensitization Focus on local social issues Support	Participate and Support in programs, including outreach and advocacy	Dagoretti Women and Youth groups	Clear communication Increase community engagements
Duty Bearers	Partnership and Collaboration, Awareness and Sensitization, Compliance Referrals and Linkages	Partnership and collaboration Effective service provision Respect, defend and promote human rights Exercise accountability Referrals and Linkages	NPS NGAO National and County Gender Officers Department of Children Ministry of health	Strategic alliances Oversight Referrals and follow ups
CSO's	Accountability Transparency, Reporting, Effective, Mobilization, Recruitment, Follow ups community organizing Safeguarding	Partnership, collaboration and networking Joint campaigns	Wangu Kanja Foundation CREAW	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	IBIS Hotel	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	Tuma Kimbi Lift the Children FON Emmaus & Merry	Fundraising strategy Effective compliance mechanisms

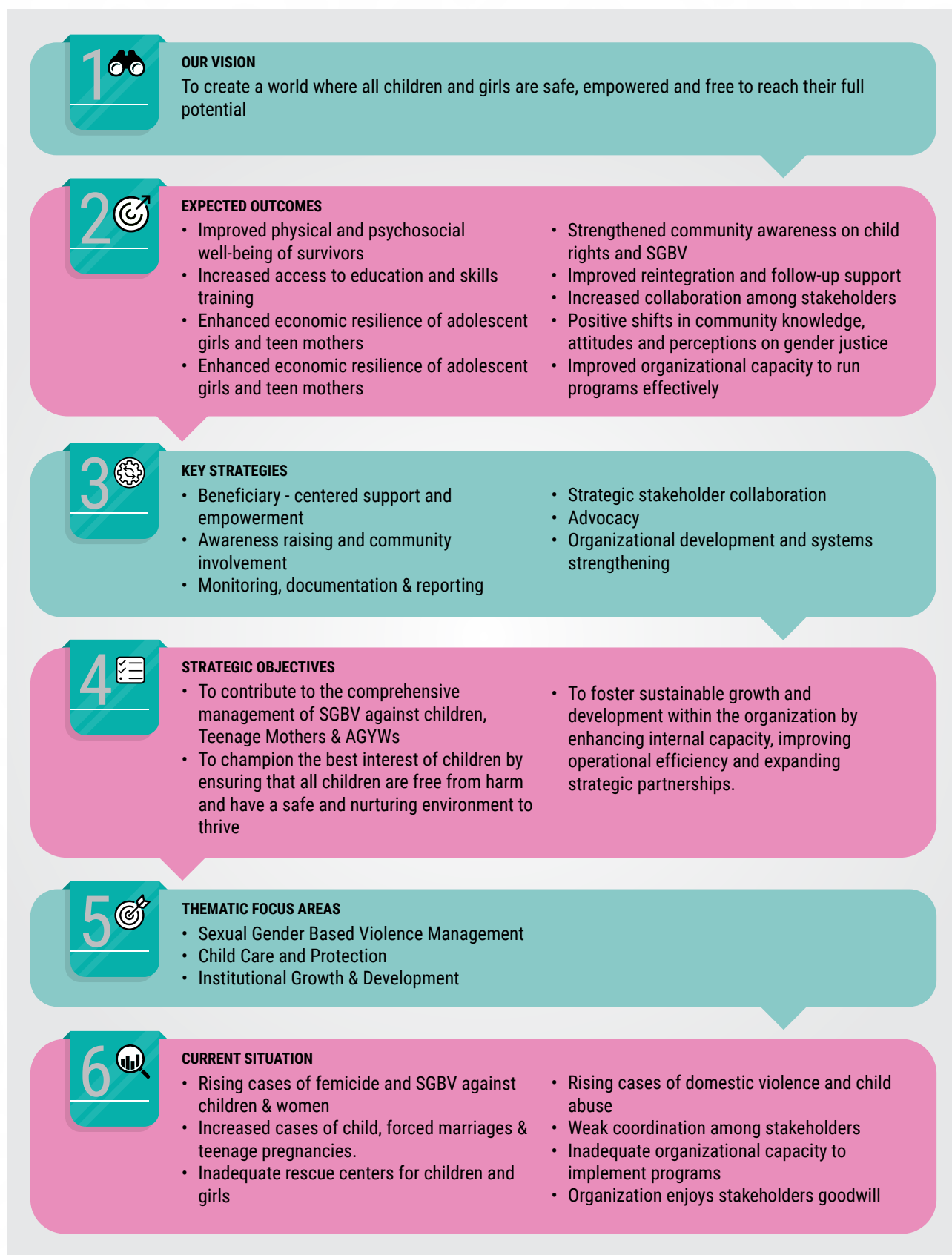
3.4 Organization's Governance Model

Our governance model is sustained through strong communication and distributed leadership. We continuously strive to build the capacities of our members ensure that roles are well defined.



3.5 Change Theory

Our programmes are underpinned by a theory of change that provides for a basis of how the programme's strategies, approaches and interventions will contribute to the intended outcomes and impact. The following diagram depicts the theory of change for our proposed interventions.



4.0 Strategic Plan Implementation Framework

This implementation framework includes; strategic objectives, strategies, key activities, performance targets and required level of funding necessary to meet the 5(five) thematic objectives which MARY FAITH will pursue over the next three years.

Key Result Area 1:		Sexual Gender Based Violence Management						
Strategic Objective 1:		To contribute to the comprehensive management of SGBV against children, Teenage Mothers & AGYWs						
Outcomes:		Increased community awareness on GBV, Increased number of reported GBV cases, Improved GBV stakeholders' collaboration, Improved case managers' capacity on GBV management and Increased number GBV case transition along the referral pathways						
Strategies:	Key Activities	Output Indicators	Performance Targets				Indicative Budget (Kshs.) '000	
			2025	2026	2027	Total		
1	Prevention	Awareness and sensitization (Community dialogues, social media campaigns,)	No. of awareness sessions	1	3	3	7	500
			No. of people reached					
			Feedback reports					
			No. of partners joining the campaigns					
	Social media engagements	No. of reach and engagements	1	1	1	3	300	
		Feedback reports						
	Trainings	Areas of training conducted	2	4	4	10	800	
		Training report with key commitments and action plans						
		No. of trainings conducted						
	Annual international days observances	No. of International Days observed	4	4	4	12	1,200	
		New partnerships formed						
		No. of petitions or statements delivered						
2	Response	Monitoring, documentation & reporting	No. of cases documented / reported	12	15	20	47	100
			Summary report on findings and trends					
		Beneficiary feedback						
	Referrals, Linkages and Follow ups	No. of referrals, linkages and follow ups	10	15	15	40	200	
		Type of referrals						
		No. of successful referrals						



		Emergency response and rescue	No. emergency responses and rescues, Time taken to rescues Areas / place of rescue Immediate post rescue support	5	5	5	15	300
		Housing and Shelter	No. of beneficiaries accommodated. Beneficiary feedback. Nature of support provided	125	115	100	340	20,000
		Legal Aid (pro bono representation)	No. of direct beneficiaries attended to. Beneficiary feedback report. No. of cases resolved	10	15	15	40	800
		Psycho-social support	No. of beneficiaries. attended to Beneficiaries' feedback. No. of beneficiaries completing the sessions	125	115	100	125	1,500
		Community reintegration	No. of successful reintegration Community / family and beneficiary feedback Duration taken to integrate	10	15	15	40	1,000
3	Empowerment	Trainings for staff & key stakeholders on case management	Key training areas covered. No. of training participants. Key alignments and action points.	4	4	4	12	1,200
		School re-enrolment	No. of learners readmitted to school Type of support offered. Beneficiary feedback	5	10	15	30	2,000
		Vocational skill training (beadwork, hairdressing, computer and dance classes)	No. of beneficiaries trained. areas of training offered. No. of beneficiaries completing sessions. Beneficiary feedback report.	5	7	10	22	1,500

Key Result Area 2:		Child Care and Protection						
Strategic Objective 2:		To champion the best interest of children by ensuring that all children are free from harm and have a safe and nurturing environment to thrive						
Outcomes:		Increased access to education and skills training Improved reintegration and follow-up support Improved reintegration and follow-up support						
Strategies:		Key Activities	Output Indicators	Performance Targets				Indicative Budget (Kshs.) '000
				2025	2026	2027	Total	
1	Knowledge & information sharing	Community outreaches (dialogues, barazas, school visits)	No. of awareness sessions held. Feedback reports. Partners supporting the sessions.	1	2	2	5	5,500
		Meetings with key stakeholders	No. of meetings held. Key stakeholders attending. Commitments & action points	1	1	1	3	2,500
		IEC materials and promotions	Types of materials developed. Quantity developed. Feedback reports.	1	1	1	3	750
		Child rights assemblies	No. of assemblies held. Assembly Reports. No. of children reached	1	1	1	3	700
		Trainings / workshops	No. of trainings held. Areas of trainings Training reports	4	4	4	12	3,000
2	Children support services	Psychosocial support and counseling	N. of beneficiaries supported. Beneficiary feedback. No completing therapy sessions	13	15	10	38	1,800
		Monitoring, documentation and reporting	No. of cases documented / reported Summary report on findings and trends Beneficiary feedback	125	115	100	125	100
		Referrals and follow ups	No. of successful referrals Beneficiary feedback	10	15	25	50	550
		Mediation	No. of cases mediated. Mediation reports.	5	15	20	40	900

		Community reintegration	No. of successful reintegration Community / family and beneficiary feedback Duration taken to integrate	10	20	20	50	1,300
		Legal aid	No. of direct beneficiaries attended to. Beneficiary feedback report. No. of cases resolved	20	35	50	105	4,500
		School re-enrolment	No. of successful reintegration Beneficiary feedback Nature of support	5	10	10	25	3,000
		Maryfaith Primary School	No. of direct beneficiaries attended to Beneficiary feedback report.	50	60	70	75	7,500
		Health & Nutrition program	Nature of support given No. of beneficiaries Beneficiary feedback.	137	115	100	137	17,550
3	Promote positive parenting	Parenting workshops on child neglect & abuse	No of parents trained Pre and post-workshop assessments	50	70	100	220	1,000

Key Result Area 3:		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:		New Standard Operating Procedures, Functional Board Reporting Templates, MERL Framework & templates						
Strategies:		Key Activities	Output Indicators	Performance Targets				Indicative Budget (Kshs.) '000
				2025	2026	2027	Total	
1	Knowledge and Skill Development	Staff training on key capacity gaps resource mobilization, Digital communication y & security, advocacy, leadership, safeguarding, financial management, professional development)	Training reports Action plans Key realignments in operations and programs No. of trainings held	1	2	2	5	1,500
		Performance appraisals	Appraisal reports Key commitments, recommendations & action plans	0	1	1	2	100
		Exchange programs	No. of exchanges done Feedback report	0	1	1	2	1,700
		Team building and debrief	Key resolutions Team feedback and commitments	0	1	1	2	2,000
		Staff / volunteers motivation	Selection panel endorsed Feedback reports	15	18	20	20	8,950
2	Admin	Personnel remunerations		15	18	20	20	19,080
		Logistics		2.5	3	3.5	9	5,500
3	Development of key SOPs and performance monitors	Review of constitution	Reviewed Constitution document. Process report	1	0	1	2	250
		Development of Resource Mobilization strategy	Resource Mobilization Strategy Document Training report	1	0	0	1	150

		Develop a MERL framework	MERL Framework Staff trained on MERL Data collection tools	1	0	1	2	1,300
		Development of safeguarding policy	Safeguarding policy developed and adopted Members trained on policy	1	1	1	3	1,000
		Development of members database	Database adopted and updated duly. Key staff trained on database management	1	1	0	2	50
		Mid-term Strategic Plan Review	Annual program reports Mid-term review report recommendations	1	0	0	1	150
4	Communication and visibility	Annual General Meeting	AGM minutes Key alignments and action plans	1	1	1	3	1,500
		Develop website	Website developed and running No. of interactions Record of benefits	1	1	1	1	600
		Social media sponsorships	Increase in audience reach Feedback reports	0	1	1	2	1,200
		Annual renewal of CBO registration	No. of trainings completed Change in policy understanding	1	1	1	3	550
5	Compliance	Financial Audits	Audit findings and reports	1	1	1	3	900

MaryFaith Children Center

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