



“Every Individual Matters”

Strategic Plan

2025 - 2027





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Acronyms

AGYW	Adolescent Girls and Young Women
CBO	Community Based Organization
GBV	Gender Based Violence
M&E	Monitoring and Evaluation
PBO	Public Benefit Organization
SGBV	Sexual and Gender Based Violence
SRH	Sexual and Reproductive Health
SRHR	Sexual and Reproductive Health and Rights
SSV	Survivors of Sexual Violence
WKF	Wangu Kanja Foundation

Statement from the Executive Director



Njiwa CBO is committed to addressing Gender-Based Violence (GBV) and advancing Sexual and Reproductive Health and Rights (SRHR). The challenges in these areas are complex, requiring sustainable, strategic, and collaborative efforts to create meaningful and lasting change.

Recognizing the need for a clear structured roadmap, we have developed a strategic plan to guide our work over the coming years and enable us to enhance our impact, by setting clear priorities and goals. This will help us ensure that our programs are more effective in preventing GBV and improving access to SRHR services. A well-structured plan will allow us to mobilize resources, build partnership, and create long-term solutions to systemic issues. The strategic plan will also allow us to establish key performance indicators to track our progress, measure success, and make data-driven adjustments.

The strategic plan will help our initiatives to align with the plans priorities, ensuring a targeted and result oriented approach to GBV and SRHR advocacy. It will also help us attract funding and partnerships through a clear structured approach. We will use the strategic plan to influence policies and strengthen the legal framework that protects individuals from GBV and improve access to SRHR services. We will also empower our team, partners, and community members through training and knowledge sharing initiatives. Lastly we will continuously assess our progress, adapt to emerging challenges, and refine our strategies to maximize impact.

With this strategic plan, Njiwa CBO reaffirms its commitment to creating a world free from GBV and ensuring that everyone has access to their sexual and reproductive health rights. We look forward to working with all stakeholders to turn this vision into reality.

Mercy Etole
Executive Director

Acknowledgements

We would like to express our sincere gratitude to Feminist Opportunities Now and Wangu Kanja Foundation for their invaluable support and contribution towards the development of our strategic plan. We are also grateful to Njiwa CBO members and stakeholders who spared time and contributed to the development of this plan. Your expertise, insight and commitment have played a crucial role in shaping our vision and ensuring that our goals align with the needs of the communities we serve.

Your dedication to this process has strengthened our organization's ability to create meaningful and sustainable impact. Whether through your time, knowledge, advice or resources, your support has been instrumental in helping us lay the foundation for a more effective and resilient future.

We deeply appreciate your partnership and look forward to continued collaboration as we work towards implementing the strategies outlined in our plan. Your efforts have made a lasting difference, and we are truly grateful for your generosity and commitment.



Executive Summary

The aspiration in this 2025-2027 Strategic Plan is to leverage feminist approaches and key stakeholders engagement to build community action towards ending GBV in urban informal settlements in Nairobi and Kiambu counties. Njiwa CBO's strategic and transformational agenda will focus on breaking the social and developmental divide that gender inequalities weigh on women, girls and marginalized populations—like the LGBTIQ persons—living in urban informal settlements. This will be achieved by interventions that aim at addressing barriers that limit both the demand and supply ends of comprehensive GBV and SRHR management.

The process of developing this strategic plan was made possible with the partnership of Wangu Kanja Foundation through the support of Feminist Opportunities Now (FON). An external consultant was onboarded to facilitate the process and offer in-depth insight.

To realize this aspiration, Njiwa CBO will focus on the following strategic key result areas (KRA) and objectives over the next three years:

KRA 1: GBV Protection and Response:

To promote duty bearers accountability and rights holders empowerment towards advancing comprehensive GBV management with a focus on women, girls and marginalised groups within urban informal settlements in Nairobi and Kiambu counties.

KRA 2: Promoting SRHR Access and Education:

To promote the access to SRH rights and services among AGYWs in Nairobi and Kiambu counties urban informal settlements through advocacy and empowerment.

KRA 3: Institutional Development and Growth:

To maximise the impact of our interventions through strategic, efficient and effective acquisition and utilization of resources.



1.0 Introduction

1.1 About Njiwa CBO

Njiwa Community Based Organisation (CBO) was founded and registered in 2023 by young women feminists to intervene against the rising cases of GBV against women and marginalized persons, especially the LGBTIQ persons, and the limited access to SRHR services for adolescent girls and young women within informal settlements in Nairobi and Kiambu counties. As feminist organisers, Njiwa CBO has been concerned with the narratives around GBV and SRH management which have reduced service provision to acts of tokenism and framed women as vulnerable rather than victims of systemic and structural dysfunctions—such as patriarchal societal norms, inequality, and inadequate legal frameworks that perpetuate GBV and hinder access to SRH services—which needs to be addressed in a more comprehensive manner.

1.2 About the strategic planning process

This plan is a product of brainstorming sessions, consultations and discussions with Njiwa CBO members, volunteers, key partners and program beneficiaries. It highlights the roadmap the organization intends to pursue over the next 3 years and sets priorities against which the CBO will focus on to deliver its objectives. It further analyses Njiwa CBO's institutional capacity and recommends strategic mitigation measures.



1.3 Our Vision

A gender-equal and violence free world for all.



1.4 Our Mission

To enhance the comprehensive management of GBV and access of SRHR services for women, girls and marginalised persons within urban informal settlements in Nairobi and Kiambu through advocacy, empowerment and agency building.



1.5 Our Values

We commit to fostering a strong organizational culture that will define how we relate internally and externally—with our stakeholders. The following values will therefore core to our work and conduct:

- **Respect** – we commit to treating others with dignity, kindness, and empathy, acknowledging their worth and valuing their opinions and contributions, fostering positive relationships and a sense of safety and well-being.
- **Inclusivity** – recognising that social constructs aggravates gender injustice, we ensure that our programs are designed towards the inclusion and empowerment of most and risk and marginalized populations.
- **Equity** – we recognise the need for making adjustments to imbalances in order for justice and fairness to be a reality for all.
- **Confidentiality** – we commit to protect personal information to the extent that such an act is not inconsistent with any law.
- **Integrity** – we believe that honesty and accountability on the part of all stakeholders are integral to the effective delivery of our programs.



1.6 Our Thematic Focus

1. GBV prevention and response:

According to a 2024 report by Midrift Hurinet, 'Understanding Root Cause of Gender-Based Violence in Nairobi-Kenya', some of the underlying factors contributing to GBV in Nairobi's informal settlements include harmful cultural norms, gender inequality, poverty, lack of education, conflict or humanitarian crises and weak legal systems. Understanding these root causes is crucial for developing prevention strategies and advocating policy changes. The report further identifies women, children, the elderly, and people with disabilities as specific populations disproportionately affected by GBV. In another report by the National Syndemic Disease Control Council (NSDCC), Kiambu County reported 137 new cases of Sexual and Gender-Based Violence (SGBV) in 2024, accounting for 34 per cent of all cases reported nationally. The report further highlights an eight-fold surge in SGBV cases not only in Kiambu but across the country, with cases rising from 2,466 in 2016 to 20,053 in 2023. These statistics highlight the importance of tailoring interventions to address the unique vulnerabilities faced by these groups.

2. SRHR access and education

Even though article 43(1)(a) of the Constitution of Kenya (2010) The 2010 enshrines the right to health, including reproductive health, for all citizens, there is still a lot to be done in terms of awareness, availability, affordability and access to SRH services and products especially by AGYWs. Within informal settlements, like those in Nairobi and Kiambu counties, access to Sexual and Reproductive Health (SRH) services and education is often limited due to factors like financial constraints, distance to facilities, and socio-cultural barriers, impacting pregnant adolescents and other vulnerable groups. Njiwa CBO will strive towards championing for youth-friendly SRHR service delivery and awareness raising on SRHR for AGYW.

3. Institutional development

We acknowledge that the work ahead demands for a strong institutional capacity, clear action plans and defined performance metrics. Through this strategic planning process, the CBO has had an opportunity to align its activities with its objectives, identify the resource needs and set key performance metrics. We have also analysed the organization's resource needs and developed a mitigation and risk strategy for the overall purpose of improving our efficiency and effectiveness.



1.7 Primary Target groups

The organization focuses on a diverse and vulnerable population. The key target groups include:

- i. Women and girls of all ages
- ii. Marginalized and vulnerable groups (LGBTQ+, refugees, migrants).
- iii. GBV Referral Pathways Actors.
- iv. Duty bearers within the health sector



1.8 Target areas

For the next three years, Njiwa CBO will undertake its activities within Nairobi and Kiambu counties' informal settlements and in the online community.



1.9 Strategic approach

Our unique way of addressing issues under the thematic focus areas above include:

- a. **Rights-based approach (RBA)** – Embedded in our programs is the need to ensure that duty-bearers are made accountable to uphold rights and the rights -holders are empowered to claim them.
- b. **Survivor-centred approach** – Recognizing that survivors are the primary actors in their recovery and empowerment, we ensure that we prioritize their rights, needs, and wishes while ensuring that their safety, dignity, and well-being are at the forefront of all actions and interventions.
- c. **Community action approach** – We believe that sustainable change can only come about when key stakeholders are rallied towards focusing on the empowerment of community members, especially vulnerable groups, to lead change processes—including problem solving and decision making.
- d. **Research & data-driven advocacy** – We will embark on processes which are factual and measurable.



1.10 Our achievements

Some of our most notable achievements during our under two years of existence include:

- i. Over 500+ adolescent girls and young women have benefited from sanitary towel distribution drives.
- ii. We have provided counselling and legal aid assistance to over 20 women survivors of GBV.
- iii. Over 1,200 individuals have participated directly in our awareness and sensitization campaigns.
- iv. We have been able to recruit 5 volunteers to support with programs work.



1.11 Our Strategy Map

1



CURRENT SITUATION

- Nairobi & Kiambu among counties with highest GBV cases.
- Women, Girls and Marginalized persons are disproportionately affected.
- Rise in femicide, organ trading & sexual violence
- Many AGYWs are unable to afford or access SRH services and products
- Rise in stigma & discrimination for GBV survivors and AGYWs

2



WHAT CHANGE LOOKS LIKE FOR US

- Existence of a comprehensive support system for GBV management
- Strong collaborations among GBV and SRHR actors
- Increased availability and access to SRHR services & products
- within Nairobi & Kiambu urban slums
- Increased community awareness on GBV and SRHR..
- Zero stigma and discrimination. values and respects women's rights and wellness

3



OUR STRATEGIC INTERVENTIONS

- Awareness raising
- Engagement with key stakeholders
- Comprehensive survivors support
- Building community agency
- Policy advocacy

4



OUTCOMES

- Increased no. of target beneficiaries getting services
- Increased engagements among key stakeholders
- Increased uptake of SRH products and services by AGYWs
- Increment in reported cases of GBV by minority groups

5



IMPACT

- Free of cost GBV recovery services for all survivors
- Community zero tolerance to GBV
- AGYWs accessing SRH services and able to demand for their rights
- Reduction in GBV cases
- Inclusive and equitable GBV management and SRHR support to marginalized groups in urban informal settlements

2.0 Environmental Analysis

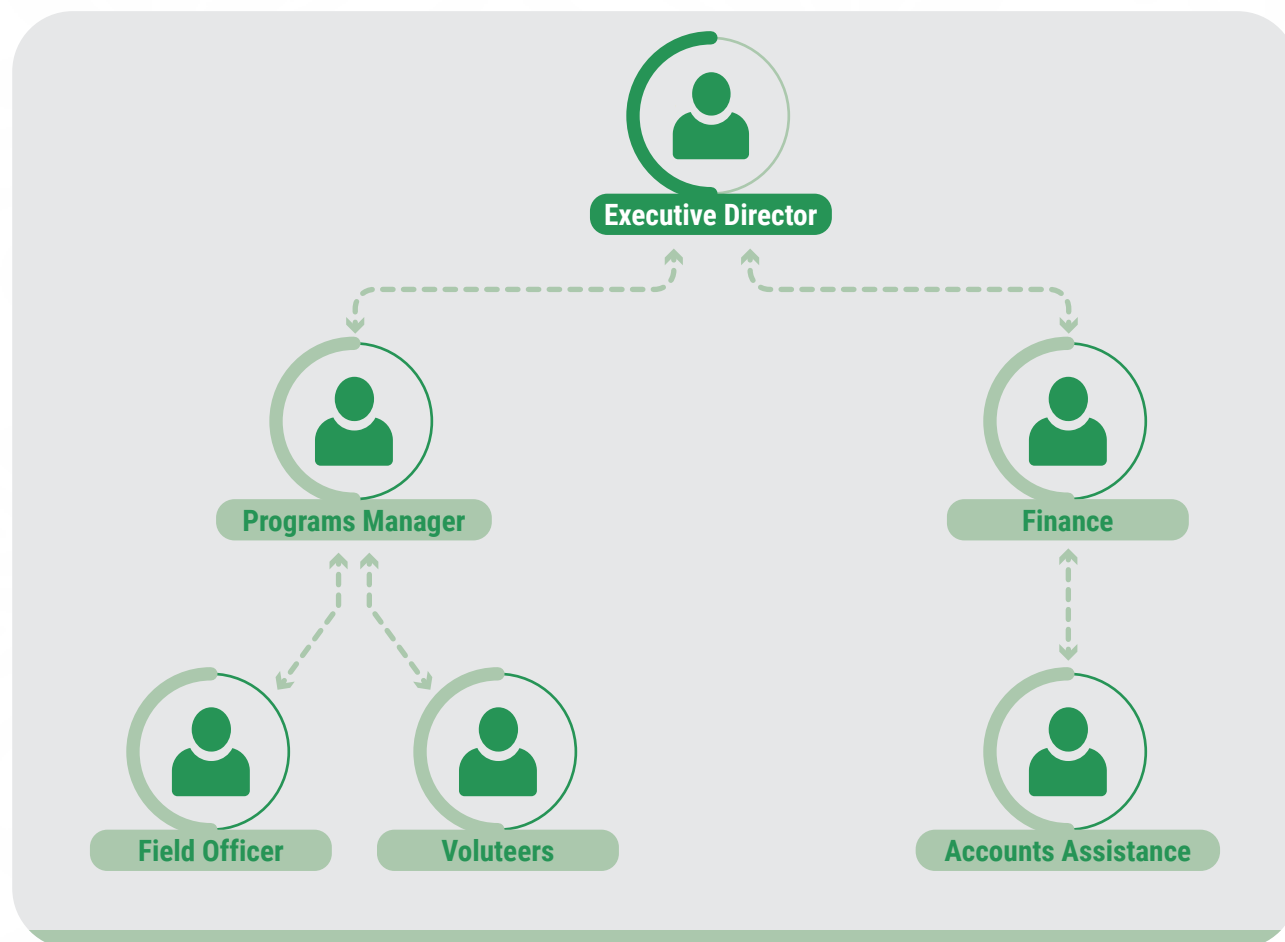
2.1 Internal Environment

This section highlights our strength areas and areas of improvement. We are keen on leveraging our strengths and mitigating our vulnerabilities over the next 3 years.

	Strength	Strategic response
1	Committed and experienced team	Regular capacity building trainings Recognize and motivate team members Foster a strong organizational culture
2	Strong skills on advocacy and policy influencing	Document successes Leverage social media use effectively
3	Strong community networks and grassroots presence	Strengthen local partnerships to improve community trust. Utilize community champions and peer educators to increase awareness and ownership.
4	Strong leadership	Leverage teamwork Mentorship and succession planning
	Areas of improvement	Strategic response
1	Inadequate funds	Diversify funding sources by applying for grants, forming partnerships, and seeking private sector support. Training on resource mobilization Develop income-generating projects to support core activities. Strengthen financial management and reporting to attract more donors
2	Weak data collection and monitoring systems	Implement a robust monitoring and evaluation system to track program effectiveness Train staff on data management and analysis to improve decision-making
3	Members inconsistency	Put in place a members motivation plan Encourage shared responsibility and team building
4	Low visibility	Leverage digital visibility (website, social media) Promote documentation and sharing reports Leverage partnerships and collaborations

2.1.1. Governance Model

The process of developing this strategic plan has exposed glaring incapacities in the CBO's governance model. Over the next 3 years. The CBO will work towards putting in place a Board of Advisory, defining the roles and responsibilities of different levels of management and ensuring the structure is more relational than hierarchical.



2.2 External Assessment

We assessed how the external environment impacts on our work by pairing an analysis of our opportunities and threats with the PESTEL (Political, Economic, Social, Technological, Environmental and Legal issues) analysis – and considered strategic responses to the findings.

Focus area	Opportunity	Strategic response
Political	- Government support for women's empowerment and GBV prevention through policies and infrastructure. - Opportunities to partner with county and national government programs for funding and policy influence.	- Collaborate with policymakers to ensure proper implementation and enforcement of laws. - Advocate for increased budget allocation for SRHR and GBV response initiatives - Explore strategic partnerships with implementing institutions

Economic	• Expanding donor funding opportunities for networks and grassroots organizations • Economic empowerment initiatives for survivors	• Diversify funding sources by applying for grants (as networks or consortia). • Integrate economic empowerment programs with (e.g., Urban farming, vocational training) with GBV and SRHR services • Partner with businesses to create job opportunities • Advocate for workplace policies that protect survivors and promote gender equality
Social and cultural	• Changing social norms and increased awareness • Stronger civil society & partnership.	• Amplify gender equality and SRHR awareness. • Engage influencers, traditional leaders, and media to reshape societal perception. • Involve men and boys in gender justice programs to promote positive masculinity.
Technological	• Technological Innovation & digital transformation: Growth of digital advocacy	• Use social media for awareness campaigns and real-time engagement with communities.
Environmental	• Rising global interest in climate change and humanitarian crises awareness	• Advocate for gender responsive climate action and disaster preparedness • Provide GBV and SRHR response services in humanitarian settings. • Train emergency responders on GBV risk mitigation and SRHR service integration.
Legal	• Policy and legal advancements.	• Provide legal aid and advocacy to ensure survivors access justice
Threats		• Strategic response
Political	• Political and legal barriers.	• Work with human rights organizations to challenge restrictive laws. • Strengthen legal aid programs to support survivors.
Economic	• Economic and resource constraints.	• Diversify funding sources through corporate partnerships, social enterprises and local organizations. • Strengthen financial transparency and impact reporting. • Advocate for government funding allocation for GBV and SRHR services
Social	• Social and cultural barriers.	• Use culturally and sensitive education programs. • Engage community elders and traditional leaders in dialogues to advocate for change from within the culture. • Implement alternative rites of passage programs that respect cultural identity while eliminating harmful practices.
Technological	• Rise in technology facilitated gender based violence (TFGBV)–Digital and cyber security risks.	• Train staff on data protection protocols and safe digital practices. • Regular audit cyber security systems and update security policies • Develop mechanisms for monitoring of TFGBV cases

Environmental	Climate change and increased GBV risks	- Integrate GBV protection measures and SRH programming into disaster preparedness and response plans. - Advocate for gender-responsive climate policies.
Legal	- Review of existing laws to align with the constitution and international frameworks. - Complex judicial processes	- Advocate for policy reforms through legal petitions, public campaigns and lobbying - Provide legal aid and awareness programs. - Lobby for SGBV courts in Kiambu county

2.3 Stakeholder Analysis

By conducting this stakeholder analysis, we will be able to locate individuals and institutions who have some interest or influence over our programs for the purposes of engaging with them for greater outcomes.

Stakeholder category	Stakeholder expectation	Our expectation of stakeholder	Proposed strategic response
Program beneficiaries	- Awareness and sensitization - Support to access services	- Active participation in the empowerment sessions. - Sharing feedback for program improvement.	- Community outreaches. - Legal aid support services. - Psychosocial support and economic reintegration programs. - Provide economic empowerment programs - Linkages and referrals
Community members	Awareness and sensitization	- Engagement in household and community level sessions - Collaboration in community awareness and service delivery	- Train the community as advocates for positive change. - Conduct awareness and sensitization trainings - Provide economic empowerment programs
County & National Govt MDAs	- Collaborate with the organization in service delivery - Compliance with county laws and regulations - Compliance with curriculum policies	- Increased funding for GBV response and SRHR services. - Implementation of GBV and SRHR policies - Enforcement of strong GBV and SRHR policies - Protection of GBV survivors - Speedy prosecution of GBV perpetrators - Survivor friendly legal processes	- Partner with the government to integrate GBV and SRHR services. - Train government officials on GBV cases management. - Conduct policy dialogues and advocacy campaigns. - Engage in budget advocacy. - Provide evidence based financing community interventions.
Civic Society Organizations	- Collaboration in policy advocacy and grassroots mobilization - Capacity building and funding for local programs - Inclusion in decision making at policy level	- Joint advocacy - Strengthened networks - Collaboration in mobilization of funds	- Form coalitions for policy advocacy and legal reforms. - Collaborate in resource mobilization

Donors	• Measurable impact and accountability in fund utilization • Collaboration with the government, CSOs, and private sectors • Capacity building for local organizations. • Innovative solutions for GBV prevention and SRHR • Partnership with local organization • Evidence of return on investment	• Long-term funding for the program • Flexibility in grant conditions to fit local needs. • Policy and advocacy support for legal reforms • Strengthening of local organizations	• Align programs with donor priorities. • Strengthen monitoring, evaluation and reporting • Establish joint government-CSO programs to meet donor priorities • Provide clear impact data and stories to demonstrate progress.
Private sector	• Corporate social responsibility alignment • Enhanced brand reputation and customer loyalty through social impact • Market expansion	• Financial support • Implementation of workplace policies against GBV	• Train staff on GBV and SRHR workplace policies • Partner in joint funding and advocacy campaigns. • Establish donation programs



3.0 Strategic Plan Implementation Framework

This implementation framework provides the different strategies, activities, targets and funding levels necessary for meeting the thematic objectives which Njiwa CBO will pursue over the next three years.

Key Result Area 1:		GBV prevention and response							
Strategic Objective 1:		To promote duty bearers accountability and rights holders empowerment towards advancing comprehensive GBV management with a focus on women, girls and marginalised groups within urban informal settlements in Nairobi and Kiambu counties.							
Outcomes:		Increase in collaboration among key GBV management stakeholders Increase in community awareness Increase in number of women, girls and marginalized persons seeking support Women, girls and children safe spaces established and functioning Increase in judicial convictions made							
Strategies:		Key Activities	Output Indicators	Performance Targets				Indicative Budget (Kshs.) '000	
				2025	2026	2027	Total		
1	Prevention	Awareness and sensitization	No. of awareness and sensitization sessions held No. of people reached	24	24	36	84	720	
		Multi-sectoral engagements	No. of coordination meetings held	4	6	8	18	360	
2	Survivor support services;	Rescues	Number of rescue operations conducted	12	12	18	42	210	
		Linkages, referrals and follow ups	Number of survivors successfully referred to services	100	150	200	450	450	
		Psychosocial support	Number of survivors receiving counselling services	50	100	150	300	450	
		Legal aid support	Number of survivors receiving direct legal assistance.	20	30	50	100	500	
			No. of legal aid clinics held	2	3	3	8	400	
3	Advocacy	Economic empowerment (Urban farming and soap making)	Number of trainings held and participants Number of demonstration sites established	2	3	4	9	500	
				2	3	5	10	100	
		Litigations and Petitions	Number of strategic litigations filed	3	5	7	15	300	
		Observance of international days that focus on GBV	Number of international days commemorated	5	5	5	15	660	
		Online campaign	Number of online campaigns conducted	4	8	12	24	48	



Key Result Area 2:		SRHR access and education						
Strategic Objective 2:		To promote access to SRHR and services among AGYWs in Nairobi and Kiambu counties through advocacy and empowerment.						
Target group:		Adolescent Girls and Young Women (AGYWs) Nairobi and Kiambu informal settlements						
Outcomes		Formation of SRHR peer support clubs Increased access to reproductive health services Reduced cases of sexual violence among AGYWs AGYWs able to demand for SRH services						
Strategies		Key Activities	Output Indicators	Performance Targets				Indicative Budget Kshs. '000
				2025	2026	2027	Total	
1	Knowledge sharing	Comprehensive sexual health education: Integrating SRHR education into schools and community programs.	Number of schools and community programs with integrated curricula	5	7	10	22	220
		Maternal care for teenage mothers	Number of teenage mothers accessing maternal health services	20	30	40	90	135
		Training healthcare providers to offer non-judgmental, youth-friendly sexual health services.	Number of key capacity trainings held No. of healthcare workers trained	3	3	3	9	750
2	SRHR Support Services	Referrals and follow ups	Number of clients successful referred for SRHR services	100	200	300	600	600
		Distribution of sanitary towels	Number of beneficiary receiving sanitary towel	500	1000	3000	4,500	450
		Strengthening sexual and reproductive health clinics, especially in rural and underserved areas.	Number of SRHR clinics strengthened	5	10	15	20	900
		SRHR advocacy	Number of awareness campaigns conducted	12	24	38	74	500



Key Result Area 3:		Institutional Development and Growth						
Strategic Objective 3:		To maximise the impact of our interventions through strategic, efficient and effective acquisition and utilization of resources.						
Target group:		Infrastructure, personnel, SOPs and programs						
Outcomes								
Strategies		Key Activities	Output Indicators	Performance Targets				Indicative Budget Kshs. '000
				2025	2026	2027	Total	
1	Capacity development	Office acquisition	Operational office space	1	-	-	1	360
		Equipment acquisition	Key office equipment acquired	1	1	1	3	180
		Staff and volunteer trainings	Specific capacity gaps trainings held Number of staff recruited and trained	4	6	6	16	320
		Board establishment	Board charter developed and operationalized	1	1	-	2	210
			Board members trained on specific capacity areas	1	1	1	3	150
		Exchange programs	Number of strategic exchange programs organized.	1	2	2	5	250
		Development of key SOPs (resource mobilization, safeguarding, finance and MERL amongst others)	Number of SOPs developed and approved	1	1	1	3	300
		Develop MERL protocols	Develop MERL framework and tools	1	1	1	3	200
			MERL training	1	1	-	2	100
2	Growth and sustainability	Organization’s IGA	Number of IGAs established and operational	1	1	2		400
		Resource mobilisation strategy	Strategy developed and operationalized	1	-	-	3	100
			Resource mobilization training	1	1	1	3	100
		Develop a risk management strategy	Developed and reviewed	-	-	1	1	50
		Mid-term strategic plan review	Review feedback and alignments	-	1	-	1	100

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