



Power in Every Voice

Strategic Plan

2025 - 2027





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Acronyms

AGYWs	Adolescent Girls and Young Women
CBO	Community Based Organization
CUC	Court Users Committee
FON	Feminist Opportunities Now
GBV	Gender Based Violence
GBVRC	Gender Based Violence Recovery Centre
HRD	Human Rights Defender
IEC	Information, Education and Communication
MERL	Monitoring, Evaluation, Research and Learning
NCPD	National Council for Population and Development
PBO	Public Benefit Organization
SDGs	Sustainable Development Goals
SMI	Sauti Mashinani Initiative
SGBV	Sexual Gender Based Violence
SRH	Sexual and Reproductive Health
SSV	Survivors of Sexual Violence
TICAH	Trust for Indigenous Culture and Health
WKF	Wangu Kanja Foundation

Statement from the Executive Director



As we navigate a rapidly changing world marked by complex challenges and emerging opportunities, it is imperative that we adopt a bold and forward-looking strategic vision—one that not only addresses the urgent needs of today but also anticipates the demands of tomorrow.

The Sauti Mashinani Initiative Strategic Plan (2025–2027) represents our unwavering commitment to advancing gender equality and empowering all women and girls in line with the United Nations Sustainable Development Goal (SDG) number 5. Rooted in our grassroots beginnings, this plan is a reflection of our collective resolve to tackle pressing issues such as gender-based violence, sexual and reproductive health and rights access and child care and protection within Nairobi’s informal settlements.

Our strategic priorities are guided by the principles of compassion, respect and justice. We seek to foster partnerships that transcend boundaries to create a unified front in championing justice, dignity, and equality. Our vision is clear: A just society where children, youth and women live free from SGBV and inequality. To realize this vision, we must act with urgency, courage and purpose ensuring that no one is left behind.

This Strategic Plan is more than a roadmap; it is a call to action. It underscores the importance of collective impact through coordinated efforts across sectors, institutions and borders. As we strengthen our partnerships with government, civil society, and the private sector, we remain grounded in our values.

Our commitment will be measured not only by intentions but by clear, outcome-driven actions that deliver meaningful and lasting change in the lives of those we serve. This is a time for bold thinking, decisive action and deep solidarity.

Together, let us transform this plan into a powerful tool for advancing peace, resilience, and human rights—in our communities, across Kenya, and beyond. Let us embrace the future with purpose, unity and unwavering resolve.

Jane Vike Alfayo
Chairlady

Statement from the Secretary



I'm honored to present this Strategic Plan—a unified roadmap for our organization's growth, impact, and long-term sustainability. This document reflects our shared vision, mission and strategic priorities for the 2025–2027 period.

Developed through a collaborative and consultative process, the Strategic Plan aligns all stakeholders around common goals and reflects our commitment to excellence, accountability and continuous improvement. It incorporates SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) objectives that are tailored to address current challenges, seize emerging opportunities and drive sustainable organizational development.

The Strategic Plan is accompanied by a detailed implementation framework, complete with defined initiatives, timelines and budget. Monitoring and evaluation mechanisms will guide our learning, track progress and ensure adaptability.

This plan is more than a document—it is a dynamic tool for transformation and collective progress. It reaffirms our commitment to deliver lasting change, empower communities and uphold the dignity and rights of all.

Stella Maris Mbulah
Secretary

Acknowledgement

The development of this strategic plan is a great milestone to Sauti Mashinani Initiative, especially being our first strategic plan. The process offered us a great opportunity to reflect, learn and re-strategize.

We are grateful to Wangu Kanja Foundation who considered us worthy beneficiaries of the grant support from Feminist Opportunities Now, and the external consultant, Empresario Consulting Ltd, who supported with the moderation and technical advisory.

We remain indebted to our partners, beneficiaries, volunteers and the leadership of SMI for the time and reflections which form the substance of this plan. We hope that the bond and commitment expressed during the development of this strategic plan can only get better! Indeed, this document provides us now with a compass for charting our next steps.



Executive Summary

The Sauti Mashinani Initiative (SMI) is a grassroots women-led community based organization working within Makadara, Starehe and Embakasi South Sub-Counties in Nairobi to contribute to the fight against sexual gender based violence (SGBV) and fulfillment of sexual and reproductive health and rights (SRHR) for adolescent girls and young women. The organization was formed in 2020 and registered community based organization (CBO) in 2023. Our operations are managed from Viwandani area in Mukuru informal settlement.

This is the inaugural strategic plan for Sauti Mashinani Initiative. The three-year (2025-2027) plan articulates the CBO's vision, mission, core values, strategic approaches and key interventions. It defines our scope of work in the light of developing political, social –economic, technological, environmental and legal trends at the global, regional, national and county levels. It also provides an internal examination of capacity needs that SMI will have to prioritize in order to deliver on its mission efficiently and effectively.

The development of this plan was both participatory and consultative. A mixed methodology approach was employed to allow for engagement of different stakeholders, including SMI members, partners and program beneficiaries. At the end of the plan is the strategic plan implementation framework illustrating the performance metrics which SMI will employ in tracking the delivery of its programs.



1.0 Introduction

1.1 About Sauti Mashinani Initiative

Sauti Mashinani Initiative (SMI) is a women-led grassroots community-based organization (CBO) founded in 2020 in Viwandani area of Mukuru informal settlement in Nairobi, Kenya. The group was formed by young women survivors of sexual violence to raise concerns about the rising cases of sexual and gender based violence (SGBV) and find comprehensive support for survivors, mostly teenagers, within the informal settlement. What started as a call for attention evolved into a formally registered organization in January 2023 with active operations across Makadara, Starehe and Embakasi South Sub-Counties in Nairobi.

1.2 Rationale for the development of the 2025 – 2027 Strategic Plan

The need and urgency for the development of this plan is to

- a. Ensure our programs stay relevant, effective and sustainable by conducting assessments to understand the evolving needs and challenges of the communities we serve;
- b. Set realistic, time-bound and measurable goals to guide progress and evaluate the impact of our interventions;
- c. Enhance the organization's capacity by reviewing existing resources to identify gaps, optimize usage and plan for sustainable growth;
- d. Engage key stakeholders in planning to promote collaboration, trust and shared ownership of outcomes.

1.3 Process of developing the Strategic Plan

Sauti Mashinani Initiative adopted a systematic and inclusive approach to develop its Strategic Plan, ensuring that it is rooted in evidence, responsive to community needs and aligned with the organization's vision.

The process involved a thorough stakeholder analysis conducted to identify key actors, assess their interests and influence and understand their potential roles in advancing SMI's mission. A combination of qualitative and quantitative data was collected through surveys, interviews, and focus group discussions with SMI members, partners and program beneficiaries. These insights alongside a comprehensive literature review and a detailed SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis shaped the understanding of both the internal and external environment in which the organization operates. In addition, a series of strategic workshops were held with staff and key external partners. These workshops enabled collaborative discussion, idea sharing, and the joint development of practical strategies while also fostering a shared sense of ownership and commitment to the strategic plan.

The strategic planning process was facilitated by Empresario Consulting Ltd, whose expertise helped to synthesize inputs and guide the development of the final plan. This engagement was made possible through the support of the Wangu Kanja Foundation and Feminists Opportunities Now (FON).

The resulting strategic plan provides a clear roadmap for Sauti Mashinani Initiative's growth and impact over the next three years, serving as a dynamic tool to guide decision-making and measure progress.

2.0 Organizational Profile



2.1 Vision

A just society for all children, youth and women



2.2 Mission

To promote the rights, wellbeing and dignity of children, youth and women through inclusive participatory approaches and strategic advocacy



2.3 Our Values

We firmly believe that to realize our vision and mission we will need to cultivate an organizational culture grounded in the following core principles:

- **Compassion - We act with empathy, kindness and genuine care for the people and communities we serve.**
- **Respect - We uphold the dignity, experiences and perspectives of every individual without being judgmental.**
- **Equality - We promote equal opportunities and strive to eliminate all forms of discrimination.**
- **Accountability - We take responsibility for our actions and uphold transparency in all that we do.**
- **Justice - We work to uphold fairness and actively challenge systems of oppression and inequality.**



2.4 Our Focus

- **Sexual and Gender-Based Violence (SGBV) Management**

Sexual and Gender-Based Violence (SGBV) remains a widespread issue in the informal settlements of Nairobi, including Viwandani and Mukuru. The harsh realities of poverty, overcrowding and limited access to essential services create environments that exacerbate the risk of SGBV. Women, girls and other vulnerable groups face daily threats to their safety, often in spaces that should provide protection, such as homes, schools, and communities.

The 2019 Violence against Children Survey in Kenya reveals that one in six females (15.6%) experienced childhood sexual violence, with 62.6% enduring multiple incidents before the age of 18. Furthermore, 19% of females aged 18–24 who experienced sexual violence before age 18 reported that their first incident of sexual violence was perpetrated by schoolmates. Adolescent motherhood remains a significant concern in Nairobi's informal settlements. Research indicates that approximately 15% of female adolescents aged 15–19 in Viwandani have experienced childbirth. Notably, older adolescents (18–19 years) are more likely to have had a child compared to their younger counterparts (15–17 years) (PMC, National Center for Biotechnology Information, 2013).

Additionally, a study published in PLOS ONE (2020) found that in Nairobi's informal settlements, 54% of girls aged 10–14 reported experiencing psychological violence, and 7% faced sexual violence. These statistics highlight the urgent need for targeted, age-appropriate, and community-based interventions that prioritize prevention, protection, and psychosocial support for children and adolescents.

In this context, SGBV is a manifestation of deep-rooted gender inequalities, harmful social norms and systemic neglect. Survivors are often silenced by stigma, fear and a lack of accessible, survivor-centered support systems. Legal redress is frequently out of reach and psychosocial services remain scarce or underfunded. Recent studies underscore the urgency of addressing SGBV in these communities. A 2023 report by Midrift Hurinet highlighted that informal settlements like Mukuru experience high rates of gender-based violence, driven by factors such as high unemployment, inadequate housing and limited access to basic services. The study emphasizes the need for evidence-based programs and policy reforms to combat SGBV in these areas.

Sauti Mashinani Initiative employs a holistic and survivor-centered approach to addressing sexual and gender-based violence (SGBV). Our work spans the full spectrum of prevention, protection, response, empowerment, and accountability. We prioritize the dignity, safety, and agency of survivors by offering tailored support services that include case management, psychosocial support, and legal referrals. Through consistent community engagement, documentation, monitoring, and advocacy, we aim to not only respond to cases effectively but also drive long-term change in attitudes, systems, and policies surrounding SGBV.

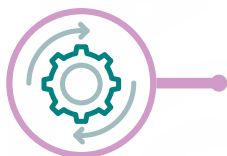
- **Sexual and Reproductive Health and Rights**

The 2010 Constitution, guarantees the right to the highest attainable standard of health, including reproductive health care. A 2021 report by the Center for Reproductive Rights and the Trust for Indigenous Culture and Health (TICAH) found that women and girls in Kenya experience limited and unequal access to comprehensive sexual and reproductive health and rights (SRHR) information and services.

In urban informal settlements, poor SRHR outcomes are linked to social determinants like poverty, limited education and high costs of services and products. In these areas, adolescent girls, young mothers and vulnerable women face limited access to contraception, inadequate reproductive health services, early and unplanned pregnancies, sexual violence, unsafe abortions and stigma around SRHR. We aim to provide comprehensive, rights-based support—including access to accurate and age appropriate information, referrals for reproductive health services, psychosocial support and community education.

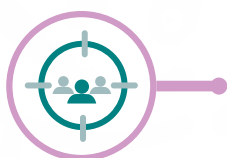
- **Institutional Development and Growth**

We are committed to enhancing our organizational capacity to drive sustainable growth, with a strong emphasis on investing in staff 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

- **Survivor-centered** – We prioritize the needs, rights and dignity of survivors, ensuring that their preferences and voices guide the support and services they receive. This approach centers their experiences, promoting healing and recovery in a respectful, supportive and empowering environment.
- **Partnerships and Collaboration** – Aligned with SDG 17, we foster strong, multi-sectoral partnerships to enhance prevention, protection, and response to SGBV. By working with government, civil society, schools, health providers, and communities, we coordinate services, strengthen referral systems and amplify advocacy. This collaborative approach ensures a unified and sustained response that centers survivors and drives lasting impact. We believe in the power of partnerships and collective effort to drive meaningful change.
- **Advocacy** – We focus on influencing policies, systems, and societal norms that perpetuate SGBV. By amplifying survivor voices, engaging communities, and working with stakeholders we push for stronger protections, improved services, and greater accountability. Through awareness-raising, legal reform, and community mobilization, we promote a safer and just environment for all—especially women, girls, and marginalized groups.
- **School Based Approach** – We leverage primary and secondary schools as key entry points for promoting child protection, gender equality, and youth empowerment. Schools provide consistent, safe environments where children and adolescents, especially in underserved communities such as Mukuru, can access essential information, support, and services. By collaborating with teachers, students, and parents, we integrate life skills education, safeguarding practices, and comprehensive support systems within the school environment. This approach ensures that schools are not only centers of learning but also protective and empowering spaces for children, adolescents, and survivors of SGBV towards long term social change.



2.6 Target groups

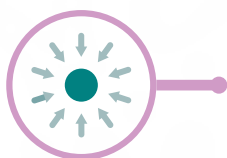
We have identified the following categories as most affected or at risk of Sexual Gender Based violence. Over the next 3 years, SMI will give primary attention to:

- Women survivors of Sexual and Gender-Based Violence from Nairobi's informal settlements
- Primary and secondary school-going children (Girls and Boys)
- Adolescent mothers and Young mothers (13-22) yrs
- SGBV referral pathways actors within Nairobi county



2.7 Current geographical coverage

Our programs will be majorly focused on Makadara, Starehe and Embakasi South Sub Counties in Nairobi, Kenya.



2.8 Our impact and achievements over the last three years

i. Advocacy for Free Medical care for SGBV Survivors

Jointly with other stakeholders, we successfully championed for the provision of free medical services for SGBV survivors in public hospitals in Nairobi. This initiative has improved access to essential healthcare, removed financial barriers and strengthened public response to SGBV.

ii. Transformed lives through school mentorship

Our school outreach program reached 784 pupils (544 girls and 240 boys), between 2022 and 2024, providing training on life skills, health education and personal development. These sessions equipped learners with the knowledge, confidence and critical thinking skills needed to make informed decisions towards SGBV prevention and SRHR access and knowledge and positive attitude shift.

iii. Mobilized Community for Awareness and Action

We have engaged over 1,600 community members through targeted outreach programs focused on gender-based violence, health issues, and available support services. These raising awareness efforts have helped build safer, more informed communities and strengthened local capacity to prevent and respond to SGBV.

iv. Support for Survivors of Sexual and Gender Based Violence

Over the past three years, we have facilitated access to comprehensive care for 33 survivors of sexual violence, ensuring they received critical medical treatment and psychosocial support. We have also successfully referred 2 survivors to safe houses and connected them with legal aid services. This strengthened their safety, healing and access to justice, offering a holistic response to their needs.

v. Empowering Young Mothers

Through our targeted support programs, we have reached 180 young mothers, helping them reclaim their futures. As a result:

- 30 young mothers have successfully reintegrated into the formal education system, taking steps toward long-term success.
- 24 young mothers have enrolled in vocational training courses, equipping themselves with valuable skills for income generation and economic independence.

These interventions not only provide education and skills development, but also restore hope for young mothers, empowering them to rebuild their lives and create brighter futures for themselves and their families.

vi. Successful Partnerships and Recognition

We have established strategic partnerships that have strengthened our capacity to support survivors of SGBV and uplift vulnerable groups within the community:

- TICAHA supported our school programs and young mothers' initiatives with essential food and clothing.

- CREAM and Wanawake Mashinani Initiative provided opportunities for survivors to engage in income-generating activities.
- Wangu Kanja Foundation offered psychosocial support, legal aid, and emergency cash transfers for survivors during crises.
- Wajukuu Art Project assisted in providing meals and shelter for affected members of the community and our support groups.
- During the recent floods, our collaborative network enabled timely, life-saving support, including food, clothing, shelter, and cash assistance, demonstrating the strength of our response system.
- Our work has been recognized by key government institutions such as the County GBV Department, Public Health Institutions, and legal bodies. The trust we've built with the community is reflected in the growing number of individuals seeking support, referrals, and guidance through our organization.



3.0 Environmental Scanning

3.1 Internal Context

This section outlines our strengths and areas for improvement. Over the next 3 years, we will ensure that we promote an organizational culture that allows for operational efficiency and effectiveness.

	What is working well	Strategic response
1	Committed, resilient and passionate team	Support staff development and motivation programs
2	Skilled and trained personnel with a deep understanding of target area, (urban informal settlements)	Organize continuous capacity building and knowledge sharing platforms
3	Great networking and partnership skills	Set and periodically review networking goals and priorities Participate in initiating and organizing joint events
4	Strong leadership and a common sense of purpose	Develop a strong orientation and team onboarding practice. Encourage shared responsibility and team work
5	Programs address key social challenges specific to target areas	Put in place program feedback mechanisms Conduct periodic needs analysis reviews Leverage community data
6	Strong advocacy and lobbying capabilities	Engage in advocacy efforts through partnerships and evidence based campaigns Policy engagement to influence change and impact
	Area of Improvement	Strategic response
1	Inadequate funding—challenges in developing strong funding proposals	Develop a resource mobilization strategy Capacity building on resource mobilization
2	Inadequate office space, equipment and resources due to damage and vandalism.	Prioritize resource mobilization towards getting a safe office space and replacing equipment.
3	Inadequate tools and systems for effective data collection, monitoring, and evaluation	Staff training Development and operationalization of a MERL framework
4	Inadequate human resource and capacity	Periodic capacity development of staff and volunteers on key program and operation areas Leverage referral of survivors to other partners
5	Inadequate technological skills	Capacity building programs for staff on digital literacy
7	Uncertainty over programs sustainability	Capacity building staff on corporate development, communication and public relations.
8	Irregular implementation of programs	Enhance fundraising and develop a sustainability plan Proper Budgeting practices Streamline Focus areas

3.2 External Context

We examined the impact of the external environment on our work by pairing an analysis of opportunities and threats with the PESTEL (Political, Economic, Social, Technological, Environmental and Legal) framework and determined the necessary actions needed to respond to findings.

Focus area	Opportunities	Strategic response
Political	- Government support for women's empowerment and SGBV prevention through policies and funding. - Opportunities to partner with county and national government programs for funding and policy influence. - Donor interest in urban slums and gender justice issues	Leverage support from government and fundraising opportunities.
Economic	- Income generating opportunities from informal retail and service based ventures offer livelihood programs for survivors - Growing interest in youth and women-led entrepreneurship and social enterprises that SMI can tap into. - Potential for partnerships with corporate organizations and NGOs offering grants and funding for SGBV programs, Youth and Women economic empowerment programs - Access to microfinance institutions and skills development programs for women and young people	Explore applying for affirmative action funds offered by the government. Consider making joint proposals with like-minded organizations
Socio-cultural	- Strong demand for SGBV prevention and response in informal settlement areas - Increased public awareness of SGBV, mental health, and economic empowerment, leading to more community engagement. - Rising support from male allies and community leaders in addressing SGBV and women's empowerment. - Growing youth and women networks that can be mobilized for mentorship and advocacy.	Targeted population interventions. Intergenerational and cross-gender engagements
Technological	- Increased use of Digital platforms (social media, webinars and online training) that can create awareness, provide support and advocate for change, particularly among younger generations who are more digitally connected. - SMS and hotline platform which enhance real-time SGBV reporting, referrals and survivor support. - Use of virtual training and mentorship programs to reach a wider audience. - Access to data-driven decision-making tools for tracking progress and measuring impact.	Digital security training. Leverage social media for programming and advocacy. Leverage technology for data, information and communication management
Environmental	- Climate change and environmental conservation programs that promote green businesses and sustainable livelihoods for women. - Potential for waste management initiatives - Partnership with environmental NGO's - Involving SGBV perspective in disaster preparedness and risk reduction planning such as flood response	Consider programming around the intersection between SGBV and climate change. Strengthen SGBV climate change early warning signs Potential for advocacy and media attention
Legal	Existing laws and frameworks (e.g., Constitution of Kenya, Children Act) and Policy Frameworks that can be leveraged for advocacy.	Enhance policy advocacy through lobbying, litigations and campaigns

Focus area	Threats	Strategic response
Political	• Political instability including elections-related tensions affecting program implementation. • Political interference through misinformation about SGBV organizations aimed at misleading youth • HRD and activist facing insecurity including demolition and vandalizing of program office • Limited support from certain local administration officials • Corruption and bias against perceived feminist agendas hindering access to funding	• Leverage support from government institutions. • Undertake political risk assessment on programs
• Economic	• Rising cost of living makes it harder for beneficiaries to achieve financial independence. • Limited funding opportunities due to economic downturns or shifting donor priorities. • High unemployment rates leading to increased dependency on financial support. • Delay in funding approvals and policy changes.	• Explore applying for affirmative action funds offered by the government. • Consider making joint proposals with like-minded organizations • Consider investing in climate resilient IGAs.
• Socio-cultural	• Cultural beliefs, attitudes and stigma around SGBV hinder survivors from seeking support • Insecurity and crime • Increase in mental health issues due to SGBV, poverty, and unemployment. • Health crises (e.g., pandemics, outbreaks) disrupting programs and community engagement.	• Targeted population interventions. • Intergenerational and cross-gender engagements
• Technological	• 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.	• Digital security training. • Leverage social media for programming and advocacy. • Leverage technology for data, information and communication management
Environmental	• Vulnerability to flooding, especially during the rainy season when the Ngong River overflows contributing to increased cases of SGBV • Extreme weather conditions affecting livelihood projects	• Consider programming around the intersection between GBV and climate change. • Strengthen SGBV climate change early warning signs • Potential for advocacy and media attention
Legal	• Weak enforcement of SGBV laws, leading to continued violence and impunity. • Existence of kangaroo courts • Bureaucratic and technical processes that delay administration of justice	• Enhance policy advocacy through lobbying, litigations and campaigns

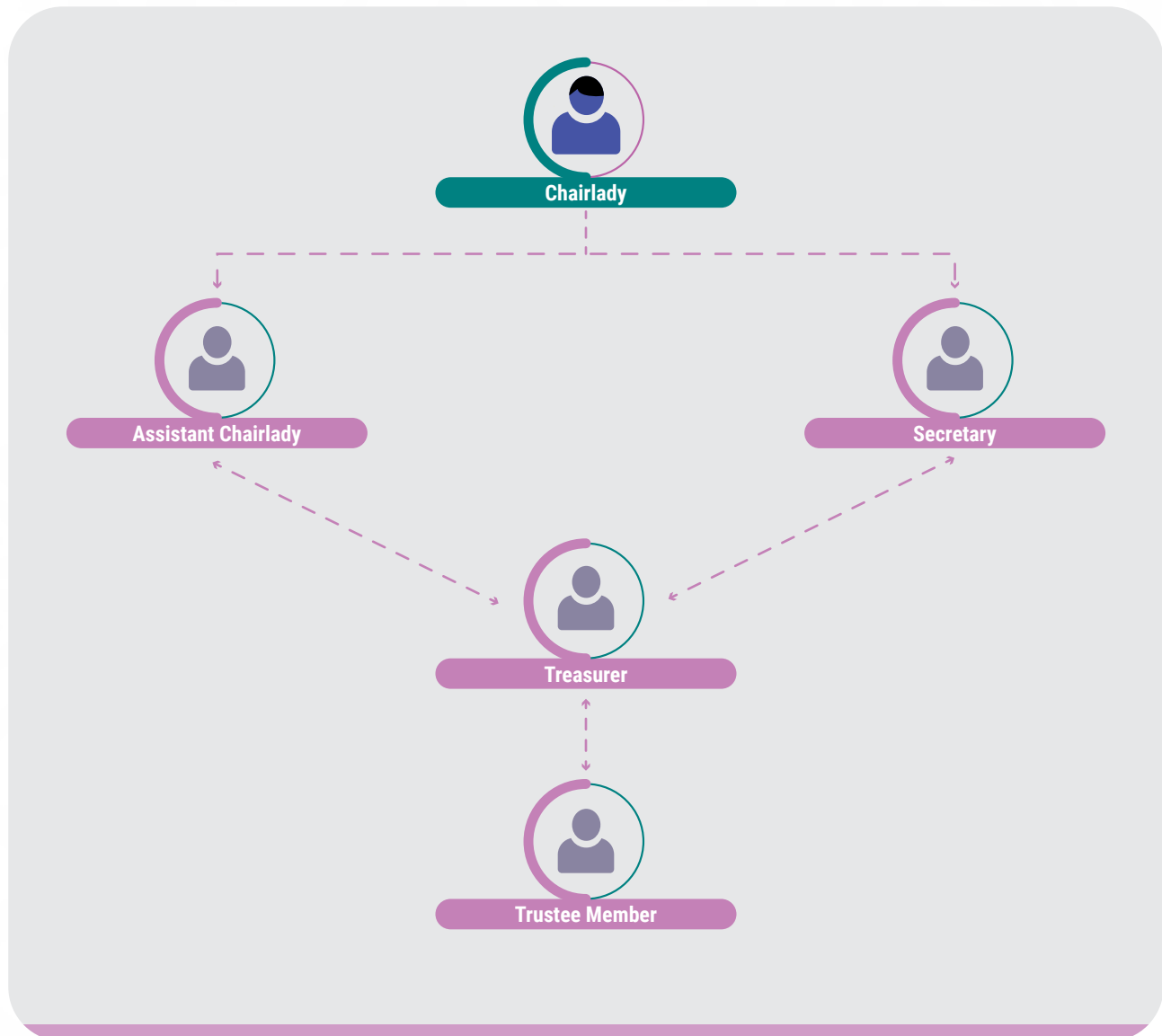
3.3 Stakeholders Analysis

This analysis will help us understand our mapped key stakeholders' interests, influence and the potential role they play in the strategic planning process.

Stakeholder	Stakeholder expectation from us	Our organization's expectation from Stakeholder	Strategic response
Beneficiaries	Services, Clear communication Fair treatment and support Empowerment	Engage and Participate in programs Peer support Provide feedback	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	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	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	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	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	Fundraising strategy Effective compliance mechanisms

3.4 Sauti Mashinani Initiative Organization Structure

We expect our structures to undergo significant transformations over the next three years to be able to effectively align roles, responsibilities and communication channels.



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.

1

OUR MISSION

To promote the rights, wellbeing and dignity of children, youth and women through inclusive participatory approaches and strategic advocacy

2

EXPECTED OUTCOMES

- Increased awareness on SGBV prevention and response
- Strengthened and informed communities
- Adolescent mothers who dropped out of school being re enrolled in education programs or in Vocational programs
- Key collaborations and partnerships developed
- Improvement in institutional capacity
- Reduced cases of SGBV and improved safety for women and girls in Starehe, Embakasi South and Makadara sub counties
- Enhanced access to knowledge and services related to SGBV & SRHR.

3

OUR STRATEGIES

- Increased knowledge and information sharing
- Strategic survivor-centered support and empowerment
- Monitoring, Documentation & Reporting
- Strategic Partnerships and collaboration
- Advocacy
- Organizational development and systems strengthening

4

STRATEGIC OBJECTIVES

- To contribute to the comprehensive management of SGBV in Starehe, Embakasi South and Makadara Sub Counties
- To enhance the access and availability of comprehensive and holistic SRHR information, services and products to AGYWs in Makadara, Starehe and Embakasi South Sub Counties
- To enhance SMI's institutional and programmatic efficiency and effectiveness.

5

THEMATIC FOCUS AREAS

- Gender Based Violence Management
- Promotion of comprehensive SRHR access
- Institution Growth and Development

6

CURRENT SITUATION

- Significant gaps in knowledge and services related SGBV and SRHR management
- Little privacy and less safety for women, girls, and vulnerable groups.
- Poverty, unemployment and systemic inequality create conditions where power is often misused and silence is normalized.
- Many survivors live within reach of their abusers-some are relatives, neighbors, even partners.
- Stigma around speaking out is heavy. Fear of retaliation, lack of trusted support systems, and the burden of blame keep many voices hidden.
- Access to justice and quality support services is limited.
- Police response is often slow or dismissive,
- Healthcare facilities are overwhelmed or under-resourced.
- Safe houses are scarce, and long-term psychosocial care is not easy to come by.
- Community-based organizations are stepping forward to raise awareness.

4.0 Strategic Plan Implementation Framework

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

Key Result Area 1:		Sexual and Gender Based Violence Management						
Strategic Objective 1:		To contribute to the comprehensive management of SGBV in Makadara, Starehe and Embakasi South Sub Counties						
Target Groups		Women survivors of Sexual and Gender-Based Violence from Nairobi's informal settlements Primary and secondary school-going children (Girls and Boys) Adolescent and Young mothers (13-22) yrs SGBV referral pathways actors within Nairobi county						
Outcomes:		Increased community awareness on SGBV Increased number of reported SGBV cases, Improved SGBV stakeholders' collaboration Improved case managers' capacity on SGBV management Increased number SGBV 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 (barazas, dialogues, social media campaigns,, radio shows)	No. of awareness sessions No. of people reached	12	12	12	36	720
		School outreaches	Feedback reports No. of outreaches	12	12	12	36	360
		Trainings	Action plans and commitments	4	4	4	12	600
		Annual observances	Key resolutions & partners involved	4	4		12	240
2	Response	Referrals, Linkages and Follow ups	No. of referrals and follow ups Type of referrals No. of successful referrals	42	54	70	162	405
		Temporary shelter	No. supported Beneficiary feedback	12	18	24	54	540
		Rehabilitation	No. supported Beneficiary feedback	4	6	8	18	180

		Emergency response and rescue	No. emergency responses and rescues, Time taken to rescues Areas of rescue Immediate post rescue support	15	20	40	75	225
		Legal aid	No of legal cases handled No of legal aid counsels provided No of fair legal aid outcomes No of survivors satisfied with legal aid	3	5	8	16	64
		Psychosocial support	No. receiving psychosocial support No. of sessions conducted	30	40	60	130	260
		Compassion support	No. receiving support No. of support sessions conducted	15	10	28	53	159
3	Empowerment	SGBV Case Managers Capacity Development	No. of SGBV case managers trained No of workshops conducted No. of case mgt tools developed/improved	6	6	10	22	2398
		Mentorship for survivor support groups	No. of support groups mentored No of training sessions conducted	4	4	8	16	800
		Vocational training	Beneficiary feedback No. supported	12	12	24	48	1,440
4	Strategic collaboration	CUC meetings	No. of sessions supported held No. of organizations attending	1	1	1	3	30
		Gender Sector Working Group Meetings and Partnerships	No. of sessions held No. of organizations attending	2	2	4	8	400
		Partnership mtgs with referral pathways actors	No. of partnership meetings held No of new partners engaged No. of commitments made	4	4	5	13	39
		Community level GBV stakeholders forums	No. of forums conducted No. attending No of actions launched	3	3	4	10	800

		Joint campaigns	No. of campaigns organized No. of organizations participating No. reached No. of materials distributed	6	6	6	18	200
		Development of a stakeholder engagement strategy	Stakeholder mapping No. of stakeholder engaged Strategy developed	-	1	-	1	300
5	SGBV Monitoring, Documentation and Reporting	Development of case management database	Database developed No. of staff trained No of cases entered No. of updates	1	1	1	3	250
		Development of GBV Monitoring, Documentation and Reporting SOPs	Developed tools No of staff trained % of cases documented in line with SOPs	1	1	1	3	250
6	Advocacy	Legal aid clinics	No. held No. provided with service No accessing follow up % successfully resolved	1	1	1	3	300
		Community outreaches (radio, dialogue forums, social media, IEC material, barazas etc)	No. held No. of people reached No. of IEC distributed No. actively participating	3	3	6	12	250
		Direct actions (petitions, litigations, protests, etc)	No of petitions, litigations, protests held	2	2	2	6	250
		Media engagements (talk shows, pressers etc)	No. conducted No. of media outlets involved	1	1	1	3	50
		Development of advocacy strategy	No. of stakeholders consulted Advocacy strategy document No. of advocacy tool developed	0	1	0	1	250

Key Result Area 2:		Comprehensive and holistic access to Sexual and Reproductive Health and Rights						
Strategic Objective 3:		To enhance the access and availability of comprehensive and holistic SRHR information, services and products to AGYWs in Makadara, Starehe and Embakasi South Sub Counties						
		AGYWs School going boys Young mothers						
Outcomes:		Improved health and well-being of AGYWs & young mothers & their children Positive shift in community knowledge & attitudes of SRH						
Strategies:		Key Activities	Output Indicators	Performance Targets				Indicative Budget (Kshs.) '000
				2025	2026	2027	Total	
1	Prevention	Awareness and sensitization (barazas, dialogues, social media campaigns, radio shows)	No. of awareness sessions No. of people reached	3	3	4	10	300
		School outreaches	Beneficiary feedback No. of male champions recruited	12	12	12	36	360
		Trainings	Action plans and commitments Training reports	4	4	4	12	600
		Annual observances	No. of partners involved Key commitments and resolutions	4	4	4	12	240
		Children National Assembly	No. of children participation Feedback reports and key actions	1	1	1	3	1,200
2	Family Planning Support	Community Health Promoters trainings	No. of trainings conducted No. reached Feedback reports	4	4	4	12	600
		Family planning products distribution	No. sensitized No. SRH distributed % increase in usage No. of partnerships with distributors	2	2	2	6	600
		Adolescent and young mothers health screening clinics	No. Health screening Conducted No. Screened No. referred after screening	2	2	2	6	300

3	Maternal and Child Health	Weekly nutritional support	No. of mothers offered nutritional support	33	35	35	103	180
		Mental Health Support	No. of mothers receiving mental health support Feedback reports	5	7	5	17	85
		Health education	No. of mothers receiving health education No. of sessions held Feedback reports	12	12	12	36	360
4	Empowerment	Life Skills training (Rights, Decision Making, Communication)	No. trained in life skills	30	35	35	100	50
		Education Empowerment (Re enrollment, back to school)	No. re enrolled back to school	3	5	5	13	390
		Economic Empowerment (financial literacy, Vocational training, Savings, attachment and job linkages)	No. enrolled in vocational trainings No. practicing Hands on Skills IGA No. engaging in savings and Loans groups No. linked to attachments and jobs	12	10	15	37	185
		Leadership development	No. reached No. practicing as peer educators	30	33	33	96	45
5	Advocacy	Community outreaches (radio, dialogue forums, social media, IEC material, barazas etc)	No. of people reached No. of IEC distributed No. actively participating	6	6	6	18	360

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 a core operating procedures (board charter, Resource Mobilization strategy, MERL framework	No. of SOPs developed Trainings held on developed SOPs.	2	2	2	6	1,200
		Training of SMI members and staff	No. of trainings held No. of leaders and staff trained Areas of trainings conducted	4	4	5	13	1,300

		Training of board members	Areas of training covered Feedback reports No. of mbrs trained	4	4	4	12	600
		Mental health debrief sessions	Feedback reports No. of members participating	4	4	4	12	600
		Team building	No. of sessions held No. of members participating Key lessons learnt	2	2	2	6	300
		Administration and Finance	No. of staff and volunteers on stipends Dedicated Finance Resource Person	4	6	8	18	10,800
2	Communication and visibility	Social media promotions	No. of reach and engagements No. of sponsored promotions	4	6	12	22	440
		Establish own office	Permanent Physical Office					
		Branding	No. of branding materials Type of branding undertaken	1	1	1	3	600
		Develop website	Website developed	1	-	-	1	200
3	Compliance	Training	No. of trainings completed Change in policy understanding	1	2	2	5	250
		Financial Audits	Audit findings	1	1	1	3	300
4	Performance management	MERL	Annual MERL reports Mid-term strategic plan review	1	2	2	5	500
		Risk planning	No. of risk assessments done Risk assessment initiatives adopted	1	1	1	3	150







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