



**Social Justice
Women's League**

Strategic Plan

2025 - 2027





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Acronyms

CBO	Community Based Organization
CoK	Constitution of Kenya.
FON	Feminist Opportunities Now
PEVAWG	Prevention of Violence against Women and Girls
SJC	Social Justice Centre
SJM	Social Justice Movement
SJWL	Social Justice Women's League
SOPs	Standard Operating Procedures
SRH	Sexual and Reproductive Health
SRHR	Sexual and Reproductive Health and Rights
SSV	Survivors of Sexual Violence
VAWG	Violence against Women and Girls
WHRD	Women Human Rights Defenders
WKF	Wangu Kanja Foundation

Statement from the Convener



It is with great pride that I present the inaugural strategic plan for the Social Justice Women League for the period 2025 – 2027. This document is more than a plan – it is a manifestation of the dreams, resilience and tireless labour of women who have stood on the frontline of justice, demanding dignity, equality and systematic transformation.

Since our formation in 2018, with a membership drawn from only 4 Social Justice Centres, we have progressively grown into a vibrant, bold and intersectional feminist movement with members in the 25 SJs in Nairobi and Kajiado Counties. We have witnessed grassroots women take up space, organize with courage and challenge patriarchal, economic and political systems that work to marginalise them. This strategic plan is a continuation of that journey; a roadmap to building collective power, expanding our impact and ensuring that no woman is left behind.

The process of developing this strategic plan has been intentionally inclusive, bringing together voices of women from informal settlements, Social Justice Centres, women survivors, young leaders and our trusted allies. Their stories, lived experiences and bold visions have shaped the priorities and direction we now chart.

We acknowledge the enormous challenges ahead – gender violence, systematic inequality, funding gaps and political resistance amongst many more. Yet, we also embrace the tremendous opportunities before us. With collective strength, radical love and solidarity, we are ready to disrupt, dismantle and rebuild. We are ready to transform our pain into power.

I extend gratitude to every woman who contributed to this plan. Our Steering Committee partners, supporters and comrades across the country, your belief in this moment reaffirms that another world is not only possible, but also necessary. And, together, we will build it in sisterhood and struggle.

Teresia Aketch
Convener SJWL

Acknowledgements

This strategic plan embodies the aspirations, struggles, strategies and commitment of women within the Social Justice Centers.

We extend our deepest gratitude to Teresia Aketch, our Convener, for her visionary leadership, dedication, and unwavering commitment to advancing the mission of our league. Your guidance continues to inspire and unite us in the fight for women's empowerment.

Special appreciation to Ruth Ogola whose leadership and contribution has been instrumental in steering our efforts forward. Your dedication to our cause strengthens our resolve to create meaningful change.

To the National Steering Committee, thank you for your strategic insights, hard work, and commitment to shaping the direction of our league. Your efforts are the backbone of our success.

We also acknowledge Lydia Karancha, our Finance Lead, for her diligence and expertise in ensuring the financial stability and sustainability of our organization. Your role is crucial in driving our initiatives forward.

Finally, to our supportive team Irmarley Zeinab, the co-convenor, Everlyne Adhiambo, the secretary and Edna Njeri communication person. To all our comrades, supporters, and stakeholders your dedication and collective efforts are the pillars of our movement. Together, we will continue to uplift and empower women, creating a future of equality, justice, and opportunity for all.



Executive Summary

The Social Justice Women's League (SJWL) is a committee of the Social Justice Movement which brings together all women from different (25) Social Justice Centres in Nairobi and Kajiado counties. The Social Justice Women's League was initially called Women in Social Justice Centres and was founded in 2018 to respond to the challenges of increasing and disproportionate insecurities, discrimination and marginalization experienced by grassroots women human rights activists in the civic space – both locally and nationally.

This is the inaugural strategic plan for the Social Justice Women's League. The three-year (2025-2030) plan articulates the League's vision, mission, core values, strategic approaches and key interventions. It defines the League's scope of work for the next five years cognizant of the 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 SJWL 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 SJWL members and leaders, Social Justice Movement leaders, program beneficiaries, key stakeholders and literature review.



1.0 Introduction

1.1 About the Social Justice Women League

The Social Justice Women League was formed in 2018 as a feminist organizing agency within the wider Social Justice Movement in Kenya. The formation of the league was catalyzed by the need to respond to the increasing and disproportionate insecurities, discrimination and marginalization experienced by grassroots women human rights activists both within the Social Justice Movement and in the wider Kenyan civic space. More specifically, the League seeks to bring women's agenda to the forefront of social justice organizing by exposing and dismantling systemic and structural barriers that limit the advancement of gender equality while championing strategic and revolutionary opportunities for women advancement. The League brings together all women human rights activists from all Social Justice Centres within Nairobi and Kajiado counties.

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. Clarify and broadcast the strategic philosophy of the SJWL including its vision, mission and principles;
- b. Refine and define the strategies that the SJWL seeks to employ towards strengthening the collective power of women in grassroots activism;
- c. Support the SJWL in prioritizing its key programmatic interventions for the 2025 – 2027 period and establishing effective performance metrics;
- d. Enhancing SJWL organizational efficacy, culture and growth.

1.3 Strategic Plan Development Process

This document reflects the collective aspirations, strategies, and initiatives developed from consultative and participatory processes involving SJWL's key stakeholders; members, program beneficiaries, committee leads, policymakers, and development partners—to capture a broad range of insights and experiences. The inclusive approach in developing the plan lays a strong foundation for collective ownership, adaptation of strategies, sustainability of initiatives and agency in implementation.



2.0 Organisational Profile



2.1 Vision

A world where women and girls are safe and protected from all human rights violations.



2.2 Mission

To protect and empower women and girls by advocating for their rights, eliminating violence, and promoting equality through legal reform, education, and community engagement.



2.3 Motto

Organize, Educate, Liberate, Celebrate



2.4 Values

The core values of the organisation are:

- **Solidarity** – We are intentional about promoting shared goals, responsibilities and a commitment to collective action.
- **Feminism** – We are committed to pursuing a just and equitable society by challenging systemic and structural barriers to gender inequality and their intersectional ties.
- **Sisterhood** – We are keen on promoting mutual support and functional relationships among our membership and beneficiaries.
- **Integrity** – We seek to entrench a culture of honesty and consistency in actions and beliefs among our stakeholders.
- **Inclusivity and diversity** – We create spaces where all women regardless of their background, identity or status have a voice.



2.5 Programs

a. Sexual and Reproductive Health and Rights.

It is not enough that the Constitution of Kenya (CoK) 2010 obligates the government to ensure the provision of comprehensive healthcare including sexual and reproductive health. Poverty, cost, availability and access to reproductive healthcare services and products and stigma continue to undermine women's, especially adolescent girls and young women (AGYWs) from informal settlements and rural areas ability to make choices or realize reproductive health justice. Survivors of sexual and gender-based violence (SGBV) are particularly vulnerable, facing increased risks of unwanted pregnancies, sexually transmitted infections (STIs) and other reproductive health issues.

According to UNFPA Kenya, one in six adolescent girls aged 15 to 19 either becomes pregnant or is already a mother, leading to more than 260,000 pregnancies each year. In 2022, approximately 7,307 new HIV infections occurred among adolescents and young people aged 15-24, representing 41% of all new infections in the country.

It is no doubt that SRH poverty exacerbates women's vulnerability to gender violence, reduces body autonomy and limits enjoyment of rights including education, expression and association. SJWL is committed to ensuring equitable access to sexual and reproductive health and rights (SRHR) services and that SRHR information and education is provided in an accurate, comprehensive, and culturally sensitive manner.

b. Prevention and elimination of all forms of violence against women and girls.

Gender justice in Kenya is an evolving issue, with an emphasis on legal reforms, the fight against gender-based violence (GBV), mainstreaming the participation of women in decision making spaces and addressing socio-economic inequalities. While progress has been made, persistent cultural norms, weak enforcement, and economic barriers continue to pose significant challenges. Since the global adoption of the Beijing Declaration and Platform for Action, Kenya has made notable strides in advancing gender justice. This includes the adoption of policies and legal measures related to Gender-Based Violence (GBV), Female Genital Mutilation (FGM), education, labor rights, and political participation. However, despite these advancements, women and girls in Kenya continue to experience discrimination, exclusion and inequality in economic, social and political spheres.

Our approach underscores that women and girls are disproportionately affected by GBV and that SGBV is the most common form of violation against women and girls. Through this program, SJWL will work towards challenging systematic and structural barriers for access to justice for GBV survivors and work towards creating an environment where everyone—regardless of gender—can thrive. Key interventions will include raising awareness about SGBV, addressing its drivers, supporting survivors, creating safe spaces and confronting retrogressive cultural and discriminatory practices.

c. Promoting women political education and participation.

SJWL is committed to addressing historical and evolving systematic and institutional barriers that limit women's civic and political participation. We recognize that more women; journalists, activists, social influencers, politicians, lawyers and more, are increasingly stepping up to challenge the gender biases of patriarchy and capitalism and to champion the realignment of power systems in all spheres of their lives.

More specifically, SJWL will focus on promoting women's political education and participation, monitoring women civics' safety and security and amplifying women voices.

d. Institutional Development and Systems Strengthening.

We are focused on building the capacity, effectiveness and sustainability of our organization. With so many factors affecting our work areas, we strive to be able to adapt to the changing environments and to be able to deliver impactful programs. This strategic plan builds on the findings of the OCA conducted in February 2025 to identify and prioritize key strategic capacity enhancing strategies for the organization.



2.6 Strategic Objectives

We will seek to track our performance in the next three years based on the following strategic objective:

- a. Champion availability and access to comprehensive SRHR information, services and products for all women.
- b. Enhance the capacities of women and girls to make informed SRH choices
- c. Comprehensive support for women and girls survivors of gender based violence
- d. Promoting women's meaningful participation in governance, leadership and decision making spaces
- e. Champion the safety and security of women and girls in all spheres of life.
- f. To foster sustainable growth and development within the organization by enhancing internal capacity, improving operational efficiency and expanding strategic partnerships.



2.7 Strategic approaches

Intersectional feminism – We recognize that women's experience of violence and oppression is intersecting, complex and unique. Grassroots women are often excluded from decision making spaces and are left with little or no choices to make. SJWL will work through existing Social Justice Centres to strengthen women's leadership, facilitate safe space for dialogue and ensure collective action in advocacy efforts. We expect that this approach will yield a comprehensive address to women's challenges, stronger networks and sustained pressure for change.

Legal and policy advocacy – SJWL will engage in strategic litigation , lobbying and community-led advocacy to push for gender sensitive laws and effective implementation of existing frameworks.

Survivor-centred support services – We have tailored our services to respond to the best interest of survivors and to empower survivors to be able to make informed decisions. Survivors consent will be sought at every step of engagement.

Strategic partnerships and coalition building – We leverage partnerships and collaboration to enhance sustainability and amplify impact. We achieve this through periodic stakeholder analysis, joint actions and maintaining an open communication channel.



2.8 Target Groups

The primary target audience for our interventions include:

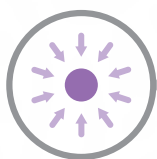
- a. Grassroots Women activists
- b. Women survivors of gender based violence

- c. Women living in informal settlements
- d. Adolescent Girls and Young Women
- e. Policy makers and duty bearers



2.9 Geographical coverage

Our interventions will be directly implemented in Nairobi and Kajiado counties and indirectly, in partnership with other regional Women Leagues, in Coast and Western regions.



2.10 Key Achievements

- i. Formation of the SJWL – We have succeeded in bringing together all WHRDs in the Social Justice Movement to come together and form the League.
- ii. Taken lead role in organizing advocacy campaigns on various women concerns and in shaping national narratives like #NjaaRevolution, #EndFemicide #JusticeForElizabeth and the annual #SabaSabaMarchFor Our Lives protests.
- iii. Education & Awareness – Conducted several campaigns, workshops, and training to inform communities about women's rights, gender equality, and the impact of violence.
- iv. Economic Empowerment – We have initiated a number of livelihood projects that aim at uplifting women economic situations and mitigating their vulnerabilities.
- v. Health & Well-being – We are strong at championing access to quality healthcare, including reproductive health services, mental health support, and trauma recovery programs.
- vi. Expanded Support Services – We have succeeded in establishing gender desks in all Social Justice Centers and have trained paralegals and psycho-social counsellors to support the survivors.
- vii. Stronger Partnerships & Networks – We have managed to strike working relationships with key partners, locally and nationally and with duty bearers. We are also members of Court Users Committees, Gender Sector Working Groups, Police Reforms Working Groups and have participated as general election monitors and observers.



2.11 Current challenges

Some of the most pressing challenges that SJWL will have to contend with include:

- i. Legal & Policy Gaps – Weak enforcement of laws protecting women and slow judicial processes.
- ii. Limited Awareness & Education – Lack of knowledge about women's rights, both among women and the wider community.

- iii. Economic Barriers – Financial dependence and lack of access to economic opportunities keep many women vulnerable
- iv. . Gender-Based Violence – Persistent cases of domestic violence, Femicide intimate partner violence, sexual abuse, trafficking, and other forms of violence against women.
- v. Inadequate Support Services – Limited shelters, legal aid, mental health support, and protection mechanisms for survivors.
- vi. Health & Reproductive Rights Challenges – Limited access to reproductive healthcare, high maternal mortality, and stigma around sexual health education
- vii. Funding & Resource Constraints – Insufficient financial and human resources to implement large-scale programs effectively.
- viii. Weak Collective Efforts – Fragmented efforts between organizations, government agencies, and activists, leading to inefficiencies.



3.0 Environmental Scanning

3.1 Internal Environment.

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

	What is working well/strengths	Strategic Interventions
1	Committed & Skilled Personnel – Dedicated team members with expertise in advocacy, legal rights, education, and community engagement.	• Always recruiting volunteers who are committed to the course with diverse backgrounds and are willing to offer their expertise without charges.
2	Strong Advocacy & Policy Influence – Established networks with policymakers, legal experts, and government bodies to push for reforms.	• We have leveraged on the Social Justice Centers working group, giving us a strong network and entry into advocacy spaces.
3	Community Engagement & Partnerships – Active collaboration with local and international organizations, grassroots movements, and stakeholders.	• We have partnered and we continue to partner with different stakeholders from National levels to Grassroots. This has always given us power and strength to operate freely • We position the organization as a thought leader through policy briefs, media engagement, and research publications.
4	Training & Awareness Programs –Capacity to educate communities, conduct workshops, and empower women with knowledge about their rights.	• Our presence is much enshrined in grassroots engagement. The slums and the rural spaces. We target women for the most impact since they are more vulnerable. This has restored hope to these beneficiaries earning our • organization the necessary trust.
5	Support Services – Availability of shelters, legal aid, counselling, and healthcare referrals for survivors of gender-based violence.	• We have been keen to create survivor- • centered approaches that emphasize safety, dignity, and empowerment.
	Areas of Improvement	Strategic Interventions
1	Limited Financial Resources – Insufficient funding to scale programs, expand services, and reach more beneficiaries.	• Leverage internal income-generating projects to reduce dependency on external funding. The fruit forests will provide the movement • with revenue when they mature
2	Inadequate Personnel & Skills Gaps – Need for more trained staff, particularly in specialized areas like legal advocacy, fundraising, and psychological support.	• Provide ongoing training for staff in key areas such as legal advocacy, fundraising, trauma- informed care, and monitoring & evaluation.
3	Infrastructure & Equipment Constraints – Lack of office space, technology, transportation, or equipment to effectively implement programs.	• Invest in office spaces, communication tools such as laptops and smartphones, and digital systems such as KoboCollect to improve • research and service delivery.
4	Weak Monitoring & Evaluation Systems – Need for stronger data collection and impact measurement to assess program effectiveness.	• Train staff on data collection, analysis, and reporting. • Outsource and Engage an M&E specialist periodically as we continue to capacity build • our staff capacity
5	Dependency on External Funding – Overreliance on grants and donations without sustainable internal funding sources.	• Develop internal income-generating projects to reduce dependency on external funding.

3.2 External Opportunities and Threats

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

	Opportunities	Strategic Interventions
Political	Growing global and national support for women rights and gender equality. Potential for collaboration with government MDAs	• Joining global campaigns through online engagements • Build alliances with gender champions in government • Engage in policy dialogues and national platforms
Economic	Available grants and CSR supports from development partners and the private sector Rising awareness on women economic empowerment as a driver to sustainable development. Growth of social enterprises and women-led businesses creating financial independence for women.	• Train women in entrepreneurship and link them to local microfinance institutions or SACCOs. • Apply for small-scale local grants (e.g., Women Enterprise Fund, Uwezo Fund). • Partner with local businesses for CSR support or donations (e.g., sanitary products, seed capital).
Socio-cultural	Positive change in societal KAPs especially among young people on gender equality. Expanding networks of activists, CSOs and feminist movements. Increased global campaigns that amplify women's voices and issues.	• Host peer-to-peer dialogues in schools and youth groups. • Join existing coalitions and WhatsApp groups for coordinated advocacy. • Run storytelling campaigns on local radio or community forums.
Technological	Digital platforms enabling wide reaching online advocacy and education. Available wide range mobile apps and technologies for reporting GBV and accessing support services. Opportunities for online fundraising and crowd funding to sustain programs.	• Create simple, mobile-friendly awareness content for platforms like Facebook and WhatsApp. • Train survivors and volunteers to use GBV reporting apps (like MySafetipin or Flare). • Launch local online fundraising drives through M-Changa or social media.
Environmental	Opportunities to integrate gender perspectives into climate justice actions. Available funding for gender sensitive environmental initiatives.	• Integrate GBV risk reduction in disaster preparedness training in communities. • Mobilize women's groups to take part in climate adaptation projects (e.g., tree planting, clean energy use). • Apply for climate-focused small grants that encourage women's involvement (e.g., UNDP, GEF).
Legal	Available legal frameworks at the global and national arena Increasing accountability for GBV through legal reforms and human rights monitoring.	• Work with legal aid organizations (e.g., FIDA Kenya, Kituo cha Sheria) to refer to GBV survivors. Use neutral language (e.g., "family safety" or "community well-being") when engaging resistant leaders. • Develop safety protocols for staff and survivors in conflict-prone areas. • Build informal alliances with sympathetic leaders

	Potential threats	Strategic Interventions
Political	Resistance from conservative politicians and leaders opposing gender equality initiatives. Conflicts that disrupts advocacy efforts and put women at greater risk.	• Use neutral language (e.g., “family safety” or “community well-being”) when engaging resistant leaders. • Develop safety protocols for staff and survivors in conflict-prone areas. • Build informal alliances with sympathetic leaders who can influence others.
Economic	Economic downturns affecting availability of funds for women rights organizations. High levels of unemployment and poverty increasing women's vulnerability to exploitation and abuse.	• Diversify funding (local businesses, diaspora, crowd funding). • Train women in practical income-generating skills (e.g., tailoring, soap-making). • Leverage volunteer networks to continue work during funding gaps.
Socio-cultural	Deep-rooted patriarchal norms and cultural resistance to women empowerment. Backlash against feminist movements, including harassment of activists and organizations. Misinformation and harmful narratives spread through social media against gender equality efforts.	• Work with respected local elders, religious leaders, or male champions to shift attitudes. • Use community theatre or storytelling to gently challenge norms. • Run counter-narrative campaigns through local media and influencers.
Technological	Online harassment and cyber bullying targeting women and activists. Digital divide limiting access to technology for rural and marginalized women. Data privacy risks for women using online platforms to report abuse.	• Train staff and activists on digital safety and privacy. • Set up digital hubs or safe spaces where women can access devices and the internet. • Protect survivor identities by following strict data confidentiality protocols
Environmental	Natural disasters and climate change disproportionately affecting women, increasing displacement and vulnerability. Resource scarcity leading to higher rates of GBV and economic dependency.	• Incorporate women's safety and well-being into emergency response plans. • Support women in sustainable agriculture or clean energy initiatives. • Advocate for gender inclusion in local climate adaptation plans.
Legal	Weak enforcement of laws protecting women's rights. Corruption in legal systems preventing justice for survivors of violence. Legal gaps in areas such as reproductive rights, marital rape and workplace.	• Train community volunteers to accompany survivors to police stations or hospitals. • Build relationships with local OCS or gender desks. • Document and share anonymous data on legal gaps with human rights bodies.

3.3 Stakeholders Analysis

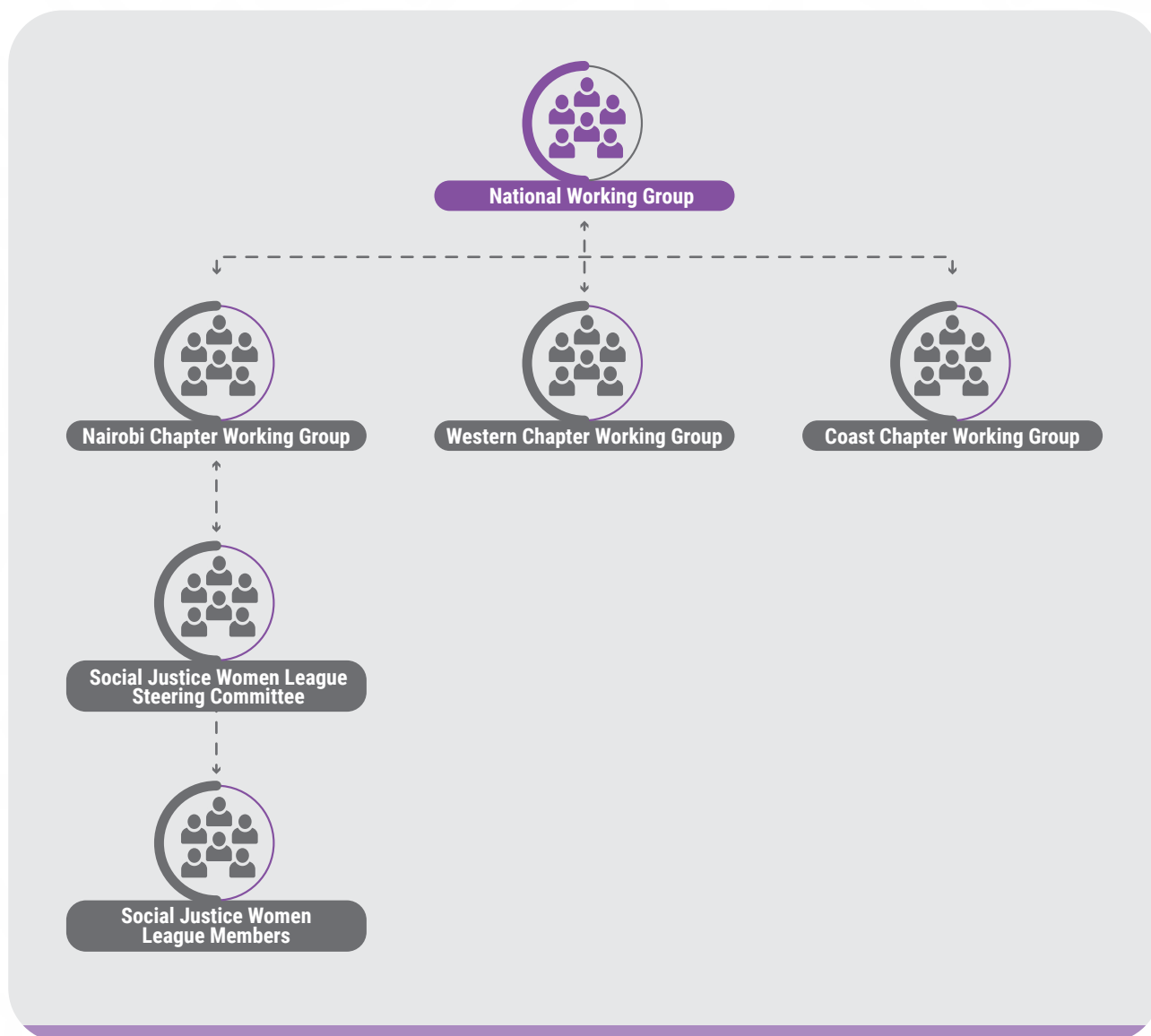
We were able to identify and assess individuals and organizations that have an interest in our organization, their roles in our work and how to engage them effectively for our success.

Stakeholder	Stakeholder expectation from us	Our organization's expectation from Stakeholder	Strategic Response
Survivors	Service, Support and Protection Clear communication Empowerment Direction	Active participation in programs Provide feedback Responsibility and Accountability for next steps	Consider beneficiary feedback in programming Conduct beneficiary needs assessment before on-boarding
Community	Awareness and Sensitization, Support Focus on specific local issue	Cooperation and support Information sharing Provides security to the victims/survivors Integration of survivors and reformed victims in the society.	Inclusive participation Increase community engagements Promote best practises within the community Strengthen existing community based structures
Duty Bearers	Awareness and Sensitization, Partnership and Collaboration, Reporting Support	Partnership and Collaboration Commitment Provision of service and support Operate within legal regulations	Collaborative relationships Oversight Referrals and follow ups Policy Engagements
CSOs	Partnership, collaboration and networking Joint campaigns	Partnership, collaboration and networking Joint campaigns	Periodic stakeholder analysis Stakeholder management plan Strategic Alliances Joint Advocacy and 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 Shared learning and capacity building
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
Media	Accurate reporting Highlight social issues affecting community	Support for awareness campaigns Accurate reporting	Communication strategy

3.4 Organization's Governance Model

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

The SJWL Steering Committee comprises the Convener, Co-Convener, Secretary, Finance Officer and Communications Officer. The SJWL Steering Committee employs a distributed leadership model emphasizing functionality over power.



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 VISION

A world where women and girls are safe and protected from all human rights violations.

2 

EXPECTED OUTCOMES

- Increased awareness on gender equality, SRHR and women (political) rights.
- Reduced cases of violation and discrimination against women activists.
- Women activists able to report violations and get support.
- Increased participation of women activists in civic space protection.
- Increased collaboration among stakeholders
- Positive shifts in community knowledge, attitudes and perceptions on gender equality
- Improved capacity of SJWL to run programs effectively

3 

KEY STRATEGIES

- Knowledge and information sharing & political education.
- Monitoring, Documentation & Reporting Strategic Partnerships and collaboration
- Evidence-based advocacy Organizational development and systems strengthening

4 

STRATEGIC OBJECTIVES

- Champion availability and access to comprehensive SRHR information, services and products for all women.
- Enhance the capacities of women and girls to make informed SRH choices
- Champion provision of comprehensive support for women and girls survivors of gender based violence
- Champion the safety and security of women and girls in all spheres of life.
- Promoting women's meaningful participation in governance, leadership and decision making spaces

5 

THEMATIC FOCUS AREAS

- Championing AGYW's SRHR
- Championing Prevention and Elimination of all forms of violence against women and girls.
- Promoting women political education and participation
- Promoting Women Peace and Security
- Institutional Development and Systems Strengthening

6 

CURRENT SITUATION

- Low reporting of SGBV incidences by WHRDs & survivors
- Poor coordination of SGBV support services and stakeholders
- Growing interest of WHRDs in civic space advocacy
- Growing interest of young women in political participation
- Rising cases of insecurity experienced by WHRDs
- Inadequate youth friendly SRHR support for AGYW
- Rising cases of climate induced displacements and deaths
- Inadequate resource to sustain program objectives

4.0 Strategic Implementation Plan

This implementation framework provides the different strategies, key activities and targets and the required funding that SJWL will need in order to meet its four key thematic focus areas over the next three years. The same will be supported with detailed activities to be elaborated in annual implementation plans.

Key Result Area 1:		Promoting women and girls' realization and enjoyment of Sexual and Reproductive Health and Rights						
Strategic Objectives:		Champion availability and access to comprehensive SRHR information, services and products for all women. Enhance the capacities of women and girls to make informed SRH choices						
Primary Target		Adolescent Girls and Young Women (AGYWs).						
Outcomes:		Improved partnerships & collaboration Positive shift in community attitudes about SRHR Improvement in SRHR service delivery by duty bearers AGYWs able to access SRH services with ease Increase in budget allocation of SRHR interventions.						
Strategies:		Key Activities	Output Indicators	Performance Targets				Indicative Budget (Kshs.) '000
				2025	2026	2027	Total	
1	Information and knowledge sharing	Awareness creation (radio, dialogues, arts, murals, social media)	Number of awareness and sensitization campaigns conducted and population reached	30	35	40	105	1875
		Intergenerational dialogues,	Dialogues forums facilitated to promote cross generational SRHR understanding.	6	8	18	24	800
		Trainings of champions, / service providers	both champions and service providers to be capacitated through structured training programs.	50	60	70	180	1400
		Health talks (Maternal health, Contraceptives, HIV/AIDS and STIs,)	community members reached through targeted SRHR education sessions.	20	25	30	75	700
		Community SRH open clinics	no. of individual provided with comprehensive SRHR services during outreach clinics	1000	1200	1500	3700	1550
		Dignity products distribution	women and girls supported with essential dignity kits to promote menstrual and reproductive health.	2000	3000	4000	9000	2200

2	Advocacy	SRHR resources mapping,	No. of SRHR service delivery landscape documented and disseminated through mapping reports.	1	-	-	1	200
		SRHR resources mapping review	Findings report	-	—	1	1	100
		Policy dialogues with duty bearers and stakeholders	no. of stakeholder policy dialogues convened to advocate for improved SRHR service provision.	5	6	7	18	1100
		Research	Strategic studies undertaken to inform SRHR policy and programmatic interventions.	1	1	1	3	1200
		Campaigns	Public awareness raised through multi-platform SRHR advocacy campaigns held.	4	5	6	15	1375

Key Result Area 2: Prevention and elimination of all forms of violence against women and girls.								
Strategic Objectives:		Champion the provision of comprehensive support for women and girls survivors of gender based violence Champion the safety and security of women and girls in all spheres of life.						
Target Audience:		WHRDs, Women and Girls survivors of GBV, Women Journalists, Women Politicians.						
Outcomes:		Increased reporting of cases of VAW by women & girls Positive shift in public attitudes about women rights and gender equality Improvement in collaboration among key stakeholders Reduction in cases of violations against WHRDs More survivors able to find justice & healing.						
Strategies:	Key Activities	Output Indicators	Performance Targets				Indicative Budget (Kshs.) '000	
			2025	2026	2027	Total		
1	Prevention	Awareness raising (dialogues, radio, social media,)	No . of targeted awareness initiatives conducted	12	15	18	45	2400
			Impressions on social media.					
		Arts and sports (theatre, murals, soccer)	NO of community sports activity held No of participant reached	6	8	10	24	1900
		Multi-stakeholder forums	forums conducted No. of key stakeholders participating Key resolutions and commitments	4	5	6	15	1300
		Community PEVAWG champions engagements	No. of champions trained and sensitization activities led by champions.	50	60	70	180	2200
		Mental health debriefs	Number of debrief sessions held Number of participants per session Types of mental health resources provided (e.g., counselling, guides)	5	6	8	19	500
		Trainings (Safety and security, economic literacy, Safeguarding,)	Number of training sessions conducted Number of participants trained (disaggregated by sector) Pre/post-training knowledge assessments	8	10	12	30	1000
		Hotline for reporting	Hotline established and operationalized Number of reports received (categorized by type of incident) Average response time to reports	2	3	4	9	700

2	Protection	Referrals & follow ups	No. of survivors referred to services. Successful follow up conducted.	300	350	300	1050	1600
		Emergency response	No . of survivors accessing emergency support and cases responded within 24-48 hours.	200	250	300	750	2300
		Trainings of 1200 (self-defence, safety and security, case management)	No of training conducted No . of women and girls trained in safety and self-defence.	10	12	15	37	2400
		Develop VAWG Risk Register	VAWG risk register developed and updated annually, no risk identified and mapped.	1	-	-	1	300
3	Response	Monitoring, Documentation & Reporting	No of GBV cases documented Report generated and quality data collected.	200	500	600	1300	1500
		Referral & follow up	No . of survivors followed up and linked to appropriate services.	250	300	350	900	1200
		Psychosocial counselling	No . of survivors receiving counselling services and reporting improved mental health .	300	400	500	1200	2000
		Legal aid clinics	No .of cases presented to court.	8	10	12	30	2200
4	Advocacy	Processions / marches	No. of events conducted - participants mobilized.	4	5	6	15	1200
		Arts and sports for peace initiatives	Number of events/workshops organized Number of participants (disaggregated by gender/age) Types of creative outputs (e.g., murals, performances)	3	4	5	12	300
		Media engagements	Number of media campaigns launched (e.g., radio, TV, social media) Content produced (e.g., documentaries, articles)	4	5	6	15	500
			- Audience reach (e.g., views, shares, impressions)					

		Policy development / review	No. of policies reviewed or proposed. No of submission made made to relevant authorities	3	4	9	5	1400
		Research	No of research studies conducted no. of report published	1	2	2	5	1400
		Strategic stakeholder meetings	NO of meeting held, action points agreed upon and collaboration formed number of partnerships established.	4	5	6	15	900

Key Result Area 3		Promoting women political education and participation						
Strategic Objective:		Promoting women's meaningful participation in governance, leadership and decision making spaces						
Target audience:		Young Women Leaders (from Social Movements, Institutions of Higher Learning, Digital Influencers, Business, Activists)						
Outcomes:		Increased awareness about Kenya political environment and electoral processes Active political education study cells Approved training curriculum Positive shift in young women's perception of the political & democratic processes						
Strategies:		Key Activities	Output Indicators	Performance Targets				Indicative Budget (Kshs.) '000
				2025	2026	2027	Total	
1	Political education	Trainings	Number of training sessions conducted Number of participants trained (disaggregated by sector/region) Types of training materials developed (e.g., manuals, toolkits)	5	7	10	22	1500
		Developing a feminist curriculum	Number of feminist curricula finalized and validated Number of modules/topics included Number of institutions adopting the curriculum	1	-	-	1	800
		Strengthening Thomas Sankara School of Political Education	Number of feminist curricula finalized and validated Number of modules/topics included Number of institutions adopting the curriculum	1	1	2	2	1200

		Strengthening of the study cells	Number of courses offered annually Number of students enrolled Number of partnerships established (e.g., with universities, NGOs)	3	5	7	15	1500
		Annual young women political academy	Number of academies held annually Number of participants per academy Number of workshops/sessions conducted	1	1	1	3	800
		Exchange programs	Number of exchange programs organized Number of participants in exchanges Duration of each program (days/weeks)	1	2	2	5	1200
		Team building sessions	Number of sessions conducted annually Number of participants per session Types of activities (e.g., workshops, retreats)	1	2	2	5	1000
2	Mobilization and Visibility	Roundtable meetings with Key Stakeholders (bi-annual)	Number of meetings conducted (bi-annual) Number of stakeholders attending (disaggregated by sector/gender)	2	2	2	6	600
		Town hall meetings	Number of town halls held annually Attendance numbers per meeting Topics covered (e.g., governance, leadership)	2	3	4	9	1000
		Recognition and awards	Number of awards granted annually Number of nominees/publicity campaigns conducted	3	4	5	12	600
		Media (documentaries, campaigns	Number of documentaries produced Number of media campaigns launched (e.g., social media, radio) Campaign reach (e.g., impressions, views, shares)	1	2	3	6	900

Key Result Area 4:		Institutional Development and Systems Strengthening						
Strategic Objective:		To foster sustainable growth and development within the organization by enhancing internal capacity, improving operational efficiency and expanding strategic partnerships.						
Outcomes:		Existing Standard Operating Procedures, Functional Board, Reporting Templates, MERL Framework						
Strategies:		Key Activities	Output Indicators	Performance Targets			Total	Indicative Budget (Kshs.) '000
				2025	2026	2027		
1	Knowledge and Skill Development	Staff training on key capacity gaps (Digital communication & security, advocacy, leadership, safeguarding, financial management, professional development)	Training reports Action plans Key realignments in operations and programs No. of trainings held	2	2	2	6	600
		Performance appraisals	Appraisal reports Key commitments, recommendations & action plans	1	1	1	3	300
		Exchange programs	No. of exchanges done Feedback report	2	2	2	6	240
		Team building and debrief	Key resolutions Team feedback and commitments	1	1	1	3	450
2	Development of key SOPs and performance monitors	Development of a board charter and installation of board members	Board Charter Board of directors on boarded Training report	3	1	1	1	250
		Development of Resource Mobilization strategy	Resource Mobilization Strategy Document Training report	3	1	-	4	200
		Develop a MERL framework	MERL Framework Staff trained on MERL Data collection tools	3	1	-	4	200
		Development of safeguarding policy	Safeguarding policy developed and adopted Members trained on policy	-	3	1	1	200
		Development of members database	Database adopted and updated duly. Key staff trained on database management	1	-	-	1	250
		Mid-term Strategic Plan Review	Annual program reports Mid-term review report recommendations	-	1	-	1	150

3	Communication and visibility	Annual General Meeting	AGM minutes Key alignments and action plans	1	1	1	3	300
		Develop website	Website developed and running No. of interactions Record of benefits	1	-	-	1	150
		Social media sponsorships	Increase in audience reach Feedback reports	1	2	3	6	600
		Recognition and awards	Selection panel endorsed Feedback reports	1	1	1	3	1,500
4	Compliance	Annual renewal of CBO registration	No. of trainings completed Change in policy understanding	1	1	1	3	300
		Financial Audits	Audit findings and reports	1	1	1	3	300

5.0 Monitoring, Evaluation, Reporting, and Learning (MERL)

5.1 Overview

Monitoring, Evaluation, Reporting, and Learning (MERL) is a core component of the implementation of the Social Justice Women's League (SJWL) 2025–2027 Strategic Plan. This MERL framework will guide the organization in systematically tracking progress, assessing program effectiveness, ensuring accountability, and promoting continuous learning and improvement. MERL will support evidence-based decision-making, resource optimization, and adaptive management throughout the life of this strategic plan.

5.2 Guiding Questions for evaluation

To develop and implement an effective MERL framework, the following strategic questions will guide our approach:

1. What should be monitored and evaluated?
2. Which activities will be monitored and evaluated?
3. When will monitoring and evaluation activities be conducted?
4. How will monitoring and evaluation be carried out?
5. Who will be responsible for MERL activities?
6. How will learning be captured and utilized?
7. What systems and tools will be used?
8. How will MERL support accountability and transparency?

5.3 Midterm and Final Reviews

A comprehensive Midterm Review will be undertaken in November 2026 to assess the effectiveness, relevance, and efficiency of the strategic plan. This will inform potential course corrections, including adjustments to strategic objectives and activities. The review will be conducted by the MERL team in collaboration with an external M&E facilitator.

Six months prior to the end of the strategic plan, in mid-2027, an External Evaluation will be conducted to assess the implementation, performance, and outcomes of the plan. This process will offer strategic insights and guide the design and development of the next strategic cycle.

5.4 Integration of Indicators in Implementation

Key performance indicators aligned with the strategic objectives and expected outcomes will be integrated into the implementation plan. These indicators will serve as measurable benchmarks for tracking progress and impact throughout the strategic period. Indicator data will be collected regularly, reviewed during quarterly performance meetings, and used to generate evidence for decision-making.

5.5 Conclusion

MERL is fundamental to achieving the Social Justice Women's League's strategic goals. It ensures that the organization remains responsive, accountable, and focused on delivering measurable results. The MERL approach will be inclusive, participatory, and adaptive—supporting strategic learning and driving transformative change for women and girls across all focus areas.

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