



Justice for Survivors

Strategic Plan

2025 - 2027





Justice for Survivors

Strategic Plan

2025 - 2027

© 2025 **Survivors CBO**

©All rights reserved. Reproduction or distribution of this document without permission is prohibited.

Disclaimer Credits

Consultants:Empresario Consulting Limited

Fiscal Supporters: Wangu Kanja Foundation | Feminist Opportunities Now

Design & layout: EndlessInspirationKe.com

Table of Contents

Acronyms	6
Statement from the Chairperson	7
Executive Summary	8
1.0 Introduction	9
1.1 About Survivors CBO, Vihiga	9
1.2 About the strategic plan	9
2.0 Organizational Profile	10
2.1 Vision	10
2.2 Mission	10
2.3 Values	10
2.4 Thematic Focus	10
2.5 Current approach	11
2.6 Key Achievements	11
2.7 Current challenges	12
3.0 Environmental Scanning	13
3.1 Internal Environment	13
3.2 External Opportunities and Threats	14
3.3 Stakeholders	16
3.3.1. Internal Stakeholders	16
3.3.2. External Stakeholders	16
3.4 Organization's Governance Model	17
3.5 Change Theory	18
4.0 Strategic Plan Implementation Framework	19

Acronyms

CBO	Community Based Organization
FON	Feminist Opportunities Now
IPV	Intimate Partner Violence
M&E	Monitoring and Evaluation
OVC	Orphans and Vulnerable Children
PBO	Public Benefit Organization
SGBV	Sexual and Gender Based Violence
SOPs	Standard Operating Procedures
SSV	Survivors of Sexual Violence
WKF	Wangu Kanja Foundation

Statement from the Chairperson



Survivors CBO, Vihiga, was started after the chaotic 2007 post elections violence that left many with physical and emotional scars that threatened and even tore many families apart. It was started to give survivors a voice, a platform to ventilate, and lend each other a shoulder to cry on. Slowly by slowly, more members from the community came up both men and women to share their experiences. This has offered many an opportunity to heal, and accept that life can indeed be positive despite the challenges. The biggest challenge remained with us since a lot of cases were being lost because the survivors had to prosecute their cases while leaving with the perpetrators under the same roof or living nearby. This made us to identify a safe space that survivors can temporarily stay in as their cases are looked into. This is how Blessed Heaven Safe Space was started. The centre currently houses between 20-25 children at various stages of intervention. We believe that with the GBV policy that the County Government launched recently, it will make it easier as we continue to fight for a better and safer space for all of us.

The development of this first strategic plan document for Survivors CBO has been made possible through the generous support of Wangu Kanja Foundation and Feminist Opportunities Now. The plan outlines the CBO's vision, mission, values, thematic focus and strategic approaches and interventions that the organization is committed to pursuing over the next three years.

The development of the plan was both participatory and consultative. I want to appreciate the different stakeholders who contributed to this process – members of the CBO, program beneficiaries, partners and key stakeholders in our program areas. We equally appreciate the guidance and expertise of Empresario Consulting who made the process seamless and detailed.

This plan is a tool acquired at the right time in the right hands. It is to inspire us to action and guides us towards directing our resources to where they are most needed and where they would help us to achieve maximum outcomes. Importantly, it simplifies the definition of who we are and provides clear communication to our stakeholders. It examines our internal and external environmental dynamics and proceeds to propose strategic interventions for either mitigating or leveraging.

We look forward to better outcomes and collaborations!

Jael Akhubutsa
Chairperson
Survivors CBO

Executive Summary

This first Strategic Plan provides a guiding roadmap for Survivors CBO strategic activities in the next 5 years. The Strategic Plan is informed by a recommendation of the Organizational Capacity Assessment, undertaken in February 2025, to support the CBO in streamlining its operations and resources. The process was supported by Wangu Kanja Foundation through a grant from the Feminist Opportunities Now.

A through situational analysis was done considering the external macro and micro factors and the internal factors including the CBO's governance structures, internal processes, resources and capabilities, past achievements and challenges which informed the identification of the strategic issues and strategic interventions.

The strategic model of the plan seeks to actualize 3 main thematic issues: comprehensive management of GBV, promoting women land and property rights and institutional growth and development. The Plan envisions a just and inclusive society where everyone's rights are upheld and respected. Through this Plan, the CBO seeks to; Increase community awareness on GBV, Increase number of reported GBV cases among women and girls in Vihiga County, Improve GBV stakeholders' collaboration, Improve case managers' capacity on GBV management, Increase rate of case transitions through the referral pathways, Enhance opportunities for widows and women GBV survivors, women, young to own, use, and control land, Strengthen the CBO's institutional structures, policies, and leadership capacity for effective decision-making and accountability, Streamline the CBO's processes, improve service delivery, and better resource mobilization and utilization and Enhance skills, motivation, and retention of staff through capacity-building initiatives and professional development.

The Plan has proposed an elaborate results framework over the next three years and provided budget estimates for each activity. It recommends among others, the need for a robust resource mobilization framework and a stakeholders engagement strategy for purposes of enhancing adaptability and sustainability of the programs. Further a monitoring and evaluation framework has been defined with details on how the implementation of the Plan will be tracked and evaluated



1.0 Introduction

1.1 About Survivors CBO, Vihiga

Survivors CBO, Vihiga was formed out of the need to give victims and survivors of the 2007 post-election violence in Kenya a safe haven where they could heal, reconnect and express themselves. Over time, the organization has continued to support women and children survivors of GBV and champion for comprehensive and holistic management of GBV in the five sub counties in Vihiga County. It operates a safe house which provides temporary shelter to survivors.

The organization also intervenes on human rights concerns around women land and property rights. It appreciates that systemic and structural tensions around socio-economic rights contribute to a large extent to the growing cases of GBV – especially among low income and rural communities. The organization was registered in 2021 as a Community Based Organization (CBO) under the Department of Social Services.

1.2 About the strategic plan

The overall purpose of this strategic plan is to better the outcomes and experience of Survivors CBO's beneficiaries and its contributions to the advancement of GBV management and women rights in Vihiga County. The plan therefore illustrates Survivors CBO's conceptualization of the challenges faced by women and children GBV survivors and the corresponding change theory that the organization intends to pursue over the next three years. It presents a results framework where key strategies and activities are aligned to specific program objectives, mission and vision of the organization to allow for performance tracking.

The plan is part of recommendations of the organizational capacity assessment conducted in February 2025. The process of developing it was both participatory and consultative and incorporated views from members of Survivors CBO, volunteers, beneficiaries and key stakeholders. An external consultant was engaged to guide the process and offer technical support.



2.0 Organizational Profile



2.1 Vision

A just and inclusive society



2.2 Mission

Advocate against gender based violence by providing comprehensive and holistic support to women and children survivors of GBV while championing accountability on the part of duty bearers.



2.3 Values

We are keen on promoting highest standards of ethics and professionalism in all our engagements and programming. Key among them include:

- **Confidentiality** – We are committed to ensuring the safety and security of our clients by emphasizing the protection of client information and fostering trust in the professional relationship.
- **Diversity and Inclusion** – SVN CBO is committed to promoting a just society where all individuals are treated with equal dignity and respect, and where decisions are made on merit rather than personal characteristics.
- **Protection and care** – We are keen at nurturing and supporting individuals' development, resilience and well-being while preventing abuse, and promoting social justice.



2.4 Thematic Focus

a. Comprehensive Management of GBV

The National Crime Research Centre (NCRC 2020) report indicated that Vihiga county had experienced Gender Based Violence and defilement incidences that were way above national rates (61.8% and 40.8% against 45.4% and 31.3% respectively). This is despite the different interventions by the government and civic society including the launch of Sexual Gender Violence and Children Protection and Welfare Policies, Implementation of community sensitization programs and awareness campaigns, Establishment of GBV support centers and shelters and Training programs for professionals working with GBV survivors. The CBO's activities will focus on prevention, survivor support services and advocacy – targeting widows, single mothers and OVCs.

b. Promoting Women Land and Property Rights

While women legally have a right to own land in Kenya, they continue to face significant challenges with ownership, access, control and management of land. According to the Kenya Economic Report (2022) by the Kenya Institute for Public Policy Research and Analysis (KIPPRA) women own approximately 1% of all registered land titles in Kenya. Expensive land registration processes, harmful cultural practices and low awareness on land rights contribute significantly to

land-related challenges faced by women in Vihiga. Survivors CBO recognize that strong intersection between GBV and land tenure security especially in Vihiga County. The CBO's initiatives emphasize women empowerment and policy advocacy to address rising challenges while empowering women justice seekers.

c. Institutional Growth and Development

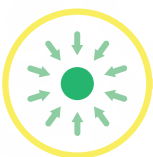
Survivor's CBO will strive to improve on its capacities while mitigating its vulnerabilities based on the recommendations of the February 2025 OCA report. More specifically, it will seek to enhance its efficiency, effectiveness, adaptability and sustainability.



2.5 Current approach

The organization employs a multi-faceted strategy to drive impact:

- **Social Advocacy** – Our activities aim at empowering individuals and communities to be able to influence public policy, raise public awareness, and directly support those in need.
- **Survivor-centered Support Services** – We commit to employ a survivor-centric approach in all our measures aimed at preventing, protecting, responding or fulfilling survivor's rights and dignity.
- **Partnerships and Networking** – We acknowledge that the gravity of the issues we are dealing with are beyond the means of any single organization. We also recognize that there are already organizations working on different aspects of the same issues using different approaches. We are therefore keen on leveraging the different stakeholder contributions and sharing learning and successes.
- **Research and Documentation** – We are keen at providing evidence-based practice and ensuring accountability by promoting the reporting of all our activities and processes and facilitating communication.



2.6 Key Achievements

Our activities have been crucial towards delivering the following impacts:

- Assisted over 250 survivors in accessing legal aid and psychosocial support.
- Rescued over 70 survivors, including children from sexual abuse and exploitation.
- Trained more than 50 young women in vocational skills, fostering financial independence.
- Reached thousands of community members through awareness campaigns across Vihiga County.
- Built a strong network of GBV survivor advocates, pushing for justice and policy reforms, in Vihiga County.
- Successfully influenced local policies to enhance survivor protection and promote gender equality.



2.7 Current challenges

This strategic plan will be important towards helping the CBO navigate through the following setbacks:



- **Limited Funding and Resources** – which has limited the organization’s ability to run programs effectively, maintain the safe house, and fully meet survivors’ needs.
- **Security Risks and Threats** – working on sensitive issues like SGBV exposes our staff and volunteers to threats, intimidation, profiling or backlash from perpetrators and their allies.
- **Stigma and Cultural Barriers** – deep-rooted cultural beliefs and stigma surrounding gender-based violence may discourage survivors from seeking help or speaking out.
- **Limited Access to Legal and Psychosocial Services** – there have always been delays and difficulties in accessing justice, medical care, and counseling, for survivors especially in remote areas.
- **Low Community Awareness** – lack of understanding about human rights and SGBV within the community has led to limited support for the organization’s work.
- **Inadequate Staffing and Volunteer Burnout** – we are a small team therefore we over-rely on volunteers leading to burnout, thus affecting the consistency and quality of services offered.



3.0 Environmental Scanning

3.1 Internal Environment

This section highlights our internal capacity analysis in terms of strengths and areas of improvement. We keen on leveraging our strengths and mitigating our vulnerabilities over the next 3 years.

	What is working well/strengths	Strategic Interventions
1	Dedicated team and strong leadership	Periodic governance review Succession planning Motivate team members Encourage team work
2	Strong and active collaboration with local CSOs, grassroots movements, and stakeholders.	Encourage shared success reporting Periodic stakeholder analysis and reviews
3	Training & Awareness Programs – Capacity to educate communities, conduct workshops, and empower women with knowledge about their rights.	Periodic capacity gap analysis and development Personnel development and growth programs
4	Support Services – Availability of safe house, paralegals, counselors to support survivors of gender-based violence.	Improve efficiency and effectiveness Leverage partnerships and collaborations
	Areas of Improvement	Strategic Interventions
1	Limited Financial Resources – Insufficient funding to scale programs, expand services, and reach more beneficiaries.	Diversify fundraising–develop a fundraising strategy Develop adaptability and sustainability plans
2	Inadequate Personnel & Skills Gaps – Need for more trained staff, particularly in specialized areas like legal advocacy, fundraising, and psychological support.	Leverage interns and volunteers Strategic and priority capacity building plans
3	Infrastructure & Equipment Constraints – Inadequate office space, technology, transportation, or equipment to effectively implement programs.	Leverage referrals and linkages Enhance fundraising
4	Weak Monitoring & Evaluation Systems – Need for stronger data collection and impact measurement to assess program effectiveness.	Develop and adopt M&E framework Training on M&E
5	Dependency on External Funding – Overreliance on partners' support and donations without sustainable internal funding sources.	Diversify fundraising – consider the private sector and developing and adopting a resource mobilization strategy.

3.2 External Opportunities and Threats

We assessed how the external environment impacts on our work by pairing an analysis of our opportunities and threats with the PESTEL analysis – and considered what we need to put in place as a response to the analysis.

Focus area	Opportunities	Strategic Interventions
Political	• Growing global and national support for women's rights and gender equality. • Presence of legal frameworks like CEDAW (Convention on the Elimination of All Forms of Discrimination Against Women) and national gender policies. • Potential for collaboration with government agencies to influence policies and programs.	• Strategic partnership with key government institutions • Explore networking with international like-minded organizations
Economic	• Increasing funding opportunities from international donors, NGOs, and corporate social responsibility (CSR) programs. • Rising awareness of women's economic empowerment as a key driver for sustainable development. • Growth in social enterprises and women-led businesses creating financial independence for women.	• Develop a resource mobilization strategy • Diversify funding opportunities • Enhance social enterprise interventions for survivors support groups
Socio-cultural	• Changing societal attitudes, especially among younger generations, towards gender equality. • Expanding networks of activists, civil society organizations, and feminist movements. • Increased global campaigns (e.g., #MeToo, HeForShe) that amplify women's voices and issues.	• Enhance awareness raising • Enhance strategic collaborations at different levels • Engage community champions
Technological	• Digital platforms enabling wider advocacy, awareness campaigns, and online education. • Use of mobile apps and technology for reporting gender-based violence and accessing support services. • Opportunities for online fundraising and crowd funding to sustain programs.	• Leverage social media for advocacy and fund raising. • Leverage technology for digital case management • Training on digital security
Environmental & Health	• Climate change impacts disproportionately affect women, opening opportunities to integrate gender perspectives into climate action programs. • Funding opportunities for gender-sensitive environmental initiatives (e.g., sustainable livelihoods for women).	• Research on the intersection of GBV and climate change in Vihiga County. • Invest in climate change responsive GBV management practices
Legal	• Increasing accountability for gender-based violence through legal reforms and human rights monitoring. • Opportunities to push for better enforcement of existing laws on women's rights and protection.	• Joint advocacy campaigns on legal reforms. • Membership to strategic access to justice technical working groups

	Threats	Strategic Interventions
Political	• Instability or conflicts that disrupt advocacy efforts and put women at greater risk. • Little interest in gender equality by the political class	• Lobbying key political actors • Enhancing awareness
Economic	• Economic downturns or crises affecting funding availability for women's rights organizations. • High levels of unemployment and poverty increasing women's vulnerability to exploitation and abuse.	• Diversifying funding and sustainability opportunities • Leverage affirmative action funds
Social	• Deep-rooted patriarchal norms and cultural resistance to women's empowerment. • Backlash against feminist movements, including harassment of activists and organizations. • Misinformation and harmful narratives spread through social media against gender equality efforts	• Developing and sharing key advocacy messages • Strategic engagement with social and cultural gatekeepers • Engaging social media influencers for narrative shaping.
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.	• Digital security training for members and volunteers • Develop and adopt a safeguarding policy framework
Environmental	• Natural disasters and climate change disproportionately affecting women and children, increasing displacement, and vulnerability. • Resource scarcity leading to higher rates of GBV and economic dependency.	• Establishing safe spaces for women and children engagements • Developing protocols for rapid response
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 harassment.	• Strategic membership to access to justice working groups • Enhance training on paralegal work

3.3 Stakeholders

Analysis of our stakeholder provides us the opportunity to locate individuals and institutions who have some interest or influence over our programs for the purposes of engaging with them strategically and maximizing our outcomes.

3.3.1. Internal Stakeholders

Stakeholder	Role of the Stakeholder	Stakeholder expectation from Survivors CBO	Survivors CBO expectation from Stakeholder
Executive Leadership (Board of directors)	Strategic decision-making, governance, resource mobilization	Transparent operations, impact reporting, sustainability	Commitment to the vision, effective governance, fundraising
Survivors of Sexual Gender based violence	Beneficiaries	Access to justice Economic empowerment	Feedback on programs Active engagement
Staff & Volunteers	Program implementation, advocacy, direct support, Activism	Fair remunerations and compensation (where applicable), capacity building, safe working environment	Commitment to social justice values, professionalism, active engagement

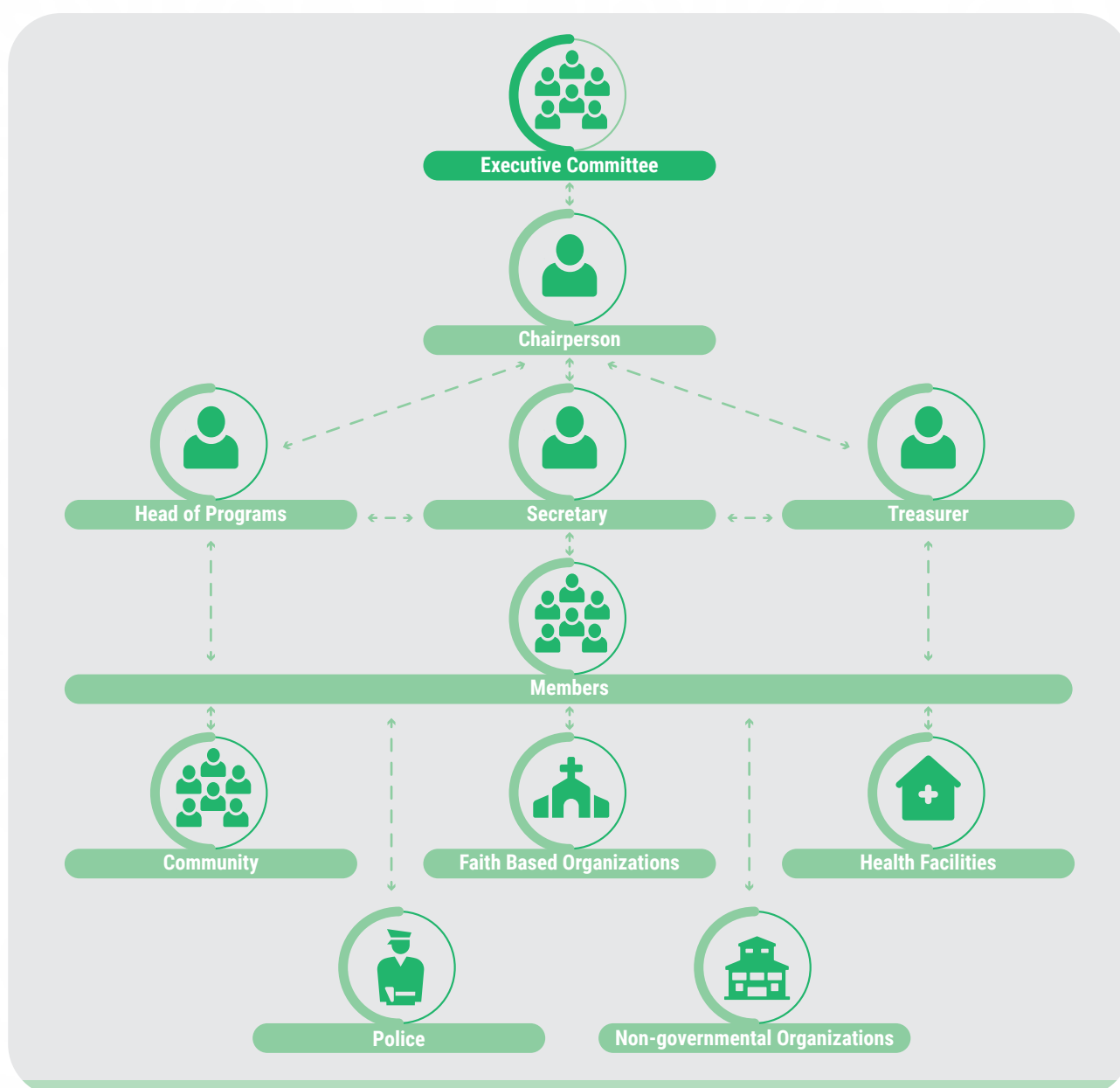
3.3.2. External Stakeholders

This section examines the different level of stakeholders who have interest and influence over the work that CBO does. Their analysis has provided an opportunity for the CBO to make considerations on how to engage them over the 3 years. The CBO appreciates the need to periodically review the position of each stakeholder based on evolving internal and external dynamics.

Stakeholder	Role of the Stakeholder	Stakeholder expectation from Survivors CBO	Survivors CBO expectation from Stakeholder
County Government of Vihiga, National Government & Policy Makers	Law enforcement, policy formulation, regulatory support, Funding	Compliance with regulations, constructive engagement	Legal and policy support, protection of activists, policy change
Inter Gender Sector Working group	Discuss gender issues Coordination	Reports Refer cases Case management	Linkages Case referrals
Judicial system	Dispensing Justice Corrections	Report cases Provide evidence Provide witnesses/support witnesses	Dispensing justice expeditiously Professionalism in handling cases Legal support
Civil Society Organizations (CSOs) & NGOs	Collaboration, advocacy partnerships, capacity building	Aligned advocacy efforts, knowledge-sharing	Joint campaigns, resource-sharing, network building

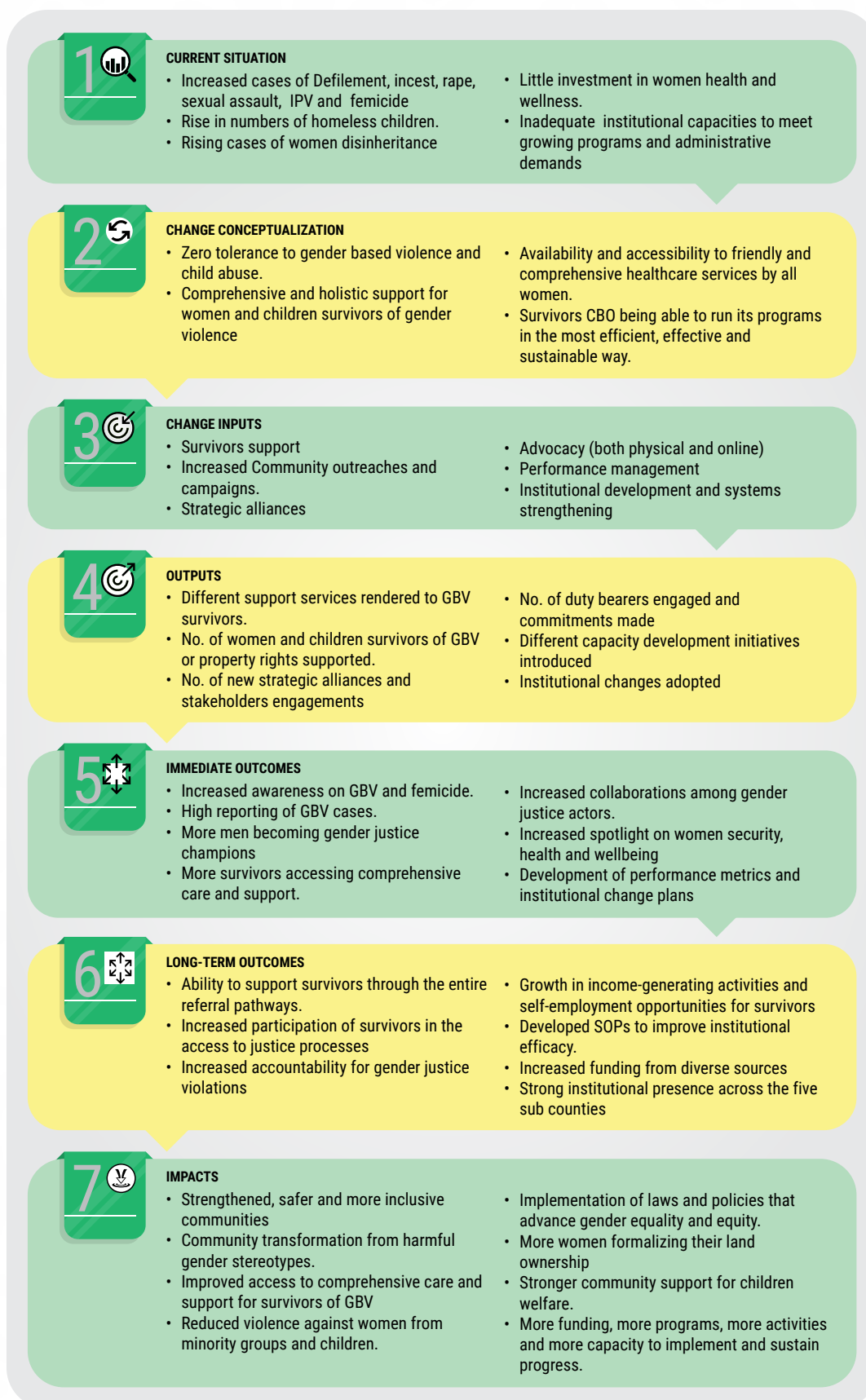
Donors & Funding Partners	Financial and technical support	Transparency, impact reports, effective use of funds	Continued funding, capacity building, strategic support
Media & Journalists	Public awareness, reporting on justice issues	Access to verified information, compelling narratives	Ethical reporting, amplifying women's justice issues
Traditional & Religious Leaders	Community influence, cultural mediation	Engagement in justice issues, addressing harmful practices	Support change community sensitization
Private Sector & Businesses	Funding, corporate social responsibility (CSR) support	Ethical operations, visibility in social justice causes	Financial support, employment opportunities for women

3.4 Organization's Governance Model



3.5 Change Theory

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



4.0 Strategic Plan Implementation Framework

This section presents an elaborate results framework developed to facilitate effective delivery, monitoring and evaluation of the results and interventions over the next 3 years. The same will be supported with detailed activities to be elaborated in annual implementation plans.

Key Result Area 1:		Gender Based Violence Management						
Strategic Objective 1:		To promote comprehensive and holistic management of Gender-Based Violence by strengthening survivor-centered support systems. To strengthen child protection systems through prevention, response, collaboration, and community empowerment to safeguard children's rights and well-being.						
Primary Target Groups		Women and Children survivors of GBV Children at risk of GBV: Orphans, Children staying with their grandmothers, Children staying with single mothers.						
Intermediate Outcomes:		Increased community awareness on GBV, Increased number of reported GBV cases among women and girls in Vihiga County, Improved GBV stakeholders' collaboration, Improved case managers' capacity on GBV management and Increased number of logically concluded GBV cases.						
Strategies:		Key Activities	Success Indicators	Performance Targets			Total	Indicative Budget (Kshs.) '000
				2025	2026	2027		
1	Prevention	Community outreaches (school 'Haki' clubs, barazas, church visits, funerals, CHVs, intergenerational dialogues etc)	Feedback reports Key commitments secured Key allies supporting	9	36	48	108	720
		Rescue and rapid response operations	Successful rescues supported Beneficiary feedback Key allies supporting the process Rescue support offered	12	12	12	36	180
		Temporary shelter	Beneficiary feedback Nature of support provided	6	6	6	18	378
		Train caregivers, teachers, and local leaders on child safeguarding	Capacity gaps identified and addressed Key commitment made	2	2	2	6	240

2	Response	Monitoring, Documentation & Reporting	Key SOPs developed	42	52	62	156	312
			Trainings done on SOPs operationalization					
		Referrals, Linkages & Follow ups (RLF)	Successful RLFs made	20	25	40	85	255
			Beneficiary feedback report					
			Type of service provided					
		GBV Case Managers Capacity Development	Case management database	4	4	4	12	1,200
		Psycho-social support	Beneficiary feedback	15	15	15	45	225,000
			Sessions completed					
3	Empowerment	Compassionate support (Medical support, food, clothing)	Beneficiary feedback	21	26	31	78	156
			Type of support provided					
			Partners joining for support					
		Safe house for temporary shelter	Beneficiary feedback	36	40	44	120	10,000,000
			Type of support provided					
			Partner contributing support					
		Legal aid clinics	Legal aid clinics conducted	2	2	2	6	
			Cases successfully supported					
			Number of persons reached					1.8 M
			Partners providing support					
		Training of survivors economic support groups (Table banking, dairy farming, poultry, market traders)	Trainings offered	2	2	2	6	1,200
			Action plans developed					
			Participants feedback					2 M
		Seed capital for business startups support	Amount of funds disbursed	20	20	20	60	300
			Beneficiary feedback	30	30	30	90	1.8 M
		Market linkages	Successful linkages supported	22	28	35	85	45
			Beneficiary feedback					
			Key partnerships formed					225,000

4	Strategic collaboration	Male engagement sessions	Key male champions on boarded		3	3	9	54
			Action plans	3				
			Commitments made	15	15	15	45	607,500
		CUC meetings and Partnerships	Commitments made	2	2	2	6	240
			Action plans developed					
			Key partnerships formed					
		Gender Sector Working Group Meetings and Partnerships	Commitments made	2	2	2	6	360
			Action plans developed					
			Key partnerships formed					
			Joint initiatives secured					
		CSO working on GBV networking and partnership	Commitments made	2	2	2	6	480
			Action plans developed					
			Key partnerships formed					
			Joint initiatives secured					
		Joint activities with referral pathways actors	Strategic activities done	2	2	2	6	300
			Activity feedback reports					
			New strategies adopted					
		Community level GBV stakeholders forums	Feedback reports	10	10	10	30	900
			Key commitments made					
			New stakeholders on boarded					
		Joint campaigns & Int. Days observances	Feedback reports	8	8	8	24	1,068
			Key commitments made					
			New stakeholders on boarded					
		Development of a stakeholder engagement strategy	Adoption of the stakeholder engagement strategy	-	-	1	1	300
			Training on implementation of the strategy held					
			Key recommendations					

6	Advocacy	Research and reports sharing	Annual reports produced	2	2	2	6	1,800
			Stakeholders accessing reports	4	4	4	12	3,600,000
		Key stakeholders roundtable meetings	Key stakeholders attending and engaged	2	2	2	6	900
			Key commitments secured					
			Forum reports					
		Direct actions (petitions, memos, protests, etc)	Feedback reports	5	5	5	15	750
			Commitments secured					
			Issues addressed					
		Development of advocacy strategy	Advocacy strategy adopted	1	-	-	1	600
			Members trained on implementation of the strategy					
			Key alignments made					

Key Result Area :2		Women Land and Property Rights						
Strategic Objective 2:		To enhance women’s land tenure security and equitable access for women through policy advocacy and community engagement.						
Primary Target Groups		Widows Women from low income households Women survivors of GBV						
Intermediate Outcomes:		Enhanced opportunities for widows and women GBV survivors to own, use, and control land. Increased involvement of women in decision-making, advocacy and policy reforms on land rights.						
Strategies:		Key Activities 2025	Output Indicators 2026	Performance Targets				Indicative Budget (Kshs.) '000
				2025	2026	2027	Total	
1	Community engagements	Awareness raising (radio, barazas, churches)	Audience feedback Emerging concerns Key stakeholders joining initiatives	4	4	4	12	480
		Linkages, referrals & follow ups	Beneficiary and partner feedback # of successful RLFs	12	12	12	36	180
		Workshops trainings	Training reports Commitments made Key champions trained	4	4	4	12	480 1,020,000

		Community land clinics	Type of cases addressed	4	4	4	12	600
			Beneficiary and partners feedback					
			Key recommendation					780,000
		Alternative dispute resolution	Beneficiary feedback	12	12	12	36	180
			ADR report					
			# cases successfully resolved					306,000
2	Policy Advocacy and Legal Reform	Training of paralegals	Training report	4	4	4	12	600
			Participants feedback					
			Action plan					1.5 M
		Develop and submit policy briefs, petitions, and legal recommendations.	# petitions submitted	2	2	2	6	600
			Key partners supporting petition					
			Feedback from submissions					
		Key stakeholders roundtable	Key stakeholders attending	1	1	1	3	450
			Strategic engagements secured					
			Stakeholders feedback					660,000
			Report					

Key Result Area :3		Institutional Growth and Development						
Strategic Objective 3:		To enhance the capacity, governance, and sustainability of institutions by strengthening leadership, operational efficiency, resource management, and stakeholder engagement for improved service delivery and impact.						
Target Groups		Organization staff / volunteers / board members						
Outcomes:		Strengthened institutional structures, policies, and leadership capacity for effective decision-making and accountability. Streamlined processes, improved service delivery, and better resource mobilization and utilization within the institution. Enhanced skills, motivation, and retention of staff through capacity-building initiatives and professional development. Effective data collection, reporting, and adaptive learning mechanisms to track progress and impact.						
Strategies:		Key Activities	Output Indicators	Performance Targets				Indicative Budget (Kshs.) '000
				2025	2026	2027	Total	
1	Governance and Leadership Development	Governance performance review	Review report	1	1	1	3	150
			Key recommendations					225
		Board establishment	Board charter established	1	-	-	1	250
			Board members inducted					
		Board members training	Key resolutions	1	1	1	3	300
			Training report					
2	Monitoring, Evaluation, and Learning (MEL)	Leadership training and mentorship programs	Training report	1	1	1	3	150
			Participants feedback					250
		Team building and debrief	Resolutions made	1	1	1	3	300
			Action plans developed					
		Establish and enforce clear policies, structures, and decision-making frameworks.	Key SOPs developed	1	1	1	3	900
			Key SOPs operationalized					
			Members feedback					
		Performance assessments and impact evaluations.	Assessments reports	1	1	1	3	300
			Members participating					
		Develop and implement annual results-based MEL framework to track progress.	MEL tools developed and adopted	1	1	1	3	300
			Assessment feedback					
		MEL training	Key staff trained	1	1	1	3	300
			Training report					
			Participants feedback					

3	Institutional Resilience and Risk Management	Acquisition of office equipment	Equipment acquired	1	2	1	4	800
		Skill and knowledge development	Training offered	3	3	3	9	900
			Action plans developed					
		Enhance cyber security and data protection measures.	Training offered	1	1	1	3	150
			Protocols adopted					
		Visibility and branding (Website, IEC, Social media)	Website running	3	2	2	7	700
			Increase in social in media visibility					
			IEC material developed					
		Development of key SOPs (sexual nnancial)harassment, safeguarding,	Policies developed	1	1	1	3	600
			Policies adopted					900
			Change in programming and operations					
		Review of role description and redeployment	Key alignments made	1	-	-	1	150
			Report					
		Establishment of an advisory board	Board charter adopted	3	4	4	11	1,100
			Established advisory board					
			Board meetings					
		Annual financial audits	Annual audit reported	1	1	1	3	450
		Mid-term strategic plan review	Mid-term review report	-	1	-	1	300
		Administration	Members on stipend	1	1	1	3	4,500
			Logistics supported					

Survivors CBO

📍 Losengeli
✉️ P.O. Box 158-50310 Vihiga
✉️ survivorscommunity62@gmail.com
☎️ +254 720 759 204
f Survivors CBO Vihiga

