



WANGU
KANJI
FOUNDATION

Strategic Plan

2023-2027

Breaking the barriers, enhancing individuals' agency, voice and choice towards sexual violence prevention, protection and response in Kenya.



Survivors Voices
Matter

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ACRONYMS

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| ADR | Alternative Dispute Resolution |
| CoK | Constitution of Kenya |
| COVID-19 | Coronavirus Disease 2019 |
| CREAW | Center for Rights Education and Awareness |
| CRSV | Conflict Related Sexual Violence |
| CSOs | Civil Society Organizations |
| CUCs | Court Users Committees |
| DCI | Department Criminal Investigations |
| DNA | Deoxyribonucleic Acid |
| HRDs | Human Rights Defenders |
| IAWJ | International Association of Women Judges |
| ISM | Information Security Management |
| KPIs | Key Performance Indicators |
| MEAL | Monitoring Evaluation Accountability and Learning |
| NPS | National Police Service |
| ODPP | Office of the Director of Public Prosecutions |
| PADV | Protection Against Domestic Violence Act |
| PATA | Protection Against Torture Act |
| PESTEL | Political, Economic, Social, Technological, Environmental and Legal |
| PWDs | Persons With Disabilities |
| SBCC | Social Behaviour Change and Communication |
| SDGs | Sustainable Development Goals |
| SGBV | Sexual and Gender Based Violence |
| SOA | Sexual Offences Act |
| SP | Strategic Plan |
| SSV | Survivors of Sexual Violence |
| SSVKenya | Survivors of Sexual Violence in Kenya Network |
| SV | Sexual Violence |
| SWOT | Strength, Weaknesses, Opportunities and Threats |
| ToC | Theory of Change |
| UAF | Urgent Action Fund-Africa |
| UN | Women United Nations Entity for Gender Equality and the Empowerment of Women |
| WKF | Wangu Kanja Foundation |

EXECUTIVE SUMMARY

WANGU KANJA FOUNDATION (WKF) is honored to share its Strategic Plan (SP) for the period 2023 – 2027. The new strategy is imperative after the expiry of the previous strategy for the years 2016 – 2020. It is worth noting that the development of this Strategic Plan was significantly derailed as a result of the unprecedented operating environment occasioned by the emergence of the COVID-19 pandemic that hit the world in 2020. WKF engaged in a post pandemic explorative, consultative and participatory process of collating and aligning views from diverse survivors of sexual violence, like-minded partners, Staff, Board members of WKF and other stakeholders. This Strategic document is a consolidation of the views that now culminates into new strategies and priorities that will drive the organization forward for the next five years. It is an inclusive framework that has taken into account lessons from implementation of the previous SP, emerging issues, opportunities for addressing sexual violence in Kenya and beyond.

Based on WKF's work over the last 18 years, we acknowledge that sexual violence is a difficult and extremely sensitive topic to traverse and is often not well understood in many contexts. The concept of "sexual violence" is an abuse of human rights that encompasses all violations of sexual autonomy and sexual integrity. According to *Civil Society Declaration 2019*, understanding the breadth of views on what constitutes an act of sexual violence is essential for those engaged in documenting, preventing, investigating, prosecuting, or responding in any other way to crimes of sexual violence. Sexual violence can be committed at any time, in any space, and by and against any individual adult or child, whether male, female (women, men, children, persons with disabilities, key populations and other vulnerable groups), or otherwise – *acts of sexual violence can be committed by and against any person, regardless of age, sex, or gender*. It is against this breadth that WKF has reviewed its mission, vision and core values and has strengthened its objectives so that survivors' agency, voice and choice become core to its operations, decisions and strategies in addressing sexual violence. As stipulated in this Strategy, WKF will work to address sexual violence committed both during peace times and also Conflict Related Sexual Violence (CRSV).

Laws and policies addressing sexual violence often do not reflect the reality of what survivors' experience and as a result, accountability efforts often fall short. From WKF's experience, it is imperative to enhance the understanding of what constitutes an act of sexual violence from the perspective of survivors of sexual violence. Better understanding the lived experience of survivors is essential for those engaged in addressing sexual violence. It ensures that violence is not overlooked or trivialized by practitioners who may not always recognize these acts, and it provides survivors with recognition and validation of their experiences. Additionally, as sexual violence is better understood, laws, policies, and practices can be developed and/or reformed to address sexual violence more effectively. The implementation of this SP towards the realization of the set objectives and goals will require boldness in strengthening existing laws, policies, frameworks by state and non-state actors where efforts are synergized and/or scaled up to reach those in the hard-to-reach areas including circumstances. The strategy is therefore anchored in addressing policy and practice gaps, by engaging in strategic and collaborative partnerships to strengthen the existing structures for improved efficiency in addressing sexual violence.

Critical undertakings informing this strategy includes the overarching principles of ensuring programs are not only survivor centered and trauma informed (*taking into account principles of survivor care*) but also incorporate feminist principles and the core values necessary in provision of holistic and comprehensive services. Economic empowerment is also featured as a necessary ingredient for building resilience of survivors to the risks and effects they are exposed to. The new strategy positions WKF as a centre of excellence with expanded structure that shall operate on a broad spectrum towards addressing sexual violence. Towards this end, WKF will focus on entrenching human rights-based approaches in its work as well as ensuring efficiency, accountability and sustainability in efforts to address systemic and structural gaps regarding prevention, response and protection of survivors of sexual violence. Diversity and intersectionality are nascent ideologies included in the strategy to enrich the scope to include the principles of '*do no harm*' and '*leave no one behind*'. Gender transformative approaches to tackle the most intractable social norms that contribute to perpetuation of sexual violence have also been incorporated with special attention to male engagement to bring about a paradigm shift in addressing impunity and creating a safe world where humanity is restored and people's rights are respected.

Notably, through the implementation of this strategy, WKF will contribute directly and indirectly to the achievement of the global agenda including Sustainable Development Goals (SDGs) particularly **SDG 3: Good health and well-being**, **SDG 5: Gender equality** – At the core of WKF's engagement and operations towards the realization of this goal will be to champion for the reduction and subsequent elimination of all forms of sexual violence across Kenya. **SDG 10: Reduced inequalities** and **SDG 16: Peace, justice and strong institutions**. More broadly, WKF's programs will contribute to the achievement of the full vision of sustainable development in the SDGs at the county and national level, by providing evidence and capacities to enhance synergies amongst the goals recognising that these four (4) goals are crucial to the achievement of many others. Nationally, the Strategic Plan supports the achievement of the Kenya Agenda 2030 specifically on the achievement of the social pillar as well as implementation of various regional and national laws on the promotion of human rights and social justice for all.

ORGANIZATIONAL BACKGROUND







WANGU KANJA FOUNDATION (WKF) is experienced-informed and survivor led feminist non-profit national organization founded in 2005. The organization is domiciled in Nairobi Kenya but has footprints in all the 47 counties in Kenya. The organization was founded by Ms. Wangu Kanja, an experienced Human Rights Champion, with 18 years' experience in the field of gender and development. The challenges she faced after a sexual violence ordeal and particularly in the quest for justice in Kenya, were instrumental in the establishment of WKF. The organisation focuses on addressing sexual violence with regards to prevention, protection and response. At the core of WKF's work is addressing the needs of survivors of sexual violence in Kenya and beyond by engaging in holistic interventions with an aim of restoring their dignity and that of their families and friends.

WKF believes that by shifting social norms that propagate sexual violence, enhancing service delivery and ensuring accountability by all stakeholders can result in the prevention and response to sexual violence leading to dignified healing, recovery and resilience amongst survivors. WKF identifies itself as a centre for excellence that catalyzes action towards curbing sexual violence by applying myriad strategies including but not limited to community mobilization, awareness, partnerships, research, innovation, capacity strengthening lobbying and policy advocacy, socio-economic empowerment, and access to comprehensive care and support for survivors of sexual violence. WKF is the Convenor of the Survivors of Sexual Violence in Kenya (SSVKenya) Network which brings together a unified movement of survivors to amplify their voices to address all forms of sexual violence across the country.

VISION, MISSION AND CORE VALUES



WKF'S CORE VALUES

| | |
|---|--|
|  | Accountability We will endeavor to hold state, non-state and itself to account for actions and inaction towards the fulfillment of WKF mission and vision. We will diligently fulfil all our commitments to the survivors of sexual violence, donors, partners, and collaborators and expect that same with each of the individuals and organisations that interact with our work. |
|  | Integrity We believe in being honest, guided by strong organizational principles to behave ethically and do the right thing, even behind closed doors. We will honor the confidence endorsed by survivors of sexual violence, our donors, and collaborators by adhering to the highest ethics in all areas of our work including respecting institutional policies and practice. |
|  | Dignity We will esteem and honor the survivors of sexual violence, their families and communities. We will therefore engage efficiently, give information, provide services and make follow up to ensure that survivor issues are adequately addressed with strict confidentiality. |
|  | Empathy We take into consideration the perspectives, feelings, and emotions of the survivors of sexual violence and taking action in consultation with the survivors in response. We will integrate the needs and amplify the voice of survivors in all our programs and activities considering their best interests. |
|  | Respect We care and respect ourselves, survivors and others we connect with. We shall therefore be guided by ethical principles such as 'do not harm' and be informed by best interests and practice in supporting our constituents and collaborators to attain their full potential. |
|  | Partnership We embrace inclusion and diversity as core principles in the identification of collaborators and partners. We shall embrace team work and use the principles of intersectionality in finding mutual partners to support our work. |

OVERALL GOAL

THE strategy embodies a multifaceted approach that brings together different sectors i.e., health, safety and security, legal and justice, psychosocial support (individual, family, community, civil society organizations), livelihoods (including development actors) working at both the national and county levels. Significantly, WKF will continue to apply and utilize its human and material resources in the most effective, proficient and coordinated manner towards the realization of its overall mandate.

The overall goal over the next five years therefore will be: To provide comprehensive care and support to survivors of sexual violence, improve policies, attitudes and to strengthen action to challenge social norms towards sexual violence prevention, protection and response in Kenya.

WKF'S PHILOSOPHY

WKF's work is anchored in the belief and respect for fundamental human rights. This is to say that; regardless of traumatic experiences, all life is sacred and precious and deserves to be treated with dignity and respect. Based on this foundational belief, WKF utilizes its expertise and resources towards restoring the well-being and dignity of survivors and especially survivors whose sexual rights are at risk of violation as a result of prevailing systemic gendered inequalities, oppression, exploitation and discrimination. WKF supports survivors of sexual violence (SSV) irrespective of sex, gender, age, ethnicity, race, class, education and any other form of socio-economic status or affiliations. Some of the key populations include survivors with HIV, survivors self-identifying as lesbian, gay, bisexual, transgender, queer/questioning, and intersex, survivors living with disabilities, survivors experiencing racial discrimination and/or injustice, survivors self-identifying as sex workers, survivors living in the lowest income groups, vulnerable and marginalised groups, survivors who are also human rights defenders and gender advocates among other diversities.

We propose to add value to our target beneficiaries as follows:

| Target Beneficiaries | Value Proposition |
|---|---|
| Survivors of Sexual Violence | <p>These are our core constituents, for whom we will:</p> <ol style="list-style-type: none"> 1. Co-create purpose-driven and survivor centered interventions; 2. Collaborate and strategically work with public and private institutions, community structures and facilitate joint interventions to positively influence culture and practice; 3. Pursue contextualized solutions for local problems; 4. Strengthen movement building through knowledge and information sharing and capacity development; 5. Work to consolidate and safeguard the gains realized through prevention and response initiatives; 6. Celebrate milestones achieved and showcase best practices to influence knowledge, skills and practice. |
| WKF Staff (Board, Staff, Volunteers) | <p>Using survivor centric approaches, we shall:</p> <ol style="list-style-type: none"> 1. Adopt strategic and innovative gender transformative approaches in our work with survivors and in our resource mobilization; 2. Use comprehensive monitoring, learning, adaptive and evidence-based approaches that embrace human rights principles; 3. Ensure safe work environment for the staff to enhance their self-care and overall well-being; 4. Source for safe opportunities in the referral pathway for serving survivors and those at risk of sexual violence. |
| Service Providers (Duty Bearers, Civil society, Private Sector, Academia, Media, Sports & Arts) | <p>We shall work in complementarity to offer:</p> <ol style="list-style-type: none"> 1. Platform for leveraging of opportunities and resources so as to maximise spaces for holistic support and impact for our beneficiaries; 2. Opportunities for collaboration in evidence building to increase knowledge and solutions; 3. Spaces for coalescing and enhancing joint advocacy on areas of mutual interest. |
| Funders | <p>Our offer to those who fund our work, we shall</p> <ol style="list-style-type: none"> 1. Share our knowledge and experience on what works to address sexual violence; 2. Be accountable in how we use resources entrusted to us guided by the principles of value for money, accountability and good faith; 3. Seek complementarity in areas of work to realise positive impact in the achievement of our goals. |

KEY ORGANIZATIONAL SUCCESSES

Snapshot of WKF's Achievements Since Its Inception:



Partnership Engagement: Since its inception, WKF have engaged with different partners from different sectors (state and non-state) including National Government Ministries such as the Ministry of Interior and Coordination of National Government through National Police Service (NPS) and the Department of Criminal Investigations (DCI), Ministry of Health (including engaging with the Government Chemist), Ministry of Gender, Affirmative Action and Social Welfare, the Judiciary, including the International Association of Women Judges (IAWJ), Office of the Director of Public Prosecutions (ODPP), National Gender Sector working group and County offices including County Executive Members, County Technical working groups on gender, Civil Society Organizations (CSOs), Faith Based Organizations, Development Partners, academia among others. WKF enjoys good working relationships with all partners within the criminal justice system and the referral pathway.



Capacity Building, Awareness Raising and Advocacy: Engaged in 60 sessions and radio programs; Training sessions held for different stakeholders – 180 sessions (different stakeholders within the referral pathway i.e., Health, Security, Legal and Psychosocial pillars); 50 Legal Aid Clinics conducted – (quarterly over the years of WKF's existence); conducted capacity building activities through SSVKenya in 12 counties; reached approximately 15 million people through awareness creation and sensitization activities; training of interviewing skills for preserving and protecting memory evidence, 1,610, SSVKenya Membership spread across all the 47 counties; Lobbied the state for the inclusion of Sexual Violence (SV) as a consequence of COVID-19 pandemic which led to case of sexual violence being prioritized for support parallel to the humanitarian crisis; offered technical support to Makadara Law Courts, Court Users Committees (CUCs).



Cases Handled: Cases of sexual violence reported through Toll-Free line 1519, SV_CaseStudy Mobile Application and SMS platform to report cases of sexual violence amount to 12,740 (female 10,420 – male – 2,320) reported cases of sexual violence through WKF's various reporting channels. 2,620 cases directly reported to the police for action while 685 court cases have been supported.



Survivors Support: A total of 3,505 medical assistances offered to survivors; 1800 legal Aid assistance to survivors; 2,905 survivors supported through counselling sessions; Dignity Kits has been distributed; Developed over 100, 280 Survivors linked to safe spaces and shelters and 2,111 Survivors reached and supported through Cash Transfers; 464 survivors engaged in economic empowerment ventures.



Innovation: In 2019, WKF pioneered innovation in the application of technology in the collection of evidence through DNA Kits in low resource settings. 1,200 DNA Evidence Kits distributed to various health facilities across Kenya; A total of 3,010 Visual aid, info/motion graphics centered on sexual violence prevention and response. In collaboration with ActionAid, WKF developed a text messaging platform for reporting sexual violence. Launched a Toll-Free line “1519” for survivors to report cases of sexual violence. Developed a mobile application “SV_CaseStudy” to document cases of sexual violence and established Survivors-led Prevention and Response Hub.



Knowledge Products: Engaged in development of up to 10 different research papers in partnership with University of Leicester, University of Birmingham, Urgent Action Fund-Africa and CREAM; Reports to WKF credit include *In The Trenches: Data Analysis 2020*, *Tackling SGBV in the midst of COVID- 19 Pandemic*” and *“In the Shadows- Male survivors of Sexual Violence Report*. The evidence-based knowledge products are purposely used for learning, review of progress and revision of advocacy interventions by WKF and its partners.

RATIONALE FOR THE STRATEGIC PLAN

THE Strategic Planning process is mainly aimed at identifying and settling on the most feasible and appropriate ways of utilising the WKF's organization's resources to achieve specified objectives, while taking into account the internal and external environments in which the organization operates. This Strategic Plan covers the period January 2023 – December 2027. It lays the foundation for a focused and a functional WKF, able to carry out its mandate over the next 5 years. The theme for this plan is *“breaking the barriers, enhancing individual's agency, voice and choice towards sexual violence prevention, protection and response in Kenya”*. This theme aims to expand the frontiers for tackling sexual violence through an integrated and multi-sectoral approach in line with the global principles of *“do no harm”* and *“leave no one behind.”*

The strategies and action plans under each strategic objective are linked to performance indicators and outcomes to enable the WKF assess progress and impact in realizing its goals. The strategies and action plans under each strategic objective are linked to key performance indicators and to enable WKF assess progress and impact in realizing its goal.

STRATEGIC PLAN FRAMEWORK OVERVIEW

WKF Strategic Plan: The Strategic Plan is a delivery programme that outlines WKF's purpose and aims, and also the social policy, financial and environmental outcomes that it seeks to achieve.

Strategy Vision: The vision of the strategy is to meet the needs of all survivors of sexual violence through equitable, accessible and effective services; and on working towards the development of a society in which there is zero tolerance to sexual violence.

Outcomes: Our outcomes are the value that our services contribute to the lives of the people that we serve. Put more simply, our outcomes are the effect that our services have in relation to individuals experiencing or perpetrating sexual violence.

Strategic Plan Purpose: The purpose of the Strategic Plan is to focus WKF's programs in a coordinated and effective manner geared towards tackling sexual violence in Kenya.

Priority Areas of Focus: WKF's priority areas of focus are those areas that, on the basis of relevant evidence and professional judgement, we will concentrate our efforts. These areas are broken down into outcomes and outputs (short, medium and long-term results). These strategic priorities as set in the Strategic Plan and have been developed on the basis of consultation with different stakeholders and partners.

Objectives: WKF's objectives, are what the organization is actually going to do, within the period 2023 – 2027 and encompasses short-term, medium term and long-term objectives, all of which contribute to the achievement of the intended outcomes.

Key Performance Indicators (KPIs): It is not enough to know where we are going, we need to also define how we will know when we get there. We have put key performance indicators against our outcomes in order to give us broad indications of success in this very complex and fluid area of social policy and practice.

SITUATIONAL / CONTEXT ANALYSIS (PESTEL)

THIS Strategic Plan is premised on the understanding that successful initiatives and interventions are those that are anchored and based on methodical and critical analysis of the context and particular factors perpetuating sexual violence in diverse contexts, including setting, types of sexual violence and population affected by the violence. For instance, in the case of conflict-related and politically motivated sexual violence and intimate partner violence, the security risks may be even greater than usual. Instigating systemic and structural changes towards prevention, protection and response to sexual violence, requires an in-depth analysis of the; political, economic, social, technological, environmental and legal factors that can create an enabling environment for perpetration of sexual violence or contribute to the promotion of the desired changes towards zero tolerance to sexual violence and other forms of gender-based violence.

Political, Economic, Social, Technological, Environmental and Legal (PESTEL) Factors Analysis

This section analyses the WKF's existing operating internal and external environment (Political, Economic, Social, Technological, Environmental and Legal) and how these would impact on WKF's performance in the Strategic Plan period 2023 – 2027. The PESTEL analysis, resulted in the identification of actors and factors with regard to sexual violence in Kenya. A brief description of these dimensions in relation to the WKF's mandate are captured in the matrix below:

| Category | Emerging Issues | Implication On Strategy | Mitigation and Strategy Response Measures |
|-------------|---|--|--|
| 1 Political | <ul style="list-style-type: none"> ▪ Devolution – Services such as health are devolved and require direct engagement with the counties and where leadership changes every five years. | <ul style="list-style-type: none"> ▪ Wider reach in the counties requiring more resources; ▪ Need to replicate interventions whenever there are leadership changes; ▪ Uncoordinated gender programmes at both levels of government. | <ul style="list-style-type: none"> ▪ Resource mobilization; ▪ Joint initiatives, strategic collaborations, partnerships and networking; ▪ Institutionalization of working models to ensure continuity of interventions beyond programs. ▪ Engaging in policy advocacy to adopt policies and frameworks that improve practice; ▪ Movement and coalition building. |
| | <ul style="list-style-type: none"> ▪ Corruption and Impunity – Existence of a culture of impunity where perpetrators are not held accountable. | <ul style="list-style-type: none"> ▪ Putting in place accountability measures to increase voice and action in upholding rights and responsibilities. | <ul style="list-style-type: none"> ▪ Community sensitization; ▪ Lobbying and advocacy for implementation of policy framework; ▪ Active citizen engagement for accountability. |
| | <ul style="list-style-type: none"> ▪ Lack of Political Will – Lack of political good will to address sexual violence due to stereotypes and low political capital of issues. | <ul style="list-style-type: none"> ▪ Inadequate action by duty bearers to address sexual violence; ▪ Accountability and information dissemination. | <ul style="list-style-type: none"> ▪ Lobbying and Advocacy with duty bearers and build a case for sexual violence as political capital that requires action. |
| | <ul style="list-style-type: none"> ▪ Poor coordination of programs – Between state and non-state actors. | <ul style="list-style-type: none"> ▪ Public, private partnerships may be strained owing to competing interests; ▪ Working groups engagements required building of teamwork and synergies on areas of mutual interest. | <ul style="list-style-type: none"> ▪ Joint initiatives and pooling of resources towards prevention, protection and response; ▪ Increased partnership engagements. |
| | <ul style="list-style-type: none"> ▪ Conflicts and ethnic tensions – in areas prone to humanitarian crisis such as drought, famine, tribal clashes etc.; | <ul style="list-style-type: none"> ▪ Safety and security for survivors and vulnerable people may be compromised; ▪ Absence of project beneficiaries in target counties; ▪ Conflict related sexual violence needs to be strategically addressed. | <ul style="list-style-type: none"> ▪ Liaise with the government disaster preparedness teams for guidance of appropriate timing of activities; ▪ Engage with community gate-keepers to advise on peaceful timelines for engagements; ▪ Survivor-centered and trauma informed approaches must be at the core of any intervention dealing with survivors of sexual violence; ▪ Use of early warning systems and structures. |
| | <ul style="list-style-type: none"> ▪ Inaccessible health facilities – due to distance and/or poor infrastructure. | <ul style="list-style-type: none"> ▪ Increase in demand and low supply for sexual violence services; ▪ Absence of professionals to provide care. | <ul style="list-style-type: none"> ▪ Lobbying and advocacy; ▪ Engage with county administration towards establishment of accessible health facilities. ▪ Active citizen engagement/advocacy. |

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| | <ul style="list-style-type: none"> ▪ Shrinking civic space – occasioned by political interference with independence of civil society work. | <ul style="list-style-type: none"> ▪ Negative and hostile working environment necessitated by negative publicity and reputation crises; ▪ Reduction in funding streams as donors tend to pull out resources. | <ul style="list-style-type: none"> ▪ Lobbying and advocacy to ensure compliance with government regulation on working environment; ▪ Work closely with development partners to hold the government accountable with regards to its commitments under national laws and policies including international instruments and treaties. |
| 2 Economic | <ul style="list-style-type: none"> ▪ Economic burden – on survivors of sexual violence to rebuild after violation due to absence of opportunities to build resilience, high cost of living, pandemics such as COVID- 19. | <ul style="list-style-type: none"> ▪ Legal aid support for survivors; ▪ Need for tailor-made economic empowerment models for supporting survivors of violence. | <ul style="list-style-type: none"> ▪ Develop and implement an economic empowerment program that is specific to the needs of survivors of sexual violence including during crises; ▪ Lobbying and advocacy for resource allocation to ensure access to justice. |
| | <ul style="list-style-type: none"> ▪ Lack of targeted resources – for prevention, protection and response to sexual violence that is long term. | <ul style="list-style-type: none"> ▪ Resource mobilization for long term support for sexual violence survivors. | <ul style="list-style-type: none"> ▪ Lobbying and advocacy for gender responsive budgeting (including targeted resources to curb sexual violence) that is long term. |
| | <ul style="list-style-type: none"> ▪ Prohibitive legal and medical fees – most survivors of sexual violence cannot afford the legal fees and hefty medical costs demanded within the criminal justice system when seeking care. | <ul style="list-style-type: none"> ▪ Rights literacy (access to justice is everyone's rights and legal fees should not impede access to justice but lacks a framework for its enforcement) ▪ Legal aid to those most vulnerable may be out of reach for most poor communities | <ul style="list-style-type: none"> ▪ Joint initiatives, strategic collaborations, partnerships and networking; that give effect to access to quality legal aid and representation services using the national legal aid act; ▪ WKF to provide free legal aid and seek long term resources to support those unable to afford. |
| | <ul style="list-style-type: none"> ▪ Economic dependence – most survivors particularly from resource constrained settings are economically dependent making them susceptible to further abuse. | <ul style="list-style-type: none"> ▪ Beneficiaries may become grounded by relying on outside support with no sense of ownership; ▪ Need to enhance survivors' agency, voice and choice. | <ul style="list-style-type: none"> ▪ Need to encourage community ownership of interventions; ▪ Socio-economic empowerment measures should be put in place to guard against resource dependency. |
| | <ul style="list-style-type: none"> ▪ Poverty – acts as a contributing factor where families have to prioritize basic needs against the call to act on violations that have no reparations. | <ul style="list-style-type: none"> ▪ Economic empowerment program may be challenging to implement where collateral is expected or where there is no economic growth. | <ul style="list-style-type: none"> ▪ Economic empowerment models should be informed by evidence-based models to ensure they work to improve livelihoods. |
| 3 Social | <ul style="list-style-type: none"> ▪ Illiteracy and ignorance – the need to understand and address sexual violence is low. | <ul style="list-style-type: none"> ▪ The strategy may be challenging to be understood by all beneficiaries and thus require concerted efforts and context specific approaches. | <ul style="list-style-type: none"> ▪ Sensitization and awareness creation and encouraging communities to link with education sector agencies to improve learning and skills building in formal and informal settings. ▪ Collaboration with feminist movements. |

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| | <ul style="list-style-type: none"> ▪ Intersectionality, inclusivity and diversity – being nascent concepts, they tend to be somehow difficult to understand and unpack in communities. | <ul style="list-style-type: none"> ▪ Sensitization and awareness on the concepts of human rights by simplifying the terms in a language that beneficiaries understand. | <ul style="list-style-type: none"> ▪ Resource mobilization; ▪ Rights literacy to build capacity and knowledge on the concepts of human rights and social justice advocacy. |
| | <ul style="list-style-type: none"> ▪ Gender disparities – are deeply rooted in communities and therefore they are unwilling to change. | <ul style="list-style-type: none"> ▪ Awareness levels may vary on the gender issues; ▪ Disaggregated data may be unavailable; ▪ Social acceptance of inequalities as a way of life. | <ul style="list-style-type: none"> ▪ Lobbying and Advocacy using gender lens; ▪ Data analysis to develop data disaggregated data; ▪ Male engagement interventions are key to changing social norms. |
| | <ul style="list-style-type: none"> ▪ Religious and cultural extremism – religious and cultural beliefs take precedence over the fight against sexual violence. | <ul style="list-style-type: none"> ▪ Countering social norms may prove challenging and paradigm shifts may take time; ▪ Need to engage with religious, traditional and cultural leaders and protagonists. | <ul style="list-style-type: none"> ▪ Lobbying and Advocacy working with cultural gate keepers who are influential and able to shift norms; ▪ Male engagement programs ensuring their meaningful engagement and participation. |
| 4 | <ul style="list-style-type: none"> ▪ Information Security & Management – knowledge may be low in diverse communities. | <ul style="list-style-type: none"> ▪ Need to embrace use of technology and safeguards for privacy in data collection, processing including enhancing safety and security of online users. | <ul style="list-style-type: none"> ▪ Awareness and sensitization on the use of citizen generated data; ▪ Research programs; ▪ Knowledge management systems; ▪ Appropriate Information Security Management (ISM) policies and regulatory framework. |
| | <ul style="list-style-type: none"> ▪ Regulatory framework – on information and technology to guard against abuse must be enhanced. | <ul style="list-style-type: none"> ▪ Knowledge of the legal frameworks and how it can be used for protection is low. | <ul style="list-style-type: none"> ▪ Lobbying and advocacy; ▪ Awareness creation and sensitization; ▪ Rights literacy. |
| | <ul style="list-style-type: none"> ▪ Intellectual property – people's rights (particularly) to ownership of work done and their privacy must be respected. | <ul style="list-style-type: none"> ▪ Protection of rights remains a challenge as people are often hoodwinked. | <ul style="list-style-type: none"> ▪ Awareness and sensitization; ▪ Media engagement and advocacy; ▪ Lobbying and advocacy. |
| | <ul style="list-style-type: none"> ▪ Lifecycle of technology – is limited and new waves are always upcoming requiring new strategies. | <ul style="list-style-type: none"> ▪ Decision-making time- lines require constant learning on how to engage with emerging technology; ▪ Service delivery keeps changing seeking ways to use new technology is imperative. | <ul style="list-style-type: none"> ▪ Analysis of new technologies and identifying areas of commonality that can be tailor made to suit work on addressing sexual violence; ▪ Quick uptake (respond appropriately to new and emerging technology); ▪ Capacity building for staff and partners. |
| | <ul style="list-style-type: none"> ▪ Skills and innovation – required that understands use and abuse of technology to make it useful. | <ul style="list-style-type: none"> ▪ Monitoring of effective technologies and information to inform what is most appropriate for WKF work. | <ul style="list-style-type: none"> ▪ Innovative tools development and adaptation; ▪ Knowledge generation, management and communication. |

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| | <ul style="list-style-type: none"> ▪ Online sexual exploitation, harassment and abuse – is becoming increasingly difficult to deal with. revictimization of survivors of sexual violence, human rights defenders supporting them and backlash from online users must be addressed and perpetrators of such violence held accountable. ▪ Data analytics – required to inform knowledge on prevalence and types of violations. This will help in setting priority areas for interventions. | <ul style="list-style-type: none"> ▪ Stakeholders' awareness and engagement may be low due to lack of knowledge on dealing with online sexual violence; ▪ Knowledge and skills required on how to capture evidence regarding online abuse; ▪ Monitoring and evaluation of online abuse for data collection, analysis and action; ▪ Ensuring access to comprehensive care and support services for survivors both physically and online is a necessity. ▪ Knowledge and skills on appropriate ethical data collection processing and storage methods; ▪ Data analysis tools that are standardized to inform data collection and analysis. | <ul style="list-style-type: none"> ▪ Stakeholder engagement to identify ways of strengthening existing laws in addressing online abuse; ▪ Regulatory legal framework needs to be understood for survivors to use it to report cases; ▪ WKF's Toll-free line 1519 and the SV_CaseStudy Mobile Application to collect data on online abuse and prevalence to inform advocacy interventions; ▪ Provision of appropriate information regarding online abuse and how to intervene. ▪ Research to be used to provide data and inform on priority advocacy interventions; ▪ Tools development to adhere to professional ethics in collection and use; ▪ Information dissemination to wider audiences. |
| 5 Environmental | <ul style="list-style-type: none"> ▪ Climate change – may increase opportunities for sexual abuse brought by dualities of humanitarian crisis. | <ul style="list-style-type: none"> ▪ Increase in cases of sexual violence due to dualities of crisis and increased vulnerability; ▪ Resource allocation towards addressing dual crisis; ▪ Environmental sustainability necessary to avert crisis. | <ul style="list-style-type: none"> ▪ Survivor support necessary to deal with humanitarian crisis as well as violation; ▪ Economic empowerment required for humanitarian response; ▪ Resource mobilization to be increased towards dealing with dual crisis. |
| | <ul style="list-style-type: none"> ▪ Pandemics and calamities – Pandemics can break down social infrastructure, compounding existing weaknesses in conflict and disaster settings. This may affect work environment of WKF having to adhere to mandatory government guidelines. | <ul style="list-style-type: none"> ▪ Pandemics may lead to increased family separation, intra-familial violence, and exposure to unsafe conditions, including sexual violence as they seek to obtain basic goods, including food, firewood, and water; ▪ New and emerging forms of sexual violence emerge as communities manage pandemics and calamities; ▪ Programming interference including resource constraints. | <ul style="list-style-type: none"> ▪ Work closely with the governments (national & county) to advise on appropriate ways of handling pandemics; ▪ Strategic and targeted resource mobilization to be sourced to support necessary adjustments occasioned by pandemics and calamities; ▪ Survivor support necessary to deal with dual crises; ▪ Expand shelter and temporary housing for survivors. Ensure pandemic-safe surge housing available for vulnerable people especially women and children at high risk of sexual violence in their homes. |

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| 6 | Legal | <ul style="list-style-type: none"> ▪ Legal frameworks – such as <i>Sexual Offences Act (SOA), 2006</i>; Children's Act, 2022; Persons With Disabilities Act, 2003; HIV & AIDS Prevention and Control Act, 2006; Employment Act, 2007; Counter Trafficking in Persons Act, 2010; Witness Protection Act 2010; Victims Protection Act 2014; Protection Against Domestic Violence Act (PADV), 2015; Legal Aid Act, 2016; Protection Against Torture Act (PATA), 2017; Computer Misuse and Cyber Crimes Act, 2018; Data Protection Act, 2019. The laws have gaps on protection of survivors. There is fear of pushback with retrogressive judgements that roll-back the progress in laws and their implementation. | <ul style="list-style-type: none"> ▪ Accountability measures to be put in place to safeguard on laws; ▪ Community engagement and sensitization to engage in safeguarding the gains made as part of advocacy agenda; ▪ Rights literacy to enhance advocacy on laws and their implementation. | <ul style="list-style-type: none"> ▪ Joint initiatives, strategic collaborations, partnerships and networking on advocacy to safeguard protection measures in existing laws; ▪ Resource mobilization to support advocacy on improvements to existing laws and regulations; ▪ Lobbying and Advocacy with like-minded agencies to increase support to counter repressive and retrogressive judgements. |
| | | <ul style="list-style-type: none"> ▪ Constitutional and legal framework amendments – that remove safeguards in existing laws that protect survivor. | <ul style="list-style-type: none"> ▪ Monitoring, Evaluation and Accountability necessary check and balance on law implementation. | <ul style="list-style-type: none"> ▪ Lobbying and Advocacy with legislators to enhance constitutionalism; ▪ Awareness raising and sensitization on importance of safeguarding protection measures in frameworks; ▪ Joint initiatives, strategic collaborations, partnerships and networking with like-minded partners. |
| | | <ul style="list-style-type: none"> ▪ Backlash/ Repression – from political actors interested in protecting perpetrator. | <ul style="list-style-type: none"> ▪ Consolidating and safeguarding gains through working with allies in the legislative arms of government; ▪ Lengthy court processes that affect access to justice. | <ul style="list-style-type: none"> ▪ Lobbying and advocacy using constitutional safeguards and promotion of survivor protection using the laws and regulations to facilitate access to justice by fast-tracking cases of sexual violence. |
| | | <ul style="list-style-type: none"> ▪ New laws and policies – necessary to be informed of any amendments and/or improvements on existing laws to protect survivor. | <ul style="list-style-type: none"> ▪ Awareness raising in new laws for public understanding and utilization. | <ul style="list-style-type: none"> ▪ Awareness raising and sensitization on any new laws and policies for public understanding and utilization. |
| | | <ul style="list-style-type: none"> ▪ Conflicting laws – that require revision and harmonization to bring them up to date on survivor centered protection. | <ul style="list-style-type: none"> ▪ Need for new strategies of engagement with legislators and like-minded actors to ensure harmonization of the laws and compliance with constitutional safeguards. | <ul style="list-style-type: none"> ▪ Lobbying and Advocacy to ensure new laws safeguard the rights and responsibilities of right holders and more on survivors |
| | | <ul style="list-style-type: none"> ▪ Alternative Dispute Resolution (ADR) – Wrongly used to adjudicate cases of sexual violence such as the use of `Kangaroo` courts where criminal cases stigmatize survivors rather that prescribe punitive action commensurate to the crime. | <ul style="list-style-type: none"> ▪ Establishment of a responsive judicial system that responds to civil matters. | <ul style="list-style-type: none"> ▪ Awareness raising and sensitization on usage of ADR as an alternative criminal justice mechanism and proper understanding of Legal aid Act and its provisions on use of ADR and diversion clauses. ▪ Lobbying and advocacy on improvements in implementation of ADR mechanism and discourage use of `Kangaroo` courts. |

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT) ANALYSIS

THE participatory process and experience in the sector was used during the development of the Strategic Plan (SP) proved to be an effective way of building alliances and forging partnerships and identifying strategic priorities for the next five (5) years. It also accorded us an opportunity to review our successes, weaknesses, opportunities and constraints over the past years, conduct a capacity needs assessment, and chart our course for future programming.

STRENGTHS



1. Value driven organization and mandate i.e., strategic niche in addressing sexual violence in Kenya;
2. Well trained and committed human resource with well stipulated core functions;
3. Strong institutional policies against sexual violence;
4. Strong relationship and partnership with actors within the criminal justice system and likeminded state and non-state actors;
5. Use of evidence-based knowledge in program design, interventions and advocacy;
6. Innovation use of technology (e.g., 'SV_Case Study' and DNA Evidence Kits and the Toll-free line 1519);
7. Community involvement and input;
8. Good communication strategy and accountability mechanisms;
9. Established presence of SSVKenya Network in 47 counties;
10. Existence and use of strong institutional policies that incorporate human rights principles and safeguards for survivors of sexual violence.

WEAKNESSES



1. Low level of prioritization of prevention, protection and response to sexual violence reflected in the low resource allocation;
2. Limited funding and continued reliance on external funding;
3. Weak structures for effective advocacy and coordination of sexual violence issues both at national and county levels;
4. Weak monitoring and evaluation mechanisms.

OPPORTUNITIES



1. Stable political environment;
2. Collaboration with the government towards the realization of its commitments such as the Generation Equality Forum Action Coalition commitments – provides a platform for advocacy towards resource allocation to tackle sexual violence in Kenya;
3. Knowledge generation, management, research and learning;
4. Support from national and international development partners;
5. Innovation and technology advancements for improved operational efficiency and effectiveness – for awareness creation, data collection and advocacy;
6. Public, private partnerships including engagement with the private sector, media, sports and arts;
7. Ongoing legal reforms in government structures at the national and county levels;
8. The existence of the referral pathway for survivor support;
9. Need for public knowledge and understanding on what constitutes sexual violence and how to address it;
10. Possible establishment and strengthening of the Survivors Network Hub;
11. Ability to attract more funding from local and international donor agencies;
12. Devolved structures and opportunity to improve service delivery at community level including global focus on sexual violence;
13. Existence of opportunities/like-minded partners to set up effective advocacy and coordination of sexual violence issues both at national and county levels;
14. Goodwill to improve on monitoring and evaluation mechanisms.

THREATS



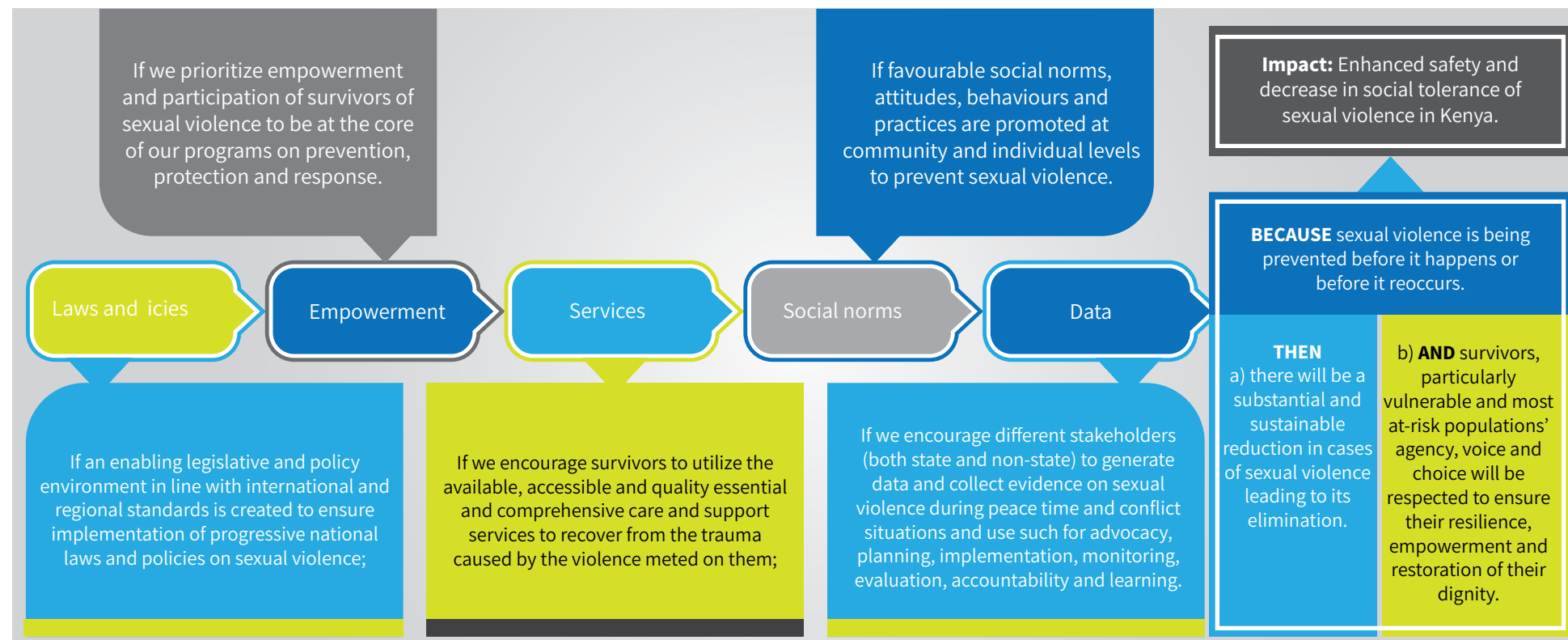
1. Resource constraints and shrinking civic space resulting from lack of political will coupled with competing needs at national and county levels which affects resource allocation towards sexual violence prevention and response and advocacy initiatives by WKF and its partners;
2. Reclassification of Kenya as a middle-income economy leading to a shift in donor agencies' priorities;
3. Negative social norms: Dominant social norms (values, beliefs, attitudes, behaviours and practices) support male dominance, condone sexual violence and support impunity;
4. Threats and intimidation of Human Rights Defenders (HRDs) and social justice actors;
5. Drought and emerging pandemics like COVID-19 making people susceptible to sexual exploitation, harassment and abuse;
6. Ethnic and inter-clan conflicts and intolerance in some parts of Kenya;
7. Climate change: Exacerbating risks to sexual violence particularly for women and children and other vulnerable and underserved populations such as Persons With Disabilities (PWDs), key populations, the elderly among others;
8. Technological advancements leading to new forms of online sexual violence and abuse;
9. Inadequate services: Inadequate and in some instances inaccessible services (education, health, justice, security, social welfare) to prevent, protect and respond effectively;
10. High cost of service delivery especially legal and health services;
11. Retrogressive policies, current government that is overly religious, debt situation leading to poor service delivery leading to high cost of quality services to survivors;
12. Deeply rooted retrogressive practices that communities are resistant to change.

STRATEGIC PRIORITIES



THEORY OF CHANGE

WANGU KANJA FOUNDATION (WKF) believes that it is not enough to desire an end to sexual and other forms of gender-based violence. We need to have an understanding of how change occurs, and what we can do to make it a constant reality. Our theory of change focuses on sexual violence against women, men, children, persons with disabilities, the elderly, key populations and other minority groups. It does not minimise other forms of Sexual and Gender Based Violence (SGBV), but we deem that different approaches are required.



KEY PRINCIPLES UNDERPINNING THE THEORY OF CHANGE

1. **State's Primary Responsibility for Action:** National and county governments hold the ultimate responsibility for implementing laws, policies and programs geared towards prevention, protection and response to sexual violence. However, for meaningful change to occur, there must be deliberate partnerships and collaborative efforts with other nonstate actors i.e., the civil society, private sector, religious communities, sports, arts among other actors to ensure service provision that meets the needs of those most affected by sexual violence.
2. **Context is Essential:** WKF understand that successful initiatives are those that are based on a thorough analysis of the actors and factors contributing to sexual violence in any given context. These include the setting, type of sexual violence population affected by the violence and the perpetrators of such violence. There is also need to understand the prevalence and incidence, risk and protective factors for victimization; coping and service use, women's and men's experiences with sexual violence over the life course, risk and protection from sexual violence.
3. **Multi-Sectoral Approaches:** Interventions focusing on addressing sexual violence are more likely to create and have impact if they are coordinated and operate at multiple levels, across sectors and over various time-frames. This approach is more likely to address several aspects of sexual violence and therefore have great impact on its reduction and subsequent elimination.
4. **Creating and Sustaining Change:** The most effective and efficient approach to tackle sexual violence is by supporting organizations and more so women's rights organizations that are working towards addressing sexual violence, to build strong and inclusive social movements and institutions as anchored in the Sustainable Development Goal (SDG) 16.
5. **Empowering the Most At Risk:** Efforts to empower the most vulnerable members of the society such as women, children, Persons with Disabilities, the elderly, sexual minorities, poor people among others should be seen as both means and the end. Focusing on the rights of these groups of people and being accountable to them is the most effective way of addressing the root causes of sexual violence in diverse contexts.
6. **Backlash is Certain:** It is worth noting that efforts towards addressing sexual violence will be met with resistance and repression in the gains made over the years. However, the resistance to combating sexual violence, which may include increased risk of further abuse, repressive laws and policies, shrinking civic space among others can and should be managed.
7. **Building Coalitions:** Sustained reduction and subsequent elimination of sexual violence will only occur through processes of significant social change, which must also tackle negative social norms at all levels of the society. All stakeholders working to address sexual violence must understand that social change can make the difference and for that to happen, they efforts must be put in place to build coalitions and long-lasting partnership geared towards social change.
8. **Documentation of Promising and Effective Interventions:** Identifying successful interventions and analysing the factors that contributed to success in changing the risk and protective factors for victimisation and perpetration of sexual violence is key. Knowledge generation, management, and communication should also capture *case studies* and *survivor stories* to highlight prevalence trends and solutions. Evidence-based programming can allow for understanding of the enabling environment, investigation of the scope, scale and budgets for prevention, protection and response infrastructure, policy analysis and coordination mechanisms for implementation of local, county and national level action plans and laws, and research on prioritization and implementation of effective initiatives.
9. **Lasting Impact:** Design programs that aims to contribute to the overall impact of increased **security, justice and development** for women, men and children in their diversities. Increased **security** refers to an enhanced sense and state of safety for everyone within all physical and psychological spaces in their lives, including interpersonal relationships, households, communities, schools and other public spaces. Increased **justice** refers to the ways in which the state (criminal justice system, health system, social development, correctional services etc.) and society (families, communities, media etc.) respond to sexual violence in ways that **restore** the **dignity** of the survivor and provide **reparations** in the most appropriate ways possible. **Development** refers to **empowerment** of individuals through meaningful participation in processes affecting them and their communities, leading to their socio-economic growth and that of their communities and the wider society.

APPENDICES

APPENDIX 1: STRATEGY IMPLEMENTATION, MONITORING, EVALUATION ACCOUNTABILITY AND LEARNING (MEAL) MATRIX

The implementation matrix has been derived from the preceding sections of this SP and presents a synthesis of thematic areas where actions are proposed, the objectives stated expected outcomes, performance indicators, timeframe anticipated and key assumptions highlighted.

Theme: Breaking the barriers, enhancing individuals' agency, voice and choice towards sexual violence prevention, protection and response in Kenya.

Overall Goal: To provide comprehensive care and support to survivors, improve policies, attitudes and to strengthen actions to challenge social norms towards sexual violence prevention, protection and response in Kenya.

| Strategies | Outcomes | Outputs | Performance Indicators | Key Assumptions | Year |
|---|--|--|--|--|--------------|
| Strategic Priority 1: Building the resilience of survivors of sexual violence. | <ul style="list-style-type: none"> Outcome 1.1: Enhanced capacities of members of SSVKenya Network to exercise autonomy over their lives including their agency, voice and choice and are free from all forms of sexual violence and from the threat of such violence. | <ul style="list-style-type: none"> Strengthened capacity of the Survivors of SSVKenya Network and its 47 chapters and communities to engage in the prevention, response and protection of the rights of the survivors of sexual violence; Establishment of Survivors prevention and response Hub to coordinate, coalesce and support survivors of sexual violence – Utilization of Toll-free line 1519 and the SV_CaseStudy Mobile Application. | <ul style="list-style-type: none"> % of survivors engaged in planned SSVKenya Network activities, based on program reports; Number and percentage of survivors reporting increased knowledge of their rights; No of network members and demonstrable actions by SSV Network to coordinate, coalesce and support the network members using Toll-free line 1519 and the SV_CaseStudy Mobile Application. | <ul style="list-style-type: none"> Strengthening SSVKenya Network's ability to claim their rights through the survivor's hub will enhance accountability regarding prevention, protection and response to sexual violence; The well-being and resilience of survivors of sexual violence network will be enhanced; There will be significant participation of survivors in WKF activities through SSVKenya Network across Kenya; Stable political environment, sustained political will and commitment will create an enabling environment to end sexual violence. | 1 – 5 |
| | <ul style="list-style-type: none"> Outcome 1.2: Ensure that all survivors of sexual violence have access to coordinated, comprehensive care and support, trauma-informed, and survivors-centered services. | <ul style="list-style-type: none"> Effective and efficient comprehensive service delivery and referrals for survivors of sexual violence across the referral pathway; Developed and disseminated xx information on the survivor's journey of resilience. | <ul style="list-style-type: none"> No of survivors having access to comprehensive care and support & trauma informed care; Type of care received by survivors; No of survivor stories published; Number and percentage of law enforcement officers reporting increased ability to recognize and deal with sex crimes cases. | <ul style="list-style-type: none"> Survivors will want to access services with the legal, protection and judicial services providers; Services provided across the referral pathway are efficient and effective to the needs of the survivors being supported; Commitment of the key actors in the referral pathway to carry out their expected roles; Quality and appropriate services including availability and accessibility will increase survivors' confidence in seeking timely support services. | 1 – 5 |

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| Strategic Priority 2: Acknowledging intersectionality, diversity and inclusivity. | <ul style="list-style-type: none"> ▪ Outcome 2.1: Women, men, girls and boys are empowered, supported and resourced to claim their human rights and fundamental freedoms as individuals and collectively. | <ul style="list-style-type: none"> ▪ Women, men, girls, and boys sensitized to understand human rights and engage in advocacy to actualize these rights; ▪ Supported advocacy initiatives involving rights holders' engagement with duty bearers to actualize their rights; ▪ Engaged men and boys as allies and agents of change in sexual violence initiatives and interventions; ▪ Influenced national, regional and global platforms to contribute towards enhancement of national, regional and global policies that address sexual violence – <i>demands for prioritization of reparations and accountability on sexual violence.</i> | <ul style="list-style-type: none"> ▪ No of women, men, girls, and boys sensitized; ▪ No and nature of sensitization forums held; ▪ No of advocacy initiatives held; ▪ No of male engagements held; ▪ No of influential national, regional and global platforms attended that advocate for the rights of SSV. | <ul style="list-style-type: none"> ▪ By creating awareness about Sexual Violence, we can ensure safety for all particularly for the vulnerable members of the society such as women, children, elderly, persons with disabilities and key populations; ▪ Publication timelines are adhered to and collaboration allows for timely and high-quality outputs; ▪ SBCC and gender transformative approaches will change deep rooted behaviour; ▪ Organizations already working on violence prevention work with men are already sufficiently attuned to the structural drivers of sexual violence and open to new information and approaches; ▪ By creating awareness about Sexual Violence, we can ensure safety for all particularly for the vulnerable member of the society such as women, children, elderly, persons with disabilities and key populations. | 1 – 5 |
| | <ul style="list-style-type: none"> ▪ Outcome 2.2: Strengthened mechanisms and enhanced safety and protection of vulnerable and key populations to access comprehensive care and support services without discrimination. | <ul style="list-style-type: none"> ▪ Enhanced mechanisms to protect vulnerable key populations to access specialized care and support; ▪ Strengthened capacity of service providers on specialized care and support for key populations addressing sexual violence. | <ul style="list-style-type: none"> ▪ No of enhanced mechanisms; ▪ No of capacity building forums held; ▪ Reduction in incidences of sexual violence in communities. | <ul style="list-style-type: none"> ▪ There will be commitment by the community members and key populations to actively participant in the community conversation and implement agreed action points; ▪ Duty bearers will prioritize the needs and concerns of key populations without discrimination. | 1 – 4 |
| Strategic Priority 3: Empowerment of Survivors. | <ul style="list-style-type: none"> ▪ Outcome 3.1: Increased influence of survivors of sexual violence through active participation in leadership and decision-making processes for enhanced socio-economic rights. | <ul style="list-style-type: none"> ▪ Supported policy advocacy forums involving survivors and county and national government demanding improvements in service delivery; ▪ Established economic empowerment project to support survivors to rebuild and improve their livelihoods. | <ul style="list-style-type: none"> ▪ No of policy advocacy forums held; ▪ No of established economic empowerment activities. | <ul style="list-style-type: none"> ▪ Issues presented by survivors of sexual violence will be prioritized and actioned by leaders; ▪ Activities and outputs find resonance in civic and political debates (and are not totally swamped /trumped by waves of patriarchal fundamentalism; ▪ Economic empowerment models used by WKF will result in improved livelihoods for survivors. | 1 – 4 |

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| | <ul style="list-style-type: none"> ▪ Outcome 3.2: Social norms, attitudes, behaviors and practices at individual, community and, institutional levels shifted in recognition of sexual violence as a crime against humanity. | <ul style="list-style-type: none"> ▪ Influential community champions trained on prevention of sexual violence using gender transformative models; ▪ Community mobilization engagements on prevention of sexual violence. | <ul style="list-style-type: none"> ▪ No of influential community champions trained ▪ No of community mobilization engagements held; ▪ Joint gender transformative strategies created and applied. | <ul style="list-style-type: none"> ▪ Communities will agree to change social norms in favour of respecting human rights; ▪ Communities will embrace human rights and respect spaces and opportunities for all as risk of sexual violence; ▪ Public awareness campaigns conducted by the state and non-state actors will bring about change in attitude leading to social transformation; ▪ The government and other civil society organisations will promote social change dialogues. | 1 – 4 |
| Strategic Priority 4: Monitoring, Evaluation, Accountability and Learning. | <p>Outcome 4.1: Strengthened accountability mechanisms and coordination of stakeholders in addressing sexual violence and providing timely and appropriate support to survivors.</p> | <ul style="list-style-type: none"> ▪ Accountability platforms/action groups formed on stakeholder performance on addressing sexual violence. | <ul style="list-style-type: none"> ▪ No of accountability platforms/ action groups formed; ▪ Demonstrable actions of the accountability groups; ▪ Availability of sex-disaggregated data on sexual violence. | <ul style="list-style-type: none"> ▪ Duty bearers take responsibility for their obligation to implement survivor-centered reparation programs; ▪ Increased assumption of responsibility to act by national and county governments as reflected in design and implementation of their Action Plans, or other policy and practice | 1 – 5 |
| | <ul style="list-style-type: none"> ▪ Outcome 4.2: Improved knowledge generation, management, communication and use of innovation and technology for data collection utilization to tackle impunity through well designed interventions to address sexual violence in diverse contexts across Kenya. | <ul style="list-style-type: none"> ▪ Promoted ethical and safe research, data collection, and evidence-based analyses relating to sexual violence and prevention, protection and response efforts at the national and county levels ▪ Dissemination and advocacy forums held to share widely research findings and call for further action in addressing sexual violence. | <ul style="list-style-type: none"> ▪ No of researches commissioned; ▪ No of dissemination and advocacy forums held; ▪ Number of case studies developed. | <ul style="list-style-type: none"> ▪ Research findings will be actioned as part of citizen generated data; ▪ Research findings will be accepted as valid and true reflection of facts and not trumped as negative publicity. | 2 – 5 |

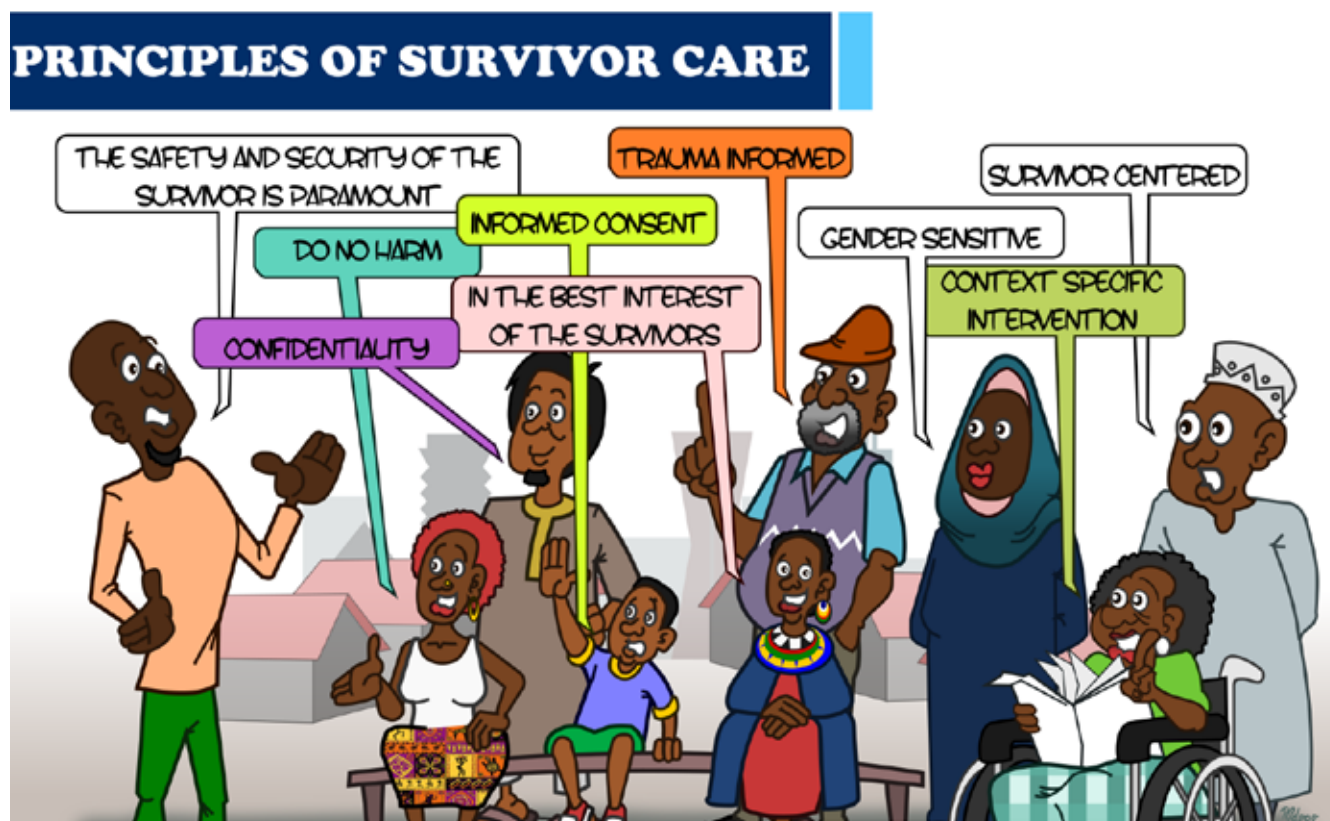
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| Strategic Priority 5: Strengthening of WKF to undertake its mandate. | <ul style="list-style-type: none"> ▪ Outcome 5.2: Alliances forged and strengthened and networks linked in different policy arenas, for more effective influencing of local, county and national policy processes and sustained change in communal and institutional policy, laws, frameworks and cultures that propagate sexual violence. | <ul style="list-style-type: none"> ▪ Established and/or strengthened strategic partnerships with other organizations and increase capacities to participate in policy and advocacy forums for knowledge generation, management and communication; ▪ Increased engagements in strategic working groups/networks that champion the quest for zero sexual violence in peace and conflict times; ▪ Human rights and legal training for the National Police Service, the Ministry of Health, the local administration, and the judiciary. | <ul style="list-style-type: none"> ▪ No of strategic partners working with WKF on policy advocacy interventions ▪ No and actions of networks/working groups that champion addressing of sexual violence; ▪ Number of partnerships established; ▪ Number of awareness creation, lobbying and advocacy activities held. | <ul style="list-style-type: none"> ▪ Partners sufficiently attuned to the structural drivers of sexual violence and open to new information and approaches; ▪ Holding public awareness campaigns conducted by the state and non-state actors will bring about change in knowledge, attitude, skills and practice; ▪ There will be efficient coordination of initiatives focusing on sexual violence and social justice; ▪ Multi-sectoral approach in prevention and response to sexual violence will be encouraged. | 1 – 5 |
| | Outcome 5.1: A well-resourced WKF able to engage in awareness creation, advocacy and to hold state and non-state service providers accountable for prevention, protection and response to sexual violence in Kenya. | Strengthened capacity of the Wangu Kanja Foundation to deliver on its mandate; Improved capacity of WKF to communicate about its work and partnership; Increased resource mobilization to support programs; WKF effectively engages and promotes accountability for the implementation of sexual violence commitments by state and non-state actors. | No of internal capacity strengthening activities undertaken; No of staff whose capacity is improved; No of communication materials produced and disseminated No of resource partners supporting WKF. | Availability of requisite financial and human resources to implement initiatives; Activities and outputs find resonance in civic and political debates (and are not totally swamped /trumped by waves of patriarchal fundamentalism); Stable political environment, sustained political will and commitment. | 1 – 5 |

APPENDIX 2: RISKS AND MITIGATION MEASURES

| Risk Description | Mitigation and Management Strategies |
|---|--|
| The political landscape | <ul style="list-style-type: none"> ▪ Lobbying & advocacy including engagements with political, cultural leaders and community gatekeepers to support the cause of having in place a violence free society; ▪ Volatile political environment requires flexible programming therefore activities and outputs will be developed such that they will find resonance in civic and political debates (<i>and are not totally swamped /trumped by waves of patriarchal fundamentalism</i>). |
| Resource limitations | <ul style="list-style-type: none"> ▪ Develop a financial strategy, rationalize key areas of work and expand the resource mobilization base and engage in alternative fund-raising initiatives to ensure continuity. Efforts will be made to ensure continuous negotiations with the existing donors and partners while maintaining a good track record; ▪ Joint and strategic partnerships to pool resources towards a common agenda of prevention, protection and response to sexual violence in diverse communities; ▪ Prudent utilization of the available resources in activities that produce optimal outcomes; Showing practical results, which nevertheless address structural aspects and/or influence policy in ways, which are easy to grasp and explain, can mitigate this. The WKF team will also adhere to strict fiscal guidelines as set by the donors. |
| Environment, climate change risk and pandemics | <ul style="list-style-type: none"> ▪ Sensitize communities to be aware and encourage action to protect the environment at personal, family and community levels. Willingness to embrace global development and human rights perspectives may be an important part of the solution; ▪ Encourage informal (and virtual) social support networks. Within the contexts of pandemics, there are a number of options to scale-up and leverage existing online and virtual platforms for online support networks. In settings without options for online platforms, options for text-based (i.e., WhatsApp) networks can be encouraged, building on existing community groups and collectives. |
| Socio-cultural backlash | <ul style="list-style-type: none"> ▪ This is mitigated by the simple approach of sharing lessons from concrete and grounded experience at the margins and by those at the ‘farthest-end’ of development. To this end, development and implementation of an outreach plan to further WKF’s work, increase its visibility and prepare a case for support by all stakeholders will be pivotal; ▪ Awareness creation on human rights including awareness creation on the provisions of the law. Create awareness and provide appropriate information on Alternative Dispute Resolution (ADR) mechanisms to guard against arbitrary application of the process in sexual offences cases; ▪ Lobbying and advocacy amongst all actors to denounce social norms that curtail access to information and services including the realization of human rights; ▪ Shunning corruption and impunity by holding perpetrators accountable. |
| Additional Expertise | <ul style="list-style-type: none"> ▪ Maintaining capable and motivated human resources; ▪ Specific expertise particularly in the area of Monitoring Evaluation Accountability and Learning (MEAL) will be needed; ▪ Where possible, volunteers (particularly from SSVKenya) with specific and strategic expertise will be engaged from time to time. |

APPENDIX 3: MONITORING, EVALUATION, ACCOUNTABILITY AND LEARNING

Refinement of the WKF's approach to monitoring and evaluation will be an immediate priority to enable the measurement of progress towards achieving the goal of this SP. This is based on the understanding that strong Monitoring, Evaluation, Accountability and Learning (MEAL) can contribute to the identification of best practices that can be promoted in sexual violence prevention, protection and response programs. WKF will monitor and evaluate all its interventions to determine effectiveness. Actions of the SP will be outlined indicating milestones and targets and the achievement of the different aspects of the SP will be measured through indicators and benchmarks to which the activities are designed. A participatory strategy will be set up to gather information through a thorough assessment of different initiatives and practices, as well as views of actors involved in the work. An efficient monitoring and evaluation system will be set up where requisite qualitative and quantitative data will be collected and analysed. To track, adapt and report on the direction and progress of different projects, outputs will be closely monitored and captured on a quarterly basis. Basic targets and timelines will guide the synchronization of all program activities. Cross-cutting themes will also be highlighted. WKF will support targeted research to establish qualitative and quantitative factors affecting certain aspects in efforts to address sexual violence. Each research will use scientific methods to inform findings that will consequently inform advocacy work. Furthermore, WKF will work to identify, document and share best practices, lessons learned, and research within and across agencies and with other stakeholders and partners.



APPENDIX 4: MONITORING AND EVALUATION MATRIX

a). Annual Monitoring and Evaluation Calendar – (Analytical reports against logical framework and M&E plan)

| M&E Activities | Year 1 | | | | Achievements | | | | Remarks |
|--|--------|----|----|----|--------------|----|----|----|---------|
| | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | |
| Monitoring Systems | | | | | | | | | |
| Maintaining internal monitoring and reporting tools | ✓ | ✓ | ✓ | ✓ | | | | | |
| Evaluations | | | | | | | | | |
| Capacity building process evaluation | | | ✓ | ✓ | | | | | |
| Lobbying and Advocacy Evaluation | ✓ | ✓ | ✓ | ✓ | | | | | |
| Program Outcome Evaluation | | | | ✓ | | | | | |
| Reviews | | | | | | | | | |
| Activities review (if needed) | | ✓ | ✓ | | | | | | |
| Awareness & advocacy initiative review | | ✓ | ✓ | | | | | | |
| Support activities (monitoring visits, technical backstopping missions) | | | | | | | | | |
| Technical support on capacity building & advocacy processes | ✓ | ✓ | ✓ | ✓ | | | | | |
| Technical support on program implementation, monitoring, review | ✓ | | ✓ | | | | | | |
| M&E Capacity Development | | | | | | | | | |
| Technical support for SSVKenya programs reviews and outcome evaluations | | | | ✓ | | | | | |
| Knowledge Products | | | | | | | | | |
| Publication of lessons learnt & experiences | | | | ✓ | | | | | |
| SSVKenya Activities | | | | | | | | | |
| Technical support for SSVKenya members on capacity building/strengthening and advocacy processes | ✓ | | ✓ | | | | | | |

b). Annual Strategic Plan Monitoring *(Template for Internal Use)*

| Key Result Areas | Outcome Indicators | Means of Verification | Achievement Year 1 | Achievement Year 2 | Achievement Year 3 | Achievement Year 4 | Achievement Year 5 | Remarks |
|------------------|--------------------|-----------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------|
| Activity 1.1 | | | | | | | | |
| Activity 1.2 | | | | | | | | |
| Activity 1.3 | | | | | | | | |
| Activity 1.4 | | | | | | | | |
| Activity 1.5 | | | | | | | | |

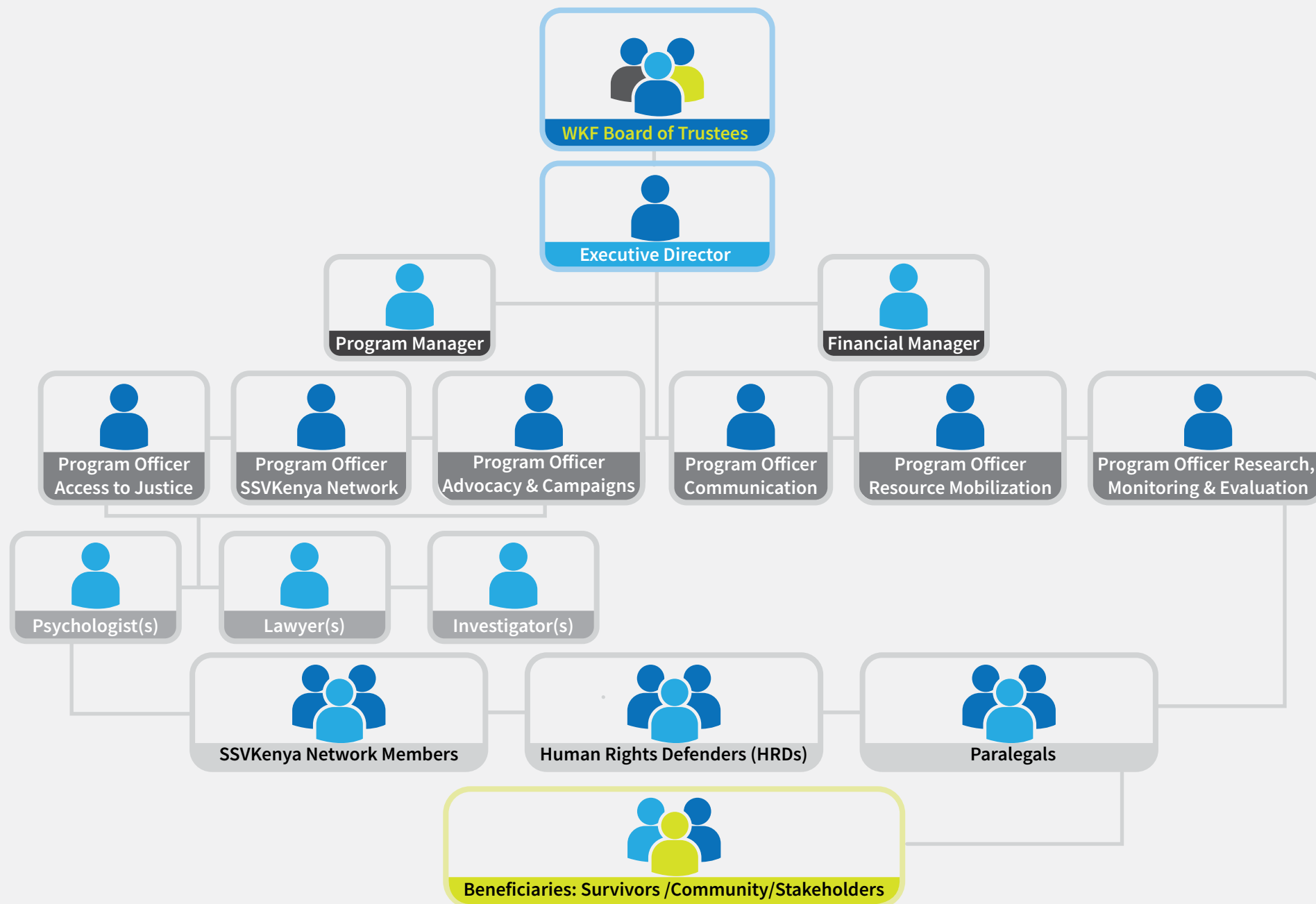
APPENDIX 5: WKF GOVERNANCE STRUCTURE

Governance – The Wangu Kanja Foundation (WKF) is governed by a Board of Trustees that is mandated to ensure that the obligations, roles and responsibilities to stakeholders are fulfilled through sound governance practices. The Board is responsible for overall strategic direction, advisory and operational guidance of WKF.

Management – WKF is managed by an Executive Director who is supported by the Program Manager and Finance Manager. The three implement policy decisions as mandated by the Board of Trustees and is in charge of talent acquisition, program implementation, management and oversight. Further, they oversee partnerships and identify opportunities for organizational growth and development. The Executive Director reports to the Board while the Program Manager and Finance Manager report to the Executive Director.

Program Implementation Team – The team is led by the Program Manager who oversees the work of the Program Officers in charge of Access to Justice, Survivors of Sexual Violence Network, Communication and Advocacy, Resource Mobilization, Research, Monitoring and evaluation. The Finance Manager oversees all matters related to finance supported by the Accountants in the department. The Officers are supported by a team of outreach Volunteers that includes Survivors of Sexual Violence Members, Psychologist/ Counsellor, Human Rights Defenders (HRDs) and Paralegals. Occasionally, WKF will get interns interested in working with the organization and are assigned to the different roles depending on need and interest. Others include administration and support staff who include drivers handling logistics and Janitors.

Overall, all Staff Members and Board of Trustees work for the good of the WKF beneficiaries who include survivors of sexual violence and strategic stakeholders. The Staff and the Board are expected to perform their duties with impartiality, honesty, transparency and accountability, integrity, professionalism, care and due diligence and act in good faith to the best interests of all beneficiaries and stakeholders. Below is a schematic illustration of the governance structure.



CONCLUSION

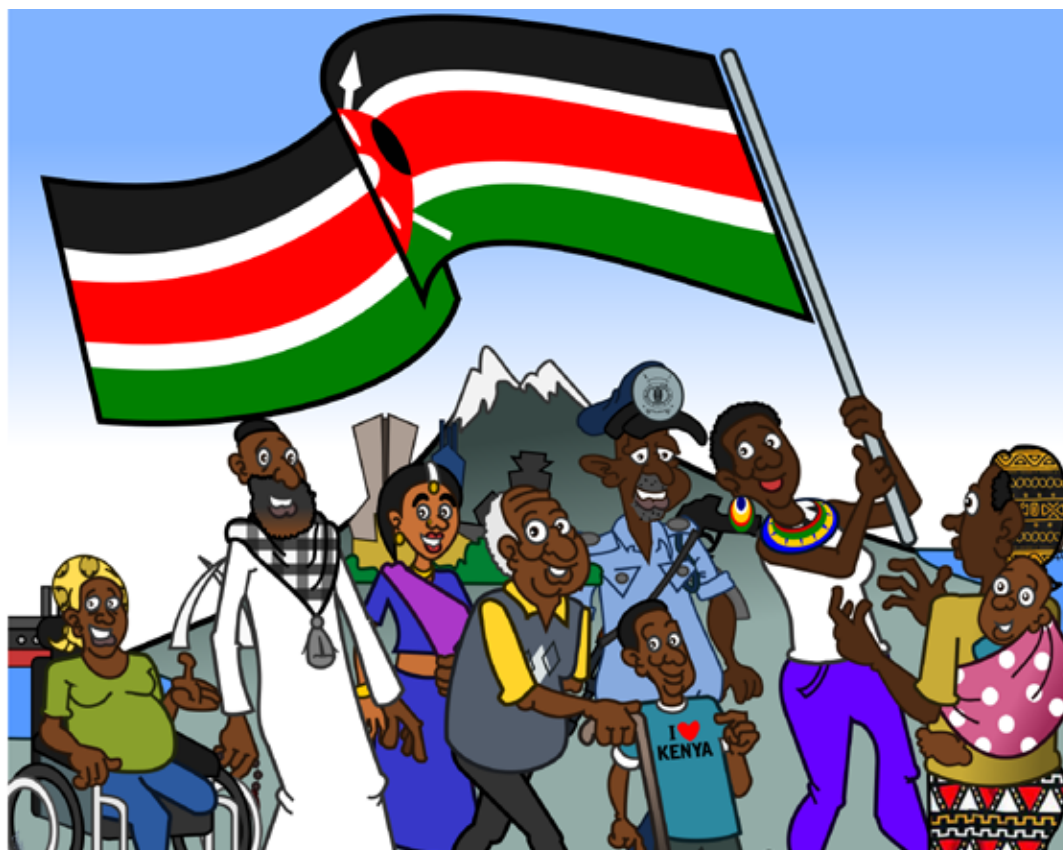
THIS document offers an interactional **Strategic Framework** and **Directions** for WKF as well as some core strategic choices over the next five years, 2023 – 2027. The Strategic Plan outlines ambitious yet attainable goals and also proposes a compelling and balanced-scorecard to provide a clear and stable set of annual objectives to ensure that all the WKF's programs and different components will pull together and work seamlessly towards the attainment of the organization's set goals. This is pivotal to enrich the internal configuration of the resources of the various programs relative to the institutional objectives in WKF's quest for improving and deepening its internal competence in order to achieve better results in line with its core mandate.

The Secretariat looks forward to the guidance and endorsement of the implementation of this Strategic Plan, 2023 – 2027. In this regard, WKF's Board of Trustees must clearly set directions, express a vision of the future, link people to strategy and operations, maintain energy and passion and inspire Staff to effectively carry out their duties, roles and responsibilities. Consequently, the Management team should endeavour to create an enabling environment and based on the core values to guide the conduct of all Staff and foster a culture that delivers results. Through exemplary leadership, the Executive Director has the moral authority to hold Staff Member accountable and develop a culture aligned to strategic aspirations and ultimately create a self-propelling Organisation that requires very little prodding to perform.

WKF's Key Donors Over the Years:

OXFAM Kenya, UNWOMEN, University of Birmingham, Women Initiative for Gender Justice, UNFPA, ActionAid Kenya, ForumCIV, Office of the United Nations High Commissioner for Human Rights (OHCHR), Australian Embassy, French Embassy, University of Leicester, Embassy of Ireland (Irish Aid), Ring for Peace, Urgent Action, GiveDirectly, Imago Dei Fund, OAK Foundation and Segal Foundation.

The Board considered and approved this Strategic Plan on 31st January 2023.




**"We demand all Kenyans to be treated with
DIGNITY and RESPECT as per the provisions
of the Kenyan Constitution."**

NOTES


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