Maisha Girls Safe House

Reach Out, Receive & Protect

Strategic Plan

2025 - 2027



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Maisha Girls Safe House
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Acronyms

CBO	Community-Based Organization
CSO	Civil Society Organization
DCI	Directorate of Criminal Investigation
GBV	Gender-Based Violence
KDHS	Kenya Demographic Health Survey
MGSH	Maisha Girls Safe House
M&E	Monitoring and Evaluation
MERL	Monitoring, Evaluation, Research, & Learning
NGO	Non-Governmental Organization
PBO	Public Benefit Organization
PEP	Post Exposure Prophylaxis
SGBV	Sexual Gender Based Violence
SRHR	Sexual Reproductive Health Rights
SP	Strategic Plan
SV	Sexual Violence
VAWG	Violence Against Women & Girls
WHO	World Health Organization
PESTEL	Political, Economical, Social, Technological and Legal
SWOT	Strengths, Weaknesses, Opportunities and Threats
CSR	Corporate Social Responsibilities
KEPSA	Kenya Private Sector Association
KAM	Kenya Association of Manufacturers
KCB	Kenya Commercial Bank

Definition of Terms

Safe House	A confidential residential facility offering temporary protection, trauma-informed care, and essential services to girls and young women survivors of sexual violence.
Shelter	A temporary, undisclosed residence providing survivors with essential needs, food, clothing, hygiene, security, etc to support recovery and reintegration.
Young Women	Female individuals typically aged between 19 and 23 who access MGSH's safe house or safe space services for protection, empowerment, and support.
Adolescents	Individuals aged between 10 and 18 years navigating developmental transition and receiving comprehensive care and support at MGSH's safe house or safe spaces.
Survivors of Sexual Violence	Individuals who have experienced non-consensual sexual acts or abuse and are referred to MGSH for shelter, healthcare, counselling, legal support, and family reintegration.
Safe Space	Community-based youth hubs for girls and young women (ages 10–23), offering group counseling, sexual and reproductive health information, legal aid, life-skills training, psychosocial support, etc.

Forward



It is with great pride and optimism that I introduce the Maisha Girls Safe House Strategic Plan for 2025–2027. As we reflect on our journey from humble beginnings to becoming a leading advocate for girls and young women facing the devastating impacts of sexual violence, this document stands as a beacon of our collective vision, resilience, and commitment.

Over the years, Maisha Girls Safe House has transformed countless lives, forging pathways to healing, empowerment, and renewed hope. This strategic plan is not only a roadmap for expanding our services; it is a comprehensive guide that underlines our unwavering dedication to reaching out, receiving, and protecting those most in need. The thoughtful process behind this plan, marked by extensive consultations and collaborations with staff, community leaders, and key stakeholders, has enriched our approach, ensuring that every strategy is both innovative and grounded in the lived realities of the communities we serve.

As Board Chairperson, I am inspired by the depth of commitment demonstrated by our team and partners. The plan highlights significant achievements in trauma-informed care, community empowerment, and advocacy, and it lays out a clear vision to confront the challenges that lie ahead. Our focus on strategic partnerships, sustainable growth, and operational excellence positions us to not only meet current needs but also to pioneer transformative change in the fight against sexual violence.

I invite you to explore this strategic plan with the same enthusiasm and dedication that has driven Maisha Girls Safe House from its inception. Together, we are creating a future where every girl and young woman can live with dignity, security, and the promise of a brighter tomorrow.



Ms Salima Njoki
Board Chairperson
Maisha Girls Safe House
May 2025

Preface



As the Executive Director of Maisha Girls Safe House, I am both honored and inspired to present our strategic plan for 2025–2027. This document is a testament to our unwavering commitment to reaching out, receiving, and protecting girls and young women who are survivors or at risk of sexual violence and abuse. In these challenging times, our mission has never been more critical, and this plan lays a clear roadmap for how we will enhance our services, expand our support systems, and empower the lives of those we serve.

Our journey began in 2016, driven by a vision of a world where every girl and woman can live free from violence. Over the years, Maisha Girls Safe House has grown from a small initiative into a beacon of hope and resilience for vulnerable communities. Today, through strategic partnerships, relentless advocacy, and community engagement, we continue to make significant strides in ensuring that survivors receive comprehensive care, from safe shelter and healthcare to trauma counselling and legal support.

This strategic plan has been developed through an inclusive, consultative process involving our dedicated staff, board members, beneficiaries, and key stakeholders. Their insights, coupled with the expertise of our consulting partners, have enriched this document with innovative ideas and sustainable strategies. It reflects our commitment not only to immediate care but also to long-term empowerment and institutional growth.

I am confident that the strategies and activities outlined in this plan will enable us to overcome current challenges, expand our capacity, and ultimately create a safer, more supportive environment for the girls and young women we serve. I extend my heartfelt gratitude to everyone who contributed to this collaborative effort. Together, we will continue to champion the rights, dignity, and future of our beneficiaries, ensuring that every survivor has the opportunity to rebuild their life with hope and strength.

Ms Florence Reya Keya
Executive Director
Maisha Girls Safe House
May 2025

Acknowledgments

We extend our heartfelt gratitude to everyone who contributed to developing the Maisha Girls Safe House Strategic Plan 2025–2027. This plan represents the collective effort, commitment, and passion of numerous individuals and organisations dedicated to protecting and empowering girls and young women affected by sexual violence and abuse.

We are deeply grateful to our dedicated staff and board members, whose unwavering commitment and tireless work have been instrumental in shaping the vision and strategic direction of MGSH. Their insight, expertise, and leadership continue to drive our mission forward.

We sincerely thank the beneficiaries and community members whose lived experiences and voices have enriched this strategic plan. Their courage and resilience inspire us every day to create safer environments and better opportunities for all girls and young women.

We acknowledge the invaluable support and guidance provided by our consulting partner, Empresario Consulting Limited, and the collaborative efforts of the Wangu Kanja Foundation and the Feminists Opportunity Network. We are also deeply grateful to the Freedom Fund for their generous support in enabling us to conduct in-depth, in-person consultations with key stakeholders, ensuring our plan remained squarely on the right trajectory. In particular, we extend our heartfelt thanks to consultant Jared Nyang'wono Ontita, whose expert facilitation guided stakeholders, staff, and board members through a rigorous process of validation and refinement, shaping the strategy to align seamlessly with MGSH's strategic focus. Their combined expertise and dedication ensured that our strategy is both innovative and grounded in the realities of the communities we serve.

We also appreciate the contributions of local government agencies, community leaders, and our partners in civil society. Their collaboration and commitment to shared goals have reinforced the effectiveness of our interventions and advocacy efforts. This plan would not have been possible without their support in fostering a coordinated response to the challenges faced by our beneficiaries.

Finally, we thank all donors, stakeholders, and supporters who have placed their trust in Maisha Girls Safe House. Your financial and moral support has been, and continues to be, a cornerstone of our success.

Together, we look forward to implementing this strategic plan, confident that our collective efforts will transform lives, enhance the safety of our communities, and pave the way for a future where every girl and young woman can thrive free from violence.

Thank you.

Executive Summary

Maisha Girls Safe House (MGSH) is a dedicated non-governmental organisation (NGO) committed to protecting and empowering girls and young women affected by sexual violence and abuse. Since its founding in 2016, MGSH has evolved from a trust to a community-based organisation and ultimately an NGO, responding to the increasing needs of the communities it serves. The Strategic Plan 2025–2027 outlines an ambitious roadmap to expand our impact and secure a safer future for our beneficiaries.

Central to our mission is the belief that every girl and young woman deserves a life free from violence. Guided by our core values of dignity, safety and protection, compassion, confidentiality, hope, and accountability, we provide a comprehensive continuum of care structured around four key pillars:

i. **Comprehensive Care and Support:** Delivering trauma-informed care services including shelter, medical care, psychosocial support, legal assistance, family tracing and reintegration; empowering survivors to rebuild their lives.

ii. **Empowerment:** creating safe spaces in the community and offering education support, career opportunities, and training in life skills to help girls and young women become more resilient and independent.

iii. **Advocacy:** Championing the rights of survivors through community sensitization, policy influence, and strategic partnerships to challenge cultural norms and drive systemic change.

iv. **Institutional Development and Sustainability:** Strengthening internal systems through enhanced governance, staff training, and improved operational procedures to ensure sustainable growth and the efficient scaling of services.

This strategic plan was developed through an inclusive, consultative process involving staff, beneficiaries, board members, community leaders, government agencies, and development partners. Their valuable insights have shaped a strategy that is innovative and responsive to the real needs of our communities.

In essence, the MGSH Strategic Plan 2025–2027 builds on our proven track record while paving the way for greater impact through comprehensive care, empowerment, advocacy, and sustainable institutional development.

1.0 Background and Introduction

1.1 About Maisha Girls Safe House

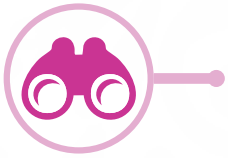
1.1.1. Organizational Background

MGSH is a Non-Governmental Organization (NGO) whose mission is to reach out, receive, and protect young women and girls who are survivors of sexual violence. MGSH runs a safe house that temporarily hosts girls below 19 years who are survivors of sexual violence and safe spaces in the community that act as youth hubs where young women and girls between the ages of 10 and 23 years who are at risk of sexual violence and abuse have a space to share their experiences and access protection & justice services, sexual reproductive health information, and livelihood opportunities.

MGSH was started in 2014 by the founder; Florence Keya, being a survivor of sexual abuse, started hosting many other girls who have passed through similar situations and had no form of support, as she sought ways of addressing their needs. In 2016, MGSH was registered as a trust; in 2019, it changed its registration to a Community-Based Organization (CBO); and in 2020, it upgraded its registration to an NGO under registration number 0P.218/051/20-129/11906 due to the increased scope within Kenya and beyond. Currently the organisation is aligned with the recent changes to be recognised as a Public Benefit Organization (PBO) under the new registration requirement. Since its inception in 2016, MGSH has worked towards eliminating sexual and gender-based violence targeting girls and young women from resource-constrained communities. We are committed to enhancing the well-being and safety of girls and young women affected by sexual violence and abuse, ensuring they can fully enjoy their human rights and live free from all forms of violence.

1.1.2. Organizational Identity

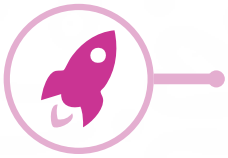
Throughout its existence, MGSH has managed to develop and refine a clear organisational identity comprising vision, mission, and values that are dear to its work and the constituents they serve, which are elaborated below:



1.1.3. Vision

A world where girls and women are free from all forms of sexual violence

1.1.4. Mission



To reach out, receive, and protect girls and young women, survivors, or those at risk of sexual violence and abuse.

1.1.5. Organisational Values:



MGSH believes in and is guided by the following ideals:

- **Dignity** – We believe that every girl and young woman deserves to be recognised for their worth, regardless of their past experiences.
- **Safety and Protection** – We maintain an environment where every survivor feels physically safe, emotionally protected, and fully supported.
- **Compassion** – Compassion allows us to recognise each individual's unique challenges and respond with kindness and sensitivity.
- **Confidentiality** – By safeguarding survivors' personal information and experiences, we ensure they engage with our services without worry.

- **Hope** – We empower survivors to believe in their recovery journey, encouraging them to take steps toward healing and rebuilding their lives.
- **Accountability** – We believe in being answerable for our actions and ensuring that our services meet the highest standards of quality and effectiveness.

1.2 The Strategic Planning Process

This strategic plan 2025-2027 aims to provide an overall strategic direction to guide the Advisory Board, Management Team, Staff Members, and relevant stakeholders towards achieving the Maisha Girls Safe House (MGSH) mission. It aims to provide the highest level of guidance to MGSH staff and working groups as we make choices about program direction, set fundraising priorities, allocate the use of limited human and financial resources, and develop long-term action plans.

Methodology

The development of this strategic plan was a highly consultative and inclusive process, guided by the expertise of Empresario Consulting Limited, engaged by the Wangu Kanja Foundation with support from the Feminists Opportunity Network. The Freedom Fund also enabled in-depth, in-person consultations with key stakeholders, led by consultant Jared Ontita Nyang'wono. His expert facilitation directed stakeholders, staff, and board members through a rigorous validation and refinement process, ensuring the strategy aligns seamlessly with MGSH's strategic focus and remains firmly on course.

Through a series of structured consultations, interactive workshops, brainstorming sessions, and a thorough literature review, we worked collectively to refine our vision, establish strategic priorities, and chart a clear path forward for the organisation. These engagements provided a platform for rich discussions, ensuring that the voices of all key stakeholders were heard and reflected in the final strategy. By fostering a participatory approach, we ensured that this strategic plan is not only comprehensive and forward-thinking but also deeply responsive to the needs of the girls and the broader community. The insights gathered from our stakeholders have helped shape a strategy that is both impactful and sustainable, reinforcing our commitment to creating lasting change.



2.0 Context Analysis

2.1 Situational Analysis and Current Operational Approach

2.2 Current Approach

The current aim of MGSH has been to achieve its mission of reaching out, receiving, and protecting girls and young women who survive sexual violence or are at risk of sexual violence and abuse.

i. **Strategic Planning** – We ensure that every activity, programme, and operational decision is deeply aligned with our mission of reaching, receiving, and protecting girls and young women affected by sexual violence. Our planning process involves setting clear objectives, periodic review of progress against key performance indicators, and the agile reallocation of resources to maximise impact. This integrated approach guarantees that both short-term initiatives and long-term strategies are harmonised with our organisational vision and values.

ii. **Needs Assessment** – A critical pillar of our strategy is the continuous and systematic evaluation of the needs of the girls, young women, and communities we serve. It enables us to ensure that we bring in an aspect of innovation, a new approach, through systematic data-driven analysis. Our needs assessment process involves:

- **Data Collection & Analysis:** Gathering quantitative and qualitative data through surveys, focus groups, interviews, and community feedback mechanisms to identify the most pressing issues and gaps in services.
- **Community Consultations:** Engaging directly with beneficiaries and local stakeholders to understand their lived experiences and emerging needs. This ensures that our programs are responsive, relevant, and tailored to the specific challenges on the ground.
- **Expert Review:** Collaborating with subject matter experts to analyze findings and translate them into actionable strategies. This step guarantees that our interventions are not only based on evidence but also aligned with best practices and innovative solutions.
- **Ongoing Monitoring & Evaluation:** Implementing robust monitoring and evaluation frameworks to track progress, measure impact, and adjust strategies dynamically. This iterative process helps us remain agile, improve service delivery, and secure accountability to our stakeholders.

By embedding a rigorous needs assessment framework into our operations, we ensure that every intervention is informed by real-time, evidence-based insights, ultimately enhancing the effectiveness and sustainability of our mission-driven work.

iii. **Community engagement** – At the core of our operations is the belief that real, sustainable change emerges from within communities. We engage local stakeholders through participatory methods such as open dialogues, creative arts, sports, and strategic media campaigns. By actively involving community members in decision-making processes, we empower them to take ownership of their change journey, ensuring that interventions are culturally relevant and grounded in local realities.

iv. **Leveraging Partnership and Collaborations** – Recognising that collective expertise and shared resources are crucial to driving meaningful impact, we actively seek collaborations with local communities, county and national government agencies, and civil society organisations (CSOs). These partnerships are built on mutual respect and a shared commitment to our mission. By integrating diverse skills, knowledge, and resources, we create robust networks that strengthen service delivery, enhance advocacy efforts, and broaden our outreach.

v. **Continuous learning** – We invest in the professional and personal development of our team by providing regular training sessions, workshops, mentorship, and peer learning opportunities. This commitment to continuous learning ensures that our staff and volunteers remain updated with the latest best practices, legal frameworks, and innovative approaches in the field. By fostering a culture of learning and adaptability, we enhance service quality, boost team morale, and position our organization to respond effectively to emerging challenges.

2.3 External Opportunities and Threats

MGSH employed PESTEL to systematically evaluate the external factors that influence and shape the organization's operating environment as captured in the matrix below:

External Environment Area	Opportunities	Threats	Strategic response
Political	• Good working relationship with the Children's Department, Gender Department, State Department of Interior administration, Department of Criminal Investigation that support us in any areas of our work.	• Political instability or sudden policy shifts that can restrict NGO operations. • Regulatory changes or governmental hostility (e.g., restrictions on foreign funding).	• Build strong networks with government departments and policy makers so as to stay informed of any changes and new developments. • Diversify our sources of funding to include partnerships/donors that can offer support during uncertain periods. • Adopt agile programming that will allow us to adapt to change and give us the flexibility to make changes. • Regularly review our policies and procedures to ensure that they suit what is stipulated by the law in Kenya.
• Economical	• Increased donor contributions and more philanthropic giving. • Availability of grants and corporate sponsorships.	• Economic downturns, inflation, or recessions. • Donor fatigue and budget cuts in government and corporate sectors.	• Diversify our sources of funding to include partnerships/donors that can offer support during uncertain periods.
Social	• Growing public awareness and activism. • Shifts in societal norms that perpetuate SGBV.	• Cultural resistance or social polarisation. • Negative public perceptions or misinformation about the CSO's activities.	• Participatory community engagements with culturally sensitive messaging while ensuring that we clearly communicate our organization's work.

Technological	• Advancements in digital tools and social media for enhanced outreach, fundraising, and advocacy	• Rapid technological changes may render existing systems outdated. • Cybersecurity risks and data breaches compromising donor and beneficiary information.	• Regularly updating our technological know-how/ expertise and staying up to date with new technology. • Consultation with experts on best practices for data management and more.
• Environmental	• Heightened global focus on sustainability can open up new funding streams and partnerships. • Rising awareness of environmental issues that can boost engagement in projects related to climate change and conservation.	• Natural disasters or climate-related events disrupt operations and affect target communities. • Increasing operational costs due to stricter environmental regulations.	• Secure climate resilience funds that will prepare us for any natural eventualities. • Review our environment management policy to address all the procedures necessary during eventualities of disasters.
Legal	• Progressive legislation that protects human rights, the environment, or social welfare can provide a more favourable operating framework. • Legal reforms that facilitate CSO registration and funding mechanisms.	• More restrictive laws and compliance requirements limit operational flexibility. • Changes in legal frameworks that may reduce access to foreign or government funding.	• Review our policies and procedures to be in line with the country's laws.



2.4 Internal Environment

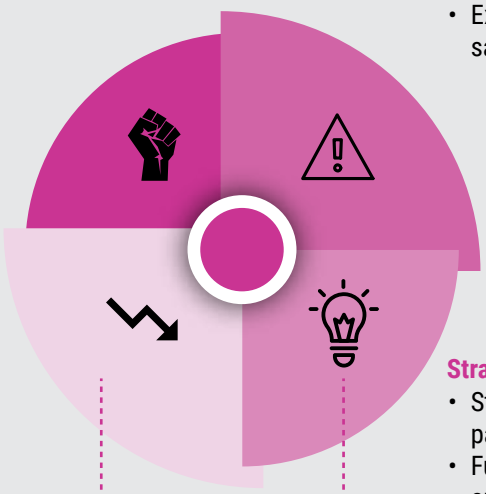
We conducted an analysis of our strengths and weaknesses in order to understand and to increase the contribution of our operations to our mission and vision for maximum impact.

Strength / What is working well

- Experience and well-trained staff in trauma informed care and running community programs
- Strong local partnership and trust
- Rapid response capabilities for immediate survivor support
- Effective case tracking and reporting systems
- Accessible local office and safe spaces for survivors & those at risk

Strategic response

- Provide ongoing training and mentorship programs
- Leverage relationships for advocacy and resource mobilization
- Strengthen emergency response coordination with other agencies
- Use data to improve services and influence policy change
- Expand facilities and create more satellite safe spaces



Weakness / Area of improvement

- Resource constraints limit service capacity
- Insufficient shelter space to admit more survivors
- Lack of comprehensive longterm survivors' support programs
- Gaps in data collection and analysis
- Limited influence at higher policy levels

Strategic response

- Strengthen funding applications and partnerships with donors
- Fundraise for enlarged shelter space and collaborate with other shelters for referrals of increased clients
- Develop holistic survivor support program, including economic empowerment and mental health services
- Invest in better data management tools and training
- Increase partnership with national and international organizations for broader advocacy.

2.5 Stakeholders Analysis

Based on the strategic analysis undertaken during the strategic planning process, MGSH identified a priority list of stakeholders with whom it sees potential for collaboration during the coming three years. The table below provides an overview of these (groups of) stakeholders.

Stakeholder Category	What They Do	Power/Influence	Potential for Collaboration
GIRLS and YOUNG WOMEN • Survivors of sexual violence • At-Risk Girls and Young Women	Core constituent Beneficiaries	Critical Mass/Moderate Influence	Collaborate to strategically confront community and institutionalised systems that perpetuate sexual violence, GBV, and dispossession of women's rights.
STATE ACTORS • Directorate of Children's Services • Ministry of Education • Ministry of Interior and National Administrative • Ministry of Health • The Judiciary • National Police Service • National Assembly • County Assembly • National Gender and Equality Commission • National Human Rights Commissions • Foreign Embassies; Diplomats	Policy formulation Regulation/ oversight Legislation Enforcement Security	Strong power & influence	Constructive engagement Monitoring Policy work Learning
CIVIL SOCIETY • Local & Regional Foundations & PBOs • Human Rights Movements • (Individual) Human Rights Defenders • Faith Based Organizations/ Umbrellas • Media (print, broadcast, social)	Resource mobilization; Human rights & governance work; Oversight; Capacity development; Information sharing; & Research	Draws power from grassroots/ critical mass; Moderate influence	Networking, Learning, Leveraging resources
PRIVATE SECTOR • Chambers of Commerce & Industry • Corporate Associations (KEPSA, KAM) • Private Sector Foundations like (Equity/KCB, Safaricom)	Business/trade Financing, e.g., CSR Support Foundations Employment opportunities	Have financial might quite powerful/ influential	Funding, Research

KNOWLEDGE INSTITUTIONS • Universities/CollegesTTIs • Research Bodies/ Institutions • Consulting Firms	Training/Teaching Research Knowledge generation	Have knowledge power; influence is moderate	Influencing practice, innovation
FUNDING AGENCIES • UN Agencies • Donor Organizations • Foundations (Corporate, Private) • Philanthropists	Funding Research Capacity development Influencing	Have economic & knowledge power; Highly influential	Funding, Research, Influencing, innovation



3.0 Strategic Focus

3.1 Our Thematic Focus Areas

i. **Comprehensive Care and Support – for girls and young women survivors of sexual violence**. In the Safe House setting, our care model combines strategic planning, active community and staff involvement, and precise needs assessments to ensure a safe, healing environment. We deliver age-appropriate interventions that address immediate safety as well as long-term health, psychosocial, and educational recovery. Continuous monitoring and evaluation further refine our services, ensuring that survivors receive a dynamic continuum of care tailored to their unique needs.

ii. **Empowerment – for girls & young women survivors and those at risk of sexual violations. These are reached mostly from the safe house and the community safe spaces**. We create spaces where girls and young women can share their experiences, build confidence, and learn leadership skills. Our continuous learning programs, including mentorship, training sessions, and peer-to-peer support networks, equip survivors with the skills needed to transform personal adversity into collective strength. By incorporating systematic needs assessments, we continuously refine our empowerment initiatives to address emerging challenges and opportunities, ensuring that beneficiaries are supported in achieving long-term independence and self-efficacy.

iii. **Advocacy – for/on the need for collective action and institutional accountability against sexual violence.** By integrating direct care with community mobilisation and policy advocacy, MGSH not only addresses the immediate needs of survivors but also works toward creating a supportive ecosystem that prevents sexual exploitation and holds institutions accountable for the welfare of vulnerable girls and young women. This integrated approach underscores their commitment to both healing individual survivors and driving long-term social change.

iv. **Institutional Growth and Development–towards organizational efficiency and effectiveness.** Our institutional growth initiatives focus on strengthening systems, streamlining processes, and building a resilient organizational structure. Regular needs assessments allow us to identify gaps, measure performance, and implement targeted improvements, ensuring that the organization remains agile, accountable, and poised to meet both current and future challenges.

3.2 Theory of Change

MGSH recognises that the change we desire and sustainable results are achievable if our interventions follow a certain analytical logic. MGSH has therefore adopted a Theory of Change (ToC) that helps explain why we do the things we do in a more explicit and coherent manner, given the context of multi-actor cooperation. Our ToC is, in this regard, an expression of vision and purpose.

To do this, MGSH will pursue four integrated approaches focusing on:

i. Comprehensive care and Support

ii. Empowerment

iii. Advocacy

iv. Institutional Growth and Development

These strategic pillars (focus areas) are further elaborated in the section below. The same are summarised in the following diagrammatic representation of the MGSH Theory of Change.

1

IMPACT

- Life free from violence and Girls and young women rights upheld
- Reductions of harmful norms and practices towards girls and young women
- Girls & young women fully enjoy their rights
- Successful family integration
- End to femicide

2

OUTCOME

- Girls & young women access safe, specialized and multisectoral services for SGBV recovery
- At-risk girls and young women receive comprehensive SRHR education, information and services
- At-risk Girls and young women and socially and economically empowered to demand their rights and take action
- Government service providers and communities uphold protection response to violence & shift harmful norms

3

INTERVENTION

- Awareness creation
- Entrepreneurship life skills training
- Psycho-social support & legal Aid
- Comprehensive SRHR education & services
- Safe house & Safe Spaces
- Joint and collaborative response to SGBV

4

FOCUS AREAS

- Comprehensive care and support
- Empowerment of girls & young women
- Advocacy on SGBV
- Institutional Growth & Development



4.0 Our Strategic Priorities and Interventions

This section highlights each of the strategic areas of focus and the major objectives and strategic interventions that MGSH will focus on in the next 3 years to contribute to its vision.

4.1 Focus Area 1: Comprehensive Care and Support

Objective: To offer comprehensive care support, including trauma-informed services, to girls and young women survivors of sexual abuse.

At MGSH, we receive survivors of sexual abuse who are mostly referred by government protection agencies, which mainly include the Directorate of Criminal Investigation (DCI) – Child Protection Unit, police stations, and other organisations offering similar services. Most survivors placed for care at the safe house are below 18 years. MGSH provides care for survivors for an optimal period of up to six months, after which they are reintegrated into society or referred to other organisations for further support. However, in exceptional cases, the stay may be extended to ensure survivors continue receiving the necessary services.

MGSH ensures that the survivors receive the following continuum of services.

i. **Shelter & protection** – MGSH provides a temporary shelter for about 6 months for survivors at an undisclosed location. Special cases may exceed the stated duration. At the shelter, survivors are provided with essential needs which include clothing, food, cleaning, and all necessary personal effects for their appropriate survival.

ii. **Healthcare** – Survivors receive medical care, including comprehensive health assessments and protective services like post-exposure prophylaxis (PEP) to prevent HIV infection. If infections such as STIs are detected, they receive appropriate treatment, along with care for any injuries. For pregnant survivors or those about to give birth, support is also extended to their children. While staying at the safe house, they continue to receive regular health check-ups, follow-ups, and ongoing medical support.

iii. **Trauma Counselling & Psychosocial Support –** Sexual offences traumatically affect the victims, and unless properly counselled, they may live with permanent emotional scars. These scars may affect not only how they cope with society but also how they may react to ordinary life circumstances. MGSH provides individual and group counselling sessions to help the survivors overcome the experiences and overcome trauma. This service is extended to community beneficiaries when resources are accommodated.

iv. **Education support** – Most survivors of sexual abuse come from families which are economically challenged, and the situation might have further affected their education. MGSH supports the survivors reintegrating back into school by providing them with the necessary scholastic materials and required fees through working closely with their family, the Children department and other related government agencies.

v. **Legal process support** – MGSH accompanies survivors throughout all legal proceedings, ensuring that their best interests are considered. MGSH also works with survivors by preparing them to effectively address and present themselves in court. We also attend court users' sessions to voice the challenges in access to justice for the survivors.

vi. **Family Reintegration –** MGSH, through working with the children's department, carries out home tracing and supports the survivors in family reintegration by embracing alternative family care strategies and offering structured aftercare services and support to families.

4.2 Focus Area 2: Empowerment

Objective: To empower girls, young women, and those at risk of experiencing or are vulnerable to sexual violations by strengthening their resilience and providing comprehensive, trauma-informed support to enhance their overall well-being and living conditions.

The majority of girls and young women prone to sexual abuse are living in the context of vulnerability and scarce resources. Appropriate actions to prevent such occurrences should include keeping them in school, providing them with critical life skills, supporting parents (including livelihood empowerment for young women), and changing attitudes and norms through community conversations. In reaching out to this group and minimizing the levels of vulnerability, MGSH runs a safe space in the community where the following services are provided:

i. **Group and individual counselling:** At the safe space, MGSH provides these services to young people that help them experience a sense of relief and learn strategies for coping or overcoming the issues that they may be experiencing. These sessions are done using appropriate language and embracing sign language for survivors with special needs.

ii. **Education support:** MGSH supports adolescents and young women at risk of sexual abuse in informal settlements by ensuring they can pursue and continue their education. Through scholarships and collaboration with parents, MGSH helps meet their educational needs, fostering a safer and more stable learning environment. MGSH reaches out to government bursaries, giving agencies to lobby for funds to support survivors' education.

iii. **Life skills empowerment:** MGSH carries out life skills sessions at the safe space and at primary and secondary schools in our surrounding communities to ensure that the children and young people develop skills in overcoming their vulnerabilities.

iv. **Rehabilitation and livelihood support:** MGSH also carries out efforts to rescue young women who have been forced into prostitution or have been trafficked for sexual exploitation either within the country or across borders. The young women are taken through a rehabilitation program while at the same time looking and planning for alternative and decent sources of income generation through entrepreneurial training.

4.3 Focus Area 3: Advocacy

Objective: To champion advocacy and raise awareness against sexual abuse through impactful campaigns, strategic policy influence, and meaningful community engagement—empowering individuals, shaping policies, and fostering a culture of prevention and support.

MGSH conducts and participates in local, national, and international initiatives aimed at advocating against sexual violence. MGSH carries out community sensitization workshops on the protection of children, adolescents and young women against sexual abuse. MGSH also participates in local and international advocacy groups in lobbying for and developing appropriate policies and systems for protection against sexual abuse.

i. **Awareness Creation:** MGSH undertakes activities in the creation of awareness within the communities where we work on SGBV and Femicide. MGSH supports the sharing of knowledge and networks and jointly advocates for the plights of sexual violence with relevant stakeholders at sub-national, national, regional, and global levels. We work closely with NGAO to offer sensitization during the chiefs' baraza.

ii. **Strategic Policy Influence:** MGSH advocates for the effectiveness of legislation, policies, national action plans, and accountability systems to prevent and end sexual abuse of children

and young girls. This is done through the mapping of potential partners working around SGBV to lobby relevant government agencies to lobby for and develop appropriate policies and systems for protection against sexual abuse.

iii. **Community Engagement:** As part of community engagement, MGSH will leverage the power of social media to increase participation of our target population in awareness creation. Part of the strategy is encouraging SGBV survivors and champions to share their experiences as a tool for advocacy and awareness creation. MGSH believes that behaviour change communication is crucial in shifting harmful norms and practices within the community.

4.4 Focus Area 4: Institutional Growth and Development

Objective: To enable MGSH to become a dynamic, efficient, and sustainable entity that is effective in realising its mandate towards organisational efficiency and effectiveness.

MGSH leadership and management value the internal organisational health and well-being. The overall ambition is to enable MGSH to become a more dynamic, efficient, and stable entity that is cost-effective and sustainably achieving its ambitions. Efforts will be made to address the core capacity issues/ critical success factors identified during the strategic reflection processes (SWOT, OCA) that preceded the development of this strategic plan. MGSH institutional growth initiatives will focus on strengthening systems, streamlining processes, and building a resilient organisational structure. Regular needs assessments to identify gaps, measure performance, and implement targeted improvements, ensuring that the organization remains agile, accountable, and poised to meet both current and future challenges. The following will be prioritised:

i. **Resource Mobilisation and Fundraising:** MGSH has in place an income-generating plan. We plan to develop a resource mobilisation and fundraising strategy to ensure that the organization is well endowed to undertake its objectives mentioned above effectively.

ii. **Capacity Building and Wellness for Staff:** MGSH appreciates that the work done by its staff can sometimes be overwhelming. Informed by that, we shall prioritise wellness sessions specifically for the staff. This will be done hand in hand with building internal staff capacities to assist in internal training and assessing the improvement of staff skills and wellbeing. Proposed are activities like team-building sessions.

iii. **Research:** MGSH shall venture into conducting research in their area of interest in relation to the mission and vision of the organisation. In the age of data, MGSH believes that its programs shall be data-informed to ensure that they're responding to the needs of their constituents. Some of the interest areas of research will be sexual violence, child exploitation, child labour, child marriages, and modern slavery, among others.

iv. **Systems update and structures upgrade:** MGSH will ensure all its policies and systems are upgraded to meet the current needs. This includes infrastructure at work, like computers and office furniture, and space. The other aspects of governance systems shall be developed and continuously monitored to steer the organization in the right direction. MGSH shall work on a centralised digital dashboard with all its operations and materials for safekeeping, and a backup shall be put in place. MGSH will work towards the improvement of the safe house while working on expansion plans to other counties within the country.

5.0 Organization's Management and Governance Model

MGSH stands as a pioneering force in the fight against sexual violence, operating from our well-established program office in Makadara Sub-County. Our dynamic initiatives are driven by contemporary programmatic and financial policies that are continuously refined to ensure robust governance, fiscal control, accountability, and sustainability. These strategic enhancements empower us to maximise resource efficiency and deliver high-impact services to our community.

Our management structure is designed to foster excellence and innovation through two dedicated entities:

i. **The Advisory Board:** Composed of experts in public relations, quality healthcare, human rights, criminal investigations, child and survivor protection, resource mobilization, and financial management, our Advisory Board plays a crucial role in supervising, supporting, and championing our cause. Meeting quarterly—or as circumstances require—they provide strategic guidance to elevate our programming and financial practices, ensuring our initiatives are aligned with our mission.

ii. **The Management Team:** The operational backbone of MGSH is our seasoned management team, consisting of:

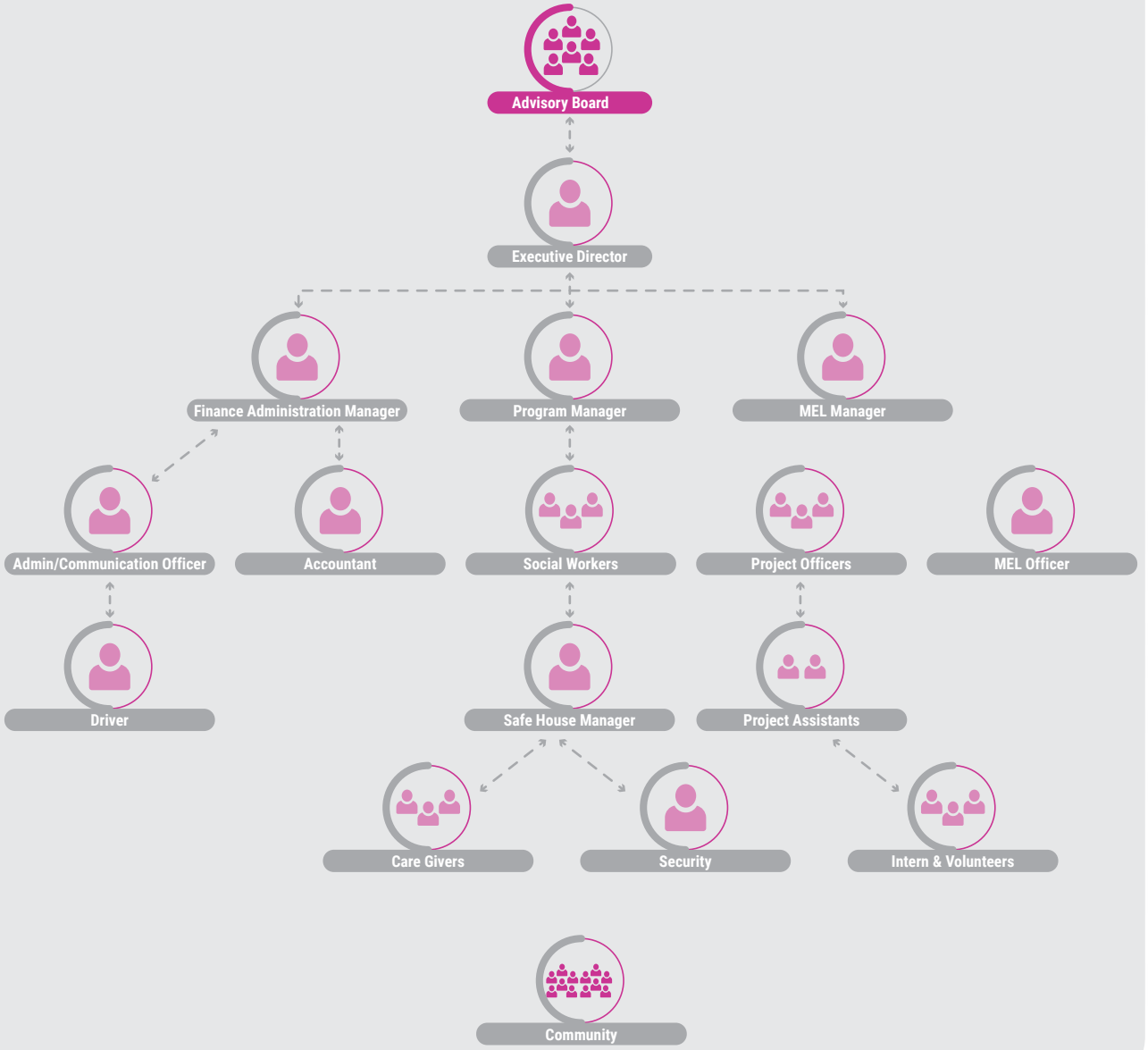
    a) **Executive Director (ED):** Oversees the overall strategic direction and day-to-day operations, orchestrating stakeholder engagement and partner collaborations, while ensuring the integrity of all transactions.

    b) **Program Manager:** Leads project staff and volunteers with a beneficiary-centric approach, guaranteeing that all activities are executed efficiently and with uncompromising quality. This role is pivotal in maintaining stakeholder engagement and delivering successful outcomes.

    c) **Finance & Administration Manager:** With deep expertise in project financial management, this role ensures budget adherence, compliance, and meticulous reporting. Their skills in auditing, risk management, and expenditure tracking fortify our financial transparency and accountability.

At MGSH, our team comprises qualified professionals who receive continuous training to enhance both their skills and our organisational impact. We adhere to a stringent code of conduct and operational procedures that cover financial management, human resources, child protection, safeguarding data protection, and fraud prevention. This disciplined framework, combined with a clearly defined chain of command, ensures that every project is executed with precision and integrity.

Organogram


Advisory Board
Executive Director
Finance Administration Manager
Program Manager
MEL Manager
Admin/Communication Officer
Accountant
Social Workers
Project Officers
MEL Officer
Driver
Safe House Manager
Project Assistants
Care Givers
Security
Intern & Volunteers
Community

6.0 Strategic Delivery Plan

Key Result Area 1:	Comprehensive care and support						
Strategic Objective 1:	• To offer comprehensive care support, including trauma informed services to girls and young women survivors of sexual abuse • Increase access to critical services & comprehensive SRHR information for girls & young women survivors and those at risk of SGBV.						
Target group:	Girls and young women survivors of sexual abuse						
Outcomes	• Survivors are able to rebuild their lives and overcome victimhood • Increased transition in number of cases of sexual violence through the referral pathways • MGSH positioned as a model safe house for the management of survivors of sexual violence • Enhanced stakeholder support for survivors' best interests						
Strategies	**Key Activities**	**Output Indicators**	**Performance Targets**			**Implementation Responsibility**	**Indicative Budget Kshs. '000**
			2025	2026	2027		
Survivor support	Shelter and protection	No survivors under shelter and protection	100	100	100	Program Manager	20,000,000
	Healthcare	No. of survivors accessing healthcare services	100	100	100	Program Manager	3,000,000
	Trauma counselling and psychosocial support	No. of girls and young women who have undergone therapy	100	100	100	Program Manager	2,500,000
	Education support	No. of beneficiaries	80	80	80	Program Manager	16,000,000
	Legal process support	No. of people supported through legal aid	60	60	60	Program Manager	800,000
	Family reintegration	No. of girls and young women who have been reintegrated	8	8	8	Program Manager	600,000

Key Result Area 2:	Empowerment						
Strategic Objective 2:	• To empower children and young people in sexual abuse exposure/vulnerability and in building resiliency and necessary support towards improving their living standards. • Improve social and economic empowerment for girls & young women survivors and those at risk of SGBV.						
Target group:	Children, Girls, Young Women and Youth at Risk of Sexual Violence						
Outcomes	• Children and adolescents develop age-appropriate understanding of body safety, consent, and signs of abuse. • Girls and women are able to recognise risky situations and harmful behaviours through curriculum-based learning and role-playing exercises. • Participation in self-defence or assertiveness training builds confidence and equips participants with practical strategies to resist abuse. • Counselling and trauma-informed interventions help reduce long-term psychological impacts, increasing overall mental health and coping skills.						
Strategies	**Key Activities**	**Output Indicators**	**Performance Targets**			**Implementation Responsibility**	**Indicative Budget Kshs. '000**
			2025	2026	2027		
Empowerment	Group and individual counseling	No. of groups and individuals who have been counselled.	150	150	150	Program Coordinator	1,300,000
	Education support	No. of beneficiaries	60	60	60	Program Manager	3,000,000
	Life skills empowerment	No. of beneficiaries benefitting from different skill area training	3000	3000	3000	Program Manager	6,000,000
	Rehabilitation and livelihood support	No. of beneficiaries supported with rehabilitation and livelihood support.	20	20	20	Project Officer	3,000,00
	Household food security	No. of households receiving food security support.	30	30	30	Program Manager	1,500,000

Key Result Area 3:	Advocacy						
Strategic Objective 3:	• To rally collective action against sexual violence through community and stakeholder engagements, policy influencing and institutional accountability. • To promote advocacy and awareness against sexual abuse through campaigns, policy influence and community engagements. • Hold government service providers accountable for addressing the needs of girls and young women survivors of sexual violence. Influence a change of social-cultural norms perpetuating sexual violence against girls and young women.						
Target group:	Government officers, Civil Society Organizations, Community Leaders, policymakers, and survivors advocates						
Outcomes	• Positive shift in community knowledge , attitudes and perceptions about sexual violence • Strengthened multi-stakeholder partnerships that foster community-driven strategies and robust policy reforms addressing sexual violence. • Increased public awareness and understanding of sexual abuse, resulting in proactive community reporting and prevention actions. • Improved responsiveness and service delivery from government agencies, ensuring timely, empathetic support for girls and young women survivors.						
Strategies	**Key Activities**	**Output Indicators**	**Performance Targets**			**Implementation Responsibility**	**Indicative Budget Kshs. '000**
			2025	2026	2027		
Community engagements	Direct community outreaches (barazas, school outreaches, girls' forum, educational theatre)	No. of community outreaches carried out	9	9	9	Program Manager	900,000
	Mainstream and social media sessions	No. of social media sessions carried out	12	12	12	Program Manager	600,000
	Stakeholders engagement forums	No. of forums conducted	4	4	4	Program Manager	648,000
	Observance of international celebration days	No. of International commemoration days observed	6	6	6	Program Manager	648,000
Policy development and reforms	Campaigns	No. of campaign activities carried out.	3	3	3	Program Manager	800,000
	Petitions and letters	No. of petitions and letters developed and submitted.	4	4	4	Program Manager	450,000
	MoUs	No. of MoUs agreements entered.	3	3	3	Program Manager	270,000

Key Result Area 4:	Institutional development and sustainability						
Strategic Objective 4	• To enhance the efficacy, adaptability, and sustainability of MGSH programming through strategic management practices, resource optimisation and strong organisational culture. • Improve organization efficiency, effectiveness, and accountability in providing quality services.						
Target group:	Board members, staff, volunteers and stakeholders						
Outcomes	• Enhanced organizational operational efficiency • Increased adaptability • Improved governance, programs and admin performance management • Increased visibility and sustainability						
Strategies	**Key Activities**	**Output Indicators**	**Performance Targets**			**Implementation Responsibility**	**Indicative Budget Kshs. '000**
			2025	2026	2027		
Governance performance	Periodic review of internal operating procedures and policies	• No. of reviews carried out. • No. of policy amendments/ improvements/introduction done.	3	3	3	Program Manager	300,000
	Trainings for board members and management	• No. of training conducted. • No. of board members and managers trained	3	3	3	Program Manager	1,200,000
	Board meeting for organization performance monitoring and evaluation	No. of board meetings conducted	4	4	4	Program Manager	200,000
	Consultant engagement for governance evaluation and improvement	No. of consultancy engagements	2	2	2	Program Manager	360,000
Infrastructure	Hardware, software and network improvements.	No. of hardware, software and network improvements conducted.	2	2	2	Program Manager	300,000
	Scalability and cloud adoption	No. of scalability and cloud adoption	2	2	2	Program Manager	200,000
	Improve back-up and disaster recovery	No. of backups and disaster recoveries conducted.	3	3	3	Program Manager	150,000

Publicity and communications	Development and publication of news letters, quarterly and annual reports.	• No. of newsletters developed and disseminated. • No. of reports developed and disseminated.	4	4	4	Program Manager	150,000
Partnerships and collaborations	Participating in partnership and collaboration meetings.	No. of meetings participated in.	6	6	6	Program Manager	600,000
MERL	Carry out biannual monitoring, evaluation, research and learning activities.	• No. of MERL engagement meetings conducted. • No. of evaluation activities carried out.	3	3	3	Program Manager	750,000
Sustainability	Review and improvement of sustainability strategy	No. of reviews and improvement sessions carried out.	2	2	2	Program Manager	300,000
Risk analysis	Risk assessment, prioritisation and mitigation planning.	No. of risk assessment sessions carried out.	3	3	3	Program Manager	150,000



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