STRATEGIC PLAN 2026–2031

Advancing Gender Knowledge. Empowering Communities.



This Strategic Plan 2026–2031 marks a bold new chapter for IFAGE: A move to a sharper, faith -rooted model for gender justice, community transformation, and sustainable growth. Shaped by IFAGE's lived practice, 2024 evidence, stakeholder voices, and the str ategic planning workshop, the plan brings together what IFAGE must keep, what it must shift, and what it must leave behind into five clear pillars for action.

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List of Abbreviations

CEO :	Chief Executive Officer
CSR :	Corporate Social Responsibility
HNW / HNWI :	High-Net-Worth / High -Net-Worth Individual
HR :	Human Resources
IFAGE :	Institute for Faith and Gender Empowerment
M&E :	Monitoring and Evaluation
MERL :	Monitoring, Evaluation, Research and Learning
NGO :	Non-Governmental Organisation
Q1, Q2, Q3, Q4	First, second, third and fourth quarters of the year
SGBV :	Sexual and Gender-Based Violence
SOP :	Standard Operating Procedure
SRHR :	Sexual and Reproductive Health and Rights

1. Executive Summary

IFAGE enters the 2026–2031 strategic period at a defining point in its growth. The April 2026 strategic planning stakeholder engagement workshop in Bondo created space for the team to reflect honestly on IFAGE's identity, the changing funding and development landscape, and the kind of organisation IFAGE must become to remain relevant, sustainable, and impactful. Across the workshop sessions, one message became clear: IFAGE should not abandon its roots. It should keep its faith-based identity, gender justice focus, positive masculinity work, sexual and reproductive health rights (SRHR) education, survivor support, youth engagement, community empowerment, and advocacy, but organise them into a clearer, more connected model.

The rationale for the shift is practical. IFAGE has done important work, but the previous approach can easily appear as separate projects competing for attention and resources. In the current funding environment, partners are looking for clear positioning, measurable outcomes, strong implementation capacity, learning, evidence, and models that can extend beyond a single activity or location. The workshop, therefore, validated the need to move from an activity-heavy, project-based approach toward an integrated faith-to-action model that demonstrates how IFAGE changes norms, empowers people, enables services, influences systems, and strengthens itself to sustain and scale its impact.

The strategy recognises 2026 as the setup and consolidation year. During this year, IFAGE will align its program model, package its tools, strengthen partnerships, clarify staffing and roles, prepare fundraising products, improve safeguarding and referral protocols, and establish a practical monitoring, evaluation, research, and learning (MERL) system. Full implementation will run from 2027 to 2031, with a phased focus on launching the model, refining it through evidence, expanding through partners, influencing systems, and consolidating learning for the next strategic cycle.

Strategic decision	What it means in practice
One goal	Gender justice remains the long-term goal across all pillars.
Five pillars	Change Norms; Empower People; Enable Services; Influence Systems Sustain & Scale.
One delivery logic	Faith dialogue leads to changed norms, empowered people, accessible services, and stronger systems.
One growth path	Build from Siaya/Lake Region experience, then scale through faith networks, county systems, schools, and partners throughout Kenya and beyond.
One evidence culture	Measure what changes in people, institutions, services, policies, and IFAGE's own capacity.

2. IFAGE DNA and Strategic Identity

Who IFAGE is

- A non-profit organisation registered in Kenya since 2013, working for gender justice, freedom from domestic abuse and gender based violence (SGBV).
- A convener of faith actors, community leaders, women, men, youth, schools, churches and partners.
- A bridge between faith, culture, gender, health, safety, and community action.

Strategic promise

- IFAGE helps communities turn faith into action for gender justice.
- Its strongest contribution is reaching faith and community spaces where critical gender conversations are often avoided.
- The work will be presented as one connected strategy, not separate project lines.

2.1. Who does IFAGE serve?



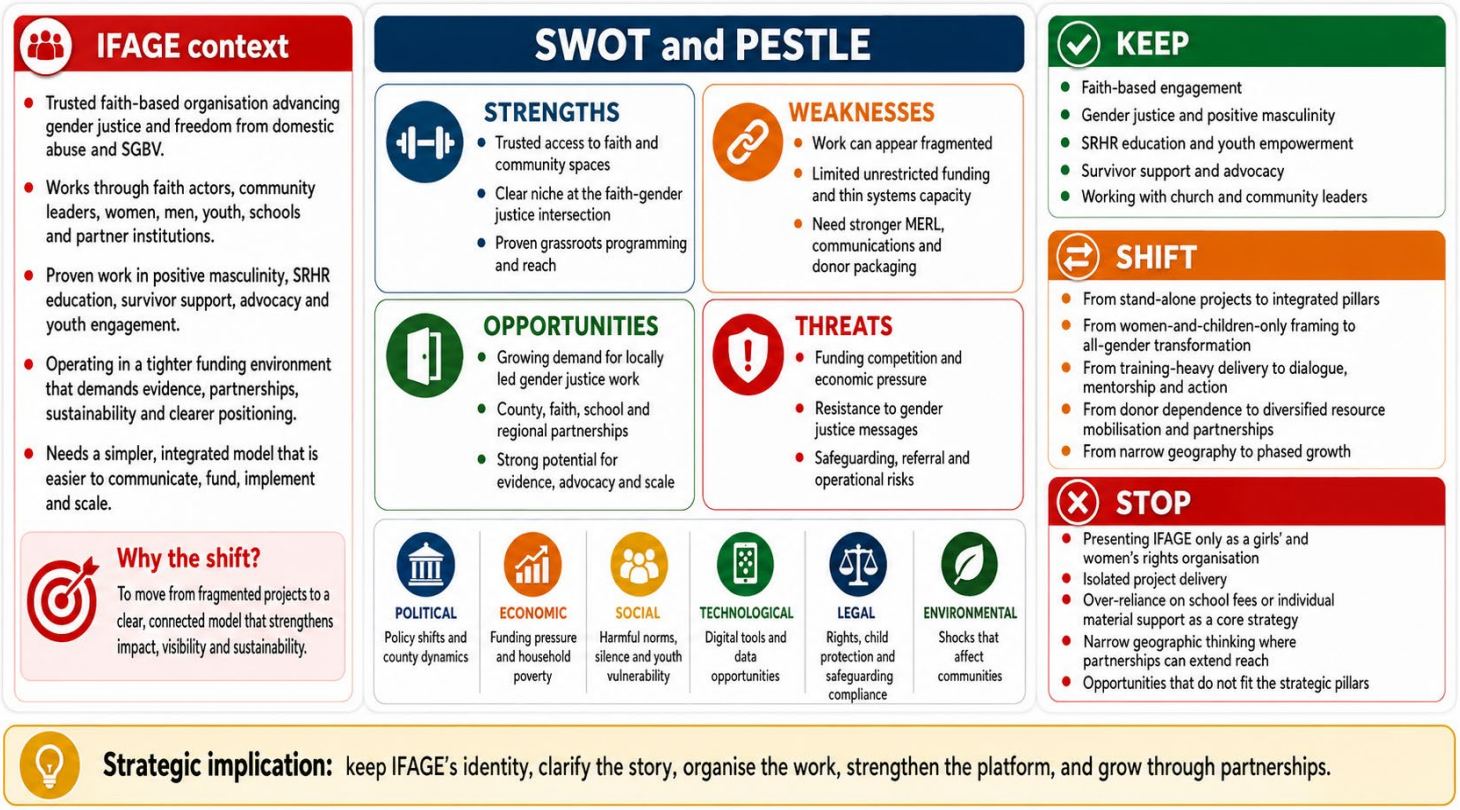
2.2. Vision, Mission and Values

Vision: A world where women and children are safe, equal, and free from violence, with opportunity and sustainable support systems.

Mission: We prevent all forms of violence against women and children by engaging community gatekeepers through dialogue, capacity strengthening, advocacy, mentorship, and survivor-centred support to build safe and thriving communities.

Values: Equality, inclusivity, integrity, teamwork, and accountability.

3. The Strategic Pivot



3.1. Strategic Proposition

IFAGE activates faith and community institutions to move from silence, harmful norms, and weak responses into gender justice, knowledge, safety, and accountable systems.

Old problem	Strategic response
Programs can appear fragmented.	Use the five pillars as one connected strategy.
Faith can be misused to justify harmful norms.	Use faith dialogue to promote equality, dignity, and non-violence.
Youth and families lack safe access to knowledge.	Provide age-appropriate, faith -sensitive information on SRHR, life skills, and protection.
Survivors face stigma and difficult referral pathways.	Strengthen linkages among psychosocial, legal, health, protection, and economic recovery.
Funding and visibility need a stronger structure.	Build the IFAGE platform for resource mobilisation, MERL, communications, and scale.

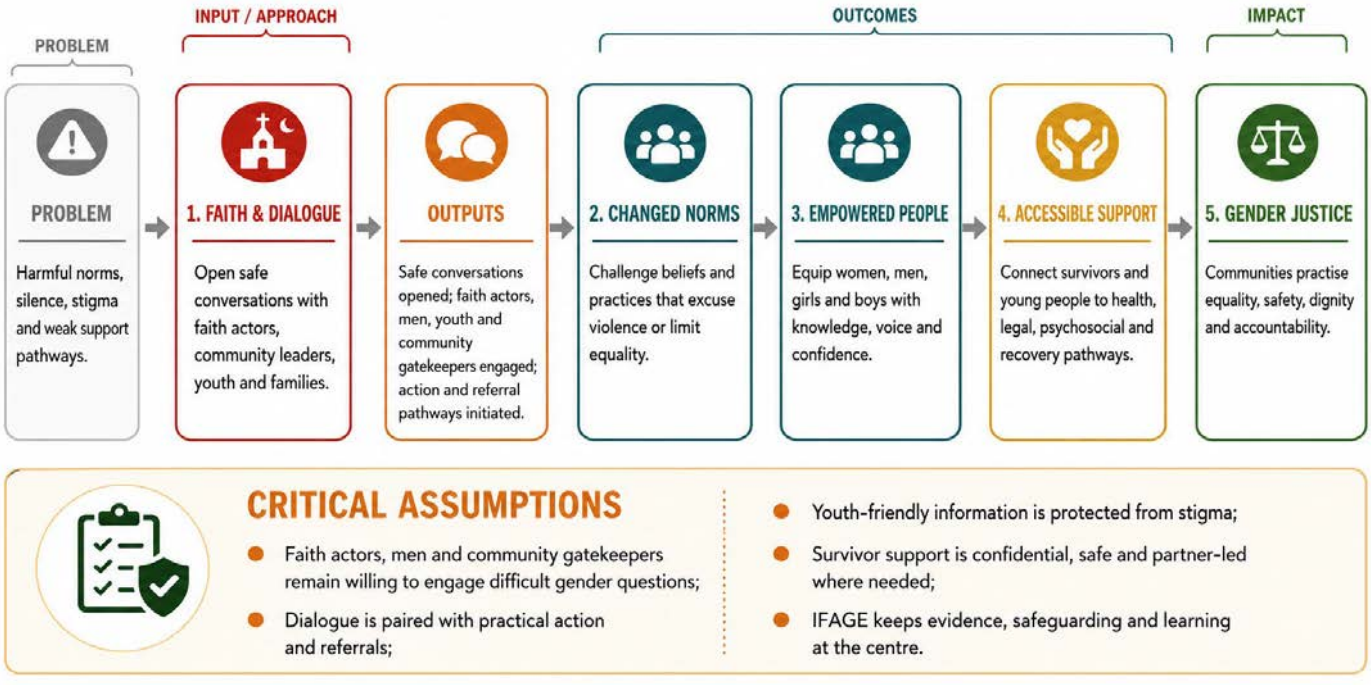
3.2. Strategic Pillars 20262031



The five pillars retain IFAGE's earlier strategic concern: SGBV prevention and response, equality and justice, SRHR education, leadership and decisionmaking, and institutional capacity; but organise them in language that is easier to communicate, fund, and implement.

3.3. Theory of Change: From Faith to Action

IFAGE works through trusted faith and community spaces to change attitudes, strengthen knowledge, support survivors, and influence systems.



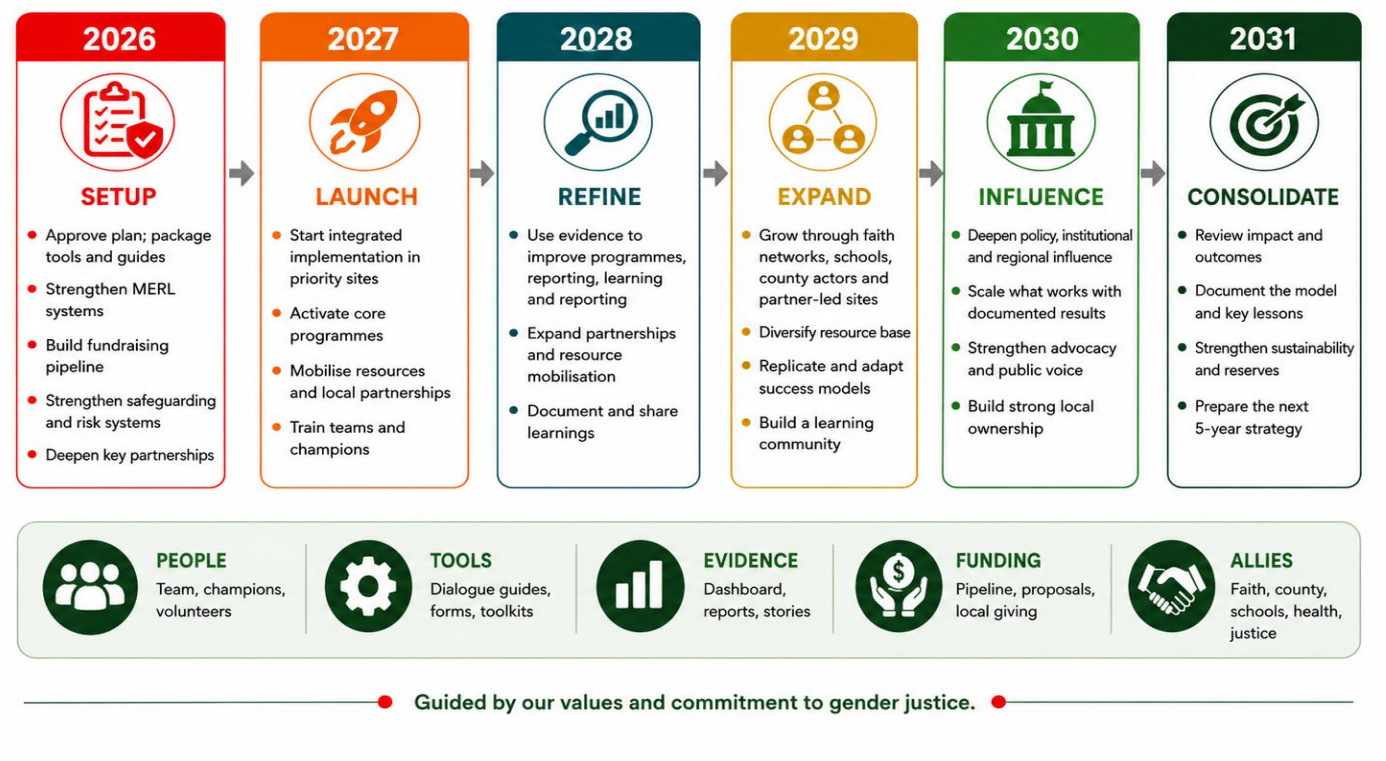
4. Pillar Detail: What Each Pillar Will Deliver

Pillar	Focus	Signature work	Result by 2031
1. Change Norms	Transform harmful social, cultural, and religious norms through faith leaders, men, boys, chiefs, teachers, women leaders, and local influencers.	Faith and gender justice dialogues; positive masculinity; biblical gender equality; gatekeeper circles; men's fellowship conversations; youth sports and arts dialogues; institutional commitments.	Faith and community leaders champion equality; communities reduce acceptance of harmful practices; boys and men participate as allies.
2. Empower People	Increase knowledge, agency, and confidence among women, girls, youth, men, parents, and families.	SRHR and life skills education; peer mentors; parent-youth dialogues; digital literacy; women and girls' leadership; educational support through partnerships; links to livelihoods and financial literacy.	Young people make informed choices, women and girls strengthen their voice and leadership, and families communicate better on health, safety, and rights.
3. Enable Services	Improve access to survivor-centred and youth-friendly support through referrals and partnerships.	Youth-friendly SRHR advocacy; health camps and feedback forums; the Victims to Voices model; psychosocial support; legal aid referrals; economic recovery circles; and case navigation.	Survivors receive safer support, youth access services with dignity, referral actors coordinate more effectively, and cases are followed up on more consistently.
4. Influence Systems	Shape laws, policies, institutions, and public practice in ways that protect rights and strengthen accountability.	County and faith advocacy; interfaith coalitions; policy forums; media and radio shows; evidence briefs; stakeholder mapping; and partnerships with county, legal, health, education, and faith systems.	Faith institutions, county actors, and community systems adopt stronger commitments to gender justice, SRHR access, child protection, and survivor support.
5. Sustain & Scale	Strengthen IFAGE's internal platform so the mission is funded, visible, measured, and ready for phased growth.	Resource mobilisation strategy, donor pipeline, communications refresh, MERL system, safeguarding protocols, finance and HR systems, board engagement, annual reports, and learning products.	IFAGE has stronger systems, better evidence, diversified funding, clearer visibility, and a practical pathway for growth.

4.1. Crosscutting Commitments

Commitment	How it will show
Faith-rooted and rights-aware	Use faith as an entry point while protecting dignity, equality, rights, and safety.
Inclusive	Include women, men, girls, boys, youth, persons with disabilities, survivors, and community gatekeepers.
Survivor-centred	Protect consent, confidentiality, referral safety, and dignity.
Evidence-led	Track outputs, outcomes, stories, referrals, commitments, policy wins, and learning.
Partnership-driven	Use alliances to grow reach without carrying every cost directly.

4.2. Strategic Roadmap



4.3. Setup Priorities for 2026

Priority	Minimum output
Approve and communicate the strategy	Board-approved plan, short pitch deck, website-ready summary.
Package the programme model	Pillar briefs, dialogue guides, referral tools, training, and mentorship templates.
Strengthen safeguarding and referral pathways	Referral directory, consent guidance, survivor confidentiality protocol, and partner contacts.
Set up MERL and learning	Indicator menu, forms, dashboard, quarterly review routine, and annual impact report structure.
Build the funding pipeline	Donor/CSR/HNWI pipeline, concept notes, local giving package, and annual fundraising calendar.
Map allies	Faith institutions, county actors, schools, health facilities, legal aid, youth groups, media, and regional networks.

Annex A. Detailed Implementation Plan

Pillar	Core activities	Outputs	Phasing	Lead actors
Change Norms	Faith dialogue guide; train champions; run leader and men/boys dialogues; institutional commitment tool; sports and arts conversations.	Guide, champions, community action pledges, and faith institution commitments.	2026 design; 2027 pilot; 2028 refine; 2029–2030 scale; 2031 review.	Program team, faith partners, and community leaders.
Empower People	Youth SRHR/life skills sessions, peer mentors, parent-youth dialogues, women/girls' leadership, digital literacy, and education and livelihood linkages through partners.	Youth hubs, peer mentor logs, parent forums, referral cards, and leadership groups.	2026: tools and partner mapping; 2027: launch; 2028–2030: deepen and expand; 2031: review.	Program team, schools, churches, youth groups, and health partners.
Enable Services	Map survivor and youth-friendly services; set referral SOP, counseling/legal partnerships, case navigation, health camps, and economic recovery groups.	Referral SOP, case logs, survivor support groups, and health feedback reports.	2026 setup, 2027 pilot, 2028 improvement, 2029–2030 scale through partners, and 2031 document model.	Safeguarding focal persons, legal aid, health, counselling, and protection partners.
Influence Systems	Interfaith coalition; policy dialogues; county advocacy; evidence briefs; media/radio; stakeholder mapping; annual convening.	Coalition outputs, policy submissions, media products, partner commitments.	2026: map and messages; 2027: engage; 2028–2030: influence and track wins; 2031: consolidate.	Leadership, advocacy lead, county, and faith partners.
Sustain & Scale	Resource mobilisation; communications; MERL; finance/HR systems; safeguarding; board engagement; annual report; learning products.	Funding pipeline, dashboard, policies, reports, communication assets, donor briefs.	2026: build platform; 2027: apply; 2028-2030: strengthen; 2031: evaluate and refresh.	CEO, board, operations, MERL, finance, and communications.

Annex B. Annual Milestones

Year	Main milestones
2026	Strategy approved; model packaged; MERL and safeguarding tools set; partner map completed; donor products prepared; 2027 annual plan costed.
2027	Integrated model launched in priority sites; champions and peer mentors active; referral pathway functional; first strategy dashboard produced.
2028	Evidence review completed; tools refined; funding pipeline strengthened; annual impact report improved; partnerships deepened.
2029	Replication through faith, school, county, and partner networks; expanded policy and institutional engagement; and learning products published.
2030	Stronger systems influence, regional and national convening products, a broadened funding base, and a documented model for scale.
2031	Endline strategy review; next strategy prepared; long-term partnerships and resource commitments pursued.

Annex C. M&E, Research and Learning Framework

The M&E approach should remain simple, useful, and regular. It should help IFAGE understand what was done, who was reached, what changed, where referrals were effective, which partners contributed, what risks emerged, and what should be adapted.

Intervention Logic	Objectively Verifiable Indicators (OVI)	Means of Verification (MoV)	Assumptions / Risks
Impact / Goal Communities are safer, more equal, and more supportive of dignity and justice.	• Evidence of positive norm change in target communities • Community actions promoting gender justice • Institutional commitments made and implemented • Policy or practice shifts influenced • Survivor-safe stories of change documented	• Endline and periodic assessments • Community feedback reports • Institutional commitment records • Policy briefs and policy tracking reports • Case studies and stories of change	• Communities remain open to gender justice work • Political and social environment remains reasonably supportive • Faith and community leaders, men and gatekeepers continue to champion change
Outcome / Purpose People, institutions, and systems change in knowledge, attitudes, behavior, and responses.	• Improved attitude scores • Improved knowledge scores • Leader commitments fulfilled • Youth referrals completed • Service user feedback / satisfaction • Partner actions implemented	• Pre/post survey results • Commitment tracking forms • Referral records • Service feedback forms • Partner progress reports • Quarterly dashboard reviews	• Participants apply what they learn • Institutions act on commitments • Referral services remain functional and accessible • Youth-friendly information is protected from stigma
Outputs IFAGE delivers activities, products, support, tools, and partnerships across the five pillars.	• Sessions held and people reached • Champions trained and active • Survivors supported • Referrals made and completed • Briefs, tools and learning products produced • Partners engaged and contributing	• Attendance sheets • Training and dialogue reports • Support / case records • Referral and case navigation logs • Publications, briefs and tools • Partnership / meeting records	• Planned activities are implemented on schedule • Stakeholders participate consistently • Adequate operational support is available • Partner-led delivery maintains quality and safeguarding standards
Activities / Inputs Teams and partners implement planned work, mobilize resources, and use them effectively.	• Dialogue reports produced • Attendance records completed • Case navigation logs updated • Media records captured • Quarterly reports submitted • Funds raised • Staff / volunteers deployed • Tools and operating systems in place	• Dialogue reports • Attendance registers • Case navigation logs • Media monitoring records • Quarterly and financial reports • HR / volunteer records • Tools, templates and system records	• Funds are mobilised on time • Staff and volunteers are available • Partners contribute as planned • Operating systems function effectively • Safeguarding, consent and confidentiality protocols are followed

Reporting product	Frequency	Use
Activity brief	Monthly	Delivery tracking and issue flagging.
Dashboard	Quarterly	Leadership, board, and partner review.
Learning reflection	Biannual	Adaptation and evidence use.
Annual impact report	Annual	Visibility, accountability, and fundraising.
Mid-term and endline review	2028/2031	Strategic decision-making.

Annex D. Partnerships, Resource Mobilisation and Visibility

Stakeholder group	Role in the strategy
Faith institutions	Entry points for dialogue, commitments, champions, and community mobilisation.
County government	Health, gender, youth, protection, policy, and public accountability linkages.
Schools and youth groups	SRHR, life skills, protection, peer mentorship, and leadership spaces.
Health facilities and community health actors	Youth-friendly services, SRHR referrals, health camps, and feedback loops.
Legal aid and justice actors	Survivor referrals, legal literacy, case follow-up, and rights awareness.
Women's rights and survivor groups	Survivor-centred support, safe spaces, and psychosocial and economic recovery linkages.
Media	Public education, campaigns, advocacy, radio conversations, and visibility.
Donors, CSR, and philanthropists	Strategic funding, learning support, local giving, events, and scale partnerships.

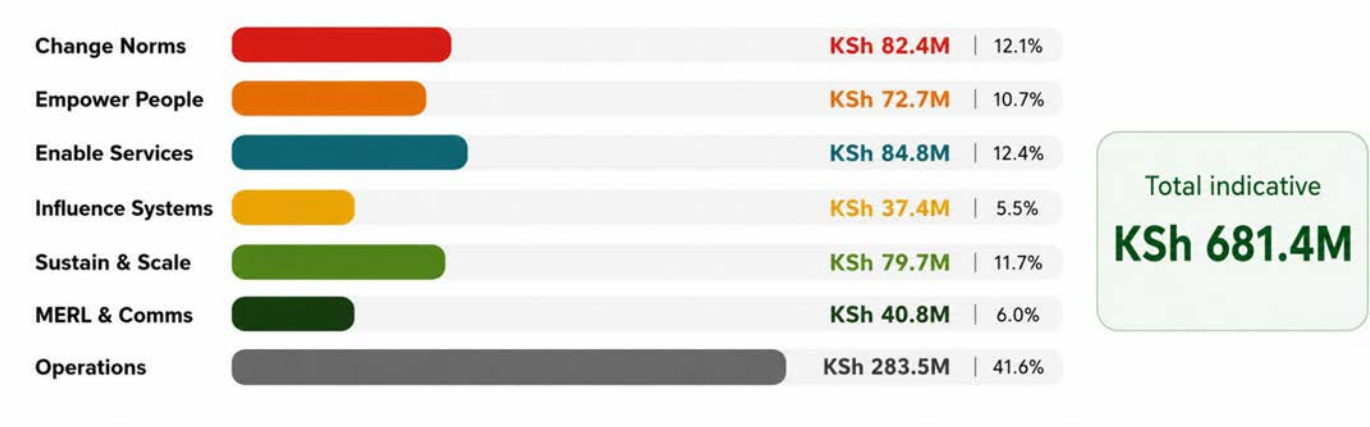
Resource Mobilisation

Funding stream	Practical product
Institutional grants	Integrated flagship proposal and pillar concept notes.
High-net-worth and private giving	Short donor brief, personal giving journey and visible results package.
Faith-based giving	Church network giving pack and annual faith-gender justice appeal.
CSR partnerships	Youth, survivor recovery, dignity, digital literacy, and community campaigns' menu.
Events and conferences	Pan-African faith and gender justice convening as a learning and fundraising platform.
Training and technical assistance	Fee-based curriculum, facilitation, and faith -gender advisory services for capable institutions.
Individual/community giving	Monthly supporters, diaspora friends of IFAGE, digital giving, and community events.

Visibility Products to Prepare in 2026

Organisation profile, donor pitch deck, pillar briefs, website strategy summary, annual impact report template, survivor -safe storytelling guide, partner map, donor pipeline tracker, and social media calendar.

Annex E. Indicative Budget and Risk Frame



Risk	Mitigation
Funding shortfalls or delayed grants	Maintain a live funding pipeline, mix donor streams, and phase activities around confirmed resources.
Resistance to gender justice or SRHR language	Use respectful faith-rooted dialogue, local champions, and community-specific wording.
Staff overstretch	Focus on signature interventions, partner-led delivery, and clear quarterly priorities.
Weak referral completion	Use formal partner directories, SOPs, consent protocols, and case follow-up routines.
Safeguarding or confidentiality risk	Apply clear safeguarding, survivor consent, data protection, and referral protocols.
Poor evidence quality	Use simple forms, quarterly data checks, and learning meetings.
Mission drift	Screen opportunities against the five pillars and board-approved strategy.

Annex F. Governance and First-Year Action Checklist

Action	Owner	Timing
Approve strategy and annual workplan	Board and CEO	Q1 2026
Prepare a short public version and donor pitch deck	CEO/communications	Q1–Q2 2026
Finalise implementation tools and partner referral directory	Programmes/MERL	Q2 2026
Set up MERL forms, dashboard and quarterly review rhythm	MERL focal person	Q2 2026
Complete resource mobilisation strategy and funding pipeline	CEO/board/fundraising support	Q2 2026
Refresh safeguarding and survivor support protocols	Safeguarding focal person	Q2–Q3 2026
Pilot priority interventions and document lessons	Programme team and partners	Q3 2026
Cost 2027 annual plan and confirm priority sites	Leadership and finance	Q4 2026

Annex G. Key Terms/Glossary

These terms clarify how IFAGE uses core concepts in the 2026–2031 Strategic Plan.

Term	Meaning in this Strategic Plan
Accessible support	Practical access to health, legal, psychosocial, protection, and recovery pathways for survivors, young people, and people at risk.
Accountable systems	Institutions, policies, referral actors, and community structures that act responsibly, protect rights, and follow through on commitments.
Advocacy	Organized action to influence laws, policies, institutions, public practice, and accountability for gender justice, SRHR acce ss, child protection, and survivor support.
Annual impact report	A yearly visibility, accountability, and fundraising product used to communicate IFAGE's results, learning, evidence, and sto ries of change.
"Blessing"	A representative young person, about 15 years old, used in the strategy to illustrate adolescents IFAGE serves through mentoring, life skills, SRHR information, safe spaces, protection, and hope-building opportunities.
Case navigation	Support that helps survivors or vulnerable persons move through referral, legal, health, counseling, protection, and recovery pathways with follow-up.
Change Norms	**Pillar 1.**Transforms harmful social, cultural, and religious norms through faith leaders, men, boys, chiefs, teachers, women leaders, and local influencers.
Community gatekeepers	Influential actors such as faith leaders, community leaders, chiefs, teachers, elders, women leaders, and local influencers w hose attitudes and actions shape community norms and responses.
Community mobilisation	The process of engaging faith institutions, county actors, schools, health facilities, legal aid actors, youth groups, media, and local networks to act around IFAGE's strategy.
Cross-cutting commitments	Principles that apply across the strategy: faith -rooted and rights -aware, inclusive, survivor -centered,, evidence -led, and partnership -driven.
Donor pipeline	A live tracker of prospective funders, giving streams, proposals, concept notes, and follow-up actions used to strengthen resource mobilisation.
Enable Services	**Pillar 3.** Improves access to survivor-centred and youth -friendly support through referrals, partnerships, SRHR advocacy, health camps, psychosocial support, legal aid, economic recovery circles, and case navigation.
Empower People	**Pillar 2.** Increases knowledge, agency, and confidence among women, girls, youth, men, parents, and families through SRHR and life skills education, peer mentors, parent -youth dialogue, digital literacy, leadership, and livelihood linkages.
"Esther"	A representative young woman, about 20 years old, was used in the strategy to illustrate women IFAGE serves through safety, survivor support, SRHR information, livelihood links, confidence-building, and rights awareness.
Evidence culture	IFAGE's commitment to measuring change in people, institutions, services, policies, and its own capacity not only counts activities.
Evidence-led	A way of working that tracks outputs, outcomes, stories, referrals, commitments, policy wins, and learning to guide decisions.
Faith dialogue	Safe conversations with faith actors, community leaders, youth, and families that open space to challenge harmful beliefs and promote equality, dignity, and non -violence.
Faith-rooted and rights-aware	Using faith as an entry point while protecting dignity, equality, rights, and safety.
Faith-to-action model	IFAGE's delivery logic, where faith dialogue leads to changed norms, empowered people, accessible services, and stronger systems.
Gender justice	The strategy's long-term goal: communities where people are safe, equal, dignified, and free from SGBV.
Influence Systems	**Pillar 4.** Shapes laws, policies, institutions, and public practice to protect rights and strengthen accountability through county advocacy, interfaith coalitions, policy forums, media, evidence briefs, and partnerships.
Institutional commitment tool	A simple tool that helps churches and faith institutions adopt practical commitments for gender justice and safeguarding.
Integrated model	A connected way of organizing IFAGE's work through five pillars instead of treating programs as separate project lines.
Partnership-driven	Growing reach through alliances so that IFAGE does not carry every delivery cost directly.
Referral pathway	A structured route for linking survivors, young people, and vulnerable persons to health, legal, psychosocial, protection, an d recovery services.
Resource mobilisation	The process of securing money, partners, in-kind support, and other resources through institutional grants, private giving, faith -based giving, CSR, events, training, and individual/community giving.
Safeguarding	Measures that protect participants, children, young people, and survivors from harm, including consent, confidentiality, data protection, and safe referrals.
Set up and consolidation year	The year 2026, when IFAGE aligns its program model, tools, partnerships, staffing, fundraising products, safeguarding protoco ls, and MERL system before full implementation.
Signature work	The core types of work each pillar will consistently deliver include positive masculinity, SRHR and life skills, Victims to V oices, interfaith coalitions, MERL, and resource mobilisation.
Sustain & Scale	**Pillar 5.** Strengthens IFAGE's systems, funding, evidence, visibility, safeguarding, finance, HR, board engagement, and learning, enabling the organisation to grow.
Survivor-centred	An approach that protects consent, confidentiality, referral safety, and dignity when working with survivors.
Victims to Voices	A survivor-focused model under Enable Services that supports survivors to move from harm and silence toward healing, dignity, support, and voice.
Youth-friendly services	Services and referral support that young people can access with dignity, privacy, and reduced stigma, including SRHR, health, counselling, and protection support.

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