

MUSASA **Strategic Plan**

2022 – 2025

Zero Tolerance To Gender Based Violence



MUSASA



MUSASA

64 Selous Avenue, Harare

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1. Summary of Our Strategic Plan

Musasa is a non-governmental organisation that was set up in 1988 to respond to violence against women and girls. Musasa works to prevent Gender Based Violence (GBV) and provide relief to survivors of GBV in all the provinces of Zimbabwe through the use of a multidimensional approach that speaks to the four pillars of Musasa i.e Response, Prevention, Advocacy, and MEAL (Monitoring, Evaluation, Learning and Accountability). We develop programmes which help to change attitudes, behaviour and the general responsiveness of communities and community leadership to issues of violence against women and girls. Our efforts culminated in the passing of the Domestic Violence Act in 2007 and continue to impact the policy direction of Zimbabwe in the area of GBV. Our services include a 24-hour toll free line, counselling, legal support and shelter services.

The list of acronyms used in this document are detailed in **Annex 1** and the Musasa strategic planning team is listed in **Annex 2**.

The history we must not forget

Musasa's previous strategic plan was focused on direct services and the establishment of shelters, whilst the secondary focus was on prevention, advocacy and quality, as opposed to quantity. In 2013 Musasa amplified its focus on community engagement and economic empowerment as well as advocacy. The influencing was informed by grass root information.

The year 2013 proved to be a breakthrough year for Musasa: rural shelters were pioneered starting with Buhera. There were anxieties regarding the probability of success or failure of this model. Today Musasa boasts 15 shelters, 4 one-stop centers and 8 satellite walk-in offices across the country.

In 2015 Musasa begun to champion the economic empowerment pillar, in a bid to break the cycle of violence. This pillar involves helping survivors access funding to initiate self-sustaining projects.

What's new and different?

The new strategic plan governs the period 2022 through to 2025. It is deliberate in shaping both programmatic and institutional focus areas.

The chosen priority areas and goals illustrate diversification into new areas of influence. They respond to the growing need to incorporate relevant and emerging issues in GBV. Musasa recognises the need to incorporate mental health, economic empowerment, parenting, and relationship building programmes, disability inclusion, GBV response in emergency situations, gender and climate change among other important considerations. This is to ensure that the approach provides a holistic approach in the fight against GBV while remaining relevant. Stakeholder relationships, resource mobilisation initiatives and partnerships have been headlined as part of the institutional strategy to ensure sustainability. Musasa will guard its leadership position in the GBV space and elevate MEAL, documentation, research, learning and sharing to market impact and inspire others. Musasa will incubate upcoming GBV partners, grass root women's organisations and provide capacitation for a range of multi-sectorial partners. Within the institution, tactics will be employed to build and safeguard Musasa people, employing strategies for motivation, appropriate rewards, training and development.

Next steps



This strategic plan will be grounded in a more detailed operating plan, projecting the money, people and other resources required to activate this plan. The leadership team will be deliberate about building on past performance and methodically tracking this strategic plan to ensure successful implementation.

2. Performance Review: Capacity analysis and comparative advantage

We took stock of Musasa’s positioning in the market. We recognize that several civil society organisations are operating in the GBV space, with a number of new entrants likely to emerge. We unapologetically acknowledge that we are the go-to partner in GBV, enjoy solid relationships with all our multi-sectorial partners, are money wise and can be trusted to report in detail regarding our programmatic spend and comply with budgets as required. We have earned our seat as the GBV advocate for policy and other initiatives affecting the sector across the country. We are also ‘people right’ – our stakeholders appreciate the good working relationship.

Table 2.1 below is an analysis of Musasa’s comparative advantage: -

Table 2.1 Musasa’s Comparative Advantage

<div><div><div>1. Strong systems – financial, policies, M&E, database</div><div>2. Donor confidence – consortia leader, access to resources</div><div>3. Innovation; ability to strategise & innovate.</div><div>4. Wide coverage in Zimbabwe – toll free numbers enhance access.</div><div>5. Solid relationships with stakeholders – Government, donors & community.</div><div>6. Strong input, process, outcome – M&E evidence/GBV Data</div></div><div></div></div>	<div><div><div>7. Solid base for livelihoods pillar – with ability to farm commercially.</div><div>8. Sustainability pillars (community visioning) – social capital.</div><div>9. Consistent with values (confidentiality & safeguarding).</div><div>10. Qualified, experienced people.</div><div>11. Niche & leadership in GBV programming – several followers such as FACT, EWF, FST, WEI</div><div>12. Adaptability to changing environment e.g. cyclones</div></div><div></div></div>
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Musasa’s legacy is solid, with strong structures and policies that have contributed to sustained Government, donor and beneficiary confidence, and ongoing support. This is evident in Musasa’s appointment as consortia leader to manage implementation across partners and retain accountability for monitoring, evaluation and reporting. Whilst a number of organisations operate in the GBV space, Musasa is considered a leader who sets the trends that others follow.

Strong multi-sectorial partner relations have enabled consistent ease of implementation, a feat that has proved hard to follow. Geographical spread across Zimbabwe coupled with ease of access through toll free lines has made Musasa a household name in GBV. Finally, the institution’s ability to adopt its

programming and response to contextual changes, such as environmental emergencies, has bolstered stakeholder confidence in its abilities.

Our challenges. Despite our comparative advantages, we are also very aware of the challenges we face as we implement our programmes. **Diagram 2.2** illustrates our key challenges: -

Diagram 2.2 Musasa's Challenges



We acknowledge the 5 challenges listed in diagram 2.2 as our main barriers to resounding success, and we resolve to address them through specific actions in this strategic plan. We are cognizant of the need for protocols guiding our activities during crisis, the need to sustain our impact within communities long after our programs have ended, and the additional need to community referral pathways that provide comparable service levels. We appreciate that though our reach is countrywide, the ratio of safe houses and other Musasa facilities is dwarfed when compared to survivor demand. Our people are our greatest success, and yet we recognize the need to continue to refresh and develop them to stay on top of our game.

3. Our Context

In the global landscape, we appreciate that these 5 considerations have become significant, and affect our environment locally in Zimbabwe: -

- 1) **Our relationship with our planet** – the globe expects increasingly abnormal weather, more migrants (projections indicate figures of up to 200 million people) and more food needed (at least a 50% increase in production required).
- 2) **Shifts in economic and political power** – there is talk of the new E7¹ with a possibility that Nigeria might join the ranks.
- 3) **Growing polarisation and divergence** – inward focused (America First), and growing conflict (ongoing dynamics with Russia, and its ability to perhaps unplug the internet).
- 4) **Shifting demographics** – the south has a rapidly growing younger population, the North is getting much older, and urban mega cities are booming in Asia, (43 mega cities expected in the next 20 years).
- 5) **Social, cultural and workplace shifts** – generation Z² (who want to work for organisations with a powerful social conscience), prefer remote work (1 in 5 people already work remotely) and the GIG³ economy is growing.

The planning team further considered what is changing locally around Musasa, as well as within the GBV sector, and how these changes could impact us in the future. Six important considerations became evident, and are illustrated in **Diagram 3.1** below: -

¹ The E7 is the seven countries China, India, Brazil, Turkey, Russia, Mexico and Indonesia, grouped together because of their major emerging economies. The term was coined by the economists John Hawksorth and Gordon Cookson at PricewaterhouseCoopers in 2006. **Source - Wikipedia**

² Generation Z, colloquially also known as zoomers, is the demographic cohort succeeding Millennials and preceding Generation Alpha. Researchers and popular media use the mid-to-late 1990s as starting birth years and the early 2010s as ending birth years for Generation Z.

³ A Gig economy is the composite of an emerging type of worker. Gig workers are independent contractors, online platform workers, contract firm workers, on-call workers and temporary workers. Gig workers enter into formal agreements with on-demand companies to provide services to the company's clients.

Diagram 3:1 Our Context – 6 Issues



GBV has become an insidious pandemic, growing exponentially under the cover of Covid-19. This growth threatens to erode Musasa’s gains achieved in the GBV space in previous years and requires a deliberate response strategy. The increase of GBV amplifies the need for Musasa to engage and influence the mindsets of community leaders across different tiers. These will include village, religious and family heads who form different layers of influence within the community and could be compelled to raise appropriate voices against GBV.

Whilst we have supported Gender Equality as one of the 6 key result areas under Zimbabwe’s SDGs⁴, **Musasa’s alignment to the national agenda** could be enhanced through the design of programs that cut across all 6 key result areas. This would scale up Musasa’s reach and influence, with the possibility of roping in new partners and donors who seek implementation partners with clear national alignment and Government support.

Enhanced investment into **Musasa’s promising livelihoods pillar** could help increase the inflow of free funds. Carefully selected **social enterprises** could be a useful pathway both to empowering survivors of GBV to self-sufficiency, as well as providing Musasa with non-programmatic funds useful for growth and investment purposes.

Donors continue to seek opportunities to support implementation partners operating across fresh or cross cutting themes. Conflicting demands for foreign investment accentuate the need for Musasa to develop

⁴ The 2016 – 2021 Zimbabwe United Nations Development Assistance Framework (ZUNDAF) comprises six result areas and fifteen outcomes that are aligned to the SDGs. The six result areas are: Social Services and Protection; Poverty Reduction and Value Addition; Food and Nutrition; Gender Equality; HIV and AIDS; and Public Administration and Governance.

capacity for self-sufficiency. An important part of **sustainability** includes strengthening the capacity of some of our multi-sectorial partners. Newer partners may require support through incubation, mentoring and coaching services.

We consider the following to be key risks arising out of both our global and local environment, and our specific sector of operation: -

1. **Up-coming elections** – political pressure/compliance with local authorities, the demand for MoUs with local authorities, political party's expectations for campaign contributions and use of our facilities for political purposes.
2. **Growing competition** in our GBV space.
3. **Change in policy** – rapidly changing statutory instruments (SI's). Challenges arising from a lack of alignment of rules and inconsistencies in policies that can impact on programming. Difficulties in accessing USD cash. The emergence of the PVO bill could shrink our operating space and threaten relations with international agencies and the receipt of foreign money. Frequent changes in the monetary framework requirements, while both donors and international banks are becoming fatigued with the tough operating environment.
4. **Increasing demand for services** – the increase in demand that has not been resourced resulting in burnout of core staff due to increased workloads, case management requirements and their own livelihoods demands.
5. **Changes in funding sources** – donor priorities continue to shift and compel renewed alignment. (for instance, a growing prevalence of rights-based approaches and a focus on mental health).
6. **Security** – personal security is becoming a consideration with growing security concerns across the country. Threats arising from the use of a single premise for service and staff. There is potential for a breach of data systems through hacking and viruses.
7. **Pandemics/disasters** – threats of new COVID strains, other disease pandemics, and fresh environmental disasters disrupting operations.

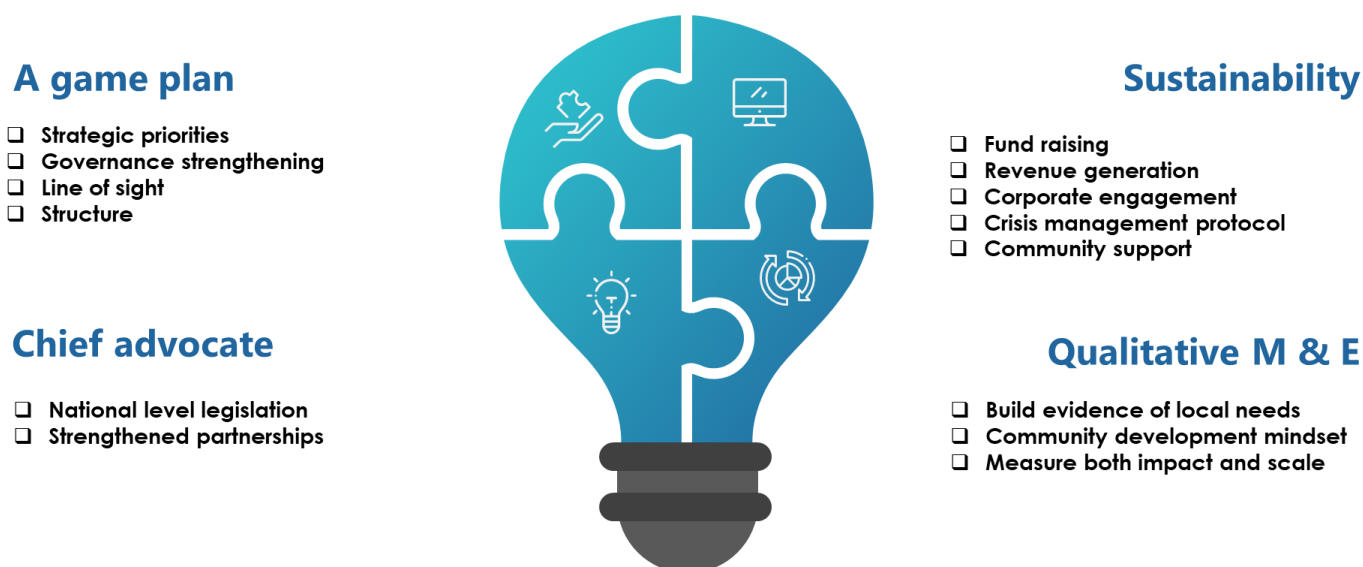
4. Key capacity gaps and trends, and how Musasa will respond

We took stock of our Programme Investment, Measurement & Management (PIMMs) and established the following trends in our financial performance indices: -

- a) Musasa has a low staff turnover, currently at **4%**
- b) Our hit rate is high at **47%**
- c) Our burn rate is admirable at **96%**
- d) Staff costs have gone a little high in 2021 at **30% of total costs.**
- e) Administration and Finance costs have gradually inched up, but remain sustainable at **14%**
- f) We have good evidence of how we deploy our social investments: -
 - i. **30%** of our funds go to direct services
 - ii. **23%** of our funds go to prevention
 - iii. **7%** of our funds go to advocacy
 - iv. **37%** of our funds to our human capital and administration, and
 - v. **3%** of our funds go to livelihoods

Annex 3 lists our detailed thoughts regarding our weaknesses, and their possible mitigation. **Table 4.1** below summaries our perceived opportunities and tactics to leverage them.

Table 4:1 Capacity gaps, key trends & opportunities



Our Game Plan. Going forward, we recognise that Musasa’s strategic priorities should incorporate social themes relevant to the changing environment and that speak to the needs of the community we serve. These themes include but are not limited to mental health, economic empowerment, parenting and relationship building programmes, disability inclusion, GBV response in emergency situations, gender and climate change, leaving no one behind as well as beneficiary safeguarding. Some themes present

opportunities for Musasa to operate cross-cutting initiatives, such as economic empowerment for women under a going-green initiative that supports planting trees, running nurseries or growing seedlings.

We are not naïve to the emergence of cyber GBV. We will benefit from the use of experts to translate the rising needs of women per core theme to specific deliverables. All our people will understand the correlation between Musasa's work and these cross-cutting themes, creating a sustainable line of sight.

Service delivery will continue to be issued through collaboration with current and new partners as we consolidate our position as a leader, go-to partner and consortia leader offering a comprehensive package of care in GBV. As we strengthen our position within Zimbabwe, we are alive to opportunities for the work that we do across the region.

Renewal and enforcement of the governance framework will be beneficial. We will ensure our board members are on-boarded and capacitated. Musasa board members will each bring in unique contributions and ideas. Expiry of terms of office will be opportunities to inject new energies into Musasa's governance structures. We shall be deliberate about policy renewal, implementation, evaluation and feedback. We know that our donors are concerned about board functionality in their institutional assessments. Board and employee performance reviews will include strategic milestones to ensure implementation. Programme plans, budget and annual report reviews conducted by the board will be enhanced, with specific feedback, deeper engagement and targeted efforts.

Chief advocate. Our privileged position as trusted GBV partner and consortia leader in the country positions Musasa to seek out forums and platforms to influence appropriate legislation at a national level. We will be deliberate about adding our voice to matters such as the marriage bill, sexual harassment bill, the minimum mandatory sentence for rape and the sexual violence bill. We acknowledge the emergence of new players into the GBV space in addition to already existing players⁵. We believe that we can enhance our impact and scale through strengthening our partnerships with civil society players of good repute in the GBV sector in Zimbabwe. Rather than view them as competitors, we will support them through incubation, capacity building and providing access to our reserve of information, best practice and networks.

Sustainability. We observe that GBV services are quite costly and unfortunately unbudgeted for by government. Whilst providing funds for direct services in our programming is an integral part of GBV response, it is rather expensive. Whilst GBV services often cease when project funding ends, the community needs continue to exist. Musasa therefore needs to develop programs that will become sustainable as we pursue fund raising initiatives and build a reservoir for times when funding is unavailable or limited. We will bolster our business development arm with a revenue generation strategy yielding meaningful results over time.

⁵ Existing, significant players in the GVB sector in Zimbabwe include Family Aids Caring Trust (FACT), Family Support Trust (FST), and Emthonjeni Womens Forum (EWF)

The Covid-19 pandemic exposed our need for a business continuity protocol detailing how to provide GBV support services during emergencies. We will craft an emergency preparedness plan⁶ with prescriptions on what actions are taken when, how, and to what magnitude with clear community referral pathways. We have become keenly aware of the impact of travel restrictions to survivors of GBV, so we shall enhance our mobile one stop centres to incorporate village health workers, childcare workers, and the community police etc. as part of community referral pathways that provide timely support. We recognize that this will further mitigate against limitations arising from the digital divide, suffered mostly by rural women and young girls.

Qualitative monitoring and evaluation. According to the VFU⁷, GBV cases are statistically more prevalent in the rural provinces of Mashonaland Central⁸ and East⁹. There are less GBV cases in Harare Central, with a few spikes in Kuwadzana and Dzivarasekwa. However, Harare is the most population dense province, with an estimated population of 2,1 million people living in an area spanning 872 square kilometres. Typically, 80% of the approximately 4,500 yearly GBV cases in Zimbabwe are children. Approximately 1 in 4 girls has been verbally, emotionally, or physically abused and 1 in 6 girls have been sexually abused. Musasa recognises that the need for one stop centres and safe shelters is dire. Illustratively, in Kadoma the closest safe shelter is in Chinhoyi and it is managed by FACT. Rural populations, in sparsely populated provinces such as Matebeland North and South, (which span 75,025¹⁰ and 54,172¹¹ square kilometres respectively), often must walk significant distances to access any facilities.

We will build further evidence of community needs and use these to inform our initiatives.

We appreciate that Musasa's community engagement efforts could yield mindset shifts if efforts are targeted across the different tiers of the society, spanning the nation, the community, the church, and the homestead. We will engage community leadership such as the chiefs, village head, headman, and religious leaders including men (for traditional, apostolic and evangelical faiths), etc. regarding the correct norms in interacting with women and children in the community. We know that the mindset of adolescents and women need further development to transform from accepting abuse from economic providers to a conviction and upholding of one's rights.

In view of the breadth of the need within the communities we serve, we will scale up our monitoring and evaluation mechanisms to qualitatively measure the scope and the scale of our interventions.

5. Our strategic intent

⁶ We will observe learnings from the United Nations Population Fund (UNFPA)'s standing guidelines for operating in emergencies which provide helpful baseline insights.

⁷ The VFU is an arm of the ZRP established to police violence against women and children, particularly sexual offences and domestic violence.

⁸ Mashonaland Central province is divided into eight districts, namely Bindura, Mbire, Guruve, Mount Darwin, Rushinga, Shamva, Mazowe and Muzarabani.

⁹ Mashonaland East province is divided into nine districts, namely Chikomba, Goromonzi, Marondera, Mudzi, Murehwa (Mrehwa), Mutoko, Seke, Uzumba-Maramba-Pfungwe (UMP) and Wedza (Hwedza).

¹⁰ Source https://en.wikipedia.org/wiki/Matabeleland_North_Province

¹¹ Source https://en.wikipedia.org/wiki/Matabeleland_South_Province

We defined our strategic intent and refined our values. We suggest that our **vision** remains untouched:

A society in which all women and girls are free from gender-based violence and are able to fully participate in development

Regarding our **mission**, Musasa continues **“To work towards ending gender-based violence focused on women and girls targeting groups in society to change retrogressive beliefs, attitudes, behaviors, laws and policies to end gender-based violence.”**

We reviewed our values to keep abreast with the changes and opportunities within our context. We considered the policies, rules and values that need to be changed or added and derived the following: -

Confidentiality Musasa’s operations will be guided by strict confidentiality to protect client, employee, and organisational information.	Total Commitment <ul style="list-style-type: none">• Musasa has total commitment to beneficiaries, the work and cause. To that end staff will put extra effort to provide service excellence to clients.	Professionalism <ul style="list-style-type: none">• Musasa will maintain all round professionalism in all conduct.
Integrity <ul style="list-style-type: none">• Musasa will deliver on their promise and will ensure integrity in all conduct and principles.	Client Centeredness <ul style="list-style-type: none">• Musasa will continue to ensure that all its programmes are focused on the client and it puts the interest of its clients first.	Transparency & Accountability <ul style="list-style-type: none">• The organisation will ensure that its operations are transparent so that it can be open to public scrutiny. Musasa will be accountable to survivors, stakeholders & funding partners.

Upholding our values. As the Musasa strategic planning committee, we will make sure that these renewed values are explicitly explained in our Code of Conduct. We shall induct all appropriately during the on-boarding sessions, staff trainings and meetings. Our values shall also be scribed on our Promise card to inform our beneficiaries. We will develop brand material detailing our values which will be shared with our stakeholders and partners.

Our people activate our values. We recognise the importance of our people in bringing our values to life. Musasa will nurture its own and encourage growth. We will be deliberate in doing this by appreciating and elevating outstanding performance. We will pay attention to matters affecting staff motivation, such as remuneration, capacity building and refresher trainings. Our performance development strategies will encourage growth by providing ongoing feedback, reinforcement and support. We shall create platforms for cross learning.

Over the next 3-year period, our goals are guided by 6 pillars: - direct services to targeted beneficiaries; organisational sustainability to ensure our continuity; prevention work to limit risk; advocacy and

communication to promote the message and influence change; monitoring and evaluation to generate compelling evidence of impact, and protecting and growing our staff.

Our Strategic Goals

Table 5.1 illustrates our strategic goals, defined by the following 6 pillars: -

1. Direct Services	2. Organisational Sustainability	3. Prevention	4. Advocacy & Communication	5. Monitoring, Evaluation, Accountability & Learning	6. Staff Development & Well Being
i) Improved post care support, strengthened documentation, strengthen complaints and feedback mechanisms, and data security ii) Expand direct service provision to include Resuscitation of help desks, strengthen GBV response in emergency situation, increase number of direct service points (Mobile OSC, Static OSC and Shelters) iii) Replicate the Musasa Mobile OSCs model (UNFPA won the UN global award for effective implementation of the Mobile OSC through Musasa) iv) Complement psycho-social support with economic empowerment for survivors of GBV	i) To bolster organisational sustainability through the employment of tactics such as mobilisation of unrestricted funds creation of social enterprises, and adoption of cost recovery initiatives.	i) Increase reach, ii) Speak up on child marriages iii) Revive and empower community-based structures, iv) Intense work with Religious and Traditional Leaders v) Include Parenting Programs to enhance family welfare Develop and document our own prevention methodologies	i) Invest in media and advocacy. ii) Set strategic advocacy goals to set Musasa apart from other GBV players iii) Ensure advocacy initiatives are informed by research and outcomes from the other pillars iv) Develop communication materials including policy briefs and impact brochures v) Public Education on laws, policies etc	i) Musasa to house a go-to information hub for all GBV information ii) Invest in research and documentation iii) Develop a strategy for dissemination of developed research, etc iv) Religiously package learnings, replicate best practices and inform stakeholders e.g., funding partners v) Embrace technology in M&E	i) Be deliberate about self-care and well-being of staff ii) Enhance staff motivation through remuneration, capacity building and refresher trainings iii) Infuse values during all staff meetings or trainings to nurture appropriate staff conduct

To achieve our 6 strategic goals, we will employ the implementation strategies detailed in **annex 4**.

6. Annexures

Annex 1: List of Acronyms

1.	GBV	–	Gender Based Violence
2.	M&E	–	Monitoring & Evaluation
3.	MEAL	–	Monitoring, Evaluation, Accountability and Learning
4.	SDGs	–	Sustainable Development Goals
5.	M&E	–	Monitoring and Evaluation
6.	OSC	–	One Stop Centre
7.	MoU	–	Memorandum of Understanding
8.	PVO	–	Private Voluntary Organisation
9.	DSD	–	Department of Social Development
10.	MoPSE	–	Ministry of Primary and Secondary Education
11.	MoHCC	–	Ministry of Health and Child Care
12.	MLARR	–	Ministry of Lands, Agriculture, Water, Fisheries, and Rural Resettlement
13.	VFU	–	Victim Friendly Unit
14.	ZRP	–	Zimbabwe Republic Police

Annex 2 Musasa's Strategic Planning Team – 23rd to 24th February 20202

#	NAME	POSITION	LOCATION
1	Vimbainashe Mutendereki –	Executive Director	Harare
2	Vitalis Zvinavashe	Finance Manager	Harare
3	Sarah Mazhindu	Administrator	Harare
4	Nyasha Mudyanadzo	Finance Officer	Harare
5	Samantha Joshua	PA to the Director	Harare
6	Tinashe Chitunhu	Programs Officer	Harare
7	Rumbidzai Chibanda	Project Officer	Harare
8	Tatenda Benza	Livelihoods Coordinator	Harare
9	Loissie Makiwa	Field officer	Harare
10	Rotina Mafume	Program Officer – Advocacy and Communication	Harare
11	Dinah Sisipenzi	Senior Counsellor	Harare
12	Prisca Ferreti,	Shelter Administrator	Harare
13	Angeline Munangwa	Regional Program Manager	Harare
14	Sharon Matingwina	Programmes Manager	Harare
15	Faith, Mtetwa	Counsellor	Harare
16	Charity Shangu	Counsellor	Harare
17	Tariro Munamati	Shelters Coordinator	Harare
18	Colleta Masukwedza	Finance Officer	Harare
19	Twalumba Baila	ICT Officer	Harare
20	Princess Tugwete	Program Officer	Harare
21	Patronella Bhunu	Dreams Coordinator	Harare
22	Agnes Muuya	Program Officer	Gweru
23	Sibongile Munjaranje	Shelter Administrator	Buhera













#	NAME	POSITION	LOCATION
24	Rob Ward	Lead Facilitator, Q Partnership	Harare
25	Caroline Mapfumo	Co-Facilitator & Rapporteur, Q Partnership	Harare

Annex 3: Musasa's Weaknesses, and Mitigation Strategies














No	Item	Weakness	Mitigation Strategy
1.	Documentation	Musasa's successes are not well known, our products are not well known by all communities	Product packaging, and Marketing Ensure systematic documentation across all Musasa interventions
2.	Research and Learning	Musasa could compile useful GBV publications from its readily available M&E data	Compile GBV publications using Musasa countrywide data
3.	Security of Information	No material backup for Musasa's reservoir of M&E data	Investigate and employ appropriate ICT backup measures
4.	Quantitative M&E	Program monitoring and reporting is conducted, however here is nominal leverage on lessons learnt post implementation	Activate learning activities post M&E
5.	Focus on Donor Requirements	Funding partners understandably influence programming; however, this is at times at the expense of the community needs or sustainability considerations	Harness post-implementation lessons for growth
6.	Media Presence	Musasa does collaborate well with the media and maintains some visibility although there are limitations	Amplify Musasa's visibility
7.	Relief Cover & Capacity Gaps	Nominal investment into staff training of both Musasa core staff and support staff	Create space to invest in staff induction, training and refreshers
8.	Post-care support	Inadequate investment into routine follow ups, remedial activities and empowerment of survivors	Activate 5-year post-impact assessments Engender independence through initiatives like livelihoods training
9.	Sustainability	Limited institutional reserves to ensure program continuity post-funding agreements	Create differentiated revenue streams to support programmatic and institutional sustainability
10.	Standardisation	Nominal process and procedural homogeneity across Musasa centers	Ensure compliance of standard operating procedures to define process flows, benchmarks and minimums
11.	Unclear Organogram	Staff changes tend to occasion differentiated communications across the institution	Institute feedback meetings Develop a clear organogram
13.	Musasa service package biased towards the indigent	Survivors with financial capacity may not associate Musasa's service provisions favourably with their status	Create multi-tier service offerings to accommodate the needs of survivors from all walks of life

Annex 4: Musasa's Strategic Focus and Implementation

To achieve our 6 strategic goals, we will employ the implementation strategies detailed below: -

#	Pillar	Programmatic focus	Activities	Who to Partner With (for delivery and funding)
1.	Direct services	a) Economic empowerment (for survivors as a long-term mitigation-response) b) Diversification, e.g., incorporating new and trending themes into GBV work, such as mental health c) Counselling services, legal support, toll free services, shelters, static and mobile one stop centres d) Training and consultancy for other organisations	a) Provide direct services to survivors of GBV through Static OSCs, Mobile OSCs, Shelters and Toll-free helpline. b) Facilitate referrals to higher levels of care for survivors of GBV c) Conduct Business oriented livelihood activities (social enterprises) wherein the survivors further benefit from life skills gained from the project, while building their resilience against GBV. d) Procurement and setting up of additional virtual service provision platforms to continue to be effective during emergencies e) Provide GBV trainings and consultation services for other organisations	 Ministry of Women Affairs, Community, Small and Medium Enterprise Development  DSD  MoPSE  MoHCC  MLARR  Local authorities  Funding partners  Technical partners
2.	Organisational Sustainability	a) Multiple streams of income b) Enhanced donor confidence c) Grant-management roles	a) Explore more opportunities for sources of income, e.g. look out for individual donations and an active diaspora community b) Demonstration growing self sufficiency e.g. through new service offerings, such as upmarket clinics, a gym, retreat centres and	 Development Partners  Private Organisations  Individuals  Corporates

#	Pillar	Programmatic focus	Activities	Who to Partner With (for delivery and funding)
			<ul style="list-style-type: none"> c) Investigate a membership model for diaspora women who want to enhance access for the underprivileged. d) Develop relationships with the corporate world for resource mobilization and marketing of livelihoods' produce e) Explore a range of possible interventions such as opening clinics focusing on mental health, corporate social responsibility and household economic strengthening 	
2.	Prevention	<ul style="list-style-type: none"> a) Certified prevention models such as SASA! and GALS; developing and documenting Musasa's own prevention methodologies b) Economic empowerment 	<ul style="list-style-type: none"> a) Conduct Business oriented livelihoods (social enterprises) wherein the survivors further gain life skills from the project, while building their resilience against GBV. b) Economic empowerment for women despite not experiencing GBV for increased economic independence c) Conduct positive parenting sessions with caregivers and parents d) Engage males in various activities in the fight against GBV e) Conduct primary prevention initiatives targeting community influencers and leaders 	<ul style="list-style-type: none"> ✚ Ministry of Women Affairs, Community, Small and Medium Enterprise Development ✚ DSD ✚ MoPSE ✚ MoHCC ✚ MLARR ✚ Local authorities ✚ Strategic partnerships ✚ Funding partners. ✚ Technical partners.

#	Pillar	Programmatic focus	Activities	Who to Partner With (for delivery and funding)
3.	Advocacy and Communication	Documenting and sharing the numbers and stories behind our work, and our impact to influence change even at policy level	a) Document and share project successes with stakeholders and partners. b) Fundraise for National Policy initiatives. c) Invest in the security of the organisational information d) Occupy internet spaces using online technology to amplify the presence of Musasa and this may also generate income) e) Invest in equipment to enhance advocacy and communication	 Development Partners  Radio Stations  TV stations  Private Companies  Media Houses
4.	Monitoring, Evaluation, Accountability & Learning	a) Resourcing research and closing our research gap b) Strong M&E systems for the organisation with dedicated manpower c) Using our reservoir of information to structure and conduct appropriate staff training and learning events	a) Allocate a specific budget for research and evidence generation b) Conduct project M&E activities, establishing baseline figures and develop detailed reporting and archiving systems and strict archiving c) Contact staff training on M&E d) Customise regional and national MEAL procedures e) Exchange programmes at district level (cross learning)	 Development Partners  Ministry of Women Affairs, Community, Small and Medium Enterprise Development  Ministry of Home Affairs and Cultural Heritage – (Victim Friendly Unit)  DSD  MoPSE  MoHCC
5.	Staff Development and Well Being	a) Capacity building of staff b) Staff mental well being	a) Conduct Induction trainings for staff members on new projects teams updates, ongoing feedback sessions b) Conduct Staff debriefing sessions to manage vicarious trauma and burn out	 Academia i.e., Universities or research consultancy depending on availability of funds  Development Partners

#	Pillar	Programmatic focus	Activities	Who to Partner With (for delivery and funding)
			<ul style="list-style-type: none"> c) Conduct refresher trainings for staff as an ongoing capacity development initiative d) Implementation of salary survey & grading to manage staff motivation considerations e) Capacity building of MEAL staff f) Conduct a human resource realignment process to closely align competencies and desired output g) Develop a clear Organogram with distinct lines of reporting 	

-----**End of Report**-----