

ANNUAL REPORT 2025



**KISUMU
SHINNERS C.B.O**



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List of Acronyms

Acronym	Meaning
GBMSM:	Gay Bisexual Men who have Sex with Men
MSW:	Male Sex Workers
SGM:	Sexual and Gender Minorities
SRHR:	Sexual and Reproductive Health and Rights
M&E:	Monitoring and Evaluation
MEL:	Monitoring, Evaluation and Learning
TFGBV:	Technology-Facilitated Gender-Based Violence
SUSP:	Substance Use Support Program
SHA:	Social Health Authority
PBO:	Public Benefit Organization

Data Infographics Page

Visual summary:

No.	Area	Key Results
1	Health	3,909 clinical services
2	Prevention	9,729 reached
3	Mental Health	15 therapy referrals
4	Economic Empowerment	12 groups supported
5	Human Rights	5 violence cases reported

1. Board Chairperson's Foreword

Dear Partners, Stakeholders, and Community Members,

On behalf of the Board of Management, I am pleased to present the 2025 Annual Report of Shinners C.B.O, a reflection of a year marked by progress, resilience, and strengthened institutional direction.

The Board remains committed to providing strategic oversight, ensuring accountability, and guiding the organization toward sustainable growth. In 2025, we prioritized strengthening governance systems, risk oversight, and long-term planning to ensure that Shinners continues to operate with transparency, integrity, and effectiveness. The development of key institutional tools, including the Fundraising Strategy and Risk Management Manual, represents a significant milestone in positioning the organization for stability and responsible expansion.

Throughout the year, we observed the organization deepen its impact across human rights advocacy, mental health and substance use support, legal empowerment, economic strengthening, and research engagement. These achievements demonstrate not only strong program implementation but also the dedication of staff, volunteers, and community leaders who continue to uphold the values of dignity, inclusion, and solidarity.

The Board also recognizes the importance of partnerships. Collaboration with health institutions, legal actors, research initiatives, media organizations, and community networks has strengthened service delivery and advocacy efforts. These alliances reflect our belief that complex social challenges require collective solutions.

While challenges remain including stigma, funding uncertainties, and systemic barriers affecting marginalized communities Shinners has continued to demonstrate resilience and responsible stewardship of resources. The Board is confident in the organization's strategic direction and its ability to build sustainable, community-led systems of support.

We extend our appreciation to our partners, donors, and supporters for their trust and collaboration. Most importantly, we recognize the communities we serve, whose courage and leadership continue to inspire our work.

As we move into the coming year, the Board remains committed to strengthening governance, supporting innovation, and ensuring that Shinners C.B.O continues to grow as a trusted, accountable, and impactful organization.

Sincerely,
Caleb Otieno Owino
Board Chairman



2. Executive Director's Message

Dear Partners, Friends, and Community Members,

It is with great pride and gratitude that I present the Shinners C.B.O 2025 Annual Report. The past year has been a defining chapter in our journey as a community-led organization committed to advancing human rights, health access, mental well-being, and economic empowerment for marginalized populations, particularly GBMSM, MSW, and sexual and gender minorities.

In 2025, we witnessed the true power of community. From vibrant advocacy forums during IDAHOBIT, to strengthening substance use support systems, building legal literacy, enhancing research capacity, and expanding economic empowerment opportunities, our work continued to demonstrate that change is most sustainable when it is driven by the people most affected. Our programs did not only provide services, they created spaces for dignity, healing, leadership, and solidarity.

This year also marked significant growth in our institutional development. The development of a Fundraising Strategy and Risk Management Manual strengthened our systems, accountability, and long-term sustainability. These milestones position Shinners not only as a service provider, but as a resilient organization capable of adapting, leading, and innovating in an evolving social and funding landscape.

Our progress would not have been possible without the dedication of our staff, volunteers, peer educators, partners, and donors. Your commitment to justice, equality, and inclusion continues to fuel our mission and extend hope to communities that are too often excluded.

The year 2025 was transformational for Kisumu Shinners CBO. Our programs reached over 9,700 beneficiaries through peer education, clinical services, and economic empowerment initiatives.

Highlights include:

- **Youth Group Engagement:** A total of 12 groups participated in discussions on substance use, mental health, and economic empowerment.
- **Therapy & Mental Health Sessions:** Over 15 clients were referred to specialized addiction therapy, improving mental health outcomes and resilience.
- **SSUP Project:** Supported 12 peer groups with start-up loans for IGAs, improving financial literacy and income generation.
- **Clinical Services:** Over 3,900 clients received HIV-related clinical services, including PrEP, STI screening, and care & treatment linkage. These achievements were supported by strategic partnerships, committed staff, and strong peer leadership networks.

As we look ahead, we remain guided by our belief that empowered communities create lasting transformation. We will continue to build partnerships, strengthen evidence-based programming, and amplify community voices while working toward a future where everyone can access health, rights, safety, and economic opportunity without fear or discrimination.

Thank you for walking this journey with us. Together, we are not only supporting communities – we are strengthening movements and shaping a more just and inclusive future.

Sincerely,
Polycarp Okeyo
Executive Director



SECTION 1: ORGANIZATIONAL PROFILE

3. BACKGROUND OF KISUMU SHINNERS CBO

Overview

Kisumu Shinners Community Based Organization (CBO) is a registered non-profit organization operating in Western Kenya since 2009 and officially registered in 2012. The CBO primarily serves Gay, Bisexual, and other Men who have Sex with Men (GBMSM) and Male Sex Workers (MSW).

Mission: To promote an inclusive, supportive environment for GBMSM and MSW by increasing access to health services, mental health support, human rights advocacy, and economic empowerment opportunities, while reducing stigma and discrimination.

Core Objectives:

- Expand access to HIV prevention, testing, care, and treatment services.
- Strengthen economic resilience via Income Generating Activities (IGAs).
- Advocate for human rights and reduce stigma in health, social, and policy environments.
- Provide mental health and psychosocial support interventions.
- Build strong community-led platforms for peer learning, leadership, and engagement.

4. VISION, MISSION, CORE VALUES & STRATEGIC OBJECTIVES

Vision:

Empowered, healthy, and inclusive communities free from stigma and discrimination.

Mission

Promote inclusive access to health, economic, and human rights support for GBMSM, MSW, GNC, and TG communities.

Core Values:

- Integrity and Transparency
- Inclusion and Equity
- Innovation and Learning
- Accountability and Stewardship
- Collaboration and Partnership

Strategic Objectives (2025–2026):

- Strengthen peer-led health and psychosocial support programs
- Expand economic empowerment interventions
- Innovation and Learning
- Advocate for human rights and policy reform
- Enhance organizational capacity and sustainability
- Improve data quality, reporting, and monitoring systems

5. GOVERNANCE AND LEADERSHIP OVERSIGHT

Kisumu Shinnners CBO operates under a governance framework that ensures accountability, ethical, leadership, and strategic direction. The Board of Management provides oversight on policy, financial stewardship, risk management, and long-term sustainability, while the Management Team oversees day-to-day implementation.

Key Governance Highlights 2025

- The Board met regularly to review program performance, financial management, and risk issues.
- Oversight was provided during the development of the Fundraising Strategy and Risk Management Manual.
- Strengthened board-management collaboration through structured engagements and performance reflection sessions.
- Commitment to transparency, accountability, and compliance with regulatory frameworks.

6. INTRODUCTION

The 2025 Annual Report highlights Kisumu Shinnners CBO's programmatic and financial performance during the reporting period. It demonstrates the organization's commitment to integrated health services, economic empowerment, mental health support, advocacy, and human rights for GBMSM and MSW communities.

Key focus areas included:

- Peer-led youth group engagement and IGAs
- Substance abuse and mental health therapy sessions
- Peer education and HIV prevention services
- Clinical service delivery and linkage to care
- SSUP Project loan disbursement and financial review
- Staff capacity development, welfare, and organizational learning

7. GOVERNANCE STRUCTURE (BOARD AND MANAGEMENT OVERVIEW)

Shinnners C.B.O operates under a structured governance system that promotes accountability, transparency, and effective decision-making. The organization is guided by a Board of Management responsible for strategic oversight, policy direction, and fiduciary responsibility.

The Board ensures that Shinnners remains aligned with its mission, complies with legal and regulatory frameworks, and maintains ethical standards.

The Management Team, led by Executive Director, program and administrative leads, oversees day-to-day operations, program implementation, financial management, and stakeholder coordination. Regular board and staff engagements strengthen institutional performance, risk oversight, and long-term sustainability.

8. GEOGRAPHICAL AREAS OF OPERATION

In 2025, Shinnners C.B.O primarily operated in Kisumu County and surrounding areas within Western Kenya, with participation in national-level platforms and networks. Programs targeted urban, peri-urban, and community settings where GBMSM, MSW, and other sexual and gender minorities face heightened vulnerability to stigma, discrimination, health inequities, and economic exclusion.

9. BENEFICIARY REACH AND KEY STATISTICS

During 2025, Shinnners reached diverse community members through integrated programming in:

- Mental health and psychosocial support
- Substance use support groups
- Human rights advocacy forums
- Economic empowerment initiatives
- Health access sensitization
- Legal literacy and paralegal engagement

Beneficiaries included GBMSM, MSW, SGM individuals, peer educators, lay providers, and community advocates. Programs also engaged duty bearers such as health workers, law enforcement, faith leaders, and media professionals.

10. PROGRAM APPROACH / THEORY OF CHANGE

Shinnners' work is grounded in the belief that community-led solutions drive sustainable change. The organization's approach integrates:

- Human rights advocacy
- Mental health and substance use support
- Economic empowerment
- Legal literacy
- Research and evidence generation

By strengthening individual resilience, building community solidarity, and influencing systems and institutions, Shinnners contributes to reduced stigma, improved service access, and enhanced socio-economic stability for marginalized groups.

SECTION 2: PROGRAM IMPLEMENTATION

11. PROGRAMS IMPLEMENTED IN 2025

In 2025, Kisumu Shinnners CBO implemented integrated, community-led programs designed to improve health outcomes, advance human rights, strengthen mental well-being, and enhance economic resilience among GBMSM, MSW, and other sexual and gender minorities.

The organization applied a holistic model that combines peer-led service delivery, clinical linkages, advocacy, economic empowerment, and institutional strengthening to address the interconnected social and structural drivers of vulnerability.

This section outlines the range of interventions delivered during the reporting period, highlighting achievements, service coverage, community engagement, and cross-sector collaboration. The programs reflect Shinnners' commitment to inclusive, rights-based, and sustainable approaches that place community voices at the center of change.

11.1 SSUP Project: Financial Performance Review, Youth Group Engagement and Economic Empowerment.

Shinnners facilitated 12 youth groups, discussing alcohol, substance abuse, and mental health, while integrating Income Generating Activities (IGAs) to build financial resilience. The project was called SSUP Project.

Overview:

- Funded by **AMPATH** in Kisumu Central and East
- 12 groups received **KES 5,000 start-up loans** each however two groups defaulted on the
- loan repayment terms.
- Groups: Tenda Wema, GEN Z 1amd 2, Mbele Pamoja, Imani, Zip It, Support Group, Kona
- Mbaya, Veterans, Dunga, Tunza Mwili, Sifa.

Key Focus Areas:

- Revenue generation
- Loan repayment progress
- Financial record-keeping and reporting

Outcomes:

- Enhanced accountability and loan utilization
- Peer learning and exchange of best practices
- Identification of market, cost, and skill gaps for future capacity-building

Challenges:

- Loan default by Kona Mbaya and Mbele Pamoja
- Limited market access, transport, and production costs
- Knowledge gaps in bookkeeping and marketing

Lessons Learned:

- Need for pre-loan assessment and financial literacy training
- Strengthen mentorship and monitoring for sustainability

Overall Contribution:

- Improved financial oversight
- Peer learning and entrepreneurial confidence
- Clear strategies for future loan support
- Knowledge increase on alcohol, substance abuse, and mental health.

IGAs Implemented:

No.	Youth Groups	IGA Activity
1	Change Makers	Poultry rearing
2	Dunga	Boiled eggs and smokies
3	GEN Z	Boiled eggs stand
4	Imani	Requested self-test kits and lubes
5	Konambuta	Selling mtumba
6	Mamboleo Veteran	Frying broiler chicken
7	Mbele Pamoja	Deep-fried boiled chicken
8	Nyawita	Coffee and Groundnuts
9	SIFA	Selling eggs
10	Tunatenda Wema	Nursery seedlings
11	Umoja	Smokies
12	ZIP IT	Smokies and boiled Eggs

Observations and Challenges:

- Limited capital and access to business tools
- Market and transport constraints
- High expectations among participants



11.2 Therapy and Mental Health Sessions

Objectives:

- Address substance abuse and addiction recovery
- Improve understanding of mental health impacts
- Facilitate goal-setting for behavioral change

Key Learnings:

- Participants shared lived experiences with alcohol, heroin, marijuana, cocaine, and methamphetamine
- Common effects: anxiety, irritability, hopelessness, depression, and social consequence.

- 15 participants referred to KASH and Anza Mapema for specialized therapy
- Peer learning sessions boosted confidence and coping strategies

11.3 Peer Education and HIV Prevention Programs

- Total beneficiaries: **9,729**
- Clinical services received: **3,909**
- New clients enrolled: **285**
- Retests conducted: **2,996**

No	Site	Total Clients	Key Services	Strength
1	Anza Mapema	1,000+	Retests and PreP	High new enrollment
2	CIHEB	2,500+	Clinical referrals and lubricants	Strong linkage
3	Lumumba	3,000+	Retesting and STI treatment	Largest volume
4		600+	Peer engagement	Community education

11.4 Clinical Services and Care Linkages, Overall Client and Site Performance Summary, Commodities Distribution and Comparative Analysis: 2024 vs. 2025.

Challenges:

- Commodity shortages (lubricants, condoms)
- Privacy and confidentiality concerns in health facilities
- Client relocation affecting follow-ups.

The following section presents a summary of Shinnars C.B.O's service delivery performance and program support outcomes for the 2025 reporting period. These tables provide a snapshot of our clinical service linkages, client reach, site performance, and essential commodities distribution, reflecting the organization's commitment to improving health access and continuity of care for the communities we serve.

Through strengthened partnerships with health facilities and community-based service points, Shinnars continued to support timely referrals, follow-ups, and access to integrated care, particularly for marginalized populations facing barriers to mainstream services.

Our approach emphasizes community trust, peer-led engagement, and coordinated service delivery to ensure that clients are not only reached but effectively linked to appropriate care and support systems.

The following section presents a summary of The comparative analysis between 2024 and 2025 highlights trends in service uptake, client engagement, and resource utilization. This data demonstrates areas of growth, identifies service gaps, and informs strategic adjustments to improve quality, efficiency, and equity in service provision. The information presented underscores Shinnars' ongoing commitment to data-driven programming, accountability to partners and beneficiaries, and continuous improvement in health and social service delivery.

Clinical Services and Care Linkages

No	Services	Total Clients
1	STI Treatments	120
2	PEP Recipients	20
3	Violence Reports	115
4	PrEP Clients	370
5	Care & Treatment Linkage	70

Overall Client and Site Performance Summary

No	Indicator	Total 2025
1	Clients Reached via Peer Education	9,729
2	Clinical Services Received	3,909
3	New Clients Enrolled	285
4	Retests Conducted	2,996
5	Lost to Follow-Up	103
6	Inactive Clients	88

Commodities Distribution

No	Indicator	Total 2025	Key Sites
1	Condoms	8,226	Anza Mapema, Lumumba
2	Lubricants	96,093	CIHEB, Lumumba
3	Self-Test Kits	0	Minimal uptake

Comparative Analysis: 2024 Vs. 2025

No	Indicator	2024	2025	% Change
1	New Clients	14–61	2–85	▲ Significant
2	Retests	~376 monthly	373 avg	— Stable
3	Peer Education	~1,180 avg	1,170 avg	— Steady
4	Lubricants Distributed	~11,000/month	96,000+	▲ Dramatic
5	Clinical Referrals	~380/month	~400/month	▲ Improved

Highlights, Challenges, Lessons Learned and Mitigation Measures

Highlights:

- PrEP uptake increased mid-year
- Violence reports emphasized need for ongoing GBV interventions
- Clinical outcomes aligned with peer education and outreach efforts

Challenges:

- Commodity stock-outs
- Client mobility affecting follow-ups
- Economic empowerment gaps due to lack of business skills
- High rehabilitation costs for substance abuse

Lessons Learned:

- Lessons Learned: Pre-loan financial literacy is essential
- Peer learning fosters confidence and accountability
- Robust data collection is critical for monitoring

Mitigation Measured:

- Improve commodity management
- Expand HIV self-testing and mental health services
- Strengthen GBV referral pathways



Recommendations and Strategic Outlook for 2026

Recommendations:

- Strengthen commodity and data management
- Expand HIV self-testing distribution
- Continue PrEP and mental health sensitization
- Integrate GBV referrals and support Enhance pre-loan capacity-building for IGAs

2026 Projections:

- Scale-up peer-led HIV and mental health interventions
- Expand SSUP loan program with stronger vetting
- Strengthen partnerships for advocacy and economic empowerment
- Improve data quality and reporting systems
- Increase reach to underserved GBMSM, MSW, GNC, and TG communities.



11.5 Advocacy, Community Engagement Stakeholder Collaboration

- Paralegal leadership elections successfully conducted
- Sex Workers' Day commemorated
- Participation in mental health, injectable PrEP, climate action, feminism, and SGBV workshops
- Networking with partners including Talanta Africa, NASCOP, SEGAL Foundation



11.6 Organizational Development, Staff Activities and Capacity Building

- Paralegal leadership elections successfully conducted
- Sex Workers' Day commemorated
- Participation in mental health, injectable PrEP, climate action, feminism, and SGBV workshops
- Networking with partners including Talanta Africa, NASCOP, SEGAL Foundation

11.7. Strategic Networking and Organizational Strengthening

In 2025, Shinners C.B.O strengthened its institutional capacity through strategic engagement and partnership-building. A high-level Shinners Networking Dinner brought together friends of Shinners, stakeholders, and partners in an elegant setting that fostered dialogue, collaboration, and solidarity under the values of Rights, Equality, Empowerment, and Solidarity.



The event provided a platform for meaningful conversations, relationship building, and renewed commitment to the organization's mission. Additionally, the Board of Management and Staff participated in a 3-day technical engagement with a consultant focused on:



- Development of a Fundraising Strategy
- Creation of a Risk Management Manual

These tools are critical in strengthening Shinners' institutional systems. The Fundraising Plan provides structured approaches for resource mobilization, while the Risk Management Manual establishes safeguards for ethical practice, financial sustainability, and mitigation of operational and reputational risks.



11.8. Human Rights Advocacy – IDAHOBIT 2025

Shinners C.B.O commemorated IDAHOBIT 2025 (International Day Against Homophobia, Biphobia, and Transphobia) under the theme “Power in Communities.” A vibrant community forum was convened, bringing together:

- Religious leaders
- Law enforcement representatives
- Media professionals
- Community members and grassroots voices

The forum promoted inclusion, open dialogue, and collective action against stigma and discrimination. Key outcomes included:

- Strengthened partnerships for advocacy and community protection
- Commitments from faith and law enforcement leaders to uphold inclusion
- Shared strategies to combat stigma and discrimination
- A safe platform for community-led storytelling and empowerment

The event reinforced Shinners’ mission to advance health access, human rights, and economic empowerment for GBMSM and MSW communities.



11.9. Combating Technology-Facilitated Gender-Based Violence (TFGBV)

Shinners participated in a Trainer of Trainers (ToT) workshop organized by the Association of Media Women in Kenya (AMWIK) on addressing Technology-Facilitated Gender-Based Violence. The workshop brought together journalists, women human rights defenders, and grassroots leaders.

Key learning areas included:

- **Digital safety:** Protection against hacking, doxxing, and online exploitation
- **Legal protection:** Understanding legal frameworks safeguarding women and marginalized groups
- **Mental health support:** Addressing psychological impacts of online abuse

An action plan was developed to translate knowledge into community-level interventions and safer digital engagement practices.



11.10. Legal Empowerment and Paralegal Strengthening

Shinners was honored to participate in a 3-day Paralegal Sensitization Workshop organized by the International Commission of Jurists (ICJ) in Kisumu County.

Focus areas included:

1. The Public Benefit Organizations (PBO) Act, 2013
2. Paralegal self-regulation
3. Building sustainable self-regulation mechanisms

This engagement enhanced Shinners' legal literacy and strengthened networks for a more coordinated paralegal movement in Western Kenya, improving community access to legal information and support.



11.11. Media Freedom and Ethical Advocacy

Shinners recognized **World Press Freedom Day (3 May)** as a critical moment to reaffirm the importance of media freedom, professional ethics, and protection of journalists. The organization expressed solidarity with media professionals and emphasized the role of free, ethical journalism in advancing human rights and accountability.

11.12. Economic Empowerment and Substance Use Support

Understanding the link between economic vulnerability and substance use, Shinnners integrated economic empowerment into its Substance Use Support Program (SUSP) by:

- Providing mentorship to support group members
- Offering start-up capital to viable income-generating ideas
- Conducting economic development review meetings with lay providers

These interventions promote sustainability, reduce vulnerability, and enhance long-term well-being for sexual and gender minorities affected by substance use challenges.

11.13. Substance Use Support Program (SUSP) Coordination

Shinnners hosted the 5th Coordinators' Meeting under the AMPATH Afya ya Akili Mashinani (AYAM) Project. Representatives from multiple implementing organizations attended. The meeting theme was: **"Sustainable solutions for community beyond grants."**

Discussions focused on building community-led systems that endure beyond donor cycles, emphasizing people-centered and purpose-driven approaches. Shinnners also participated in the 4th Coordinators' Meeting, enabling peer learning, sharing success stories, and identifying collaboration opportunities across Kenya.



11.14. Research and Community Capacity Strengthening

Shinnners engaged in the Uzima Bora: Strengthening Community Capacity (UB-SCC) Project, including participation in the Research Training Program (RTP). The organization contributed to:

- Development and implementation of a study on GBMSM mental health
- Data analysis and dissemination processes

This initiative enhanced research capacity and evidence-based programming within community-led organizations.



11.15. Community Solidarity and Mental Health Engagement

Shinners hosted an SGM community gathering that brought together diverse groups for:

- Story sharing and lived experiences
- Team-building activities
- Mental health and well-being sessions

The gathering reinforced dignity, self-acceptance, and solidarity within the community.



11.16. Health Access and Social Protection

In partnership with **Lumumba Sub-County Hospital (Kisumu)**, Shinners conducted sensitization on registration for the Social Health Authority (SHA) program. This initiative aimed to improve access to affordable, non-discriminatory healthcare services for marginalized populations.



11.17. Team Building and Organizational Performance Review Summary

Theme: Fueling Forward-A Collective Leap into the Next Phase

Key findings:

On 10th July 2025, Kisumu Shinnars CBO conducted a structured team-building and organizational performance reflection session at Blue Ridge Hotel, Mbita, bringing together Board Members, Staff, and Peer Educators. The session aimed to strengthen internal collaboration, enhance communication, assess team capacity, and reflect on institutional performance in alignment with the organization's mission of promoting inclusive and safe environments for GBMSM and Male Sex Workers.

Using participatory and experiential approaches, the engagement combined communication exercises, strengths mapping, collaborative problem-solving, and dialogue on stressors affecting performance. The *Ladder of Inference* communication model helped participants recognize how assumptions affect teamwork, while team-building simulations reinforced trust, coordination, and role clarity.

- **High Commitment:** Strong mission alignment and intrinsic motivation were evident across board, staff, and peer educators.
- **Strong Skill Base:** The team demonstrates solid expertise in advocacy, peer education, SRHR, legal support, finance, and community mobilization.
- **Systems Gaps:** Challenges were noted in planning structures, documentation,
- **Monitoring and Evaluation (M&E),** role clarity, and workflow coordination.
- **Well-being Concerns:** Work overload, resource constraints, and stress were identified as risks to long-term performance and morale.
- **Communication Growth:** Participants committed to more intentional listening assumption-checking, and clearer coordination.



Outcomes

The session strengthened board-staff trust, improved self-awareness of communication styles, highlighted individual strengths, and resulted in a shared commitment charter to guide teamwork and accountability.

- Introduce staff wellness and peer support mechanisms
- Build capacity in leadership, planning, and digital advocacy
- Expand resource mobilization efforts to address funding pressures

Priority Actions Identified

- Strengthen internal systems, planning processes, and role clarity
- Develop a stronger M&E framework and reporting culture

Overall, the session confirmed that while Kisumu Shinnars CBO has **strong commitment and capable human resources**, investment in organizational systems, staff wellness, and structured planning will be critical for sustainable growth and effective service delivery.

SECTION 3: PERFORMANCE, SYSTEMS AND ACCOUNTABILITY

12. MONITORING, EVALUATION AND LEARNING (MEL)

Monitoring, Evaluation, and Learning (MEL) remains central to Shinnners' commitment to effectiveness and evidence-based programming. In 2025, the organization strengthened its data systems and review processes to enhance program quality and accountability to beneficiaries and partners.

MEL Strengthening Measures

- Adoption of standardized reporting templates across programs
- Routine monthly and quarterly program performance reviews
- Participation in research training and data analysis initiatives
- Integration of data insights into program adaptation

Key Performance Indicators (2025)

- **9,729** beneficiaries reached through peer education
- **3,909** clients received clinical services
- **285** new clients enrolled
- **2,996** retests conducted
- **370** PrEP clients supported
- **12** economic empowerment groups supported

MEL Gaps Identified

- Need for a comprehensive M&E framework
- Limited data validation mechanisms
- Additional staff capacity-building required in data analysis

In 2026, priority will be placed on strengthening the M&E framework and improving data quality systems.

13. SAFEGUARDING, PROTECTION AND ETHICAL STANDARDS

Shinners upholds a strong commitment to safeguarding the dignity, safety, and confidentiality of all beneficiaries, staff, and volunteers. Safeguarding principles are embedded across all programs, particularly given the vulnerability of GBMSM, MSW, and SGM communities.

Core Safeguarding Commitments

- Zero tolerance for exploitation, abuse, harassment, or discrimination
- Confidential handling and secure storage of beneficiary data
- Safe and inclusive service environments
- Ethical standards in research and service delivery

The Risk Management Manual further strengthens safeguarding compliance and accountability mechanisms.

14. RISK MANAGEMENT

Shinners applies a structured risk management approach to identify, assess, and mitigate financial, operational, legal, safeguarding, and reputational risks. Risk oversight is provided by the Board, while management integrates risk monitoring into routine operations and review processes.

14.1 Key Risks and Mitigation Measures

Financial Risks

- Funding uncertainties and donor dependency
- Loan default risks under SSUP
Mitigation: Diversified fundraising strategy, strengthened budget oversight, pre-loan assessment, financial literacy training, and repayment monitoring.

Operational Risks

- Commodity stock-outs
- Data system gaps
- Staff workload pressures
- Client mobility affecting follow-up
- Mitigation: Improved commodity forecasting, standardized reporting tools, performance review meetings, peer-led follow-ups, and wellness discussions.

Legal and Regulatory Risks

- Operating in a sensitive human rights environment
- Compliance obligations under PBO regulations
- Mitigation: Legal partnerships (ICJ), regulatory monitoring, and strengthened governance oversight.

Safeguarding and Ethical Risks

- Confidentiality breaches
- Exploitation or misconduct
- Mitigation: Data protection protocols, staff sensitization, safeguarding policies.

Reputational and Security Risks

- Stigma, misinformation, digital threats
- Mitigation: Responsible communication practices, digital safety awareness integration, stakeholder engagement.

Risk monitoring is embedded in quarterly reviews and Board oversight processes to ensure timely response to emerging issues.

15. PARTNERSHIPS AND COLLABORATION FRAMEWORK

Strategic partnerships strengthened service delivery, advocacy impact, and institutional capacity in 2025.

Multi-sector collaboration enhanced referral pathways, advocacy platforms, and community protection mechanisms.

No	Partner	Role
1	AMPATH / AYAM	Mental health and SUSP technical support
2	County Health Department	Health service linkage & commodities
3	CIHEB, Anza Mapema, MAAYGO	Service coordination & referrals
4	Lumumba Sub-County Hospital	SHA sensitization & clinical services
5	ICJ	Legal literacy & paralegal strengthening
6	AMWIK	Digital safety & media advocacy
7	Michigan University (UB-SCC)	Research and academic collaboration

16. FINANCIAL OVERVIEW

In 2025, Shinnners focused on strengthening financial sustainability, internal controls, and responsible resource utilization. Funds supported program implementation, economic empowerment initiatives, mental health services, advocacy activities, and institutional strengthening.

Financial management emphasized:

- Board-level financial oversight
- Budget monitoring against approved work plans
- Documentation of expenditures
- Loan tracking under SSUP
- Strengthened fundraising systems

17. RESOURCE MOBILIZATION AND DONOR ENGAGEMENT

Shinnners advanced its resource mobilization efforts through the development of a structured Fundraising Strategy. The organization continued engaging institutional partners, local supporters, and collaborative networks to enhance funding diversification and sustainability.

The organization expresses appreciation to all partners and donors whose support enabled continued service delivery and community impact.

18. FINANCIAL ACCOUNTABILITY AND INTERNAL CONTROLS

Financial accountability systems were reinforced in 2025 to ensure transparency and responsible stewardship.

Internal Control Measures

- Segregation of financial duties
- Documented expenditure approvals
- Budget variance monitoring
- Board review of financial reports
- Strengthened risk oversight through the Risk Management Manual

19. FINANCIAL TABLES

Income Sources

No	Project/Support Area	Amount (KES/USD)
1	SSUP Project	Detailed audited financial statements are available upon request
2	Mental Health Support	Detailed audited financial statements are available upon request
3	Advocacy	Detailed audited financial statements are available upon request
4	General Support	Detailed audited financial statements are available upon request
Total Income		

Expenditure Summary

No	Budget Line	Amount Spent	% of Budget
1	Program Activities	Detailed audited financial statements are available upon request	Detailed audited financial statements are available upon request
2	Staff Costs	Detailed audited financial statements are available upon request	Detailed audited financial statements are available upon request
3	Advocacy	Detailed audited financial statements are available upon request	Detailed audited financial statements are available upon request
4	Beneficiary Support	Detailed audited financial statements are available upon request	Detailed audited financial statements are available upon request
5	Administration	Detailed audited financial statements are available upon request	Detailed audited financial statements are available upon request
6	Monitoring & Evaluation	Detailed audited financial statements are available upon request	Detailed audited financial statements are available upon request
Total Expenditure			

20. SUSTAINABILITY APPROACH

Shinners promotes sustainability through:

- Community leadership and peer educator empowerment
- Economic empowerment models
- Institutional systems strengthening
- Long-term partnerships
- Diversified resource mobilization strategies

No	Project/Support Area	Amount (KES/USD)
1	SSUP Project	Detailed audited financial statements
2	Mental Health Support	Detailed audited financial statements
3	Advocacy	Detailed audited financial statements
4	General Support	Detailed audited financial statements
Total Income		

21. CHALLENGES FACED IN 2025

- Persistent stigma and discrimination
- Economic vulnerability among beneficiaries
- Digital safety threats
- Funding uncertainties
- Legal and policy barriers affecting marginalized groups

22. LESSONS LEARNED

- Community ownership strengthens sustainability
- Multi-sector partnerships increase impact
- Economic empowerment improves health outcomes
- Digital safety is an emerging priority
- Evidence-based programming enhances advocacy

23. INNOVATION AND BEST PRACTICES

In 2025, Kisumu Shinners CBO strengthened its programming through community-driven innovations and adaptive practices that improved effectiveness, sustainability, and inclusion.

These approaches integrated health, human rights, mental well-being, and economic resilience to respond holistically to the needs of marginalized communities.

- **Integrated Mental Health and Economic Empowerment Model**

Shinners combined substance use recovery support with income-generating initiatives (IGAs), recognizing the connection between financial instability and mental health challenges. Peer support groups were linked with economic mentorship, start-up loans, and financial literacy guidance.

Psychosocial support was embedded within livelihood discussions, ensuring that recovery and resilience were addressed together. This approach improved coping mechanisms, increased income stability, and strengthened motivation for sustained recovery.

- **Peer-Led Service Delivery Model**

Programs were implemented by trained peer educators from the communities served. This model enhanced trust, cultural relevance, and accessibility of services. Peer educators acted as health navigators, advocates, and community mobilizers, using lived experience to guide engagement. The approach strengthened service uptake, improved referral adherence, and fostered community leadership.

- **Participatory Organizational Performance Reflection**

Shinners introduced team-based reflection processes involving the Board, staff, and peer educators. Using experiential tools such as the Ladder of Inference, the organization assessed communication practices, staff well-being, and institutional systems alongside program performance. This practice enhanced accountability, improved internal communication, and strengthened shared ownership of organizational growth.

- **Digital Safety and Rights Awareness Integration**

following capacity-building on Technology-Facilitated Gender-Based Violence (TFGBV), Shinners incorporated digital safety education into community engagement and advocacy work. Beneficiaries and staff gained awareness of online risks, legal protections, and safe digital practices, strengthening their ability to engage safely in digital spaces.

- **Community-Health System Linkage Model**

Shinners strengthened referral pathways between community outreach and public health facilities, including sensitization on Social Health Authority (SHA) registration. Verified referral networks, peer follow-up, and advocacy for inclusive services improved access to clinical care and reduced barriers related to stigma and discrimination.

- **Research-Embedded Programming**

Participation in research training and GBMSM mental health studies enabled Shinners to align programs with emerging evidence. Data-informed planning, community involvement in research processes, and linking research findings to advocacy enhanced program relevance and credibility.

- **Multi-Sector Advocacy Forums**

Advocacy events such as IDAHOBIT forums created inclusive dialogue spaces bringing together community members, religious leaders, law enforcement, and media. These platforms fostered empathy, strengthened partnerships, and supported collective action against stigma and discrimination.

- **Summary**

Shinners' innovations in 2025 emphasized integration, peer leadership, systems strengthening, and evidence-based programming. These best practices enhanced service quality, organizational resilience, and long-term sustainability while ensuring interventions remained responsive to the lived realities of marginalized communities.

24. POLICY AND ADVOCACY INFLUENCE

Through IDAHOBIT forums, paralegal engagement, and media partnerships, Shinnners contributed to dialogue on inclusion, human rights protection, and equitable service access.

25. CAPACITY BUILDING FOR STAFF & VOLUNTEERS

Staff and community representatives participated in training on fundraising, risk management, legal literacy, digital safety, research methods, and psychosocial support

26. COMMUNICATION AND VISIBILITY

Shinnners enhanced visibility through community forums, stakeholder meetings, advocacy events, and collaborative platforms that amplified marginalized voices

27. GENDER, EQUITY AND INCLUSION (GEI) APPROACH

Programs prioritize equity, non-discrimination, and inclusion, ensuring services are accessible and responsive to diverse gender identities and sexual orientations.

28. ENVIRONMENTAL AND SOCIAL RESPONSIBILITY

Shinnners promotes safe, respectful community spaces and socially responsible practices that uphold dignity, equality, and community well-being.

29. BENEFICIARY IMPACT SNAPSHOT

In 2025, Shinnners reached **9,729** beneficiaries through peer education, clinical linkages, mental health support, legal empowerment, and economic initiatives.

These interventions improved health access, psychosocial resilience, income opportunities, and human rights awareness among marginalized communities.

30. IMPACT CHART DATA

Beneficiaries Reached by Service Type

No	Services	Number
1	Peer Education	9,729
2	Clinical Services	3,909
3	Mental Health Therapy Referrals	15
4	PrEP Clients	370
5	STI Treatments	120
6	Economic Empowerment Groups	12
7	SSUP Loan Groups	12

31. 2026 PRIORITIES AND STRATEGIC OUTLOOK

- Expand mental health and substance use services
- Strengthen economic empowerment models
- Deepen research and data use
- Enhance legal literacy and protection
- Diversify funding sources
- Strengthen institutional systems and partnerships

Conclusion

The 2025 program year marked a period of growth, resilience, and deepened impact for Shinnery C.B.O. Through a combination of community-led advocacy, institutional strengthening, strategic partnerships, and evidence-based programming, the organization continued to champion dignity, equality, and access to services for marginalized communities, particularly GBMSM, MSW, and sexual and gender minorities.

Our work this year demonstrated that sustainable change is achieved when community voices are centered, systems are strengthened, and partnerships are built across sectors — including health institutions, legal actors, media, faith leaders, and development partners. From advancing human rights protections and combating stigma, to strengthening mental health and substance use support systems, promoting economic empowerment, and enhancing research capacity, Shinnery has continued to evolve as both a service provider and a movement-building organization.

The development of key institutional tools such as the Fundraising Strategy and Risk Management Manual further positions Shinnery for long-term sustainability, accountability, and ethical growth. As we look ahead, we remain committed to expanding access to health, justice, economic opportunities, and safe spaces for all, while strengthening community power and leadership. The year 2025 reaffirmed that when communities are empowered, informed, and united, transformation is not only possible — it is inevitable. Shinnery C.B.O. moves forward with strengthened systems, renewed partnerships, and an unwavering commitment to equity and human rights.

GET IN TOUCH

At Shinners, we welcome all enquiries. Please feel free to contact us using the details provided below. We are committed to responding to your request as promptly as possible.



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