



YWCA Kenya

Empowering women and girls.

YOUNG WOMEN'S CHRISTIAN ASSOCIATION



**Strategic Plan
(2024 – 2027)**

Consolidating the Gains Made

Preface from the Chairperson of YWCA Kenya National Board



I am delighted to present the YWCA Strategic Plan for 2024-2027. This comprehensive and transformative roadmap articulates our collective vision and commitment to empowering girls and women in Kenya. Serving as the Chairperson of the YWCA Kenya National Board, this responsibility is both an honour and a privilege, and I am excited to share this pivotal document that will guide our organization in the years to come. This strategic plan is not just a set of directives; it reflects our shared aspirations, meticulously crafted through rigorous analysis, thoughtful planning, and an unwavering determination to shape a future where every woman and girl can thrive.

Within the pages of this document, you will discover a detailed blueprint that outlines our dedication to deepening programming, amplifying women's voices through targeted advocacy, fostering partnerships, mobilizing resources for prosperity, and restructuring our organization to enhance efficiency and adaptability. These are not merely strategic imperatives; they embody our guiding principles and represent our commitment to addressing the unique challenges faced by the women and girls we serve. Before we immerse ourselves in this new chapter, it is paramount to acknowledge the successes of our previous strategic plan (2019-2023). The efforts invested during that time were pivotal in propelling YWCA Kenya forward, establishing a robust foundation upon which we now stand. The gains made during this period have not only inspired but also guided the directions outlined in the current plan, strategically designed to consolidate our achievements and build upon our past successes.

Our commitment to inclusivity is prominently reflected in our dedication to customizing programs to meet the diverse needs of girls and women. Recognizing unique challenges across communities and demographic groups, our strategic plan aims to create impactful initiatives that resonate with individuals and communities alike. The power of amplifying the voices of girls and women through targeted advocacy is highlighted as a potent tool for societal change. Our plan underscores a commitment to challenging systemic barriers, amplifying unheard voices, and driving policy changes to create an enabling environment for women and girls to not only survive but thrive. Collaboration is identified as a core principle for building synergies in women's empowerment and inclusion. The emphasis on partnerships with like-minded organizations and stakeholders signifies our belief that we are stronger together, accelerating our collective impact. Mobilizing resources and revamping business development are identified as essential pillars of our strategy. We are resolute in our commitment to ensuring that women prosper economically by strategically mobilizing resources and creating sustainable business opportunities. A revitalized, efficient, and adaptive YWCA structure is recognized as crucial for our continued success. The strategic plan envisions an organization that aligns seamlessly with contemporary needs, ensuring agility and responsiveness in a fast-changing world. Rest assured, as the Chairperson of the YWCA Kenya National Board, our commitment to the effective implementation of this strategic plan is unwavering. The National Board is dedicated to providing the necessary support, oversight, and leadership to ensure that the outlined strategies are executed with excellence and impact.

This is not just a vision for the future; it is a call to action. Together, let us embark on this transformative journey to empower, advocate, and create positive change for the girls and women we serve. I express heartfelt gratitude for your unwavering support and commitment to the YWCA's mission. This strategic plan is a testament to what we can achieve together.

With dedication and enthusiasm,

Ms Eunice Mungatana
Chairperson, YWCA Kenya National Board

Foreword from The National General Secretary



Ms. Deborah Olwal
National General Secretary, YWCA Kenya

With immense enthusiasm and a profound sense of purpose, I am honoured to present the YWCA Strategic Plan for the transformative years 2024-2027. Serving as the National General Secretary and CEO of YWCA Kenya, this opportunity represents both a personal honour and a collective privilege. I am excited to be an integral part of this pivotal journey that will guide our organization in its continued pursuit of impact and empowerment. I extend my deepest appreciation to the dedicated individuals—our esteemed board, committed staff, passionate volunteers, and invaluable stakeholders who have played a crucial role in collectively shaping this comprehensive

strategic plan. Your unwavering commitment has been instrumental in developing a roadmap that resonates with our shared aspirations and reflects our steadfast dedication to the empowerment of girls and women.

In recognizing the significant achievements of the previous strategic plan period (2019-2023), we acknowledge the pivotal role it played in propelling YWCA Kenya forward, laying a strong foundation for the successes we celebrate today. The gains made during this time not only inspire but also inform the directions outlined in the current plan, strategically designed to consolidate achievements and build upon past successes.

While the Chairperson has eloquently presented the strategic issues, I wish to underscore a critical aspect of our vision—the planned restructuring and realignment of the YWCA structure. This is not merely a procedural shift; it is a transformative initiative crucial to our continued success and adaptability in a fast-changing world. It presents us with a unique opportunity to enhance efficiency, responsiveness, and overall organizational effectiveness.

I call upon each member, partner, and stakeholder to wholeheartedly support and embrace this process of restructuring. Your active involvement and support are pivotal in ensuring the success of this transformative initiative. Let us collectively contribute to building a revitalized, efficient, and adaptive YWCA structure that aligns seamlessly with contemporary needs and challenges.

As we embark on this transformative journey, it is crucial to remind everybody of the paramount importance of the YWCA core values, intricately elaborated in this current strategic plan. These values serve as our guiding compass, shaping our actions and decisions. I implore all stakeholders to uphold these values as we jointly implement this plan, ensuring that love, compassion, inclusivity, and integrity permeate every aspect of our work.

Rest assured of the management's unwavering commitment to the proper execution of the entire strategic plan. We recognize the responsibility entrusted to us and are dedicated to ensuring that each outlined strategy, especially the restructuring process, is implemented with excellence and impact. In conclusion, I extend my deepest gratitude to everyone who has contributed to this transformative journey. Together, let us be champions of positive change, advocates for the marginalized, and ambassadors of empowerment.

I anticipate your support and active participation in the planned restructuring process. Thank you for your unwavering commitment to the YWCA's mission. This strategic plan stands as a testament to what we can achieve together.

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Our Strategic Planning Themes

Customizing Programs to Meet the Diverse Needs of Girls and Women, Recognizing, And Addressing Unique Challenges Across Different Demographics and Communities.

Amplifying The Voices of Girls and Women Through Targeted Advocacy.

Building Synergies for Girls and Women's Empowerment and Inclusion.

Mobilizing Resources and Revamping Business Development for Women's Prosperity.

Creating A Revitalized, Efficient, And Adaptive YWCA Structure That Aligns and Complies with Contemporary Needs.

Elevating Organizational Excellence and Building a Foundation for Enduring Impact.

SECTION 1 - Introduction and Background

1.1 The Young Women's Christian Association (YWCA)

The Young Women's Christian Association (YWCA) Kenya is a non-governmental organisation that was founded in 1912, on a strong Christian principle and is a pivotal organisation for the empowerment of girls and women. Its membership-based organisation is dedicated to fostering the collective power of girls and women in Kenya. Emancipation on all fronts – social, economic, political, and cultural – is the primary goal of this organisation, which is working in conjunction with the World YWCA. From its headquarters in Nairobi, the Young Women's Christian Association (YWCA) currently operates, with branch offices strategically located in Mombasa, Tana River, Meru, Nairobi, Kisumu, Siaya, and Kisii, spanning 21 counties across Kenya. The YWCA is founded on a strong Christian foundation. Opportunities exist to add more branch offices in other parts of the country to expand coverage.

The YWCA is dedicated to supporting and advocating for girls and women, governed by a National Board. It implements diverse interventions across nine thematic areas, including young women's leadership development, education, health, empowerment, and advocacy for rights. The organization achieves its goals through mentorship programs, skill development initiatives, empowerment programs, advocacy, and providing safe spaces for young women's development. YWCA has made significant impacts, including rescuing girls from harmful practices like FGM and developing young women leaders who advocate locally and globally.

Entering the 2024-2027 strategic planning period, YWCA acknowledges ongoing challenges faced by women and girls amidst changing social, economic, and political landscapes. The new strategic plan serves as a guiding framework, outlining goals, objectives, and strategies for the upcoming cycle. This plan emphasizes innovation, diversification, evidence-driven advocacy, effective stakeholder engagement, resource mobilization, and institutional strengthening. It aims to propel YWCA towards its mission resiliently and effectively, shaping leadership and operational functions while fostering collaboration with partners to advance the cause of girls and women in Kenya.

1.2 Rationale for the Strategic Plan

The YWCA's strategic planning process reflects its commitment to addressing persistent challenges faced by women and girls. The 2024-2027 strategic plan serves as a guiding document, outlining goals, objectives, and approaches for the organization's agenda. It informs leadership, management, and operations while acting as a reference for programming and evaluation. The plan is crucial for connecting YWCA with partners and stakeholders, facilitating communication and collaboration. It emphasizes responsiveness to emerging challenges, innovation, and evidence-driven advocacy. The strategy aims to strengthen YWCA's resilience through institutional improvements, leadership development, and change management.

This comprehensive approach ensures the YWCA's continued relevance and effectiveness in a dynamic environment. Strategic planning remains vital for self-reflection and effective leadership, providing a roadmap for the organization's actions and maintaining its competitive edge while pursuing its vision and mission.

1.3 The Strategic Planning Process

The YWCA's 2024-2027 Strategic Plan was developed through a comprehensive, participatory process, emphasizing inclusive decision-making. Key stakeholders, including board members, staff, volunteers, and partners, actively contributed to shaping the strategic vision. Extensive consultations were conducted at headquarters and branch levels, ensuring diverse perspectives were integrated. This approach aimed to align strategic priorities with the real experiences and aspirations of communities served by YWCA.

The process utilized meetings, discussions, and surveys to foster a collaborative environment where all stakeholders felt heard and valued. This inclusive methodology amplified diverse voices and acknowledged the varied challenges faced by different localities and demographics. This meticulous approach underscores YWCA's commitment to building a robust foundation for impactful organizational development, grounded in the collective wisdom of its community.

Section 2 - Situational Analysis:

2.1 Situation of Girls and Women in Kenya

YWCA-Kenya recognizes the complex factors influencing girls' and women's environments in Kenya. Despite international efforts and the 2010 constitutional reforms to protect women's rights, significant obstacles persist. The constitution enabled laws and policies to address gender inequality and promote women's participation in development. However, gaps exist between favourable policies and the actual situation. Many women and girls still face barriers due to gender-based discrimination, economic inequality, and societal norms. This contradiction is evident in limited access to healthcare, education, and employment, despite the positive legal climate.

To address this disparity and enable Kenyan women and girls to reach their full potential, YWCA must develop targeted strategies within a broader initiative for significant change, bridging the gap between policy goals and on-the-ground realities.

2.2 Vision 2030 and Gender Equality

Kenya Vision 2030, launched in 2008, seeks to achieve prosperity by 2030 with a focus on gender equality. It aims to transform opportunities for women by increasing their participation in decision-making and access to resources. Specific measures include financial support, increased female representation in legislative bodies, and prioritizing women in public sector employment. The vision strives for gender equity, empowerment of vulnerable groups, and inclusivity across various sectors nationwide.

2.3 Policy and Legal Landscape for Women and Gender Equality in Kenya:

Kenya's legislative framework for women's rights and gender equality is comprehensive, anchored by the 2010 Constitution and numerous bills, policies, and acts. These include the Equal Opportunity Bill, Anti-Trafficking Bill, Family Protection Bill, and others addressing various aspects of women's rights. Kenya Vision 2030 and the National Policy in Gender and Development further emphasize gender mainstreaming and equality.

However, despite this robust policy framework, implementation faces challenges due to reluctance and lack of political will. A gap persists between policy intent and effective execution, highlighting the need for increased commitment and action.

While the legal landscape provides a solid foundation for gender equality, a more conducive environment is crucial for effective implementation. This requires fostering political will, promoting awareness, and establishing strong accountability mechanisms. Only through these concerted efforts can the policy framework become truly transformative, creating an environment where women's and girls' rights and potentials can flourish.

2.4 Specific Challenges Facing Girls and Women in Kenya

Girls and women in Kenya face numerous challenges across different areas as they strive to reach their full potential. These include:

- a) **Educational and Learning Barriers.-** Girls in Kenya face significant challenges in accessing and completing education. Only 49.3% of girls aged 15-19 years attend school, compared to 50.6% of boys. Teenage pregnancies contribute to dropout rates, with 1 in 5 girls aged 15-19 having begun childbearing. Marginalized regions like Tana River County face additional challenges due to poverty and cultural norms.
- b) **Gender-Based Violence (GBV)-**GBV is pervasive in Kenya, with 45% of women aged 15-49 experiencing physical violence and 14% experiencing sexual violence. Harmful traditional practices like Female Genital Mutilation (FGM) persist in some communities. Initiatives like Gender-Based Violence Recovery Centres provide support to survivors.
- c) **Challenges in Economic Empowerment-**Women face systemic barriers in accessing economic opportunities and resources. They are less likely to own land or have access to credit compared to men. Many women work in informal sector jobs with lower wages and minimal job security. Initiatives like the Women Enterprise Fund aim to address these challenges, but access remains limited in rural areas.
- d) **Lack of Diversity in Leadership-**Women are underrepresented in leadership positions, holding only 23.3% of parliamentary seats and 21% of ministerial positions. Efforts to increase women's participation include affirmative action measures and advocacy for inclusion in political party structures.
- e) **Healthcare Disparities and Lack of Adequate Reproductive Health Education-**Inequities in healthcare access persist, particularly in rural areas. Limited reproductive health education contributes to high rates of teenage pregnancies and sexually transmitted infections. Interventions like the Beyond Zero Campaign aim to improve maternal and child health outcomes.
- f) **Cultural Norms and Discrimination -**Deep-rooted cultural norms perpetuate gender stereotypes, limiting girls' and women's capabilities and decision-making autonomy. These norms affect education, mental health, and societal progress.
- g) **Early Marriages and Teenage Pregnancies -**About 23% of girls in Kenya are married before their 18th birthday, with rates higher in certain regions. These practices limit girls' educational and economic opportunities, perpetuating cycles of poverty and gender inequality.
- h) **The Digital Gender Divide -**Unequal access to digital resources creates disparities in education, economics, and skills development. Only 35% of women compared to 54% of men have access to mobile phones. Initiatives like the Digital Literacy Program aim to bridge this gap.
- i) **Insufficient Legal Protection -**Despite legal frameworks aimed at protecting women's rights, implementation and enforcement gaps persist. Lack of awareness and access to legal recourse leaves women vulnerable to discrimination and violence.

Addressing these challenges requires a holistic approach encompassing legislative reforms, targeted interventions, and societal transformation. Collaborative efforts involving government, civil society, and the private sector are essential to create an enabling environment for gender equality and women's empowerment across Kenya.

2.5 Lack of Comprehensive Sex Aggregated Data

Sex-disaggregated data is crucial for identifying gender-specific gaps and formulating targeted actions. The lack of comprehensive sex-aggregated data hinders the analysis of challenges faced by girls and women in gender mainstreaming efforts. This deficiency impedes the assessment of policies and budgets' differential impacts. Many county-level plans are gender-blind, complicating the monitoring of gender-related goals. A more gender-responsive approach to data is needed.

2.6 Review of the implementation of the YWCA Strategic Plan 2019 – 2023

YWCA conducted a comprehensive review of its 2019-2023 Strategic Plan, evaluating achievements, challenges, and lessons learned. The average implementation level was 80% at headquarters and 55% at branch offices.

Key Achievements - YWCA achieved significant progress, expanding partnerships from 4 to 7 and broadening program focus areas to include climate change, leadership, and preventing violent extremism. Donor funding increased through targeted campaigns and grants, while program staff grew from 3 to over 10. Advocacy participation increased by 50%, and the communication function was revamped, including a stronger social media presence. The logo was modernized, and 75% of functions transitioned to ICT. Resources from external donors grew by 25%. Vision, mission, and values were integrated into the organizational culture. Leadership and management were strengthened, with adherence to governance structures, revised policies, and enhanced financial systems. Management performance improved, particularly in HR and finance, with strengthened internal controls. These achievements highlight YWCA's commitment to growth, program expansion, advocacy, and operational efficiency.

Key Challenges -During the 2019-2023 Strategic Plan implementation, YWCA faced challenges including inconsistent operational planning, overly ambitious strategies, funding shortages, staff shortages, coordination issues, and external factors. The new strategic plan incorporates lessons learned, addressing emerging issues and setting realistic objectives. Measures include enhanced coordination mechanisms, aligning priorities with resources, capacity building, dedicated implementation teams, and robust change management. These improvements aim to overcome previous challenges and ensure more effective execution of the 2024-2027 Strategic Plan.

2.7 Analysis of the Internal Operating Environment (SWOT) Analysis

YWCA conducted a comprehensive SWOT analysis as part of its strategic planning process. This crucial diagnostic tool assessed the organization's current position, identifying areas for improvement and growth. The analysis guided strategic choices and initiatives that capitalized on strengths while managing risks. YWCA leveraged identified strengths to shape its direction, addressed weaknesses through targeted interventions, and used opportunities to set strategic goals. Threats informed risk mitigation strategies. The SWOT analysis guided resource allocation, identified potential partners, and served as a benchmark for developing a monitoring and evaluation framework. This approach ensured a strategic focus on high-impact areas and effective progress tracking.

2.8 YWCA Stakeholder Analysis and Mapping

YWCA conducted a comprehensive stakeholder analysis and mapping to identify, assess, and understand its diverse stakeholders. The process created a thorough stakeholder inventory, analysed interests and expectations, and evaluated stakeholder influence and impact. It mapped relationships to identify collaboration opportunities and potential partnerships. The analysis also identified risks and developed mitigation strategies. YWCA tailored communication and engagement strategies to stakeholder preferences, building trust and ensuring initiatives resonated with the community. By aligning strategies with stakeholder priorities, YWCA enhanced its organizational effectiveness. This process provided valuable insights for informed decision-making, fostering meaningful partnerships and supporting the successful implementation of its strategic plan. The information guided the development and implementation of stakeholder engagement plans.

2.9 Emerging and Critical Issues of Concern

- a) Increasing Need for Program Effectiveness and Sustainability:
- b) Addressing Critical Challenges Faced by Girls and Women
- c) Inadequate Partnership Collaboration and Networking:
- d) Inadequate Resource Mobilization and Business Development:
- e) Challenges of Organizational Inefficiency and Compliance:
- f) The Need for Further Strengthening of YWCA Institutional Capacity:

Section 3 - Strategic Framework

3.1 Introduction

The section presents a detailed road map that describes YWCA's purposeful direction and vision for the next four years. The YWCA will use this strategic framework as a beacon of guidance as it navigates a changing environment where women and girls face new challenges.

This section outlines the Vision, Mission, goals, strategic objectives and implementation strategies and approaches that will mould the YWCA's programs. The Vision, Mission, and Core Values, serve as the philosophical foundation upon which the YWCA builds its strategic framework.

3.2 Our Vision

"An inclusive society in Kenya where girls and women actualize their potential and live fulfilled lives."

3.3 Our Mission

"We endeavour to be a leading non-profit-making organization in Kenya that, through membership, develops the leadership and collective power of girls and women, to achieve social, political and economic empowerment based on its Christian faith."

3.4 Our Principles and Core Values

At YWCA we commit ourselves to the following core values.

- a) Accountability
- b) Integrity
- c) Diversity and Inclusion
- d) Spirit of Volunteerism
- e) Concerns for Humanity
- f) Professionalism

3.4 Our Programming - Key Thematic Areas

- a) Young Women's Leadership Development:
- b) Girls' Knowledge Acquisition Empowerment
- c) Women and Girls' Health and Wellness
- d) Socio-Economic Empowerment for Women and Girls
- e) Conflict Transformation and Peace Advocacy
- f) Environmental Sustainability and Climate Resilience:
- g) Rights Advocacy and Gender Equality

Section 4 - Strategic Direction and Approaches

4.1 Introduction

This "Strategic Direction and Approaches" section outlines how YWCA plans to create positive change for women and girls. The section outlines key strategic pillars that will anchor the strategic plan. The overall goals, strategic objectives, and implementation strategies YWCA will deploy towards empowering women, promoting equality, and making a meaningful impact. It breaks down key strategies Issues like improving existing programs, advocating for specific issues, forming partnerships, getting resources for growth, and making the organization more flexible into implementable strategies and milestones.

4.2 Key Pillars/ Strategic Issues

Following a critical review of the implementation of the previous strategic plan (2019-2023), a comprehensive analysis of the key dynamics affecting girls and women in Kenya, a thorough assessment of the YWCA internal and external operating landscape, and the consideration of all previous implementation shortcoming the emerging issues, YWCA identified the following key areas requiring strategic intervention. They represent a proactive response to lessons learned and current emerging issues, ensuring a more focused, adaptive, and impactful approach in this strategic plan.

4.2.1 Deepening Programming Enhancing and expanding the scope and impact of existing programs to better meet the needs of beneficiaries and stakeholders.	4.2.2 Targeted Advocacy, Directing efforts towards specific advocacy goals to effect positive change in relevant areas.
4.2.3 Partnerships and Networking, Cultivating collaborations and connections with external entities to enhance impact and reach.	4.2.4 Resource Mobilization and Business Development Strategically acquiring resources and expanding revenue streams to support organizational objectives.
4.2.5 Restructuring of the YWCA Organization Structure. Evaluating and adjusting internal structures and processes to optimize efficiency and effectiveness.	4.2.6 Institutional Capacity Strengthening Enhancing the organization's capabilities and capacities to fulfil its mission and goals effectively.

4.3 Goals and Strategic Objectives

Arising from the identified intervention areas, YWCA considered and settled on the following five key goals for the strategic plan period. The realisation of the five goals during the planned period will be pegged on the achievement of the following strategic objectives.

Goals	Strategic Objectives
Pillar 1: Deepening Program	
The scope of existing YWCA programs effectively addresses girls and women's emerging and diverse needs, and reaching a wider audience, ensuring inclusivity and relevance.	By 2027, YWCA will increase program impact by 30%, providing tailored support and opportunities to at least 50% more diverse girls and women, ensuring inclusivity and relevance in addressing emerging needs."
Pillar 2: Targeted Advocacy	
YWCA fully harnesses the advocacy as a catalyst for empowerment, equality, and transformative change for girls and women.	By 2027, YWCA aims to leverage targeted advocacy efforts to achieve a 25% increase in public awareness and perception shifts, positively impacting the lives of girls and women, advancing empowerment and equality."
Pillar 3: Partnerships and Collaborations	
Transformative alliances and collaborations forged by YWCA that foster collaborations with diverse stakeholders for impactful, systemic change and empowerment of girls and women in Kenya"	By 2027, YWCA will establish transformative collaborations with at least five diverse stakeholders, fostering systemic change and empowerment for girls and women in Kenya.
Pillar 4. Resource Mobilization and Business Development	
A robust and sustainable resource mobilisation and business development initiatives that sustainably support effective YWCA operations and Programming	By 2027, YWCA will achieve a 20% increase in diversified funding sources and successfully implement innovative business development initiatives that grow its revenue level by an average of 15 % annually ¹ up to 2027.
Pillar 5: Organizational Restructuring and Capacity Strengthening	
A Unified and integrated YWCA organizational structure that aligns the functions of its headquarters and regional branches that complies with legal and regulatory standards to optimize operational efficiency,	Undertake a comprehensive organizational restructuring of YWCA to create a resilient, unified YWCA that meets regulatory and legal statutes, and optimizes Its structures, systems, policies, processes, and resources for operational and programming efficiency by 2027.
Pillar 6: Institutional Capacity Strengthening	
Enhanced YWCA organizational effectiveness and resilience that foster a culture of continuous learning, innovation, and adaptive leadership that drive sustainable growth and impact."	By 2028, YWCA establishes robust and resilient organizational Infrastructure (structure, systems and processes) that empowers its stakeholders with the requisite tools, skills, resources, and mindset to innovate, adapt, and drive impactful outcomes aligned with its mission and vision."

¹ By consolidating, expanding, and diversifying its current resource opportunities and resource provider's base.

Section 5 - The Implementation Framework

5.1 Implementation Strategies

The implementation framework outlines strategies devised for achieving goals and strategic objectives efficiently and effectively. These strategies stem from analyses conducted in the initial stages, including situational analysis, operating landscape analysis, organizational capacity assessments and proposals made during the various strategic planning workshops.

Pillar 1: Deepening Programs

YWCA aims to consolidate efforts on successful programming, learning from past experiences to ensure more effective implementation and sustainable impact. YWCA will implement these three implementations' strategies.

GOAL 1:	
The scope of existing YWCA programs effectively addresses girls and women's emerging and diverse needs, and reaching a wider audience, ensuring inclusivity and relevance.	
STRATEGIC OBJECTIVE 1	
By 2027, YWCA will increase program impact by 30%, providing tailored support and opportunities to at least 50% more diverse girls and women, ensuring inclusivity and relevance in addressing emerging needs."	
Implementation strategies	
1.1.1	➤ Strengthening YWCA programs development and implementation management systems to strengthen its capacity to identify, design, and implement effective and responsive programs and projects.
1.1.2	➤ Prioritizing programming on YWCA's core mandate of implementing empowerment programs critical to the capacity building and empowerment of girls, and those addressing emerging and persistent issues grossly affecting the rights and welfare of girls and women
1.1.3	➤ Strengthening of YWCA Programs/Projects Monitoring& Evaluation and Knowledge Management function

Pillar 2: Targeted Advocacy

In response to past gaps and emerging needs by girls and women, YWCA will adopt a multifaceted strategy which will focus on the implementation of targeted advocacy campaigns addressing critical issues faced by girls and women.

GOAL 2	
Amplifying the voices of girls and women through targeted advocacy	
STRATEGIC OBJECTIVE 2	
By 2027, YWCA aims to leverage targeted advocacy efforts to achieve a 25% increase in public awareness and perception shifts, positively impacting the lives of girls and women, advancing empowerment and equality."	
Implementation strategies	
2.1.1	Strengthening of YWCA organizational advocacy function

2.1.2	➤ Effectively contributing and participating in advocacy platforms addressing issues affecting girls' and women's rights.
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Pillar 3: Partnership, Networking and Communications

Recognizing the underutilization of partnership collaboration potentials in the previous plan, YWCA prioritizes Partnerships and Networking as a key pillar in its 2023-2027 strategic plan. In pursuit of its strategic goals. The following implementation strategies are in line for implementation.

GOAL 3	
Building Synergies for Women's Empowerment and Inclusion"	
STRATEGIC OBJECTIVE 3	
By 2027, YWCA will establish transformative collaborations with at least five diverse stakeholders, fostering systemic change and empowerment for girls and women in Kenya.	
Implementation Strategies.	
3.1.1	➤ Enhancing partnership, collaboration and networking with like-minded partners and stakeholders to create synergy in YWCA programs
3.1.2	➤ Strengthen and integrate the YWCA communication IT, and marketing functions with other YWCA external relations functions.
3.1.3	➤ Leveraging Technology Integration and Collaboration

Pillar 4 Resource Mobilization and Business Development

In alignment with our overarching mission, YWCA is committed to implementing robust and sustainable resource mobilization and business development initiatives. In this section of our strategic plan, we delve into the following specific strategies and actions that will guide our efforts towards achieving these ambitious objectives.

GOAL 4	
Mobilizing Resources and Revamping Business Development for Women's Prosperity"	
STRATEGIC OBJECTIVE 4	
By 2027, YWCA will achieve a 20% increase in diversified funding sources and successfully implement innovative business development initiatives that grow its revenue level by an average of 15 % annually ² up to 2027.	
Implementation Strategies	
4.1.1	➤ Establishing a formal Business Development (BD)/ Resource Mobilization (RM) function

² By consolidating, expanding, and diversifying its current resource opportunities and resource provider's base.

4.1.2	➤ Developing broad, innovative, and practical Business Development /Resource mobilization Strategy and capacity strengthening
4.1.3	➤ Consolidating of current YWCA real estate investments through re-development and expansion, refurbishment, marketing, and professional management
4.1.4	➤ Undertaking targeted resource mobilization and fundraising initiatives to support specific YWCA programmes for girls and women

Pillar 5: Organizational Restructuring and Realignment

Restructuring the YWCA Organization structure is a direct response to past organizational inefficiencies and legal and statutory noncompliance that have exposed the organization to financial and legal risk. To enhance adaptability, ensure legal compliance, optimize internal processes, and improve overall organizational efficiency, YWCA will implement the following key strategies.

GOAL 5 A Unified and integrated YWCA organizational structure that aligns the functions of its headquarters and regional branches that complies with legal and regulatory standards to optimize operational efficiency, foster collaboration between branches and ensure cohesive service delivery to empower girls and women across Kenya consistently."	
STRATEGIC OBJECTIVE 5 Undertake a comprehensive organizational restructuring of YWCA to create a resilient, unified YWCA that meets regulatory and legal statutes, and optimizes Its structures, systems, policies, processes, and resources for operational and programming efficiency by 2027.	
Implementation Strategies	
5.1.1	➤ Streamlining YWCA identity, registration, and governance structure ensuring a unitary YWCA complies with the national legal statutes and statutory requirements enshrined in the Public Organization (PBO) Act,
5.1.2	➤ Streamlining and aligning YWCA Human Resource Management Functions to bring all YWCA staff under the management of the YWCA Headquarters

Pillar 6: Institutional Capacity Strengthening

This pillar is for the YWCA to achieve the necessary organizational capacity to carry out its core operations and programming mandates more efficiently and effectively. Toward that goal, YWCA will implement the following strategies.

GOAL 6: Enhanced YWCA organizational effectiveness and resilience that foster a culture of continuous learning, innovation, and adaptive leadership that drive sustainable growth and impact."	
STRATEGIC OBJECTIVE 6 By 2027, YWCA establishes a robust and resilient organizational Infrastructure (structure, systems, and processes) that empowers its stakeholders with the requisite tools, skills, resources, and mindset to innovate, adapt, and drive impactful outcomes aligned with its mission and vision	
Implementation strategies	

6.1.1	➤ Consolidation of the ongoing institutional capacity-strengthening initiatives.
6.1.2	Mainstreaming and Institutionalization of strategic, operational planning culture in YWCA and its branches.
6.1.3	➤ Strengthening the YWCA Governance and leadership structure, systems, and processes.
6.1.4	➤ Incorporating more young women into YWCA power and leadership framework, ensuring that at least half of all leadership roles are held by women under the age of 35 by 2027 ³
6.1.5	➤ Strengthening and streamlining the YWCA HR management functions to achieve efficiency and effectiveness in staff recruitment and management.
6.1.6	➤ Strengthening and consolidating the YWCA accounting and financial management systems and processes to enhance transparency and accountability.
6.1.7	➤ Strengthening and institutionalization of the YWCA procurement, supplies management Functions
6.1.8	➤ Strengthening and institutionalization of the YWCA procurement and supplies management Unit.
6.1.9	➤ Adopting and integrating ICT into YWCA management systems and operations
6.1.10	➤ Expanding, strengthening, and rationalizing YWCA membership recruitment and management
6.1.11	➤ Progressively planning and implementing of an effective change leadership and change management program by the end of 2027.

³ This is in line with the letter and spirit of The WORLDYWCA GOAL2035

Section 6 - Actualizing the Strategic Plan

One of the findings of the evaluation of the implementation of the YWCA Strategic Plan 2019-2023, was that the operationalization plans were not well instituted. To ensure the smooth implementation of the YWCA Strategic Plan 2023-2027, several key steps and approaches have been taken to remedy that situation.

6.1 Implementation and Operationalization of the Strategic Plan.

Operationalization of a strategic plan refers to the process that YWCA will put in place to ensure the strategic plan is translated into actions. It will involve translating the implementation strategies outlined in the plan into specific actions, tasks, and initiatives that can be executed to achieve those objectives. This will include assigning responsibilities, allocating resources, establishing timelines, and monitoring progress to ensure that the strategic plan is effectively executed, and its objectives are realized.

- a) Appointment of a Coordinator: An experienced Coordinator will oversee plan implementation, monitoring, and evaluation.
- b) Dissemination of the Strategic Plan: The plan will be shared with Board members, committee members, staff, and members to ensure understanding.
- c) Written Commitment from Managers: Managers will provide written commitment and have their job descriptions and performance objectives aligned with the plan.
- d) Resource Allocation and Budgeting: A transparent budgeting process will be established to allocate resources for annual and quarterly plans.
- e) Human Resource Capacity Planning: An assessment will determine the human resources needed, and recruitment or training will be conducted accordingly.
- f) Establishment of Monitoring and Evaluation Mechanisms: A monitoring and evaluation framework will be developed with appropriate tools and systems.
- g) Regular Review and Adaptation: Feedback will be gathered, and the plan will be adapted as needed.
- h) Stakeholder Engagement: Transparent communication with stakeholders will be maintained, and updates will be provided regularly.
- i) Capacity Building Initiatives: Training programs will enhance staff knowledge and skills.
- j) Leveraging Technology Integration: Technology will be used to streamline processes, improve communication, and enhance efficiency.
- k) Risk Management: A framework will be implemented to identify, assess, and mitigate potential challenges.
- l) Annual Operational Planning: Detailed annual plans will be developed from the strategic plan, with activities, timelines, personnel, and performance indicators.
- m) Quarterly Action Plans: Managers and staff will formulate quarterly action plans with sub-activities, timelines, indicators, and resource specifications.

Section 7 - Monitoring and Evaluation Framework

7.1 Introduction -Objectives

YWCA's strategic plan is a dynamic document subject to continuous monitoring, review, and adaptation based on environmental changes and feedback, ensuring effective execution.

7.2 Review Processes - Monitoring and Evaluation

- a) Biannual Review (6 months): Focuses on programmatic components, assessing the implementation of women and girls' empowerment programs.
- b) Annual Review (1 year): Encompasses programmatic and operational components, evaluates target achievement, and reassesses the operating environment for adjustments.
- c) Midterm Review (2.5 years): Includes all aspects of annual reviews with increased stakeholder involvement, incorporating feedback into a revised plan
- d) End Term Review (4 years): Culminates the strategic plan with an overarching evaluation, reflections, and lessons learned, potentially involving external stakeholders for future planning.

7.3 Monitoring and Evaluation Framework

A comprehensive and carefully crafted monitoring framework, featuring a range of indicators, will be developed with precision to assess and guide the strategic plan's implementation. This framework will function as a navigational tool throughout the various review processes, ensuring consistent alignment with our strategic objectives. In the inaugural year of plan execution, YWCA will diligently establish baseline data for each indicator while concurrently setting ambitious annual targets and milestones. This proactive approach is designed to not only facilitate the systematic tracking of progress but also to provide valuable insights that will inform strategic decision-making over the entirety of the plan's duration. The recommended monitoring and evaluation framework for the YWCA Strategic Plan 2024-2027 underscores the commitment to organizational effectiveness, adaptability, and the enduring empowerment of women and girls.

Section 8 - Financial Outlay

The YWCA's strategic plan implementation requires Kshs. 1,787,000,000 (USD 11,913,333.3)⁴ over four years, focusing on various key areas. The largest allocation goes to Resource Mobilization and Business Development, with Kshs. 1,000,000,000. Project/Programs receive Kshs. 600,000,000, while Partnership, Networking, and Communication get Kshs. 100,000,000. Smaller amounts are allocated to Advocacy (Kshs. 40,000,000), Organizational Restructuring and Alignment (Kshs. 27,000,000), and Institutional Capacity Strengthening (Kshs. 20,000,000). This budget, separate from routine operations, will be mobilized internally and externally.

⁴ The conversion has been done using a conversion rate of 1 USD Kshs.150

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