



**YWCA Kenya**

*Empowering women and girls*

# Young Women's Christian Association



## **THE TURN AROUND STRATEGY**

Strategic Plan 2019 – 2023

**February 2019**

# Table of Contents

Foreword from the National Board Chairperson.....	2
Foreword from The National General Secretary .....	3
Our Strategic Planning Themes .....	4
Section One .....	7
1.0 Introduction and Background .....	7
1.1 Young Women’s Christian Association (YWCA) Kenya .....	7
1.2 Rationale for the Strategic Plan .....	8
Section Two .....	9
2.0 Situational Analysis:.....	9
2.1 Situation of Girls and Women in Kenya .....	9
2.2 Women and Gender Equality in Kenya - Policy and Legal Framework.....	10
2.3 Review of implementation of YWCA Strategic Plan 2013 – 2017 (Extended to 2018) .....	11
2.4 Key Stakeholders’ Interviews .....	11
2.5 Rapid Institutional Capacity Assessment .....	11
2.6 Analysis YWCA Internal Operating Environment .....	11
2.7 Analysis of YWCA External Operating Environment.....	12
2.8 Key Emerging Issues .....	12
Section Three .....	13
3.0 Strategic Framework and Direction .....	13
3.1 Our Vision, Mission, Principles and Core Values .....	13
Our Thematic Areas of Programming .....	13
3.2 YWCA Strategic Plan 2019 – 2023 - Key Pillars/ Focus Areas .....	14
3.5 Implementation Strategies and Illustrative /Milestone Activities.....	16
Section Four .....	19
4.0 Actualizing the Strategic Plan .....	19
4.1 Operationalization of the Plan.....	19
4.2 Implementation of the plan.....	19
Section five .....	20
5.0 Monitoring and Evaluation .....	20
5.1 Monitoring the Plan.....	20
5.2 Monitoring Framework.....	20
APPENDICES .....	21
APPENDIX 1 – The Strategic Plan Development: Approach and Methodology.....	21
APPENDIX 2: YWCA Strategic Planning Workshop Timetable: 24 <sup>th</sup> – 25 <sup>th</sup> January 2019, Nairobi .....	22

## Foreword from the National Board Chairperson



The Young Women's Christian Association – YWCA Kenya Strategic Plan 2019 – 2023 outlines the strategic vision and goals we have identified to help realize the organization's full potential as part of the youth and women's movement in Kenya, in order to better fulfil its mission to serve both young people and women.

As we walk forward into a new dawn with our turnaround strategy, we acknowledge that it is time for the YWCA to take its rightful place as an influencer, leverage the organization's strengths and identify opportunities for further development to take us to the next level as a youth and women's rights powerhouse.

The Strategic Plan has been developed through a multi stakeholder engagement that includes the YWCA governance, membership, staff, partners and diverse networks taking into cognizance the Kenyan context, changing trends and realities of women and girls. Within the strategic direction we not only believe in addressing the needs of women and girls but also working in partnership to create deeper impact and a sense of ownership to the process which gives the motivation, commitment and staying power to its achievement.

Through our plan to increase the organization's visibility and brand presence, we have put in place mechanisms for more engagement with the public and private sectors as we better articulate, develop and communicate an identity in line with our vision and mission for more community awareness of who the YWCA is.

2019 will be a defining moment in the history of the YWCA as we dare to take a new direction to refresh and infuse the organization with a blast of ideas for the 21st century. The Strategic Themes attest to our commitment to achieve a more balanced society, as well as the organization's responsibility to be the platform and voice of women and girls. Through targeted advocacy the YWCA will enhance its duty to engage diverse stakeholders and the community creating safe spaces for women and girls to fully come into their potentials.

In partnership with our National Board, staff, members, partners and friends, the goals we aspire to achieve will with time translate into tangible milestones that we will all be proud of as the YWCA fraternity. Together we will all take up an accountability role in overseeing the monitoring and implementation of the Strategic Plan for the realization of a YWCA that not only empowers but transforms the lives of women and girls across Kenya.

**Leah Ouko**  
**National Chairperson**  
**YWCA Kenya**

## Foreword from the National Board Chairperson



The strategic plan is a culmination of an inclusive, participatory and intense consultation within and outside YWCA, our membership, staff and partners.

The intent of our strategy is to ensure that YWCA remains aligned to its vision of “An inclusive society in Kenya where girls and women actualize their potential and live fulfilled lives”. Our special focus on women and girls therefore demands that all our resources, technical guidance and approaches and programs be clearly tailored toward the specific needs and situation of this group of people.

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YWCA recognizes that our strategy can only be achieved through partnership with those aligned to our vision, mission and values. Partnership will therefore be critical in planning, implementation and achievement of the strategy.

In this new strategy 2019-2023, there is a need to do things differently if we are to achieve better results in a rapidly changing environment. Innovation, leveraging technology and quest for sustainability play a central role in the strategy. To implement this strategy, we will require honest reflections of our shortcomings and address concerns as they arise. To achieve this, YWCA will create an efficient learning environment taking into account the changing developments in the world.

I wish to thank all who dedicated time and effort to ensure the process is completed, specifically the YWCA membership, our staff, past and present board and our partners both in the private and public sector.

**Deborah Olwal-Modi**  
**National General Secretary**  
**YWCA Kenya**

## **Our Strategic Planning Themes**

- Quality and Impact Programming for Girls and Women
- Pushing the Agenda for Girls and Women's empowerment
- Engaging our Stakeholders Better for More Visibility
  - Expanding our Resource Envelope to Do More
    - Strengthening Our Capacity To do better
- Optimising our Management to Achieve Operational Excellence

## Executive Summary

The importance of securing the human dignity and rights of women has been emphasised globally for decades. In Kenya, the endeavour to address gender equality; uphold the right of girls and women; and promote their full involvement in every aspect of growth and development has gained greater momentum over time. National data and statistics show that girls and women are faring poorly in areas of participation in governance and leadership, health (HIV epidemic and sexual and reproductive health), education, and general economic empowerment.

Women and girls also continue to be victims and are subjected to harmful social cultural practices like Female Genital Mutilation (FGM), child marriages, wife inheritance and general gender-based violence. Majority of women and girls languish in poverty, are vulnerable and easily lured into transactional sex, exploitative cheap labour, human trafficking. In the recent years vulnerable young women have been radicalized and lured into violent extremism and terrorism.

Despite the effort of the Government of Kenya (GOK) Civil Society Organisations (CSOs) and international partners to address these issues through policy direction, legislation and resource allocation, there are still critical challenges. These include: lack of political will, limited resource allocations, patriarchal societal beliefs and repugnant cultural practices. All these factors have hampered women and girls from actualising their potential.

Young Women's Christian Association Kenya (YWCA) has through its work endeavoured to bring girls and women together in an effort to respond to the socio- economic, political and cultural issues affecting them through direct programming and advocacy.

This strategic plan provides strategic direction and motivation for implementing the proposed YWCA agenda to address the challenges facing women and girls during the period 2019-2023. It spells out the overall YWCA goals and strategic objectives and outlines the implementation strategies and approaches to achieve them.

Comprehensive implementation strategies, and illustrative - milestone activities have been developed for each of these strategic objectives. For effective and efficient implementation of this strategic plan, YWCA will take a number of actions to help operationalize it, by putting in place prerequisite structures, processes and resources.

This strategic plan will be implemented through the development and implementation of annual costed operational plans, supplement by personal staff monthly and quarterly work plan. The annual costed operational plans will derive from the strategies and illustrative activities in the strategic plan and will contain clear sets of activities, specific timelines, person responsible, resources required and measurable performance indicators.

A comprehensive results framework with indicators has been developed and will be used to monitor the implementation progress of this plan. The strategic plan will remain a living document and will be reviewed annually including major reviews during the mid-term and end-term period.

### 1.0 Introduction and Background

#### 1.1 Young Women's Christian Association (YWCA) Kenya

Young Women's Christian Association (YWCA) Kenya is a women and youth membership based, non-governmental development organisation founded in 1912. It is affiliated to the World YWCA and its main purpose is to develop the collective power of girls and women in Kenya to achieve social, economic, political and cultural "emancipation". YWCA is built on a strong Christian foundation, whose emphasis is integrated in all its programming.

YWCA Kenya is headquartered in Nairobi and has seven branches in Mombasa, Tana River, Meru, Nairobi, Kisumu, Siaya and Kisii that provide service coverage for 21 out of the 47 counties in Kenya. It is governed at the apex by the National Board, which is the top policy making body. The National Board oversees the operations of the secretariat headed by the National General Secretary (NGS). Branches are governed by a Branch Executive Committee which oversees the branch secretariats headed by branch managers.

The objectives of YWCA are to: Build the fellowship of girls and women devoted to the task of realising those ideals of all aspects of human life; Support programs and projects that promote sustainability and fulfilment of basic needs among women and girls; Assist and encourage women and girls to participate in programs and projects that raise educational, social, health, and economic standards and enable them actualise their potentials; Provide safe space services like hostels, community centres, nursery schools, vocational schools and capacity building and empowerment programs; Develop partnership and collaborate with likeminded organisations whose programs support objectives of YWCA.

Programming forms the core pillar of YWCA work and is the key vehicle for achieving its mission and vision. The programming focuses on the needs of women and girls through diverse protection, capacity building and empowerment interventions. The five (5) YWCA programs thematic areas are: Young women's leadership development; Education; Health; Social and economic empowerment; and Advocacy for women and girls' rights.

To achieve its objectives, YWCA undertakes: Mentorship of young women and skills development in social economic and civic matters; social and economic empowerment programs for women; Advocacy for the protection of the rights of young girls and women; Provision of safe spaces for young women's development; and Provision of income generating hospitality services like student hostels, apartments, conferencing, parking and recreational facilities.

Over the years, YWCA programs have: Impacted many lives, rescued girls from Female Genital Mutilation (FGM) and taken them through an alternative rite of passage that does not involve female genital cutting; Restored hope to orphaned and vulnerable children by providing them with opportunities for a better future; Grown a pool of young women leaders who can articulate and advocate for issues at local and global levels, especially on sexual reproductive health (SRH); Engaged with communities to support women's leadership, vote for them and enabled a greater percentage of women access decision making positions; Helped young people change their behaviour due to the interventions that provided them with information, skills and services; Assisted young women access sponsorship to further their education and vocational skills training; Created linkages to credit provision institutions for young people interested in business start-up; Increased number of young women holding leadership positions within the governance structure of the YWCA.

## 1.2 Rationale for the Strategic Plan

YWCA has just completed its previous strategic planning period of 2013 to 2017, with 2018 serving as a transition phase and has moved into the next period covering 2019 to 2023. YWCA is cognisant of the increasing challenges women and girls continue to face and the dynamic and often hostile social, economic and political environment they operate in and wishes to respond according through responsive programming.

This strategic plan provides strategic direction and motivation for implementing the proposed YWCA agenda for the period 2019-2023. It spells out the overall YWCA goals and strategic objectives and outlines the implementation strategies and approaches to achieve them. It is envisaged that the plan will be the sole platform for leadership, management and operations functions at YWCA and the reference for management operations improvements, programming and monitoring and evaluation. It will also form the link between YWCA and its partners and stakeholders. In a nutshell, it is the roadmap to guide YWCA towards its mission during this planning period by providing a framework for:

- *Expanding and strengthening YWCA programming for girls and women through innovation and diversification.*
- *Strengthening YWCA capacity for evidence driven advocacy for girls and women causes.*
- *Engaging effectively with partners and stakeholders through a robust communications and marketing function.*
- *Outlining resource mobilisation opportunities by strengthening and diversifying business development and fundraising.*
- *Undertaking a comprehensive institutional strengthening and leadership and change management needed to turn around YWCA to undertake effective programming.*

## 2.0 Situational Analysis

### 2.1 Situation of Girls and Women in Kenya

This Section provides a synopsis of the situation of girls and women in Kenya. The narrative provides a picture of the environment girls and women live in and the barrier that continue to hamper actualisation of their potentials. It also provides the context of the proposed strategies and approaches in this plan.

The importance of securing the human dignity and rights of women has been emphasised globally for decades through various international declarations and conventions that have provided the impetus for those seeking to address the abuse of the rights of women and girls. In Kenya, the concerns for the untapped potential of women and girls has gained greater momentum over time. The new constitution of 2010 provides a solid framework to a host of legislations and government policy positions that seek to address gender equality, uphold the right of girls and women and promote their full involvement in every aspect of growth and development. Despite the existing policy and legislative goodwill, many girls and women are still under siege in various aspects of life such as:

*Participation in governance and leadership* - This has remained elusive in post independent Kenya and many who have tried to “break the ceiling” have met fierce hostility and rejection from proponents of discrimination against women.

*Women and health* - In 2017, it was estimated that 1.5 million people were living with HIV in Kenya, representing a prevalence rate of 4.9%. Women bear the brunt of this epidemic, not only because they are the majority of the infected, but also the most vulnerable to infection. The sex disaggregated national HIV prevalence in 2017 shows a higher prevalence among women (5.2%) than men (4.5%). The prevalence among young females aged 15-24 was double that of males in the same age group at 2.6% and 1.3% respectively. In Kenya, young women in this age group account for 23.7% of all new HIV infections in Kenya. This reflects the need to pay special attention to the sexual risks and vulnerability experienced by young women. Malnutrition and mortality rates are higher among girls than boys and women and girls continue to suffer from manageable reproductive health complications. Maternal mortality remains high at 362 per 100,000 live births while every year approximately 5,000 women die as a result of unsafe abortion because they are mainly voiceless on matters of sexuality and contraception.

*Harmful cultural practices* - Women continue to be oppressed by harmful cultural and traditional practices like female genital mutilation (FGM) early marriages, wife battering and wife inheritance. Female genital mutilation is still common in many parts of the country and the prevalence of the practice varies widely among different practicing ethnic groups. According to KDHS (2014), Levels remains highest in Kisii (96%), Kuria (96%) and the Maasai (93%). FGM is both a health risk and social impediment to the girls. After undergoing FGM girls are considered to be mature women and are exposed to early sex, unplanned pregnancies and child marriages. Child marriages are prevalent with an estimated 25-30% of girls being married before their 18th birthday in Kenya. Highest early marriages incidents are in North Eastern, Coastal and Nyanza regions. According to Ministry of Health, teenage pregnancy is about 18% countrywide and close to 13,000 pregnant teenage girls drop out of school due to unwanted pregnancies annually. Tana River is among the counties with the highest incidents of such pregnancies. In fact, Kenya is among the countries with a large number of adolescent pregnancies globally.

<sup>1</sup> The Universal Declaration of Human Rights; the Convention for the Elimination of all forms of Discrimination against Women (CEDAW); the Beijing Platform for Action; the African Charter on Human and People’s Rights; the Convention on the Rights of the Child; and African Charter on the Rights of the Child

**Women and education** - Education imparts new skills and knowledge in people, expands human capabilities, increases labour productivity and enhances essential participation in nation building. Education is a vital tool in the empowerment of women and men and in addressing gender gaps in the distribution of opportunities and resources. Girls are still disadvantaged in access to education. Although the gap of enrolment is beginning to close, the enrolment numbers of girls has been lagging behind that of boys in primary, secondary and university level admission. 70% of children out of school are girls.

**Women and economic empowerment** - The gender dimension of poverty in Kenya reveals that women lag behind men in accessing productive resources (land and finance) and economic opportunities. This situation is driven mainly by gender gaps in education and skills. Climate change has further worsened women’s economic woes and livelihood vulnerability especially those involved in agriculture. Due to the increasing vulnerability of young women, an increasing trend of recruitment and radicalization of young women into violent extremism and terrorism, transactional sex and trafficking in girls has emerged.

## 2.2 Women and Gender Equality in Kenya - Policy and Legal Framework

The legislative and policy environment for women’s rights and gender equality is awash with enabling policy documents, legislations and technical guidelines. The challenge has been general reluctance and lack of political will to implement them more effectively. Nevertheless, this environment provides a fertile ground for proponent of women rights to advocate and champion their cause with greater freedom and optimism. Some of the existing laws, bills, policies and strategies towards women rights are listed below.

<ul style="list-style-type: none"> <li>• New Constitution (promulgated in August 2010)</li> <li>• Equal Opportunity Bill of 2007</li> <li>• Anti - Trafficking in Persons Bill</li> <li>• Family Protection Bill</li> <li>• Marriage Bill</li> <li>• Matrimonial Property Bill</li> <li>• The National Cohesion and Integration Act, No. 12 of 2008</li> <li>• The Truth, Justice and Reconciliation Act, No. 6 of 2008</li> <li>• Employment Act No. 11 of 2007</li> <li>• National Hospital Insurance Fund</li> <li>• National Social Security Fund</li> <li>• Social Protection Fund Kenya Vision 2030</li> <li>• Second Medium-Term Plan 2013-2017</li> <li>• National Policy in Gender and Development (adopted in 2005)</li> <li>• National Plan of Action to Implement the Gender Policy, 2008 –2012.</li> <li>• National Gender and Equality Commission Strategic Plan 2013-2015 “Our First Mile”</li> </ul>	<ul style="list-style-type: none"> <li>• Presidential directive (in 2006) that all government ministries and state corporations’ appointments of chief officers and directors must adhere to 30% affirmative action.</li> <li>• Sexual Offences Act (enacted in 2006)</li> <li>• Gender Policy in Education, Gender Mainstreaming Strategy for the Ministry of Agriculture and other sectoral strategies</li> <li>• Ministerial directive (issued in 2007) ensuring the participation of women in military service.</li> <li>• Monitoring &amp; Evaluation framework for Gender Mainstreaming</li> <li>• Children’s Act outlaws Female Genital Mutilation (FGM) to persons below the age of 18.</li> <li>• National Policy on Abandonment of FGM</li> <li>• National Plan of Action for Accelerating Abandonment of Female Genital Mutilation/Cutting, 2008-2012</li> <li>• National Action Plan on FGM</li> <li>• Adolescent Reproductive Health and Development Policy, Action Plan 2005-2015</li> <li>• National Reproductive Health Policy (approved in 2007)</li> <li>• Political Parties Act, No. 10 (enacted in 2007, took effect in 2009)</li> <li>• National Land Policy</li> </ul>
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<sup>2</sup> One of the YWCA Kenya Branches is in Tana River.

<sup>3</sup> Kenya Population Situation Analysis (November 2018)

### **2.3 Review of implementation of YWCA Strategic Plan 2013 – 2017 (Extended to 2018)**

A review of the implementation of the YWCA Strategic Plan 2013 – 2017 was undertaken to identify success, challenges and any lessons learned. Despite the good goals, objectives and implementation strategies contained therein, the plan was not deliberately or meaningfully implemented. It was poorly disseminated and shared with key persons in YWCA. Structures and processes for operationalization and implementation was not put in place. Apart from strengthening of the governance structure and development of policy manuals that were undertaken, not much of the innovative strategies in the strategic plan were implemented. Lessons learned from this review has informed the strategic plan operationalization and implementation approaches outlined in this plan.

### **2.4 Key Stakeholders' Interviews**

To understand the dynamics of the operations and programming of YWCA, comprehensive Interviews were conducted with branch managers, Senior HQ staff members, past outgoing and incoming board members, selected junior staff, selected external stakeholders, general membership, and branch staff. The interviews identified opportunities and challenges facing YWCA and numerous ways forward proposed. The key emerging issues from the findings and conclusions of these interviews have been considered in the development of goals, strategic objectives, and implementation strategies in this strategic plan.

### **2.5 Rapid Institutional Capacity Assessment**

It was recognised that the overall Institutional capacity would be key to YWCA implementing this strategic plan and the projects and program contained in it. Results of the SWOT analysis prompted the need to carry out a rapid organisational capacity assessment of YWCA. The objective was to determine the extent to which YWCA had put in place and mainstreamed the requisite organisational framework, structures, resources, systems, policy and procedures to support the operations and sustainability of the organisation. The assessment covered the following eight areas of organisational function that were considered important for effective operations of YWCA: Governance; Resource Mobilization; Financial planning and management; Management and administration; Human resources management; Project management; Partnership and advocacy; Performance management. The overall assessment score was 50%, a mark far below minimum acceptable level for an organisation of YWCA status. The finding of this assessment necessitated the inclusion of Institutional strengthening as a key strategic pillar in this plan and key emerging issues have been considered in the relevant goals, objectives and strategies.

### **2.6 Analysis YWCA Internal Operating Environment**

YWCA in the process of developing this plan, undertook a comprehensive analysis of its internal and external operating environment and identified several issues it considered in developing the implementation strategies. Using the SWOT framework, the internal operating environment analysis identified critical strength and opportunities that have been leveraged on, in developing intervention strategies in this plan. It also identified weakness and threats have been addressed and mitigated in the process of strategy development.

## **2.7 Analysis of YWCA External Operating Environment**

An analysis of the external operating environment was also undertaken using the PESTEL framework and also identified opportunities for women empowerment in the social, political, economic environment spheres that have been considered in this strategy development. The challenges identified were mitigated through judicious strategy development.

## **2.8 Key Emerging Issues**

Arising from the findings of the review of the YWCA strategic Plan 2013 – 2017), the situational analysis of girls and women in Kenya, the women equality policy and legal and technical environment, the YWCA internal and external landscape analysis and the finding of the rapid YWCA organisational capacity assessment, a number of critical issues emerged that have informed the development of goals, strategic objectives and implementation strategies in this plan.

### 3.0 Strategic Framework and Direction

#### 3.1 Our Vision, Mission, Principles and Core Values

We recognize the importance of anchoring our work on a predetermined vision, mission and core values.

##### Our Vision

“An inclusive society in Kenya where girls and women actualize their potential and live fulfilled lives”

##### Our Mission

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

This mission is anchored on supporting girls and women attain holistic growth through skills development, talent promotion, provision of safe spaces and advocacy for women and girls’ rights.

##### Our Principles and Core Values

AS YWCA we commit ourselves to the following core values;

- Accountability
- Integrity
- Diversity and inclusion
- Spirit of Volunteerism
- Concerns for humanity
- Professionalism

##### Our Thematic Areas of Programming

- Young women’s leadership development.
- Education for girls.
- Girls and women health.
- Social and economic empowerment of women and girls.
- Peace building and conflict resolution.
- Climate change and environmental degradation.
- Advocacy for women’s and girl’s rights.
- Physical safe space for girls pursuing their education and careers.
- Social protection.

## **3.2 YWCA Strategic Plan 2019 – 2023 - Key Pillars/ Focus Areas**

After a review and analysis of the key dynamics affecting girls and women and comprehensive review of the internal and external operating landscape, YWCA identified the following five pillars upon which intervention strategies in this strategic plan is based: Programs; Advocacy; Communication and marketing; Resource mobilisation; and Institutional strengthening and change management.

### **3.2.1 Programs – (Quality and Impact Programming for Girls and Women)**

Programs and Projects are the primary interface between YWCA and its target population. Under this pillar YWCA endeavours to ensure that quality projects/programs involve stakeholders as appropriate and are regularly monitored for progress. This pillar outlines actions YWCA will take to manage project cycles within set timeframes and available resources.

### **3.2.2 Advocacy - (Pushing the Agenda for Girls and Women's Empowerment)**

Well implemented advocacy campaigns can yield real improvements in women and girls' lives. Fighting oppression, challenging injustice, alleviating poverty and supporting sustainable development are all common themes of YWCA advocacy initiatives. It is the position of YWCA that those who hold governmental, political, economic, community or private power to formulate and implement laws, policies and practices that benefit the women must be well informed and guided. YWCA will endeavour to increase its role in influencing decision making and expanding beneficiary's awareness of their rights and responsibilities as women and girls.

### **3.2.3 Communication and Marketing – (Engaging our Stakeholders Better for More Visibility)**

The working environment for YWCA is rapidly changing and communication is becoming key to the effective implementation of its mandate. YWCA endeavours to put in place an accurate information sharing system to guarantee their effectiveness. It is the desire of YWCA to publicise themselves to different audiences as a reputable organisation with high impact programs. YWCA also seek to publicise itself through effective communication and marketing to increase its membership base, inform its beneficiaries about its work, attract donors, and to network effectively with other organisations.

### **3.2.4 Resource Mobilisation – (Expanding our Resource Envelope to Do More)**

YWCA seeks to strengthen its capacity to mobilise and manage sufficient financial and material resources needed to implement planned activities and advance YWCA goals and objectives. YWCA plans to mobilise resources using a wide range of resource opportunities and partners that will include: proposal writing; private sector partnerships; income generating activities; direct solicitation; fee-for-service activities; acquisition of in-kind donations; and/or membership fees.

### **3.2.5 Institutional Strengthening and Change Management – (Strengthening our capacity to do better)**

Institutional strengthening will encompass the deliberate actions YWCA will take to strengthen its organisational structures, systems and processes to enhance its performance. Change management refers to the deliberate actions YWCA will put in place in managing and communicating organisational initiatives that will impact change within the organisation to ensures that it is able to successfully undergo the change process.

### 3.2.5.1 Management Performance - (Optimising our management to achieve operational excellence)

As part of the wider institutional strengthening and capacity building, describe above, YWCA management will maximize effectiveness and sustainability of its management and operational resources, systems and processes. All resources, systems and processes will be rationalised, operationalised and monitored and evaluated for improvement. All staff will be accorded the support and tools they need to work with to meet current and long-term YWCA objectives. YWCA will also implement rigorous and comprehensive human, material and financial resources accountability systems.

### 3.3. 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

1. Programs	<ul style="list-style-type: none"> <li>YWCA programs and projects contribute meaningfully to the empowerment of girls and women in Kenya.</li> </ul>	<ul style="list-style-type: none"> <li>YWCA develops a sustainable project management and technical capacity and effectively designs and implements high quality, evidence based and locally sustainable protection, capacity building, and empowerment programs for girls and women by 2023.</li> </ul>
2. Advocacy	<ul style="list-style-type: none"> <li>YWCA leads in the setting and driving of the women advocacy agenda and influencing positive changes for girls and women in Kenya.</li> </ul>	<ul style="list-style-type: none"> <li>YWCA develops and implements, robust advocacy programs and initiatives that influence verifiable positive changes in the cause of girls and women in Kenya by 2023.</li> </ul>
3. Communication and Marketing	<ul style="list-style-type: none"> <li>YWCA recognised by all stakeholders as a key player in girls and women empowerment arena in Kenya.</li> </ul>	<ul style="list-style-type: none"> <li>YWCA develops and completes the Implementation of an effective communication and marketing program that enhances and cements its credibility, reputation and visibility in the women empowerment arena in Kenya by 2023.</li> </ul>
4. Resource Mobilisation	<ul style="list-style-type: none"> <li>YWCA attains sufficient financial autonomy and sustainability through broad based resource mobilisation strategy to effectively finance its operations and programs.</li> </ul>	<ul style="list-style-type: none"> <li>YWCA develops and completes the Implementation of a broad based, innovative and practical resource mobilization program, and grows its revenue level by an average of 10% annually up to 2023.</li> </ul>
5. Institutional Strengthening and Change Management	<ul style="list-style-type: none"> <li>YWCA attains the requisite institutional capacity to undertake its core mandate of empowering girls and women in an effective and efficient manner.</li> </ul>	<ul style="list-style-type: none"> <li>YWCA progressively plans and implements a successful comprehensive institutional capacity strengthening and change management program by end of 2021.</li> </ul>

<sup>1</sup> Advocacy is the strategic series of actions designed to influence rights holder and duty bearers and seek to ensure that people, particularly those who are most vulnerable in society especially women, are able to: Have their voice heard on issues that are important to them; defend and safeguard their rights; have their views and wishes genuinely considered when decisions are being made about their lives.

### 3.4 Implementation Strategies and Illustrative /Milestone Activities

Implementation strategies have been developed to help realise the goals and achieve the strategic objectives. The implementation strategies represent a general approach of doing things in a manner considered more efficient and effective at the time of developing this strategy. Their choice is driven by issues that emerged out of the situational analysis, the operating landscape analysis and rapid organisational capacity assessment undertaken during the initial stages of the strategic planning process.

#### 3.4.1 Programs – Quality and impact programming for our Girls and Women

GOAL 1 : PROGRAMS		Kenya
<b>STRATEGIC OBJECTIVE 1</b>		
YWCA develops a sustainable project management and technical capacity, and effectively designs and implements high quality, evidence based, and locally sustainable protection, capacity building, and empowerment programs for girls and women by 2023.,		
<b>IMPLEMENTATION STRATEGIES</b>		
	<ul style="list-style-type: none"> <li>Strengthening YWCA programs development and management structures and systems.</li> </ul>	
	<ul style="list-style-type: none"> <li>Focusing programming on YWCA core mandate of implementing Safe Space programs critical to the protection, capacity building and empowerment of girls and women.</li> </ul>	
	<ul style="list-style-type: none"> <li>Identifying and Implementing programs and projects addressing emerging and persistent issues affecting rights and welfare of girls and women</li> </ul>	
	<ul style="list-style-type: none"> <li>YWCA strengthens its project management capacity to identify, design, and implement programs and projects</li> </ul>	
	<ul style="list-style-type: none"> <li>Strengthening of YWCA project technical/professional capacity to design and implement programs and projects</li> </ul>	
	<ul style="list-style-type: none"> <li>Strengthening of YWCA Programs/Projects Monitoring, Evaluation Learning and Results functions and activities</li> </ul>	
	<ul style="list-style-type: none"> <li>Enhancing partnership, collaboration and networking with like-minded partners to create synergy in YWCA programs</li> </ul>	
	<ul style="list-style-type: none"> <li>Developing of a robust knowledge management (documentation) and organizational learning function</li> </ul>	
	<ul style="list-style-type: none"> <li>Re-energizing and mainstreaming the Christian emphasis in all YWCA in programs and operations</li> </ul>	

#### 3.4.2 Advocacy – Pushing the Agenda our Girls and Women Empowerment

GOAL 2: ADVOCACY		Kenya
YWCA leads in the setting and driving of the women advocacy agenda, and influencing positive changes for girls and women in Kenya		
<b>STRATEGIC OBJECTIVE 2</b>		
YWCA develops and implements, robust advocacy programs and initiatives that influence verifiable positive changes in the cause of girls and women in Kenya by 2023.		
<b>IMPLEMENTATION STRATEGIES</b>		
	<ul style="list-style-type: none"> <li>Strengthening of YWCA advocacy function, systems and process.</li> </ul>	
	<ul style="list-style-type: none"> <li>Identification and prioritization of potential and high value areas of advocacy for girls and women rights</li> </ul>	
	<ul style="list-style-type: none"> <li>Effective contribution to and participation in advocacy platforms on issues affecting girls and women rights</li> </ul>	

#### 3.4.3 Communication and Marketing – Engaging our stake holders more for visibility

GOAL 3: COMMUNICATION AND MARKETING		Kenya
YWCA Kenya recognised by all stakeholders as a key player in girls and women empowerment arena in the country.		
<b>STRATEGIC OBJECTIVE. 3</b>		
YWCA develops and completes the Implementation of an effective communication and marketing programs that enhance and cements its credibility, reputation and visibility in the women empowerment arena in Kenya by 2023		
<b>IMPLEMENTATION STRATEGIES</b>		
	<ul style="list-style-type: none"> <li>Strengthen YWCA communication and marketing function</li> </ul>	
	<ul style="list-style-type: none"> <li>Expand and intensify YWCA online presence to reach more members and beneficiaries</li> </ul>	
	<ul style="list-style-type: none"> <li>Expand and diversify YWCA content for communication and dissemination to stakeholders</li> </ul>	
	<ul style="list-style-type: none"> <li>Enhancing the profile and image of YWCA to external stakeholders</li> </ul>	

### 3.4.4 Resource Mobilisation – Expanding our resource envelope to do more

<b>GOAL 4: RESOURCE MOBILISATION</b> YWCA attains sufficient financial autonomy and sustainability through broad based resource mobilisation strategy to effectively finance its operations and programs.	
<b>STRATEGIC OBJECTIVE 4</b> YWCA develops and completes the Implementation of a broad based, innovative and practical Resource mobilization program, and grows its revenue level by an average of 10% annually up to 2023.	
<b>IMPLEMENTATION STRATEGIES</b>	
	<ul style="list-style-type: none"> <li>YWCA sets up a formal business development and resource mobilisation department and appoints a focal Person</li> </ul>
	<ul style="list-style-type: none"> <li>Development of broad, innovative and practical financing framework and strategy, and supporting fundraising plans</li> </ul>
	<ul style="list-style-type: none"> <li>Build the YWCA human resource capacity (training, mentorship, and involvement) in overall resource mobilisation</li> </ul>
	<ul style="list-style-type: none"> <li>Consolidation of current YWCA resource base (investments) through refurbishment, innovation, expansion and professional management</li> </ul>
	<ul style="list-style-type: none"> <li>Diversification of YWCA resource base through focused exploration of broad financing opportunities including Local income generating activities.</li> </ul>
	<ul style="list-style-type: none"> <li>Undertake a specific and targeted resource mobilization and fundraising initiative to support YWCA programming for girls and women</li> </ul>
	<ul style="list-style-type: none"> <li>Develop an award<sup>6</sup> management systems for effective management of funds received from donor and other resource providers</li> </ul>

### 3.4.5 Institutional Strengthening and Change Management – Building our capacity to do better

<b>GOAL 5: INSTITUTIONAL STRENGTHENING AND CHANGE MANAGEMENT</b> YWCA has the requisite institutional capacity to undertake its core mandate of empowering girls and women in an effectively and efficiently manner	
<b>STRATEGIC OBJECTIVE 5</b> YWCA progressively plan and implements a successful comprehensive institutional capacity strengthening and change management program by end of 2021.	
<b>IMPLEMENTATION STRATEGIES</b>	
	<ul style="list-style-type: none"> <li>YWCA develops a comprehensive institution capacity strengthening program.</li> </ul>
	<ul style="list-style-type: none"> <li>YWCA Vision, Mission, and Values statements mainstreamed and institutionalized in the organization’s work.</li> </ul>
	<ul style="list-style-type: none"> <li>Mainstreaming and Institutionalization of strategic, operational, and action planning culture in YWCA and its branches.</li> </ul>
	<ul style="list-style-type: none"> <li>Strengthen the YWCA Governance and leadership structure systems and process</li> </ul>
	<ul style="list-style-type: none"> <li>Strengthen the YWCA organizational structure, systems and processes to improve coordination and efficiency.</li> </ul>
	<ul style="list-style-type: none"> <li>Strengthen and streamline the YWCA Human resources management functions to achieve efficiency and effectiveness of staff management</li> </ul>
	<ul style="list-style-type: none"> <li>Review and streamline the YWCA accounting and financial management systems and processes to enhance transparency and accountability.</li> </ul>

<sup>6</sup> Award Management: The ability of an organisation to plan, manage and account for funds provided to the organisation by a donor. An award is a contractual document providing funds to an organisation to accomplish a stated purpose. Potential donors include government agencies, large national or international NGOs, bilateral or multilateral organisations, corporations and/or foundations. Effective award management encompasses managing donor funding, mitigating risk and delivering high quality programs and services.

	<ul style="list-style-type: none"> <li>Strengthening and streamlining the YWCA procurement, supplies and Inventory management Unit.</li> </ul>
	<ul style="list-style-type: none"> <li>Adoption and Integration of ICT into YWCA management systems and operations -</li> </ul>
	<ul style="list-style-type: none"> <li>Expand, strengthen and rationalize YWCA membership recruitment and management</li> </ul>
	<ul style="list-style-type: none"> <li>Progressive planning and implementation of an effective change leadership and change management program by 2021.</li> </ul>

### 3.4.5.1 Management Performance - Optimising our management to achieve operational excellence

GOAL	
YWCA achieves excellence in its management and operational practices.	
STRATEGIC OBJECTIVES	
YWCA organizational strategies, performance measures, business processes, properly aligned in order to enhance visibility, performance predictability, and ultimately the effectiveness of management and operations	
IMPLEMENTATION STRATEGIES	
	<ul style="list-style-type: none"> <li>Effective implementation of all board resolutions by the management team.</li> </ul>
	<ul style="list-style-type: none"> <li>Undertake a suitability process for all senior YWCA staff to check for qualification, competency, commitment so as to facilitate appropriate deployment, and capacity building actions etc by June 2019.</li> </ul>
	<ul style="list-style-type: none"> <li>YWCA management and operational interface between HQ and branches reviewed, clearly defined and agreed upon by April 2019.</li> </ul>
	<ul style="list-style-type: none"> <li>Institute and enforce staff management systems to achieve efficiency and effectiveness of staff performance</li> </ul>
	<ul style="list-style-type: none"> <li>Staff meetings at all levels instituted, scheduled and institutionalised to enhance management and programs reporting, feedback and learning.</li> </ul>
	<ul style="list-style-type: none"> <li>Ensure operational standardization and consistency at YWCA through instituting simple, clear processes/procedures that are well documented, well understood and consistently applied across the organization (Finance management, HR management, supplies and procurement, programming etc.)</li> </ul>
	<ul style="list-style-type: none"> <li>Leverage technology and automation to provide systems that facilitate self-reliance of staff, promotes efficiency and effective controls within the YWCA</li> </ul>
	<ul style="list-style-type: none"> <li>Facilitate business continuity through data protection, retention/storage, recovery and restoration processes by December 2020.</li> </ul>
	<ul style="list-style-type: none"> <li>Sensitize, disseminate and enforce organisational policies and procedure that support effectiveness, efficiency and sustainability within the YWCA</li> </ul>
	<ul style="list-style-type: none"> <li>Strengthen compliance monitoring standards through frequent compliance reviews, audits (internal and external)</li> </ul>
	<ul style="list-style-type: none"> <li>YWCA develops a comprehensive and accountable revenue collection system and mechanism end of June 2019</li> </ul>
	<ul style="list-style-type: none"> <li>YWCA come up with innovative homegrown strategies for liquidating current burdening external debts, and managing of future debts by December 2019</li> </ul>
	<ul style="list-style-type: none"> <li>YWCA to ensure that performance assessment of all organisational functions are undertaken annually against approved standards Lessons learned are documented and shared across the organisation to drive improvement.</li> </ul>

### 4.0 Actualizing the Strategic Plan

#### 4.1 Operationalization of the Plan.

The complexities identified in the environment girls and women find themselves in, calls for the considerable shift in strategies, approaches in addressing their issues. More significantly, it calls for a strong institutional capacity in YWCA and appropriate knowledge, skills and attitude of its staff.

For effective and efficient implementation of this strategic plan, YWCA will take a number of prerequisite actions to help operationalize it. That will include but not limited to;

- Appointing a Coordinator to coordinate the implementation, monitoring and evaluation of the plan.
- Fully disseminating the strategic plan to board members, committee members, staff and the membership.
- Seeking written commitment from Managers to support the implementation of the plan.
- Revising and aligning Manager's job descriptions and performance objectives to deliverables in the strategic plan.
- Prioritizing the implementation of pillar 5 of this plan as it is crucial in the successful implementation of the other pillars.
- Setting aside resource for implementing systems strengthening and capacity building components of the plan.
- Determine and put in place the human resource capacity needed to implement this plan

#### 4.2 Implementation of the plan

This strategic plan is broad road map for YWCA and is not detailed enough to be implemented directly. The actions outlined in the plan are illustrative and meant to guide those who will be implementing the plan. The actions are open to additions and modification according the prevailing situation. This strategic plan will be implemented through the development and implementation of annual operational plans supplement by staff monthly and quarterly action plans.

##### 4.2.1 Annual Operational Plan

YWCA will engage in a comprehensive annual operational planning process during the planning period. The annual operational plans will derive from the strategies and illustrative activities in the strategic plan. It will contain clear sets of activities, specific timelines, person responsible and measurable performance indicators. Branches will be expected to interpret and customise or adapt the strategies to their unique local situations. Each department and branch will be expected to develop a comprehensive annual operational plan

##### 4.2.2 Quarterly Action Plans

From the departmental / branch annual operational plans, all YWCA managers and technical staff will be required to develop a more detailed personal quarterly action plan in their areas of responsibilities. The action plans will derive sub activities from the key activities in the annual operational plans. The action plans will also contain clear sets of sub activities, specific timelines, measurable performance indicators, and resource require to undertake the activities.

### 5.0 Monitoring and Evaluation

#### 5.1 Monitoring the Plan

This strategic plan will remain a living document throughout its implementation period. It will be subject to regular monitoring, review and revisions to ensure smooth implementation. During the monitoring and review processes there will be the re-scanning of the girls and women environment with the object changing or adapting our strategies and approaches to any significant changes in the environment. The plan will go through an informal and routine review every six months that will feed into the milestone annual, midterm and end term review processes.

##### 5.1.1 Biannual Review – (After 6 months)

The biannual review will cover mainly the programmatic components of the strategic plan especially the implementation of the YWCA women and girls' empowerment programs. The findings will be used to determine the extent to which YWCA is implementing this core mandate.

##### 5.1.2 Annual Review (1 year)

The annual review will cover both programmatic and operational components touching on planned institutional strengthening strategies. This review will mainly focus on the extent to which the targets and indicators contained in the monitoring framework have been achieved. This review will also rescan the operating environment for any significant changes and make changes and revision to the strategies in the plan accordingly.

##### 5.1.3. Midterm Review (2.5 years)

The midterm review will occur at the two and half year's mark and will first cover all elements of the annual reviews. In addition, it will involve all YWCA stakeholders who will provide feedback through a survey or other participatory feedback processes. Any lesson learned and recommendation made will be incorporated into the revised strategic plan.

##### 5.1.4 End Term Review (5 years)

The end term review will include an overall evaluation, experiences and lesson learned to inform the next strategic plan. This process may involve external stakeholders and other collaborative partners.

#### 5.2 Monitoring Framework

A monitoring framework with indicators will be developed and used to monitor the implementation of the plan. The framework will be used and referred to during the various proposed reviews processes. During the first year of this strategic plan implementation, YWCA will establish the baseline status for each of the proposed indicators as well as set annual targets/milestones to facilitate progress tracking.

## APPENDICES

### APPENDIX 1 – The Strategic Plan Development: Approach and Methodology

The 2019-2023 Strategic Plan is a product of intense internal and external consultation and draws deeply from participatory and direct engagement with key stakeholders including the Board Members, community, program staff, beneficiaries and government representatives. Specifically, the strategic plan was developed in four phases namely: inception; review; development; and validation as illustrated.

	KEY PLANNING STAGE(S)	KEY ACTIVITIES /PROCESSES
1.	Initial Consultations & Planning	Inception meeting with senior management of the YWCA Agree on key documents for review Agree on key stakeholders to be interviewed and work plan
2.	Literature Review.	The following internal and external documents were reviewed to provide a solid background on the work of the YWCA: 2013 – 2017 Strategic Plan. Annual Reports Program Evaluation Reports Organizational Policies
3.	Interviews with key staff and stakeholders.	The following interviews were conducted: Past Board members Sections of the Outgoing National Board Incoming National Board National Secretary General Deputy NGS Departmental Heads Project Staff Support Staff Selected external stakeholder
4.	Comprehensive landscape analysis-	This involved a thorough analysis and assessment of the operating landscape including: Situational analysis Internal environment (SWOT) External environment (PESTEL) Stakeholder analysis Donor environment Rapid Organisational Capacity Assessment
5.	Strategic Planning workshops(2 days)	The two days workshops brought together key staff and stakeholders to build consensus around: Evaluation of current strategic plan Emerging issues from environmental scan Vision, Mission and Core Values Strategic priorities, goals, objectives and illustrative activities Implementation and monitoring framework.
6.	Writing of the first Draft of the Strategic Plan	Drawing on the input of the situational analysis and strategy planning workshop, the consultants developed and shared a draft strategic plan for review. The review feedback was incorporated in the Draft Strategic Plan.
7.	Validation of the strategic plan (1 day)	The draft strategic plan was subjected to review at a validation workshop to deepen the findings
8.	Finalization of the writing of the Strategic Plan	The consultants incorporated feedback from the validation workshop and compiled the final strategic plan which was formally adopted as a working document of the YWCA

## APPENDIX 2: YWCA Strategic Planning Workshop Timetable: 24th – 25th January 2019, Nairobi

TIME	THURSDAY: 24th January 2018	FRIDAY: 25th January 2018
8.00 - 8.30	Introductions, Housekeeping, • Opening Remarks	Implementing Strategies • Developing implementation strategies and illustrative/ milestone activities for Strategic Objective 2
08.30 - 09.30	Strategic Planning Process: • Key Steps and Issues for workshop	
09.30 - 10.00	The Girls and Women in Kenya: • Critical Development Issues.	Implementing Strategies • Developing implementation strategies and illustrative /milestone activities for Strategic Objective 3
10.00 – 10.30	The YWCA: Organizational Capacity Review	
10.30 - 11.00 TEA BREAK		
11.00 – 12.00	Review of YWCA operation environment • Internal Operating Environment analysis • External Operating Environment Analysis	Implementing Strategies • Developing implementation strategies and illustrative / milestone activities for Strategic Objective 4
12.00 – 12.30	Emerging issues: • Critical issues from the situational / operating environment analysis to be carried forward for consideration in developing strategies	Implementing Strategies • Developing implementation strategies and illustrative/ milestone activities for Strategic Objective 5
12.30 – 13.00	Review of YWCA Strategic Framework: Purpose, Vision, mission and value statements/ guiding principles.	
13.00 – 14.00 LUNCH BREAK		
14.00 – 14.30.	<b>Strategic Framework for YWCA:</b> • Purpose, Vision, mission and value statements/ guiding principles.	Operationalization and Implementation Strategic Plan Identify processes and organizational changes needed for successful implementation of the SP
14.30 – 15.30	Setting Strategic Direction for YWCA: • Formulating YWCA; s key pillars (BIG 4 equivalent!), • Setting strategic goals for each pillar • Setting strategic objectives for each goal	Monitoring and Evaluation of the Strategic Plan • Developing a monitoring and evaluation Framework with indicators for each strategic objective
15.30 – 17.00	Implementing Strategies • Developing implementation strategies and illustrative/ milestone activities for Strategic Objective 1.	Costing the strategic Plan • Calculate Indicative cost of achieving each strategic objective

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