



Maendeleo Ya Wanawake Organization (MYWO)

STRATEGIC PLAN

2010 - 2015



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Preface

Maendeleo Ya Wanawake Organization (MYWO) was registered in 1952 and is a national membership non-governmental organization which seeks to unify, nurture, and empower women socially, economically and politically to be able to deal with the unique challenges that face them in society. It remains the only women's organization with organizational structures at the national, regional, and local levels.

In Kenya, women play a central role in sustaining livelihoods in the economy, and their inclusion and effective participation in conceptualization, planning, management, and decision making is critical for sustainable development.

Maendeleo Ya Wanawake Organization (MYWO) strategic Plan is a roadmap that is expected to guide the organization to achieve its set objectives in the next five years (2010 – 2015).

The development of this plan was necessitated by the need to develop a strong, modern and well governed national women's civil society institution.

To succeed in its noble mission, MYWO will need to make changes in the organization, both programmatically and institutionally. Together, we have rebranded our Mission, Vision, and Value Statements and have agreed on the strategic objectives we believe will help us reach our goal in the next five years.

We are, therefore, eager to see this Plan enable MYWO to achieve its goals in the next five years. I wish the organization all the best as it embarks on this noble journey.

Mrs. Rukia Subow, HSC, MBS

NATIONAL CHAIRMAN, MAENDELEO YA WANAWAKE ORGANIZATION

Acknowledgements

This document is the product of many people's efforts, which initiated the 2008 Institutional Capacity Assessment report by Eurocap Consultants and adopted by MYWO, that constituted the framework for this strategic plan.

I would like to acknowledge Project Allied Consulting Company, commissioned by USAID, as the lead Consultant who developed the initial draft of this strategic plan in 2009. The draft was developed and validated with the support from the National Executive Committee and staff of MYWO.

I would also like to acknowledge USAID for its financial support of the Strategic Plan.

Special mention goes to the Strategic Planning Committee, MYWO members, networks, collaborators, and partners for their invaluable guidance during the planning process.

Finally I would like to acknowledge all at the secretariat who gave their time, often beyond the call of duty, to input, polish and make this a suitable working framework to guide the Organizations work for prosperity.

Mrs. Alice Kirambi

NATIONAL SECRETARY, MAENDELEO YA WANAWAKE ORGANIZATION

Introductory Note

This Strategic Plan is a working document, validated by stakeholders of Maendeleo Ya Wanawake Organization, to guide activities of the organization for the planning period 2011 – 2015. It articulates Maendeleo Ya Wanawake Organization's (MYWO) vision, mission, goals and objectives for the period 2011-2015 in seeking to develop a strong, modern and well governed national women's civil society institution in order to enhance the ability to deliver programmes sustainably; Mainstream women in economic development processes at national and local levels; Enhance the role of women in leadership and public policy processes; and, Enhance national cohesion and peace through proactive intervention at local and national levels.

This strategic plan is the result of concerted efforts from work carried out in documents reviews, perception interviews & discussions Inception workshop, strategic planning retreats, regional validation workshops. It is a statement of intent, the first step in a long and creative endeavour to having a society in which all women have equal opportunities, and are empowered to make choices in matters that directly affect them socially, economically and politically.

The Plan will act as a guide to Maendeleo Ya Wanawake Organization (MYWO) in its resource utilization management and the proposed restructuring of both its governance and organizational secretariats to improve efficiency and effectiveness for enhanced service delivery to members, staff, and all stakeholders.

The budget outlined in the plan spells out the organization's administrative work and mechanisms of addressing risk as well as ensuring accountability. A framework for monitoring, evaluation, and reporting has been established for the plan's conclusion.

Agnes Masika (Mrs.)

Executive Director

Executive Summary

Registered in 1952, Maendeleo ya Wanawake Organization (MYWO) is a national membership Non-Governmental Organization. It seeks to unify, nurture and empower women socially, economically and politically to be able to deal with the unique challenges that face them in society.

For the almost six decades that MYWO has worked in Kenya, it has gone through a series of changes - from a women's welfare association during the colonial times, to a wing of a political party and finally an independent NGO. Just as Kenya has experienced political and social transition since the historic general elections of 2002, MYWO has gone through its own identity crisis. Because of its sheer size and a multiplicity of interests, sometimes in diametric opposition, MYWO has gone through difficult times, which is characteristic of such a large organization in a dynamic environment.

MYWO has also registered unprecedented levels of success, all challenges notwithstanding, in reaching out to the women of Kenya and providing a forum through which they have been able to mobilize and empower themselves economically and politically. Institutional development processes, including the development of this strategic plan, have been conducted so that MYWO can become a modern, relevant organization that will meet the needs of the women of Kenya in new innovative ways.

MYWO's vision is ***"A society in which all women have equal opportunities, and are empowered to make choices in matters that directly affect them socially, economically and politically."***

MYWO mission is: ***"To nurture and empower women through various capacity building interventions that promote women's rights, sustainable livelihoods and political standing in the Kenyan society."***

The work of MYWO shall be underpinned by its core values, which are transparency, honesty, accountability, integrity, teamwork, and professionalism.

MYWO's Strategic Objectives

Over the next five years, MYWO seeks to:

- ✿ Develop a strong, modern and well governed national women's civil society institution in order to enhance the ability to deliver programmes sustainably;
- ✿ Mainstream women in economic development processes at national and local levels;
- ✿ Enhance the role of women in leadership and public policy processes; and,
- ✿ Enhance national cohesion and peace through proactive intervention at local and national levels.

Given that this strategy proposes some radical changes in the organization, both programmatically and institutionally, MYWO shall take steps to smoothly transition from the current strategy to the new one by facilitating constitutional, administrative, and structural changes. This will systematically be implemented in phases to ensure the organization's operations are not unduly disrupted. The adoption of the strategic plan and the proposed constitutional amendments will become the first real steps of the implementation of the new strategy.

Chapter 1: INTRODUCTION AND BACKGROUND

1.1 The Organization

Maendeleo Ya Wanawake was first organized in 1952 by the Department of Community Development and Rehabilitation within the colonial government. At the time of independence, the leadership of the organization was turned over to African women. The new independent government rewarded MYWO's efforts by funding their projects and distinguishing the role of the organization as a welfare agency. Over time, MYWO's grassroots network expanded to all eight provinces of the country and the leadership was made up of a chain of elected representatives from the smallest administrative unit up to the national level. Today MYWO boasts of a nation-wide network of over 4 million individual members and 25,000 affiliate groups.

MYWO is managed from its National Secretariat located in self-owned Maendeleo House along Monrovia and Loita Streets in Nairobi. The supreme decision making organ of MYWO is the General Assembly of members which ordinarily meets on an annual basis (Annual General Meeting) to transact its business but also has authority to convene more regularly for urgent and priority matters through Special General Meetings.

The National Executive Council (NEC) is responsible for governance, dealing with policy direction and oversight. The NEC is composed of a representative group of elected "national officials", a representative group of elected County Chairpersons, as well as a few co-opted members who represent special women's constituencies. The NEC meets to transact its business on a biannually basis, but may sometimes hold special meetings to attend to urgent and priority matters.

The National Chairman is the foremost elected leader and spokesperson of MYWO. She works closely with the National elected officials and Executive Director, together forming the National Steering Committee (NSC) that supervises the National Secretariat and coordinates implementation of the NEC's decisions.

The programme and project activities of MYWO are designed and executed by the National Secretariat which is staffed by the organization's technical professional team, led by an Executive Director. The Executive Director and the Heads of Departments together form the Management Team that coordinates programme design and implementation. The Management Team also provides leadership and technical competency for resource mobilization and management.

MYWO involvement in women empowerment and development issues run over six decades. At Kenya's independence, MYWO played a role in building the country through its countrywide network. MYWO joined President Kenyatta's rallying cry of self-help. MYWO's efforts in women's mobilization were instrumental in building schools, clinics, and community centers across the country. By the mid- 1970s, MYWO had raised enough money to build Maendeleo House in Central Business District of Nairobi. The leaders were strongly influenced by the United Nations

Declaration of the Decade for Women (1976-1985), following the World Conference for Women that was held in Mexico City. Correspondingly, MYWO oriented its programming towards social welfare all the while providing a prominent voice for grassroots women's organizations.

In the 1980s, MYWO became affiliated with the then ruling party KANU. MYWO mobilized women for KANU and managed government programs for women. However this was period when development partners declined to sponsor MYWO's development because of its alignment to KANU. Ironically this was the period MYWO acquired many assets in form of vehicles and land/plots in urban areas as a reward for the good service done for KANU.

However, in the early 1990s, MYWO joined the democratization movement in Kenya and disengaged from KANU. Nevertheless, MYWO continued as a key political player. During the political transition from one party to a multiparty system in Kenya, MYWO, like many civil society organizations in the country, went through an identity crisis as it attempted to find its place in the reform movement to better take care of the interests of women in the new political dispensation.

1.2 MYWO's Historic 2006 Elections

As a step towards renewing its leadership, new national leaders were elected in the nationwide MYWO elections in 2006. The organization had not had elections for over 10 years. The new leaders pledged to undertake institutional reform and therefore immediately embarked on a series of institutional development initiatives to reorganize, renew and regenerate the organization and its programmes and business.

MYWO is a unique organization: it has a history of existing both as a non-governmental entity and as a part of a political outfit. Many Kenyans see MYWO as the voice of ordinary Kenyan women. MYWO still has enormous mobilization power. MYWO intends to utilize its reputation and ability to mobilize women to make the voices of Kenyan women heard.

Women bear the brunt of economic downswings and political upheavals. Women also face social-cultural challenges. Such complex issues can only be addressed through the collaborations and partnerships that the new MYWO leadership is striving to nurture and build.

Overall, MYWO was founded and institutionally defined with a "welfare approach" in mind. It evolved into a giant political mobilizer but with the institutional challenges of operating on a large geographical scale without the requisite institutional reengineering to take on the role of political mobilizer and organizer. Over time, MYWO found itself having to take on more prominent roles in leading Kenyan women's participation in public policy and development processes without a strong institutional mechanisms being put in place to ensure that it could take on this role effectively without falling prey to the exigencies of the country's political dynamics.

MYWO currently has a tremendous opportunity to ensure that women play a pivotal and effective role in developing public policy. MYWO will therefore be working towards establishing a systematic approach to exploit these opportunities.

1.3 MYWO's Success Story

MYWO's strength is its ability to mobilize millions of women. For over 58 years, MYWO has been the preferred "go to" organization for politicians, government, donor agencies and civil society. MYWO therefore is a resource for any party wanting to forward the women's agenda in Kenya. While the organization experiences serious challenges, it has generally served in this capacity to uplift the women of Kenya. At both the national and local levels, MYWO leaders are seen as community leaders who are consulted on key decisions and important matters touching on public policy and resource allocation. MYWO representatives who sit on the various committees on devolved public funds (like the Constituencies Development Fund – CDF) have done this diligently and have made an exemplary contribution in terms of improving the performance of the committees and ensuring the interests of women are secured.

Over its long history spanning close to six decades, MYWO's programmatic foci have revolved around women's economic empowerment, maternal child health, eradication of harmful cultural practices like female circumcision, early marriages, wife inheritance and combating HIV/AIDS. In the wake of the infamous 2007 post-elections violence in Kenya MYWO has been very instrumental in facilitating community processes that foster healing, national cohesion and peace-building.

MYWO seeks to address its institutional challenges, consolidate gains, expand membership outreach and enhance its programme performance and results delivery through implementation of this strategic plan.

1.4 The Strategic Planning Process

The objective of the strategic planning process: The strategic planning process was aimed at identifying MYWO institutional challenges in order to reorganize and realign the organization's operations and programs to be in tandem with the operating internal and external environment.

Document review: The strategic planning process requires a critical appreciation of where MYWO is coming from with regard to its institutional development, objectives, strategic goal, programmes and programme design, implementation, achievements and challenges. The following strategic plan takes into account a thorough review of documents and materials on MYWO that included the preceding strategic plan, the comprehensive institutional assessment report, monitoring and evaluation reports, programme plans, and reports on institutional assessments.

Perception interviews and discussions: interviews were conducted extensively between June and October 2009. The main objective was to determine how MYWO's staff, management and governance as well as partners, view the

organization and its programmes, its achievements and potential, as well as its place in responding to the needs and challenges of areas of its defined core business in Kenya and the region.

Besides the key stakeholders who were interviewed in Nairobi, the interviews and consultations with representation of MYWO's membership in the districts, affiliate groups, and other relevant stakeholders were conducted. Given MYWO's wide geopolitical coverage in Kenya, every province was visited, with random sampling of respondents done at district levels.

Inception workshop: The strategic planning process prioritized consensus building from the beginning. This workshop was aimed at bringing closer the various diverse points of view amongst members on the critical planning issues and priorities. Members of the NEC and the national secretariat were taken through team-building, information sharing and sensitization around strategic planning for non-profit organizations. The purpose was to achieve a shared understanding (amongst the NEC and members of the national secretariat) of the strategic planning process and what it is intended to achieve for MYWO. The objectives of this workshop were: to share information on the concept and process of strategic planning; to share information on the strengths, weaknesses, opportunities, threats and challenges that MYWO faces as revealed by the pre-planning perception interviews; to strengthen a team approach to the planning process; to agree on MYWO's planning parameters and to jointly agree on the next steps for the strategic planning process until the final desired output.

Strategic planning retreat: A four-day planning retreat was held from the 6th to the 10th of October 2009 at the Merica Hotel in Nakuru Town. This retreat brought together members of the National Executive Committee, staff from the national secretariat, and representatives from the district level to analyze the planning context and planning priorities for the organization and to consider the best institutional arrangements that MYWO needs to put in place in order to deliver on the new strategic plan. The output of the retreat was a draft strategic plan.

Regional validation workshops: Based on the decisions made during the retreat, the draft strategic plan was shared with MYWO leaders and members across the country at the provincial level. In these validation sittings, representatives were encouraged to listen to and give their inputs prior to the finalization of the Plan. This strategic plan was also subjected to a national validation and adoption by MYWO's NEC and General Assembly.

Chapter 2: THE OPERATING ENVIRONMENT

Since its establishment, MYWO has realized notable achievements and encountered numerous challenges all of which have had a profound effect on its desired results. These achievements and challenges have also been shaped by the organization's internal institutional set-up and dynamics upon which it has considerable control, as well as the external environment upon which it has limited or no control. This strategic plan takes note of a thorough appraisal of MYWO's internal and external operating environments with a view to dealing with the challenges appropriately. This plan provides for better design and implementation of programmes that will both respond to the environment as well as influence the plan in order to support the attainment of desired results. The analysis below attempts to capture the salient issues in both the external and internal environments.

2.1 MYWO's Internal Environment

A critical appraisal of MYWO's internal environment brings to fore the following:

Strengths:

- ✿ *Large and diverse network:* one of the greatest strengths of MYWO is its large and diverse network. With over 4 million members and over 6,500 elected leaders across Kenya, MYWO has the promise to be able to plan for and implement projects on a large scale. The programmes are, therefore, able to reach many people from across different geographical regions of the country.
 - ✿ *Membership:* MYWO's membership is open to women of Kenya from different backgrounds, religion, ages, and cultures. Women can walk into MYWO and feel they belong. They also have opportunity to democratically elect or be elected to the leadership of the organization.
 - ✿ *Diversity.* The fact that the membership of the organization is diverse in terms of ethnic group, race, region, culture, age, socio-economic status, religion, and political persuasion is a unique strength. Women from all walks of life can belong to MYO, offer mutual support to each other and learn from each other.
 - ✿ *Nationwide-wide network:* This provides a very useful forum where women can work together collectively for their empowerment. The nationwide network is an asset in that the organization can marshal support for a nationwide agenda.
 - ✿ *Spirit of volunteerism:* MYWO leadership at the district and lower levels, as well as ordinary members offer their services to the organization and to many public causes without too much concern of whether they will be compensated or who will reward them. This ensures that the activities of MYWO and affiliate organizations at this level go on without too much reliance on external funding. In cases where there is funding for activities, the funds are stretched to ensure more value per shilling.
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- ✿ *Strong programme base at Counties and Constituencies:* MYWO gets its strength from its strong devolved programme base. At the County and Constituency level, the programmes are more responsive to the unique needs of the grassroots women.
- ✿ *Ownership of fixed assets:* MYWO owns a significant amount of fixed assets. This provides a cushion for the organization in the event of challenges in external funding. The assets ensure that the organization is sustainable and less dependent on external support for costs associated with having a home from where programmes are implemented.
- ✿ *Rich history and experience for close to six decades:* The fact that the organization has been through a long time in advocacy and standing up for women indicates there is value in the organization that the women of Kenya want to sustain. The cumulative experience that the organization has gained over that period makes it attract both admiration and envy.
- ✿ *Strong and recognizable brand:* MYWO has invested time and effort to ensure that its brand is positive and that it remains an asset to the organization. This brand gives the organization a good image and women develop a sense of prestige and community when they identify with a positive brand. In every corner of the country, MYWO is recognized as “The Kenyan Women’s organization”.

Challenges:

- ✿ *Slow Modernization:* By virtue of its sheer size, MYWO needs to fully embrace modern information and communication technologies, particularly in financial management, membership register, property register and organizational communication. Currently without these technologies, it is unable to serve its membership, staff and partners effectively. Adapting to modern ways of operating has been slow for MYWO, which to a large extent has undermined the efficiency of the organization.
 - ✿ *Poor communication culture & lack of an information management system:* Like any other organization, communication at MYWO is very important to keep the various parts working towards the same goal. However, MYWO has had challenges of low levels of communication especially within the national office and between the national office and the regions and districts. Because of this poor organizational communication culture, critical decision-making is influenced a lot by the grapevine instead of official open communication. Lack of a comprehensive information management system means that the organization cannot manage and effectively utilize the loads of information generated from its vast network.
 - ✿ *Weak resource management policy, procedures and practices:* Resources are key in driving the operations of the organization. MYWO has had its fair share of challenges in this area and this will invariably continue being an area of concern and scrutiny for the organization. There has been little openness in the management of financial and other programme resources; and the organization does not have an updated asset register.
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- ❖ *Generic approach to programming:* in the past, the organization has opted for a generic approach to programming and did not differentiate the programming areas on the basis of differing interests and other socioeconomic realities of the different regions and districts. This denied some areas the more fitting tailor-made interventions that they may have wished for. Programming and operations at MYWO are centralized by design in part to ensure that the centre holds and there is some modicum of uniformity of approach across regions in the country. This fact may have caused feelings of alienation among certain groups and organs. MYWO leaders in the Counties and Constituencies have for example expressed a strong desire to be involved in programming at their level.
- ❖ *Weak accountability mechanisms:* The organization did not for a long time have a defined mechanism of accountability to ensure timely accountability of leaders and staff of MYWO. This was left to the individual discretion of the chairperson and the leaders.
- ❖ *Weak governance structure:* The MYWO NEC that is responsible for policy direction and oversight has been unable to demonstrate effective control over the governance of the organization. The inactivity of the NEC has led to crucial policy decisions being taken on an *ad-hoc* basis by a few of its members closer to the national secretariat. The size of the organization and the multiple levels of accountability do not make things any better. This strategic plan proposes radical review of MYWO's governance structure and practices in order to better respond to the unique needs of the organization.
- ❖ *Organizational culture:* Coming from a history of pervasive political patronage in the country and the direct effect on the organization, MYWO is moving towards a more team-oriented culture where it will place a higher premium on team effort to achieve organizational goals. Consequently, the organizational structure will be reviewed to facilitate this change of culture.

Reviewing the internal environment

As part of the Organizational Development process of implementing this strategic plan, MYWO is immediately embarking on a comprehensive review of its Constitution. The purpose of the constitutional review is to ensure that it conforms to the character and principles of a national Non-Governmental Organization (NGO), reflects the governance and institutional arrangements elaborated in this strategic plan and better facilitates the governance and management of the organization with a specific emphasis on a clear separation of roles, duties and responsibilities between the various organs of the organization. A comprehensive review of the MYWO constitution is both a priority and an imperative as only a product of such a review process can adequately support the implementation of this strategic plan.

2.2 MYWO's External Environment

MYWO is faced with an overall challenge of reorganizing itself in order to best respond to and cope with the various dynamics in its operating environment. The organization relates and works with a variety of partners, especially the government of Kenya, with key ministries, and other civil society organizations working with

women. There are, however, other developments in MYWO's external environment that will have an effect of its programmes and desired results depending on how these developments are managed. Kenya is currently going through a historic transition process with the enactment and promulgation of a new National Constitution that has brought forth the country's Second Republic. This new national constitution has significantly altered the legal, policy, political, cultural and economic frameworks within which women operate in Kenya. On the overall, the new constitutional dispensation in Kenya is a huge opportunity for MYWO to be revitalized with renewed energies released by the collective national aspiration for societal reform. However, there are other specific realities that MYWO will have to respond to during the period of this strategic plan:

Policy and Politico-Legal Environment

- ✿ The most earth-shaking dynamic in MYWO's external environment is the passage and promulgation of a New Constitution of the Republic of Kenya, effectively creating Kenya's Second Republic. It is by all means a very progressive national constitution, with an enhanced Bill of Rights and numerous guarantees for Women and their relations. The firm provisions for equality of persons in the new constitution, and the minimum guarantees for women in institutions of leadership, governance and public service are all a major boost to the women's struggles that MYWO champions. The new constitution also provides a better environment for operations of civil society organization, especially with guarantees to public information and freedom of information.
 - ✿ *Threat of political violence:* with the experiences of 2008 post-election violence still fresh in mind, it is not difficult to fathom similar flair-ups in future, particularly in the environment of competitive politics in the newly created representation units.
 - ✿ *Weak policy and legal framework on gender/ development from the Government.* Despite the Government pronouncement on its intention to support women's roles in decision-making in the public arena, these have largely not been legislated. There will still be need to work for a policy and legal framework that facilitates delivery on the provisions of the new national constitution.
 - ✿ *Unclear relationship between Government and MYWO officials.* MYWO continues to receive some kind of quasi-official recognition from government as the premier national women's organization. This recognition is however not firmed up in policy and not based on stated principles. The participation of MYWO officials in Government decision making initiatives like Constituency e.g. CDF and other regional bodies is done at the whims of politicians. This relationship is not clearly defined in policy.
 - ✿ *Vision 2030 and other national development frameworks:* While engaging with Government, MYWO will be expected to demonstrate some level of commitment to the pursuit of Vision 2030 as an overarching policy framework that will guide Government policy and programmes.
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- ✿ *Threat of political interference:* Being an attractive organization for political mobilization, MYWO runs the risk, which it will need to mitigate, of having its agenda hijacked for parochial political interests.
- ✿ MYWO has had the opportunity of developing partnerships with national, regional, international institutions in areas of convergence of strategic interests.
- ✿ *Legal system in Kenya hinders MYWO's economic empowerment objectives:* Representation of women in key decision-making levels in public life is not supported by specific policy or law. Whereas MYWO's advocacy efforts have previously only appealed to individual discretion and magnanimity of the President of the Republic to issues decrees, the new national Constitution guarantees women's representation in ALL governance and decision making organs of government both at the National and County levels.
- ✿ *Significant gains in the Affirmative Action debate* has resulted into a supportive constitutional dispensation by way of the country's new constitution.

Economic Environment

- ✿ *Competition for donor funding:* Competition for finite donor resources has been very stiff, which has also led to high unpredictability in securing these resources.
- ✿ *Unfavorable economies of scale:* It has not been possible for MYWO to enjoy the benefits associated with economies of scale because of offices and members being widely spread and difficulty in coordinating activities of the organization at different levels.
- ✿ *Past political history:* The fact that MYWO had a close association with KANU may have evoked different reactions from different partners especially donors because of KANU's indiscretions.
- ✿ *High levels of abject poverty among the population:* Preoccupation with meeting the basic needs has hindered any constructive engagement with the target populations.
- ✿ *Low levels of literacy amongst women:* This has limited ability and opportunities for women to enter formal sector employment. This has an adverse effect on their collective economic power.
- ✿ *Low access to credit among women:* Women generally would not have access to collateral to access credit which in turn affects their economic productivity and independence.

Social Environment

- ✿ *Harmful cultural beliefs and practices:* These have tended to adversely affect womenfolk relatively more.
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- ✿ *Ethnic hostility and suspicions*: These affect the ability of women to collaborate and work together.
- ✿ *Rising expectations among the beneficiaries of MYWO*. Women have continued to benefit from the organization and mobilization of women towards self empowerment.
- ✿ *Perception/competition during elections*: The society views this negatively if and when it affects the unity of women or their ability to support each other.
- ✿ *Role Modeling*: Many women and girls are looking for role models to provide inspiration for their social growth and development. There are many women and girls who view many MYWO women as are role models. In the fullness of time, this will be institutionalized.
- ✿ *Women are recognizable community leaders*: It is undeniable fact that women have raised the leadership bar by involving themselves in community and national leadership. Women, therefore, are viewed as leaders with a difference.
- ✿ *Women's involvement in illicit businesses*. The fact there are many women involved in businesses like *Miraa* selling, and local brew selling, may be affecting the reputation of women generally.

Technological Environment

- ✿ *Technology* has shortened distance and time and made the work of organizations easier. However, technology is changing very fast and new challenges relating to technology are expected.
 - ✿ *Computers and internet are more readily available* and in extensive use in the country. Accessing these facilities could mean greater efficiency and effectiveness.
 - ✿ There is *increased use of mobile phones in the country*, which MYWO could fully exploit to communicate to members and other partners.
 - ✿ Rural communities including the MYWO membership lags behind in technology. These communities may, therefore, not be able to realize the full benefits of technology.
 - ✿ Scarce energy sources in many areas where MYWO could potentially extend technology to potential beneficiaries.
 - ✿ *Mass media*: Media as a channel of information is publicity available to the common woman through FM stations, newspapers, media personnel, even using local language. These have been grossly underutilized.
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2.3 Problem Analysis - What this Strategic Plan seeks to respond to

In light of the institutional assessment done prior to the development of the strategic plan and the analysis on the operating environment detailed above, this strategic plan will seek to address a range of issues including the following:

Institutional Weaknesses

- ✿ Institutional framework restructuring: the Strategic plan shall recommend the best framework that would work for MYWO taking into account the size and complexity of the organization.
 - ✿ Enhance systems and procedures: MYWO shall get necessary support to update and acquire new systems that would enhance the work of the organization.
 - ✿ Improve operational tools and financial, human resource, and procurement manuals.
 - ✿ Review project implementation manuals and other standard operating procedures (SOPs).
 - ✿ Develop/ improve organizational policies and operations systems.
 - ✿ Improve staffing procedures, remuneration and motivation packaged through human skills development at the national, provincial and district offices.
 - ✿ Strengthen leadership and governance at the institution to take the organization to the next level of its growth trajectory.
 - ✿ Develop and disseminate reporting guidelines to overcome the challenge of size and reporting levels.
 - ✿ Improve internal and external communication of the organization.
 - ✿ Rebranding and revitalization of the organization
 - ✿ Build a positive image of the organization as part of an attempt to restore the confidence of the public, members and partners.
 - ✿ Managing the Media: - MYWO will develop a communications strategy to ease the management of internal and external communication needs.
 - ✿ Have in place an up to date electronic membership registry and put in place strategies to attract new members, especially the younger women and professionals, who have not effectively participated in the MYWO affairs in the past.
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- ✿ Institutionalize induction of elected leaders at all levels on MYWO identity, mission, vision, values, focus (core business), roles and responsibilities, and code of conduct.
- ✿ Review relationship and engagement with the Government and with political parties and institutionalize this by developing an engagement strategy and communicating this strategy to members and the general public. This will ensure the relationship remains for mutual benefit and shall be based on minimum principles and negotiated terms of engagement.

Women's Rights and Empowerment

MYWO shall need to position itself to do the following:

- ✿ Take a stand on important national issues affecting women in Kenya and offer guidance to the women;
 - ✿ Address members economic empowerment:
 - ✿ Ensure fair distribution of resources to all counties
 - ✿ Promote entrepreneurship and value addition to women's products for improved prices; and,
 - ✿ Develop programmes that are relevant and modern
-

2.4 Stakeholder Analysis

MYWO recognizes the fact that the success or failure of its five-year strategic agenda is dependent on how relations between its various stakeholders are managed. These are individuals and institutions that are affected by or affect MYWO's actions and/or inactions. During the period of this strategic plan, MYWO will endeavor to harness the capacities, resources and goodwill of its core stakeholders and direct these towards better planning, execution and monitoring of its five-year strategic agenda. The following is how MYWO sees its stakeholders:

Stakeholder	Perspective	Influence (High, Medium, Low)	Engagement Strategy
Members	Decision-makers	High	Strengthen involvement in decision-making
Development Partners	Partners	High	Develop/strengthen strategic partnership
Line Ministries	Partners/Competitors	High	Strengthen Strategic Partnership/ Collaboration
Other Government Ministries	Collaborators	Medium	Keep them informed
Special delegates	Insiders	Medium	Keep them involved
MYWO staff	Insiders	High	Keep them engaged and motivated
Politicians	Collaborators	Medium	Advocacy / Lobbying
Women Groups	Partners/Competitors	High	Collaborate /networking
Women leaders			Advocacy / Lobbying
NGO Council	Partners	Medium	Keep them informed
NGO Coordination Bureau	Partners	High	Keep informed
Women NGOs, CBOs	Competitors/ Collaborators	High	Collaborate /networking
Other NGOs, CBOs, FBOs	Friends / Competitors	Medium	Collaborate/ networking
UN Agencies	Friends	High	Develop Strategic Partnership/Collaborate
Media	Friends	High	Collaborate/ Strategic Partnership
Private sector	Friends	Medium	Strategic Partnership/ Advocacy
Communities and families	Collaborators	High	Involvement / Offer service that respond to their needs

Chapter 3: STRATEGIC DIRECTION & THEMATIC FOCUS

3.1 Organizational Culture and Philosophy

Identity Statement

Registered in 1952, Maendeleo Ya Wanawake Organization (MYWO) is a national membership Non-Governmental Organization. It seeks to unify, nurture and empower women socially, economically and politically to be able to deal with the unique challenges that face them in society.

MYWO is an independent and non-partisan organization that strives to recognize and work within diversity, which defines its membership.

Vision Statement

A society in which all women have equal opportunities, and are empowered to make choices in matters that directly affect them socially, economically and politically.

Mission Statement

To nurture and empower women through various capacity building interventions that promote women's rights, sustainable livelihoods and political standing in the Kenyan society.

Values and Principles

MYWO shall seek to embrace and uphold the following core values:

- ✿ Transparency
 - ✿ Honesty
 - ✿ Accountability
 - ✿ Integrity
 - ✿ Teamwork, and
 - ✿ Professionalism
-

3.2 Thematic and Programmatic Focus of the Strategic Plan

MYWO shall focus on the following broad themes that will guide its programming for the next five years. The three areas explained here below are mutually reinforcing and together they help define the mandate and work of MYWO.

3.2.1 Institutional Development and Capacity Building

MYWO will focus on re-building and renewing itself institutionally. This is the most important aspect of the Strategic Plan as the success of the other activities rest upon the success of MYWO's institutional development. The success of implementing this strategic plan will depend on how the organization deals with restructuring, programme re-alignment, and rebranding MYWO. The organization will enhance its institutional capacity in the following 3 key departments:

(i) Finance Department

- ✿ Resource mobilization and management
- ✿ Development of capacity for prudent financial management and accounting at national, county and constituency secretariats/offices

(ii) Human Resource Development and Administration Department

- ✿ Human resources development and management
- ✿ Organizational re-positioning and re-branding
- ✿ Internal and external communication,
- ✿ Capacity development of technical staff at the national, county and constituency secretariats/offices

(iii) Programme Coordination Department

- ✿ Coordination of programme design and development
- ✿ Coordination of programme execution at national and county levels
- ✿ Coordination of programme monitoring and evaluation at national and county levels
- ✿ Coordination of programme and project reporting at national and county levels
- ✿ Capacity development at all levels for programme concept development, programme design, and monitoring, evaluation and reporting competencies

3.2.2 Leadership and Public Policy Advocacy

This area is crucially important as it forms the core of the organization's mandate. It is deliberately placed under Institutional Development and capacity Building because it focuses on and its beneficiaries are the members of MYWO.

This is the theme that MYWO work within to empower women leaders and promote women's and human rights. The organization will develop the following broad programme areas under this theme:

- ✿ Training and support in profile development and resource mobilization of women leaders
- ✿ Influencing management of - and advocacy around - devolved funds
- ✿ Human and women's rights advocacy
- ✿ Women and good governance

3.2.3 Social and Economic Empowerment

This theme shall address the economic, social and cultural rights of the primary beneficiaries of MYWO. The following broad programme areas will be the priority areas to achieve economic and social empowerment for women in Kenya.

- ✿ Education for the girl child
- ✿ Health issues
- ✿ Agriculture and agribusiness
- ✿ Environmental conservation
- ✿ Entrepreneurship development
- ✿ Women and Culture, and
- ✿ National Cohesion and Peace Building

3.3 Strategic Objectives

MYWO as an organization will pursue the following strategic objectives over the next five years:

1. Develop a strong, modern & well-governed national women's civil society institution in order to enhance the ability to sustainably deliver programmes
 2. Mainstream women in economic development processes at national & local levels
 3. Enhance the role of women in leadership and public policy processes
 4. Enhance national cohesion & peace through proactive intervention at local and national levels
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Chapter 4: INSTITUTIONAL ARRANGEMENTS

4.1 Governance

In line with its organizational philosophy and culture, MYWO will continue to invest in and develop strong and sustainable institutional arrangements and practices upon which the successful implementation of this strategic plan will depend. The National Governing Council shall remain the supreme decision-making organ of the organization responsible for policy direction while the National Executive Committee (NEC) shall be responsible for policy implementation which will be done through the technical arm of the organization – the National Secretariat.

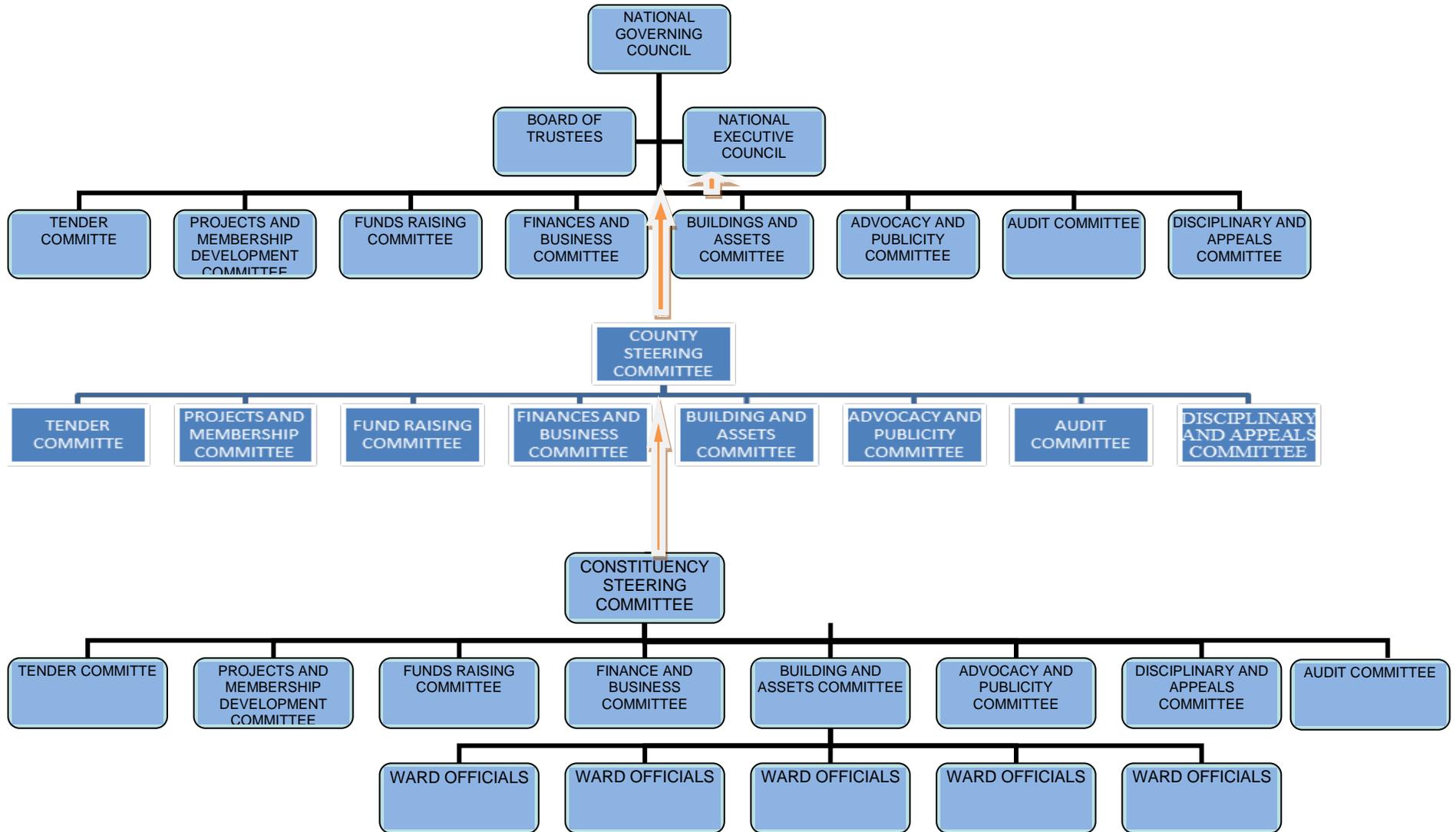
NEC will work through a “Board Committee” system. A National Steering Committee comprising the National Chair, National elected officials and the Executive Director will oversee the overall policy and programme implementation by the secretariat and will be answerable to NEC. Other proposed committees, which will draw membership from NEC, are:

- ✿ Tender committee
- ✿ Projects and Membership Development committee
- ✿ Risk and Audit -committee
- ✿ Building and Assets committee
- ✿ Business and Fundraising committee
- ✿ Disciplinary committee
- ✿ Advocacy and Publicity Committee

For effectiveness and efficiency, NEC shall delegate matters that need further processing and that fall within the broad functions of the committees. The committees shall make recommendations to NEC for action. The committees’ membership shall be drawn from the membership of the NEC but with latitude for cooption from MYWO membership in cases where a committee will need certain specialized skills and knowledge to enhance its work. These Committees will be responsible and accountable to the NEC.

MYWO will reconfigure its devolved units of leadership and programmes to reflect the new governance structure provided by the new national Constitution in order to ensure sustenance of working linkages with government at national and devolved levels. From the national level, the next level of governance and programme coordination shall be the County. Linkages with Government and other development partners at the County level will be coordinated through the elective County offices of MYWO, with the assistance of technical staff at each respective County. At a lower level the governance and programme coordination will be at the constituency and the smallest unit as the ward.

4.1.1 MYWO ORGANIZATIONAL GOVERNANCE STRUCTURE



4.2 Secretariat

The Executive Director (ED) shall be the Head of Secretariat as well as Secretary to the National Steering Committee. She will be responsible for providing administrative and programmatic leadership at the Secretariat as well as originating policy proposals for the Council's consideration. The ED shall lead and work with the programme team responsible for the interpretation and execution of this strategic plan as indicated in the organogram below.

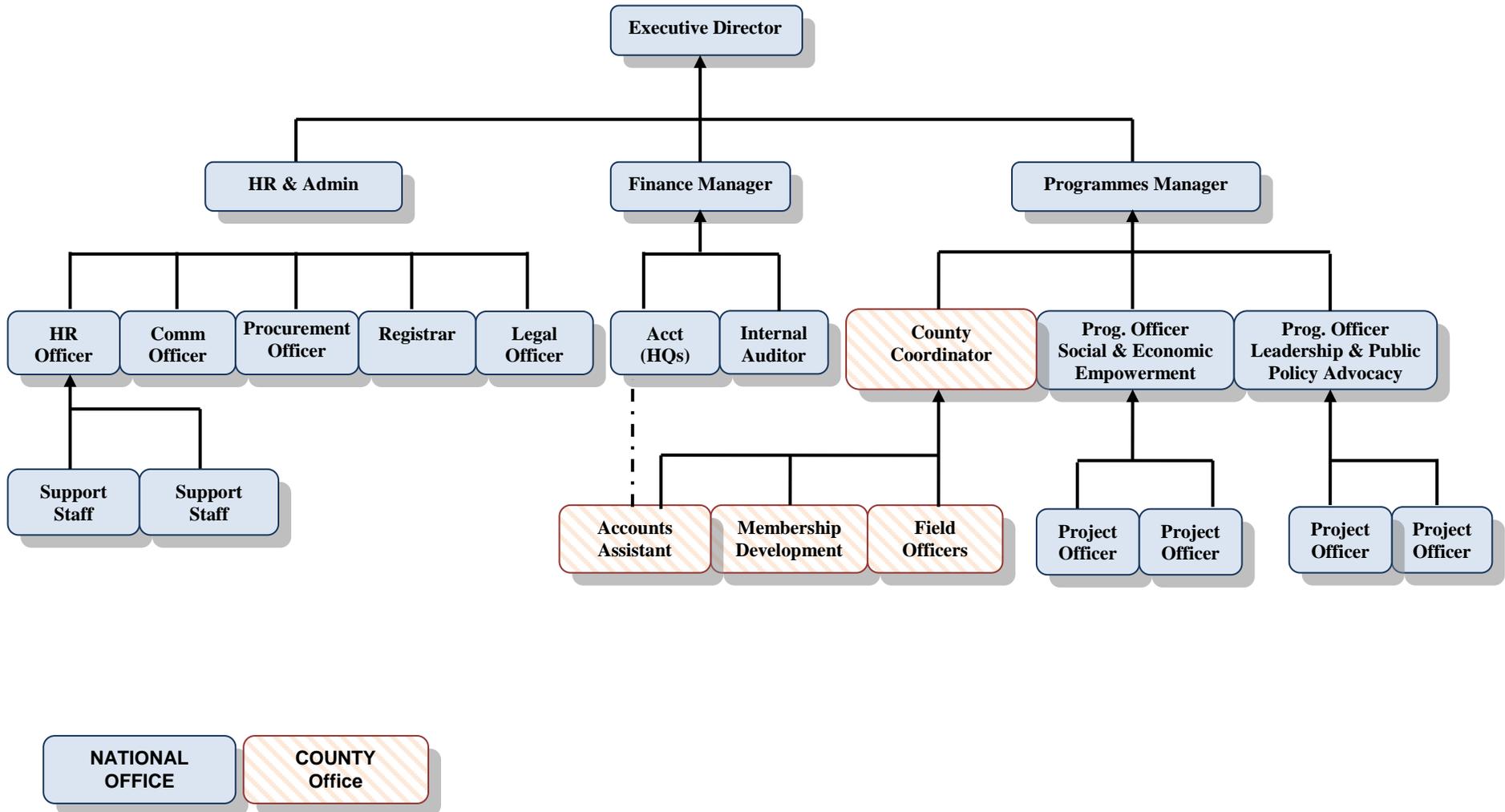
The programme and project activities of MYWO will be designed and executed by the National Secretariat which is staffed by the organization's technical professional team, led by an Executive Director. There shall be three (3) Heads of Departments directly reporting to the Executive Director and responsible for: (i) Finance, (ii) Human Resource and Administration, and (iii) Programme Coordination respectively. The Executive Director and the Heads of Departments together will form the Management Team that will coordinate programme design and implementation. The Management Team will also provide leadership and technical competency for resource mobilization and management.

Under each of the three Departments (Finance, Human Resources and Administration, and Programme Coordination), there shall be Programme Officers each responsible for a particular programme of the organization. Each of the Programme Officers shall be supported by various Programme Assistants and other staff retained as need may determine.

MYWO shall have a County Secretariat at each County in Kenya, being the technical secretariat of the organization at this devolved level, headed by the County Coordinator who shall; be at the rank of a Programme Officer. The County Coordinator will provide technical leadership for all programmes and projects within the County. The County Secretariats will also be staffed by a Field Officer specifically responsible for membership development, accounts personnel and field workers as need may determine.

During the implementation of this strategic plan, MYWO will seek to develop systematic institutional capacity for programme design and execution at the Constituency level. In this case, every Constituency will be required to have a Constituency Coordinator, being the technical professional staff member responsible for programme and project coordination and reporting to the respective County Coordinator. The Constituency Coordinator will work with members with various skills and competencies on the different constituency programmes and projects as need may arise. Membership involvement and participation in programmes and projects at the constituency level and ward level will be coordinated by elected officials at this level.

4.2.1 MYWO Secretariat Structure



4.3 MYWO's Capacity and Available Resources for Implementation

In order to implement this strategic plan over the planned period, MYWO will require substantive quantities and qualities of resources. The organization is buoyed by confidence that it has various reliable options for mobilizing the required resources. The planning process has taken due consideration of the various available options, and below are the most strategic to the successful implementation of this plan:

Membership: Many members of MYWO's have been involved in MYWO programmes and activities for several decades, mostly on voluntary basis. They are intimately aware of the efforts needed to effectively and efficiently implement programmes across the country. They will also be depended upon to put in office women leaders with ability and attitude to move MYWO to higher levels.

Representation in Decision-Making Structures: There has been agitation by members for MYWO leadership to always ensure that decision-making is participatory and members from different areas and levels are truly involved in programmes and activities. The success of MYWO's programmes over the next five years will depend on active and meaningful involvement and participation of its leaders at all levels.

Secretariat: MYWO will seek to develop well-staffed and functioning secretariats at national, county and constituency levels, which will be able to support national, county and constituency programmes and activities.

Donors: MYWO has funding partners who have a sustained interest in its ability to deliver on programmes that can improve the quality of life of Kenyan women. There are many more donors who have indicated interest in MYWO and have only been held back by the numerous institutional challenges. A reformed MYWO will be able to harness the goodwill of all these partners to support its implementation of this strategic plan.

Fixed Assets: MYWO has the unique advantage of being one of the very few civil society organizations with considerable fixed assets. The assets acquired over the last 58 years are able to cushion the organization against the vagaries of financial uncertainty.

Networks: MYWO has a good reputation as the women's organization with a national outreach. It is expected that this national presence shall continue to be sustained and provide the basis for realization of the goals and objectives of this strategic plan.

4.4 Results Framework

Impact	Outcome	Outputs	Activities
A strong, modern & well governed national women's civil society institution able to deliver programmes sustainably	Improved institutional capability with functional governance and administrative systems	Updated administrative policies and procedures	<ul style="list-style-type: none"> Develop Guidelines for officials-staff relationship that clarify roles and responsibilities of staff and elected leaders Development and implementation of comprehensive Standard Operations Procedures manuals
		Enhanced performance management system	<ul style="list-style-type: none"> Undertake Staff development and appraisal (pay scale, annual increments) Establish Predictable Remuneration system Formulate job descriptions and staff contracts Establish procedures for staff induction
		Reviewed governance systems and processes	<ul style="list-style-type: none"> Review administrative and governance structure Develop code of conduct for leaders and staff Institute Membership Development Program to ensure updated register, keeping in touch with members and finding out what they need to remain responsive to them. Support for meetings of organs of MYWO
		Enhanced financial systems and procedures	<ul style="list-style-type: none"> Develop an accounting manual Upgrade financial systems at local and national levels - procure modern accounting computerized packages Induct staff on upgraded financial systems Establish systems to ensure transparency – i.e., public review of expenditures (Quarterly and Annual Reports made public)
Women issues and participation effectively mainstreamed in social and economic development processes at national & local levels	Institutionalized involvement in women decision-making in local development mechanisms & processes	Enhanced Capacity for women to engage in decision making within local development structures	<ul style="list-style-type: none"> Training women on existing development structures Develop learning materials Organize official and structured meetings between women leaders and local development officials Organize learning sessions
	Improved livelihoods for women in communities	Enhanced access to basic education for 1million young girls in 47 Counties	<ul style="list-style-type: none"> Create and run bursary programmes Participate in advocacy for increased public spending on girl child Undertake publicity on girl child education Undertake campaigns against factors that bar access e.g. FGM, early marriages, sanitary towels etc
		Enhanced Capacity of 1 million women to engage in entrepreneurship	<ul style="list-style-type: none"> Create microenterprise grants schemes/revolving funds Initiate training programs for business skills for women Lobby financial institutions to provide access to credit
		Enhanced capacity of women in	<ul style="list-style-type: none"> Organize training workshops

		reproductive health rights and life skills	<ul style="list-style-type: none"> • Publish disseminate IEC materials
		Enhanced food security for 1 million women in 47 counties	<ul style="list-style-type: none"> • Provide agricultural credit/grant schemes • Lobby for agricultural subsidies • Promote agricultural conservation practices • Promote traditional foods • Support MWYO involvement in land reforms processes
		Active involvement of women in environment protection and conservation	<ul style="list-style-type: none"> • Promote awareness on climate change • Undertake studies on climate change • Support tree planting campaigns • Support water harvesting initiatives
Enhance the role of women in leadership and public policy processes	Critical mass of women in strategic leadership positions at different levels	Enhanced capacity of women in leadership	<ul style="list-style-type: none"> • Creation and support for young women's leadership clubs in schools • Mentoring activities for young girls
		Establishment of support mechanisms for women aspiring for positions	<ul style="list-style-type: none"> • Mainstream young women in MYWO in its governance and activities • Develop quotas for young women in different leadership positions in the constitution of MYWO • Develop peer support groups for women aspirants
		Improved public perceptions on women leadership	<ul style="list-style-type: none"> • Develop IEC materials • Develop documentaries • Support media programmes • Develop an award scheme for women/men supporting women leadership
		Active involvement of MWYO in national electoral processes	<ul style="list-style-type: none"> • Establishment of election observation mechanism • Networking with CSOs involved in election observation • Publishing/disseminating election observation reports
		Active involvement of women in devolved funds management structures (DFMS)	<ul style="list-style-type: none"> • Undertake studies on presence of women leaders in DFMS • Engagement meetings with policymakers of DFMS at national level • Sensitize women to take part in DFMS
	Enabling policy framework/environment for enhancement of women leadership	Body of policy research on women participation/leadership	<ul style="list-style-type: none"> • Develop research concepts • Commission research on particular issues • Disseminate findings
		Active engagement between MYWO leaders and decision-makers (Government, MPs etc) at national and international levels	<ul style="list-style-type: none"> • Holding quarterly policy dialogue meetings • Support for national/regional policy advocacy networks • Hold semi-annual forums with political parties • Support for MYWO's participation in regional and international policy meetings
		Active involvement of MYWO in	<ul style="list-style-type: none"> • Undertake studies on tracking implementation of new constitution

		implementation of provisions of affirmative action in the new constitution	<ul style="list-style-type: none"> • Hold meetings with target advocacy audiences • Lobby for appointment of women to bodies created by new constitution • Undertake/support strategic public litigation on constitutional interpretation
Sustainable national cohesion & peace with proactive intervention at local and national levels	Peace building and reconciliation prioritized in national development processes	Active involvement of MYWO in peace building, national healing and reconciliation interventions	<ul style="list-style-type: none"> • Holding national peace conferences • Holding reconciliation forums at grassroots level in 47 counties • Training and deployment of women peace building volunteer corps • Publish/disseminate IEC materials

Chapter 5: MONITORING & EVALUATION (M&E)

5.1 M&E Plan

Impact 1: A strong, modern & well-governed national women's civil society institution able to sustainably deliver programmes

Narrative summary	OVI	Data Source	Methods	Frequency	Responsibility
Outcome 1.0: Improved institutional capability with functional governance and administrative systems	Level of timely compliance of MYWO with statutory and constitutional obligations Positive stakeholder perceptions of MWYO's institutional capability	Audit reports Key informants (Donors, networking partners, members, government officials)	Document review Key informant interviews	Annual	Executive Director/PO
OUTPUTS					
1.1 Updated administrative policies and procedures	Changes in administrative practices Perceptions of stakeholders	Evaluation reports Staff, suppliers, members, clients	Document review Interviews	Quarterly	Finance officer
1.2 Enhanced performance management system	Level of staff output Level of job satisfaction	Staff appraisal reports Staff members	Review of reports Interview staff members	Semi-annually	ED
1.3 Reviewed governance systems and processes	Perceptions on inter staff-leaders relations Level of discipline within MYWO Quality of decisions of MWYO organs	Staff and leaders Annual reports of MYWO Minutes of MWYO organs	Interviews Review of reports and minutes	Semi-Annually	ED
1.4 Enhanced financial systems and procedures	Level of financial discipline Quality of financial reporting Perceptions on level of satisfaction by stakeholders	Financial reports Staff, suppliers, clients	Review of financial reports interviews	quarterly	Finance officer (FO)

ACTIVITIES					
<p>Output 1.1. Develop Guidelines for officials-staff relationship Development and implementation of comprehensive Standard Operations Procedures manuals.</p>	<p>Board of MYWO promulgates guidelines by end of year 1 One consultant hired to develop SOP manuals SOP manual approved by MWYO board by end of year one</p>	<p>Board minutes Consultancy contracts Ditto</p>	<p>Review of documents</p>	<p>Quarterly</p>	<p>ED</p>
<p>Output 1.2 Undertake Staff development and appraisal (pay scale, annual increments, Establish Predictable Remuneration system Formulate job descriptions and staff contracts Establish procedures for staff induction</p>	<p>Staff appraisal report ready every quarter Scheme of service of staff in place by end of 6 months Staff contracts in place by end of year 1 Guidelines on staff induction in place by end of year 1</p>	<p>Documents</p>	<p>Document review</p>	<p>Quarterly</p>	<p>ED/FO</p>
<p>Output 1.3 Review administrative and governance structure Develop code of conduct for leaders and staff Institute Membership Development Program to ensure updated register, keeping in touch with them and finding out what they need to remain responsive to the members Support for meetings of organs of MYWO</p>	<p>Consultant to undertake organizational development review contracted by end of March 2011 Revised organogram adopted by MYWO Board by 1st February 2011 Design of membership development program approved by MYWO board by end of March 2011 Membership development program reviewed annually Meetings of MYWO organs held as per constitution</p>	<p>Contracts, organogram, minutes of board, program documents</p>	<p>Review of documents</p>	<p>Quarterly</p>	<p>ED</p>

<p>Output 1.4 Develop an accounting manual Upgrade financial systems at local and national levels- procure modern accounting packages Induct staff on upgraded financial systems</p>	<p>Accounting manual approved by MWYO board by March 2011 Financial systems software procured and installed by March 2011 Financial systems and accounting manual reviewed annually Financial system workshop held by April 2011</p>	<p>Minutes, accounting manual, software, receipts, workshop report</p>	<p>Review of reports</p>	<p>Quarterly</p>	<p>FO</p>
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Impact 2: Women issues and participation effectively mainstreamed in economic development processes at national & local levels

Narrative Summary	OVI	Data Source	Methods	Frequency	Responsibility
<p>Outcome 2.1: Institutionalized involvement in women decision-making in local development mechanisms & processes</p>	<p>60% of women appointed to decision-making levels in the public sector Level of gender responsiveness of decision-making structures in public sector</p>	<p>Key government reports Key informants in government bodies</p>	<p>Review of reports Key informant interviews</p>	<p>Annually</p>	<p>PO</p>
<p>Outcome 2.2: Improved livelihoods for women in communities</p>	<p>Changes in development indices for women Changes in property held by women</p>	<p>UNDP human development report Kenya Domestic and Health Survey report</p>	<p>Review of documents</p>	<p>Annual</p>	<p>PO</p>
OUTPUTS					
<p>2.1. Enhanced Capacity for women to engage in decision making within local development structures</p>	<p>60% of success in engagement between women and target structures Perception of decision makers in target structures on capacity of women</p>	<p>Activity reports Decision makers</p>	<p>Review of reports Interviews</p>	<p>Quarterly</p>	<p>PO</p>
<p>3.1 Enhanced access to basic education for 1 million young girls in 47 counties</p>	<p>Changes in gender rations in target districts Completion rates for girls in target districts</p>	<p>Reports by education officers</p>	<p>Review of reports</p>	<p>Annually</p>	<p>PO</p>
<p>3.2 Enhanced Capacity of 1 million women to engage in entrepreneurship</p>	<p>% changes of women involved in entrepreneurship in target districts</p>	<p>Reports from ministry of trade Trade officers</p>	<p>Review of reports Interview trade officers</p>	<p>Annually</p>	<p>PO</p>

3.3 Enhanced capacity of women in reproductive health rights and life skills	Perception of women regarding their capacity levels Changes in uptake of reproductive health services/products in target districts	Women in target areas Health centers records Medical officers	Interviews Review of records	Semi-annually	PO
3.4 Enhanced food security for 1 million women in 47 counties	Changes in % of food insecure households in target areas Nutritional status of children	Government reports UNICEF reports Provincial administrators	Review of reports Interview provincial administrators	Semi-annually	PO
3.5 Active involvement of women in environment protection and conservation	Changes in status of environment in target districts Level of visibility of women in conservation activities	NEMA reports M&E reports NEMA district officers	Review of reports Interview	Semi-annually	PO
ACTIVITIES					
Output 2.1 Training women on existing development structures Develop learning materials Organize meetings between women leaders and local development officials Organize learning sessions	No of women trained through 40 workshops by MWYO by 2015 NO and variety of learning material produced by June 2011 20 meetings held successfully between women leaders and decision makers Learning sessions successfully held each quarter	Financial reports M&E reports Beneficiaries	Review of reports interviews	quarterly	PO
Output 3.1. Create and run bursary programmes Participate in advocacy for increased public spending on girl child Undertake publicity on girl child education Undertake campaigns against factors that bar access e.g. FGM, early marriages, sanitary towels etc	Amount of shillings committed to bursary fund each year 1 million girls benefit from fund 1,000 advocacy activities held 5,000 publicity materials produced on girl child education 50 campaign activities on girl child held	Financial reports M&E reports Beneficiaries of funds	Review of reports interviews	quarterly	PO

<p>Output 3.2 Create microenterprise grants schemes/revolving funds Initiate training programs for business skills for women Lobby financial institutions to provide access to credit</p>	<p>Amount of funds available each year for grants 30% of women benefiting from grants each year 200 women trained in 8 workshops each year 4 lobbying meetings held by MWYO and financial orgs each year</p>	<p>Financial reports Activity reports Beneficiaries</p>	<p>Review of reports Interviews</p>	<p>Quarterly</p>	<p>PO</p>
<p>Output 3.3 Organize training workshops Publish disseminate IEC materials</p>	<p>8 training workshops held each year attended by 200 women 5,000 IEC materials procured and produced</p>	<p>Financial reports Activity reports Beneficiaries</p>	<p>Review of reports Interviews</p>	<p>Quarterly</p>	<p>PO</p>
<p>Output 3.4 Provide agricultural credit/grant schemes Lobby for agricultural subsidies Promote agricultural conservation practices Promote traditional foods Support MWYO involvement in land reforms processes</p>	<p>Amount of funds available each year for grants 30% of women benefiting from grants each year 200 women trained in 8 workshops each year 4 lobbying meetings held by MWYO 50 campaign activities held on traditional foods 50 campaign activities held on land reforms</p>	<p>Financial reports Activity reports Beneficiaries</p>	<p>Review of reports Interviews</p>	<p>Quarterly</p>	<p>PO</p>
<p>Output 3.5 Promote awareness on climate change Undertake studies on climate change Support tree planting campaigns Support water harvesting initiatives</p>	<p>50 promotional activities held by MWYO One study published annually by MWYO on climate change Tree planting campaigns held annually in 47 counties 47 water harvesting initiatives supported in 47 counties annually</p>	<p>Financial reports Activity reports Beneficiaries</p>	<p>Review of reports Interviews</p>	<p>Quarterly</p>	<p>PO</p>

Impact 3: Women actively in leadership and public policy processes

Narrative Summary	OVI	Data Source	Methods	Frequency	Responsibility
Outcome : Critical mass of women in strategic leadership positions at different levels	30% of women in elected bodies (parliament, counties, political parties)	Government records	Review of government records	Annually	PO
Outcome 5: Enabling policy framework/environment for enhancement of women leadership	No of laws & policies changed/enacted Effect of policy changes on women leadership status	Kenya law reports and Kenya gazettes Media reports Academic writings Experts on women leadership	Review of reports and writings Key informant interviews	Annually	PO
OUTPUTS					
4.1 Enhanced capacity of women in leadership	1 million women exhibit skills in 100 institutions Perceptions of stakeholders on capacity of women leadership in 47 target counties	Trained women leaders Key officials in target institutions	Interviews	Semi-annually	PO
4.2 Establishment of support mechanisms for women aspiring for positions	Nature and quantity of resources available annually for supporting women 1 million women benefiting from these resources	M& E reports Beneficiaries	Review of reports Interviews	Quarterly	PO
4.3 Improved public perceptions on women leadership	Changes in perceptions of women leaders by the public	Opinion poll reports	Review of opinion polls	Semi-annually	PO
4.4 Active involvement of MWYO in national electoral processes	Accreditation of MWYO by electoral bodies from time to time No of electoral activities held by MWYO	M&E reports Reports of electoral bodies	Review of documents	Semi-annually	PO
4.5 Active involvement of women in devolved funds management structures (DFMS)	30% of women elected to DFMS Level of gender responsiveness of DFMSs in target areas	Reports of target DFMSs Managers of DFMSs	Review of reports Interviews	Semi-annually	PO
5.1 Body of policy research on women participation/leadership	2 studies conducted annually	Study reports Distribution reports	Review of reports	Semi-annually	PO

5.2 Active engagement between MYWO leaders and decision-makers (Government, MPs etc) at national and international levels	8 successful engagement activities held annually Changes in policies of decision-makers	M&E reports	Review of reports	Semi-annually	PO
5.3 Active involvement of MYWO in implementation of provisions of affirmative action in the new constitution	No of MYWO members elected pursuant to affirmative action provisions No of court cases filed by MWYO on enforcement of constitution	M&E reports Court records	Review of reports	Semi-annually	PO
ACTIVITIES					
Output 4.1 Creation and support for young women's leadership clubs in schools Mentoring activities for young girls	2 clubs opened in 47 counties annually 1 million girls participating in mentoring activities annually	Activity reports	Review of activity reports	Quarterly	PO
Output 4.2 Mainstream young women in MYWO in its governance and activities Develop quotas for young women in the constitution of MYWO Develop peer support groups for women aspirants	470 young women joining MWYO annually 47 young women elected to leadership positions in MYWO 8 peer support sessions held annually and attended by 500 women	Activity reports	Review of activity reports	Quarterly	PO
Output 4.3 Develop IEC materials Develop documentaries Support media programmes Develop an award scheme for women/men supporting women leadership	5,000 IEC materials developed and distributed annually 1 documentary produced and televised annually 4 radio and TV programmes aired annually One award scheme established and run annually	Activity reports Media monitoring reports	Review of activity reports	Quarterly	PO

<p>Output 4.4 Establishment of election observation mechanism Networking with CSOs involved in election observation Publishing/disseminating election observation reports</p>	<p>8 preparatory meetings held Accreditation of MWYO obtained by June 2011 141 observers recruited, trained and deployed by MWYO 8 networking activities held by MWYO Elections reports published by MWYO</p>	<p>Activity reports Financial reports Election officials</p>	<p>Review of activity reports Interviews</p>	<p>Semi annual</p>	<p>PO</p>
<p>Output 4.5 Undertake studies on presence of women leaders in DFMS Engagement meetings with policymakers of DFMS at national level Sensitize women to take part in DFMS</p>	<p>One study published annually 4 meetings held by MWYO with DFMSs annually 8 sensitization meetings held in 47 counties annually 5,000 IEC materials produced and distributed annually</p>	<p>Activity reports Financial reports DFMSs officials</p>	<p>Review of activity reports Interviews</p>	<p>Semi annual</p>	<p>PO</p>
<p>Output 5.1 Develop research concepts Commission research on particular issues Disseminate findings</p>	<p>Research concept prepared by June 2011 Research study published by December 2011 1,000 research reports distributed all media used in disseminating findings</p>	<p>Activity reports Financial reports</p>	<p>Review of activity reports</p>	<p>Semi annual</p>	<p>PO</p>
<p>Output 5.2 Holding quarterly policy dialogue meetings Support for national/regional policy advocacy networks Hold semi-annual forums with political parties Support for MYWO's participation in regional and international policy meetings</p>	<p>100 pple attend dialogue meetings per quarter MWYO staff participate in 2 network activities per quarter 100 pple attend forums with political parties semi-annually MWYO staff/officials participate in 8 network activities per year</p>	<p>Activity reports Financial reports</p>	<p>Review of activity reports</p>	<p>Semi annual</p>	<p>PO</p>

<p>Output 5.3 Undertake studies on tracking implementation of new constitution Hold meetings with target advocacy audiences Lobby for appointment of women to bodies created by new constitution Undertake/support strategic public litigation on constitutional interpretation</p>	<p>One study published each year 1,000 study reports distributed via TV media 2 meetings with NEC officials held per quarter 4 lobbying meetings held per year to lobby for women appointments 100 cases filed and litigated per year</p>	<p>Activity reports Financial reports Court records</p>	<p>Review of activity reports</p>	<p>Semi annual</p>	<p>PO</p>
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Impact 4: Sustainable national cohesion & peace with proactive intervention at local and national levels

Narrative Summary	OVI	Data Source	Methods	Frequency	Responsibility
<p>Outcome 6: Peace building and reconciliation prioritized in national development processes</p>	<p>No of peace building strategies/policies put in place/reviewed by government No of peace building programmes instituted/reviewed by government Level of funding for peace building and national reconciliation efforts</p>	<p>Review of government reports- budgets, president's speeches etc Key government officials</p>	<p>Review of government reports Key informant interviews</p>	<p>Annually</p>	<p>PO</p>
<p>Outcome 7: Improved structures and mechanisms for promotion of peace and national reconciliation</p>	<p>Level of delivery of peace and national reconciliation programmes Level of public participation in these structures</p>	<p>Reports of peace and reconciliation bodies Reports of civil society bodies involved in peace and reconciliation</p>	<p>Review of reports</p>	<p>Annually</p>	<p>PO</p>
OUTPUTS					
<p>6.1 Active involvement of MYWO in peace building, national healing and reconciliation interventions</p>	<p>8 successful interventions undertaken by MWYO annually Perceptions of stakeholders on involvement of MWYO</p>	<p>M&E reports Key stakeholders (government officials, CSO reps etc)</p>	<p>Review of M&E reports Key informant interviews</p>	<p>Semi-annually</p>	<p>PO</p>

6.2 Strategic engagement between MYWO and key policymakers	8 successful engagement meetings held by MWYO each quarter Policy changes effected	M&E reports Key policymakers	Review of M&E reports Key informant interviews	Semi-annually	PO
7.1 Enhanced advocacy by MWYO on government's support for Agenda 4	2 advocacy activities undertaken successfully per quarter by MWYO 1,000 advocacy materials produced by MWYO per year All media used by MWYO per year for advocacy	M&E reports Media reports	Review of reports	Semi-annually	PO
7.2 Women actively engaged in peace structures/mechanisms	60% of women taking part in peace structures decision-making 60% of women making submissions to target structures	M&E reports	Review of reports	Semi-annually	PO
ACTIVITIES					
Output 6.1 Holding national peace conferences Holding reconciliation forums at grassroots level in 47 counties Training and deployment of women peace building volunteer corps Publish/disseminate IEC materials	1 peace conference held annually and attended by 1,000 delegates 47 county forums attended by 100 pple held quarterly 200 women trained and deployed by end of December 2011 5,000 IEC materials produced and distributed via all media outlets	Activity reports Financial returns IEC distribution reports Beneficiaries	Review of reports Interviews	Quarterly	PO

<p>Output 6.2 Holding peace policy dialogues on a quarterly basis with target audiences Holding national conferences Support participation of MYWO in regional and international forums Lobbying for election of MWYO in national bodies related to peace building and national reconciliation</p>	<p>Meeting with 50 pple held per quarter National conference attended by 1,000 delegates held each year NEC officials of MWYO participate in 4 regional international conferences annually 4 lobbying meetings held per year</p>	<p>Activity reports Financial returns Beneficiaries</p>	<p>Review of reports Interviews</p>	<p>Quarterly</p>	<p>PO</p>
<p>Output 7.1 Commission Track studies implementation of Agenda 4 Items related to peace Publish/disseminate IEC materials Support media programmes</p>	<p>One study published per year 1,000 study reports distributed and disseminated via all media outlets 5,000 IEC materials produced and distributed via all media outlets 2 radio/TV programmes produced per quarter</p>	<p>Activity reports Financial returns IEC distribution reports Beneficiaries Media reports</p>	<p>Review of reports Interviews</p>	<p>Quarterly</p>	<p>PO</p>
<p>Output 7.2 Support MYWOs involvement in provincial administration peace structures Support for TJRC- publicizing hearings, enabling women draft memoranda, obtain observer status in hearings, engage legal counsel to attend hearings on behalf of MYWO Support for National Cohesion Commission- undertake joint activities etc</p>	<p>8 activities held by MWYO officials with provincial administration 4 activities held by MWYO with TJRC 47 women assisted in preparing memoranda 47 MWYO observers attend TJRC hearings 4 activities held by MWYO officials with National Cohesion Commission</p>	<p>Activity reports Financial returns TJRC and National Cohesion Commission officials Beneficiaries Media reports</p>	<p>Review of reports Interviews</p>	<p>Quarterly</p>	<p>PO</p>

5.2 Monitoring and Evaluation (M&E) Arrangements

The M&E system of MYWO will seek to provide the organization with tools and procedures for tracking activities, assessing the extent to which results at different levels are being achieved and analyzing impacts. The process will also contribute to the process of assessing the organization's efficiency and effectiveness. The process will not only focus on technical aspects but also financial performance in an integrated manner. Underlying the system will be the principles of participation and institutional learning.

The M&E system of MYWO will constitute the following components:

5.2.1 Data collection and analysis tools

The Monitoring and Evaluation Plan (MEP) will be the principal tool for project M&E process, whereas the budget will form the basis of financial M&E. The MEP will guide the entire process, by stipulating the nature of data to be collected, the frequency and means of collection, persons responsible for the exercise. Activity plans (monthly, quarterly and annual) will constitute the key tools for tracking the implementation process. The means of collection will dictate the kind of tools to be developed for the actual collection exercise (e.g. observation checklists, questionnaires, FGD checklists, key informant questionnaires).

5.2.2 Baselines

Prior to project implementation, MYWO will ensure that it collects the relevant baseline information for purposes of setting benchmarks and measuring indicators. Baselines information will be obtained through surveys and review of secondary information (e.g. existing human rights and status of women reports, opinion poll surveys, evaluation reports etc).

5.2.3 Reporting system

Activity reports will comprise the bedrock of MYWO's reporting system. It will be the responsibility of the respective programme officer to ensure that each activity is meticulously documented. A standard activity report will include the plan, summary of proceedings, what was accomplished, conclusion (lessons learnt), recommendation and action plan (if necessary). Staff conducting M&E visits will be expected to write reports based on the checklists developed for that purpose. Activity and M&E reports will be compiled into quarterly reports. Similarly, the finance officer will compile monthly reports into a quarterly report, with narratives detailing the financial plan for the period, expenditure trends, variances and reasons thereof, as well as projections for the subsequent period.

5.2.4 Evaluations

MYWO will organize processes aimed at assessing the extent to which programme objectives were achieved and the impacts arising thereof. The evaluations will be organized at the activity level, to gauge the effectiveness of the activity using very simple and participatory techniques. The findings of this evaluation will be compiled into the activity report. On a quarterly basis, the programme officer will organize evaluation sessions at the secretariat level to assess the implementation of quarterly activities and assess the achievement of outputs. Semi-annual and semi-annual evaluation sessions will assess the achievement of objectives and impacts. An external evaluation of MWYO's programmes will be done at the end of the strategic plan period to evaluate impacts.

5.2.5 Learning platform

The M&E process is aimed at contributing to organizational learning and improvement of MYWO's institutional memory. For this reason, M&E findings will be widely disseminated to the public at large through the website. An interactive site will be hosted on MYWO's website to provide for space where key lessons learnt during the implementation of this programme can be shared and subjected to debates. The various evaluation reports will be stored and hopefully will be used to support a future documentation process and academic inquiry into the current phase of the constitutional review process.

5.2.6 Institutional framework

The Executive Director (ED) of MYWO will be primarily responsible for the operations of the M&E system. However, the finance officer and respective programme officers will ensure that the system is operational at right from activity level. Findings of the M&E activities will be subjected to discussions by staff at monthly meetings, where issues that merit management intervention will be highlighted and acted upon by the ED. The quarterly programme (financial and technical) reports (and issues relating to the M&E system) will be presented by the ED to the Management team, Executive Committee and Council meetings for policy guidance and strategic direction. Annual reports will be presented to the MYWO general assembly for adoption, where issues requiring fundamental change in policy or institutional framework of the organization will be dealt with. Alongside these internal processes, MYWO will submit reports to its external partners and engage with them over issues that may merit policy or strategic interventions.

Chapter 6: TRANSITION TO THE NEW STRATEGY

6.1 MYWO's Transition Plan

REQUIRED ACTION	RATIONALE/DESCRIPTION	OUTCOME / OUTPUT	TIMELINE
Adoption of Strategic Plan	For the Strategic Plan to be implemented, it needs to be adopted by the highest policy making organ in the organization. This is because a new strategic plan will fundamentally change the strategic direction of the organization and this is the exclusive mandate of the Governing Council.	Formal adoption by the top organ in the organization to operationalize the plan.	A special AGM to be convened soon before the end of 2010.
Adoption of new organizational structure	During the Strategic Planning process, it was found that the current Structure is not suitable for the implementation of the new plan. Certain organs need to be restructured while others need to be created for optimum results in implementation of the Strategic Plan.	A suitable structure that responds to the demands of the new organizational strategy.	To be done at the AGM as above.
Realignment of programmes	Some programmes were found to be either not adding value to the overall organizational mandate, or not properly organized with the right approach, strategy and human resources to produce the desired results.	A strategic fit for the organization in service delivery. Improved effectiveness and efficiency	The will be done by the MYWO management once the new strategy has been adopted.
Fundraising for new Strategy	The new strategy has many new programmatic areas that were developed and found to be critical in contributing to the overall organizational mission. The organization's success within the planning period will be the sum total of the successes in the programmes that are contained in the strategic plan. We hope to secure core funding for the organization to be able to achieve what we set out to achieve in the plan.	Sufficient resources to successfully implement the new Strategic Plan.	On-going.
Human Resource Rationalization	With the significant changes in the programmatic portfolio of the organization, it is important to match the new strategy with the required skills, knowledge and attitudes to achieve the desired results. This may call for supplementary training or additional staff.	The right sets of skills, knowledge and attitudes to implement the MYWO programmes successfully.	A capacity building programme to be developed as part of the OD interventions that follow the adoption of the plan.

Internal Policy Review	The organizational capacity assessment that was conducted prior to the commencement of the strategic planning process revealed that there were certain key policies that were either outdated or totally non-existent. These will need to be developed/updated urgently to facilitate proper internal institutional functioning.	Comprehensive up-to-date policies that provide guidelines for different aspects of the organization.	To start immediately since this is not tied to the new strategy.
Constitutional Amendments e.g. Steering Committee; Establish County/Constituency teams; establish new administrative units.	During the planning process, members proposed certain far-reaching institutional changes that required constitutional changes. These can only take effect if they are entrenched in the constitution of MYWO. They included creation and changes to organs under the constitution as well as redefinition of roles of others.	Institutional changes are supported by the MYWO constitution.	To be done by the AGM when it is convened.
Redefinition of MYWO's Administrative Units	To continue enjoying the benefits of close collaboration with the government and devolved structures, MYWO shall redefine its branches to be in sync with the new counties created under the new constitution. These changes shall take effect in the next scheduled national elections.	Independent administrative units for MYWO with clear criteria.	As soon as the constitutional amendments are effected.
Grassroots elections and elections.	Elections are a constitutional requirement and must be held periodically as prescribed by the constitution. However, the changeover to the new structure under the new plan will be delayed until the next scheduled elections in 2011.	New office-holders to be elected in accordance with the new administrative and representation units as established under the new constitution.	During the scheduled elections in 2011.
Other Organizational Development (OD) Interventions.	Following the changes that will be occasioned by the adoption of the new strategy, it is necessary to create the necessary institutional capacity to ensure prudent management of MYWO's resources, good relationships with the various publics, positive public image, and effective implementation of the programmes.	A healthy and focused organization that is ready to fulfill its mandate. A framework to address weaknesses that were identified under the organizational capacity assessment.	Starting immediately on a continuous basis.
Restructuring the Board of Trustees.	It has become necessary to recast the Board of Trustees to reinforce its fiduciary role and reduce its involvement in management of the organization.	A committed Board of Trustees that is independent and removed from day-to-day managerial duties of the organization.	When the constitutional amendments will be done.

Chapter 7: RESOURCE NEEDS

ITEM	Personnel cost	YEAR 2011	YEAR 2012	YEAR 2013	YEAR 2014	YEAR 2015	TOTAL
A. PERSONEL COST	794,227,085	106,728,000	128,073,600	153,688,320	184,425,984	221,311,181	794,227,085
Chief Executive Officer	31,254,720	4,200,000	5,040,000	6,048,000	7,257,600	8,709,120	31,254,720
Programmes & Coordination mgr	13,394,880	1,800,000	2,160,000	2,592,000	3,110,400	3,732,480	13,394,880
Head of Finance/Finance mgr	17,859,840	2,400,000	2,880,000	3,456,000	4,147,200	4,976,640	17,859,840
HR & Admin. Mgr	8,929,920	1,200,000	1,440,000	1,728,000	2,073,600	2,488,320	8,929,920
Programmes officers	42,863,616	5,760,000	6,912,000	8,294,400	9,953,280	11,943,936	42,863,616
Programmes assistant	14,287,872	1,920,000	2,304,000	2,764,800	3,317,760	3,981,312	14,287,872
Public Relations/Communication Officer	5,357,952	720,000	864,000	1,036,800	1,244,160	1,492,992	5,357,952
Legal Officer	6,697,440	900,000	1,080,000	1,296,000	1,555,200	1,866,240	6,697,440
Accountant	18,752,832	2,520,000	3,024,000	3,628,800	4,354,560	5,225,472	18,752,832
Internal Auditor	6,697,440	900,000	1,080,000	1,296,000	1,555,200	1,866,240	6,697,440
Accounts Assistants-counties	104,926,560	14,100,000	16,920,000	20,304,000	24,364,800	29,237,760	104,926,560
Administration Assistant	10,715,904	1,440,000	1,728,000	2,073,600	2,488,320	2,985,984	10,715,904
Office Assistant	4,464,960	600,000	720,000	864,000	1,036,800	1,244,160	4,464,960
Driver	8,929,920	1,200,000	1,440,000	1,728,000	2,073,600	2,488,320	8,929,920
County Coordinators	209,853,120	28,200,000	33,840,000	40,608,000	48,729,600	58,475,520	209,853,120
Field workers	104,926,560	14,100,000	16,920,000	20,304,000	24,364,800	29,237,760	104,926,560
Staff pension fund	76,797,312	10,320,000	12,384,000	14,860,800	17,832,960	21,399,552	76,797,312
Staff benefit	107,516,237	14,448,000	17,337,600	20,805,120	24,966,144	29,959,373	107,516,237
Sub-total	794,227,085	106,728,000	128,073,600	153,688,320	184,425,984	221,311,181	794,227,085
B. DIRECT PROJECT OPERATING COSTS	95,605,866	15,660,000	17,226,000	18,948,600	20,843,460	22,927,806	95,605,866
Rent contribution to 47counties	68,865,528	11,280,000	12,408,000	13,648,800	15,013,680	16,515,048	68,865,528
Office utilities	2,197,836	360,000	396,000	435,600	479,160	527,076	2,197,836
Communication	3,663,060	600,000	660,000	726,000	798,600	878,460	3,663,060
Stationery	1,465,224	240,000	264,000	290,400	319,440	351,384	1,465,224
Local transport	1,465,224	240,000	264,000	290,400	319,440	351,384	1,465,224
Equipment maintenance	1,465,224	240,000	264,000	290,400	319,440	351,384	1,465,224

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Motor vehicle maintenace & fuel cost	14,652,240	2,400,000	2,640,000	2,904,000	3,194,400	3,513,840	14,652,240
Motor vehicle Insurance	1,831,530	300,000	330,000	363,000	399,300	439,230	1,831,530
C.CAPITAL EXPENDITURE	29,300,000	29,300,000					29,300,000
Computers	3,000,000	3,000,000	-	-	-	-	3,000,000
Scanners	500,000	500,000	-	-	-	-	500,000
Printers	750,000	750,000	-	-	-	-	750,000
LCD projector & PAS	400,000	400,000	-	-	-	-	400,000
Standby generator	150,000	150,000	-	-	-	-	150,000
Motor vehicle	18,000,000	18,000,000	-	-	-	-	18,000,000
Chairs	300,000	300,000					300,000
working stations	1,500,000	1,500,000					1,500,000
Motor BIKES	4,700,000	4,700,000					
D) PROJECT COST							
I. Capacity & Institution Development	2,407,217,212	331,075,500	391,064,500	465,901,300	555,705,460	663,470,452	2,407,217,212
Finance and administration	48,730,000	10,170,000	9,640,000	9,640,000	9,640,000	9,640,000	48,730,000
Capacity development	15,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
Repositioning and rebranding	1,845,000	1,845,000	-	-	-	-	1,845,000
Establishment of oversight committee	2,320,439,712	311,820,000	374,184,000	449,020,800	538,824,960	646,589,952	2,320,439,712
Monitoring and Evaluation	21,202,500	4,240,500	4,240,500	4,240,500	4,240,500	4,240,500	21,202,500
II. Social & Economic Development	707,446,700	132,548,700	160,467,000	115,027,000	101,657,000	197,747,000	707,446,700
Women engagement in decision making in local development	233,680,000	56,000,000	56,000,000	40,560,000	40,560,000	40,560,000	233,680,000
Enhanced access to basic education	70,341,700	28,181,700	10,540,000	10,540,000	10,540,000	10,540,000	70,341,700
Women engagement in entrepreneurship	48,160,000	16,580,000	16,580,000	5,000,000	5,000,000	5,000,000	48,160,000
Enhanced capacity of women in reproductive health	106,160,000	21,232,000	21,232,000	21,232,000	21,232,000	21,232,000	106,160,000
enhanced food security for women	35,875,000	7,175,000	7,175,000	7,175,000	7,175,000	7,175,000	35,875,000
active participation in environmental conservation	115,800,000	1,880,000	8,280,000	1,880,000	1,880,000	101,880,000	115,800,000
sustainable national cohesion and peace with proactive intervention	31,120,000	-	22,620,000	8,500,000	-	-	31,120,000
strategic engagement between MYWO and policy makers	21,690,000	1,100,000	7,010,000	5,830,000	5,830,000	1,920,000	21,690,000
Enhanced advocacy by MYWO on govt support for agenda no.4	38,280,000	-	8,460,000	11,740,000	9,040,000	9,040,000	38,280,000
Women actively involved in peace building	6,340,000	400,000	2,570,000	2,570,000	400,000	400,000	6,340,000
III leadership & public policy advocacy	388,395,000	53,320,000	44,045,000	211,010,000	40,010,000	40,010,000	388,395,000
Enhanced capacity of women in leadership	100,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000
Support mechanism for women aspiring for positions	10,000,000	-	-	10,000,000	-	-	10,000,000

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Improved public perception on women leadership	74,610,000	15,730,000	14,720,000	14,720,000	14,720,000	14,720,000	74,610,000
Active involvement of MYWO in national election process	161,000,000	-	-	161,000,000	-	-	161,000,000
Active involvement of women DFMS	42,785,000	17,590,000	9,325,000	5,290,000	5,290,000	5,290,000	42,785,000
							-
TOTAL Direct Project cost in shs.	4,422,191,863	668,632,200	740,876,100	964,575,220	902,641,904	1,145,466,439	4,422,191,863
add (8% Overhead cost)	353,775,349	53,490,576	59,270,088	77,166,018	72,211,352	91,637,315	353,775,349
GRAND TOTALS	4,775,967,212	722,122,776	800,146,188	1,041,741,238	974,853,256	1,237,103,754	4,775,967,212

