

A Safe Space to Rise and Thrive

# Strategic 2025 - 2027





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# Strategic Plan

2025 - 2027

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# Acronyms

CBO Co	mmunity Based Organization
M&E Mo	onitoring and Evaluation
PBO Pu	blic Benefit Organization
PGN Pir	nk Genderwatch Network
SGBV Se	xual and Gender Based Violence
SSV Su	rvivors of Sexual Violence
SSV Su	urvivors of Sexual Violence
VAWG Vio	plence against Women and Girls
WHRD Wo	omen Human Rights Defenders
WKF Wa	angu Kanja Foundation

## Founder's statement

The founding of Pink Genderwatch Network was heavily inspired by my collective experiences as a survivor of child sexual abuse, psychologist and a woman human right defender. For many years I have worked in the community as a volunteer, I have seemed to find a sense of fulfilment every time I am able to contribute to situations where people are able to overcome painful experiences and pursue justice. My particular inclination has been towards empowering women and girls since they are more vulnerable to violence. The formation of Pink Genderwatch Network therefore provided me a platform where i could work with other like-minded gender champions for wider impact.

This 2025–2027 strategic plan therefore embodies a collective thought process, vision and roadmap that PGN will pursue over the next 3 years in pursuit for healing, justice and empowerment for women survivors of sexual gender based violence and those under judicial probation. The plan is our commitment to improve our capacity, the quality of our interventions, scale our program reach and better our relationship with other stakeholders.

This plan further reaffirms our commitment to the provisions of Chapter Four of the Constitution of Kenya 2010—with respect to women—on the Bills of Rights which provides for the safeguarding of the rights of all persons. More specifically, the bill recognises the inherent dignity of every person and the right to have that dignity respected and not be subjected to any form of violence, whether physical or psychological.

This strategic plan is therefore our rallying call to different stakeholders for solidarity, partnership and support towards ending all forms of violence against women and girls not just in Kiambu and Muranga but everywhere across the globe.

Alice Karanja

**Executive Director** 

### Partner's Statement

The development of this strategic plan is a big score to Pink Genderwatch Network and its stakeholders. It heralds a new more deliberate and strategic approach to work. Plus, it could not have come at a better time considering the rising wave of sexual violence against women and girls and femicide that has rocked the country over the past one year.

As partners and allies of PGN, we will be keen at looking at this strategic plan for collective actions, strategies and learning. It is also evident that the strategic plan has provided PGN with a clearer sense of purpose and direction. The plan also provides hope for better program outcomes for SSV and women under judicial probation who are the primary beneficiaries of PGN's programs.

Importantly, the plan provides the different categories of stakeholders a better partnership and collaboration framework. Viva Pink Genderwatch Network!



# Acknowledgements

The development of this inaugural strategic plan would not have been possible without the generous support of Feminist Opportunities Now and the Wangu Kanja Foundation. On the same strength, we would like to thank the following people for their contribution to the preparation of this strategic plan; members of Kiambu SGBV Technical Working Group, Survivors of Sexual Violence Network in Kiambu, WHRD Hub and the special team at Pink Genderwatch Network. Lastly, we appreciate the consultancy team, Empresario Consulting Ltd, for their patience and insight. We finally have a roadmap and can clearly see where we're headed!



# **Executive Summary**

This inaugural strategic plan document illustrates Pink Genderwatch Network's roadmap for advocating against sexual and gender based violence and transformative reintegration of women on judicial probation for the period 2025–2027. The plan has been developed through a mixed methodology approach that was both participatory and consultative–involving PGN team and other key stakeholders over a two-month period.

The plan highlights PGNs strategic direction in terms of vision, mission, core values, approaches and key result areas. It provides a contextual analysis of PGN's internal and external environment, thematic focus, strategies and activities for the next three years. It recognizes the systemic and structural complexities of both SGBV and women's disproportionate experience of justice outcomes.

This plan is therefore focused on:

- Enhancing prevention and response to sexual violence through survivor support and collective actions.
- ii. Supporting the successful reintegration of women on judicial probation by providing tailored services, including education, vocational training, mental health support and community based initiatives, aimed at empowering these women to rebuild their lives, reduce recidivism and contribute positively to society.
- iii. Fostering sustainable institutional growth and development by enhancing organizational capacity, improving operational efficiency, and strengthening leadership, governance, and human resources while ensuring the institution's long-term effectiveness, adaptability and impact in achieving its mission.

The Plan recognizes that there are more opportunities than ever before to promote gender transformative actions and protect women from gender violence and discrimination.



# 1.0 Introduction

#### 1.1 About Pink Genderwatch Network

We are a women – led grassroots organization committed to supporting both women and girls survivors of sexual abuse and women on judicial probation through the healing, justice and community reintegration processes. The organization was founded in 2020 and registered as a Community Based Organization (CBO) with the department of Social Development on the 12th of February 2020. We work within three sub counties in Kiambu County; Kiambu, Thika and Kikuyu sub counties respectively. We envision a society where women's rights, realities and dignity are respected and upheld.

#### 1.2 Objectives of the strategic planning process

The rationale for coming up with this strategic plan was informed by the organisations need to among others:

- i. Clarify its purpose and desired future goals
- ii. To promote alignment across different program areas and teams, ensuring that everyone is working towards the same goals
- iii. To provide guidance for informed decisions about resource allocation and operational activities

#### 1.3 About the Strategic Plan Development Process

The process of coming up with this document was both participatory and consultative. The ideas are therefore home-grown and practical. The process allowed for the participation of Pink Gender Network's programme beneficiaries, volunteers and strategic partners. An external consultant was involved to support the process through facilitation, expert analysis of findings, refining strategies and documentation.



# 2.0 Our Strategic Direction



#### 2.1 Vision

A society where women's rights, realities and dignity are respected and upheld.



#### 2.2 Mission

To advocate against any form of gender based violence and champion transformative reintegration of women on judicial probation through empathy and empowerment.



#### 2.3 Values

We are committed to building a strong organizational culture and ethics. We therefore put a high premium on our values, these include;

- **Genuineness** We remain committed to fostering honesty, transparency and intentionality in our operations and decision-making processes.
- **Compassion** We are keen on championing inclusive societies through acts of unconditional love, healing, inclusion and non-discrimination.
- Autonomy We have ingrained in all our programs aspects that promote and empower program beneficiaries to be able make informed choices and have power over them. Some of these approaches include survivor-centred and gender sensitive approaches.
- Privacy and Confidentiality We take it upon ourselves to ensure that our work does not negatively expose our program beneficiaries or information about them.



#### 2.4 Thematic Focus

a. Sexual Gender Based Violence Management – According to a report by the National Syndemic Disease Control Council (NSDCC), Kiambu County reported 137 new cases of Sexual and Gender-Based Violence (SGBV) in 2024, accounting for 34 per cent of all cases reported nationally. The report further highlighted an eight-fold surge in SGBV cases not only in Kiambu but across the country, with cases rising from 2,466 in 2016 to 20,053 in 2023.

PGN employs a comprehensive approach to SGBV management which allows us to tailor our activities to respond to SGBV prevention, protection, response, empowerment and accountability. Our services embody both the principles of survivor-centeredness and gender-sensitive approaches to GBV case management.

b. Reintegration of women on judicial probation – We recognize that women offenders often face unique challenges and circumstances. There is therefore a need to ensure that community sanctions are designed with the needs of women in mind and addressing the root causes of crime that disproportionately affect women. In line with the Bangkok rules, and in consideration to non-custodial measures for women offenders in Kenya, PGN

has adopted a gender-sensitive lens to address the gender disproportional experiences faced by women on judicial probation and facilitate their reintegration to community life-reducing the stigma and discrimination that these women may face after serving their terms.

c. Institutional growth and development - We are keen at continuously enhancing both our members and organizational capacities to be able to measure up to the many dynamics that define our work and context and deliver on our areas of focus with great efficacy.



#### 2.5 Our Approach

- a. Descriptive approach We employ storytelling and oral interviews to understand better our beneficiaries lived experiences, concerns and aspirations in a detailed, personal and narrative driven manner. We understand that people's stories, and personal accounts are invaluable in shaping collective action against sexual gender based violence. We acknowledge that this approach is instrumental in building community trust and empowering the survivors and allows for a deeper understanding of survivors needs, and the social dynamics that contribute to SGBV.
- b. Partnerships and collaboration We acknowledge that the gravity of the issues we are dealing with are beyond the means of any single organization. We also recognize that there are already organizations working on different aspects of the same issues using different approaches. We are therefore keen on leveraging the different stakeholder contributions and sharing learnings and successes
- c. Evidence-based advocacy—We appreciate that while the primary focus of our interventions is to provide prevention and response to SGBV and to address the gender disproportional challenges of women on judicial probation, we need to gather factual information on the cases, identify patterns, analyse emerging trends, conduct research and present findings to be able to influence decision makers, policies and practices. We are therefore keen on leveraging on case documentation, research and literature reviews to ensure policies are more responsive to the actual needs of our target beneficiaries. We will be able to demonstrate the effectiveness of our programs through data—driven advocacy.
- d. Gender-sensitive and Survivor-centred approaches We recognize that both women survivors of SGBV and those on judicial challenges often face disproportional challenges compared to their male counterparts. These challenges are largely personal thus the need to provide support that promotes their dignity, autonomy and choices.
- e. Continuous monitoring, evaluation research and learning We are keen on continuously assessing the effectiveness of our programs and interventions through feedback mechanisms, regular collection and analysis of data to understand evolving challenges, and incorporate new insights to improve practices with regards to SGBV management and reintegration programs.



#### 2.6 Primary Target Audience

Whereas our overarching goal is to contribute to the security of all women and girls, we acknowledge that women and girls' predisposal to violence is unequal. For the next 3 years, PGN, based on internal reports and different statistics from other sources, have identified the following categories of women as its primary target audience:

- i. Women Survivors of Sexual Gender Based Violence
- ii. Women on Judicial Probation
- iii. Teenage Mothers



#### 2.7 Target Areas

Pink Gender Network will work within three sub counties in Kiambu County

Kiambu, Thika and Kikuyu sub-counties respectively.



#### 2.8 Our Achievements over the last 4 years

- Conducted counselling for over 300 women survivors of sexual violence.
- Trained over 300 women on financial literacy.
- Supported the formation of 15 survivor support groups.
- Supported the successful reintegration of 100 women who have served judicial probation.
- Great collaboration with a wide range of stakeholders including CSOs, Court Users Committees, Gender Technical Working Groups and duty bearers to champion the implementation of policies that support women's rights.
- Direct reach to over 10,000 people with our community outreach activities.
- Consistent participation in national and international observances and campaigns that promote women rights; 16 Days of Activism, the Day of African Child, the Day of the Girl Child, International Women's Day and Worlds AIDS day.



#### 2.9 Major Limitations include,

- i. Weak at resource mobilization and proposal writing.
- ii. We do not have our own office space or equipment.
- iii. We lack in-house experts in legal matters and professional counsellors.
- iv. Our members experience psychological and emotional burnout due to handling of many distressing cases
- v. Financial constraints to meeting both programs and administrative functions.
- vi. Case drop outs due to longer judicial processes

# 3.0 Contextual Analysis

#### 3.1 Internal Context

The aim of this internal assessment is to enable PGN to be able to get a clear understanding of an organization's current capabilities, allowing for more informed strategic planning and decision-making.

	What is working well	Strategic response
1.	Existing strategic partnerships and collaborations with key stakeholders	Periodic review of stakeholders
2.	Expertise in program areas-professional counsellors, paralegals and community organizers	Continuous knowledge and skill development of staff.  Need-based recruitment
3.	Shared leadership and teamwork	Role definition and strategic deployment
4.	Existence of internal policies(human resource, procurement and safeguarding policy)	Periodic reviews to align with program and operational needs
	Areas of Improvement	Strategic response
1	Inadequate infrastructure (office space and equipment)	Fundraising Leverage partners' support
2	Capacity building-knowledge and skills	Develop and operationalize a capacity development plan
3	Weak documentation and reporting	Develop SOPs for reporting and documentation.  Train staff on reporting and documentation  Development of MERL framework



#### 3.1.1. PGN's Governance Model

This structure illustrates how communication, roles and responsibilities are distributed and flow within the organization. In line with the recommendations under this strategic plan, PGN will review its structures to include an advisory board and provide for more focus on functions rather than power. In so doing, it will employ the distributed leadership model – and give more emphasis on collaboration, empowerment, and collective action to achieve organizational goals.



#### 3.2 External Context

We are cognisant of the role that our external environment plays to either promote or limit our mission. In this strategic plan, we employed the STEEPLE tool which allowed us to reflect on the social, technological, economic, environmental, political, legal and ethical issues that could impact on our work in one way or another.

Factor	Opportunities	Strategic Response			
Political	Political goodwill to address GBV Existing strong GBV policy framework Existing multi-sectoral Working Groups on GBV	Strengthen relations with key institutions and influencers Advocate for implementation of laws and policies			
Economical	Poverty and economic dependence	Leverage private sector partnerships Explore government support through affirmative action funds Livelihood support for program beneficiaries			
Socio-cultural	Increased community awareness and involvement in addressing SGBV. Community support and goodwill.	Continuous awareness raising. Promote community involvement and feedback			
Technological	Leveraging technology and digital space, use of social media and online space for campaigns and advocacy.	Increase online engagements and visibility			
Environment & Health	Multi Stakeholder support for public health initiatives (e.g., mental health awareness, counselling, SGBV awareness) that align with PGN's mission.	Explore strategic alliances Adapt programs to respond to intersectional environmental realities			
Legal	Reforms in the justice systems (establishment of SGBV courts and gender desks) Availability of robust laws and policies Available data on sexual violence perpetrators.	Awareness raising Explore strategic alliances capacity build members on existing frameworks			
Factor	Threats	Strategic Response			
Political	Global politics-funding cuts by the USA More VAWG occur during elections	Explore alternative resource mobilization opportunities Advocacy for judicial accountability Awareness raising			
Economic	Rising cost of living making it harder for beneficiaries to achieve financial independence High unemployment rates leading to increased dependency on financial support Shrinking donor support	Support women through economic empowerment programs. Link women to government opportunities through affirmative action funds			

Social	Rigid gender norms that discriminate on women and harmful practices like FGM. Rising cases of femicide, honour killings and organs trading where most victims are women. More cases of women being convicted for crimes of passion.	Awareness raising and male engagement Legal aid support Psycho-social support Engagement with male champions			
Technical	Rise in technology facilitated gender based violence targeting women and activists. Limited access to modern technology and digital skills among beneficiaries.	Digital security training for activists Monitoring and reporting cyber violence			
Environmental	Rising public insecurity( including climate change)	Champion gender-sensitive infrastructural development (e.g street lighting)			
Legal	Weak enforcement of GBV laws, leading to continued violence and impunity. Bureaucratic and technical processes that delay administration of justice Putative regulatory framework for CBOs	legal aid support Awareness raising Lobby for SGBV courts in Kiambu Advocate for full implementation of Bangkok agreement Lobby for the review of the CGRA			

#### 3.3 Stakeholders

This section illustrates our understanding of our stakeholders in terms of their roles and expectations. This analysis allows PGN to be able to make decisions on who is able to impact or be impacted with its programs and therefore who to align with for better outcomes.

	Stakeholder	Role of the stakeholder	Stakeholders expectation from us	Our organization's expectation from Stakeholder	Current stakeholders
1	Survivors of Sexual Violence	Primary Beneficiaries	Access to safe spaces, economic empowerment,	Active participation, feedback and commitment to	Teenage mothers Women survivors of sexual violence
2	Women on judicial probation		psychosocial support, legal assistance, Safety and security.	program objectives	Women on judicial probation
3	Law enforcement	Act as Primary point of contact for survivors, investigate reported cases, ensuring victim safety.	Mobilization, awareness and community engagement	Strengthening GBV response mechanisms Law enforcement Professionalism Collaboration	National Police Service National Government Administrative Officers Probation department Judiciary

4	Legal institutions; Judiciary	Access to justice, protection of survivors, legislation and policy development.	Mobilization, awareness and community engagement	Strengthening GBV response mechanisms Fair and timely handling of survivors cases, provide survivors with protection, enforcement of law, provision of alternative justice for women on probation, support legal dialogue day to empower collaboration	Police stations Makongeni, Kiandutu and Thika police station gender desks. Kiambu police station, Kikuyu police station & Kingeero police station (Kabete) Probation departments Thika probation, Kiambu probation & Kikuyu probation Law courts Thika high courts and Kikuyu court.
5	Community members and leaders	Mobilization, awareness and community engagement	Inclusive engagement, economic support and respect for cultural dynamics	Active participation, feedback	Teen mothers, Women and girls in learning institutions.
6	Donors and Development partners	Funding, mentorship and capacity building.	Programs implementation, impact reporting and financial accountability.	Financial support; grants and partnerships, Offer specialized and technical support for programs provide campaigns on SGBV	None
7	Health facilities practitioners and counsellors	Medical and mental support for GBV survivors	Proper case documentation and collaboration. Timely referrals and patient confidentiality	Ensure timely medical examination and treatment to survivors Proper medical documentation to support legal action, Collaboration Accessible and affordable health services	Thika level 5 hospital (comprehensive care unit) Kiandutu Health Centre Ruiru level 4 hospital Kabete subcounty hospital

#### 3.4 Change Theory



#### **CURRENT SITUATION**

- Rise in SGBV, femicide, intimate partner violence, economic violence against women and girls and insufficient access to psychosocial, medical and legal support.
- Kiambu is leading nationally with SGBV cases.
- Women on judicial probation face stigma and discrimination and lack safe spaces for healing and empowerment.
- Inadequate internal institutional capacity to implement programs effectively



#### WHAT CHANGE LOOKS LIKE

- Communities that are gender aware and committed to ending VAWG
- Commitment from key stakeholders to offering timely and comprehensive support to SGBV survivors
- Gender-sensitive outcomes for women serving non-custodial sentences
- Reduced recalls of women on judicial probation to custody
- Strong and vibrant collaborations among gender justice actors



#### **OUR STRATEGIC APPROACH**

 Gender-sensitive and survivor-centred programming; Evidence-based advocacy; Partnerships and collaboration; Continuous monitoring, evaluation, research and learning



#### **OUR KEY ACTIVITIES**

- Targeted knowledge and awareness raising on gender justice and SGBV
- Provide psychosocial, legal and safe space support for survivors of sexual violence
- Policy advocacy- advocate for gender sensitive laws
- Facilitate social reintegration of women under judicial probation
- Provide psychosocial support and counselling for women on judicial probation
- Create safe spaces and support groups for program beneficiaries
- Linkages to employment opportunities, housing and follow ups for women on judicial probation
- Build strategic partnerships with key stakeholders for collective actions



#### **ACTIVITY OUTCOMES**

- Increased community awareness and support for women rights
- · Increased reporting of SGBV cases
- Timely and decisive justice outcomes for SSV
- Increased collective active actions among gender justice stakeholders
- Reduced cases of stigma and discrimination against SSVs and women on judicial probation
- Increase in number of women survivors who have achieved self-reliance, participating in economic and social activities



#### **IMPACTS**

- · Increased community awareness and support for women rights
- Decrease in SGBV cases
- · Full implementation of the Bangkok rules and Moodi Awori's Taskforce report
- · More gender justice networks formed both at the county and national levels

This section presents an elaborate results framework developed to facilitate effective delivery, monitoring and evaluation of the results and interventions under the three results areas. The same will be supported with detailed activities to be elaborated in annual implementation plans.

Key	Result Area 1:	Sexual Gender Based Violence Management						
Stra	ategic Objective 1:							
Outcomes:		Survivors are able to rebuild their lives, seek justice and thrive.  Enhanced capacities of individuals, organizations, communities and governments to prevent and respond to sexual violence  Best practices for different actors intervening on sexual violence						
Stra	ategies:	Key Activities	Output Indicators	Perform	nance Ta	rgets		Indicative
				2025	2026	2027	Total	Budget (Kshs.) '000
1	Prevention	Awareness and sensitization ( dialogues, barazas, social media, radio)	No. of community outreaches held	4	3	4	11	550
		Strategic stakeholder consultation forums	No. of stakeholder consultation forums held with key stakeholders	4	3	6	13	650
2	Response	Referrals and linkages	No of .successful referrals and follow ups done	180	180	240	600	300
		Rapid response for survivors of SGBV	No. of successful rapid responses done	48	48	70	166	249
		Facilitate safe spaces and peer support groups for survivors of SGBV	No. of complete safe spaces and support groups created	36	42	60	138	276
		Monitoring, documenting and reporting	No. of cases monitored and documented	240	240	320	800	400
		Hotline for reporting SGBV	Operational hotline for SGBV case reporting	-	-	1	1	100
		Psycho-social support for beneficiaries	No. of beneficiaries receiving psycho-social support	180	150	250	580	1,160
		Training of SGBV referral pathways actors	No. of key SGBV referral pathways actors trained	1	1	1	3	300
		SGBV Survivors reintegration	No. of survivors reintegrated.	4	3	5	12	300
3	Advocacy	Advocacy campaigns-, policy reforms and awareness creation	No. of awareness creation sessions held, attendees	4	4	4	12	500
		In atauat and A	No. of policy reforms influenced	1	0	0	-	0.50
		Institutional Accountability-petitions	No. of petitions delivered	1	2	2	5	250

4	4 Strategic collaborations	Participation in key national & county level committees addressing SGBV	No. of SGBV cases referred	4	4	4	12	360
	and partnerships	Conduct courtesy visits	No. of joint advocacy and campaigns conducted	1	2	1	4	200
		Referrals of SGBV cases	No. of courtesy visits	6	6	6	18	90
		Conduct joint advocacy campaigns and community outreaches	No. of committees participated in	12	12	12	36	300
		Quarterly gender sector working group meetings	No. of SGBV TWG meetings attended	4	4	4	12	360

Key F	Result Area 2:	Reintegration of women who are on jud	licial probation					
Strate	Strategic Objective 2: To support the successful reintegration of women on judicial probation by providing tailored services, including education, vocational training, mental health support, and community based initiatives, aimed at empowering these women to rebuild their lives, reduce recidivism and contribute positively to society.							
Outco	mes:	A decrease in the re-offending rate amo	ong women on judicial probation					
		Improved mental health and well-being	for women on judicial probation					
		Women successfully reintegrated into t	heir communities, with enhanced relationships and red	luced stig	gma			
		Improved collaboration between probat on judicial probation.	ion officers, social workers, local organizations, and th	e commi	unity to s	upport re	integrati	on of women
Strate	egies:	Key Activities	Output Indicators	Performance Targets			Indicative	
				2025	2026	2027	Total	Budget (Kshs.) '000
1	Beneficiary support	Counselling services	No. of Counselling sessions and feedback received.	36	24	24	84	168
	services	Establishment of community support groups	No. of support groups formed, attendees	3	3	4	10	50
		Referrals and Follow ups	No. of successful referrals and feedback	150	72	180	402	201
		Community reintegration	No. of successful reintegration and feedbacks	150	72	180	402	402
		Capacity building trainings for economic empowerment	No. of trainees, training mules	2	2	2	6	600
2	Advocacy	Awareness creation	types of advocacy engagements and No. of engagements held	1	1	-	2	200
		Research and documentation	Reports published and documentations undertaken	1	1	1	3	300
		Stakeholder engagements	Key stakeholders engaged	2	3	2	7	350

Key	Result Area 3:	Institutional Growth and Development						
Stra	itegic Objective 3:		o foster sustainable institutional growth and development by enhancing organizational capacity, improving operational efficiency, and trengthening leadership, governance, and human resources, ensuring the institution's long-term effectiveness, adaptability, and impact in chieving its mission.					
Out	comes:	Enhanced organizational capacity						
		Improved operational efficiency						
		Stronger leadership and governance						
		Enhanced financial management and reso	ource mobilization strategies					
		Strengthened institutional culture						
Stra	ntegies:	Key Activities	Output Indicators	Perfo	mance T	argets		Indicative
				2025	2026	2027	Total	Budget (Kshs.) '000
1	Systems	Trainings on areas of programs and	No. and areas of trainings	2	2	2	6	300
	strengthening	operations (e.g resource mobilisation, ICT, leadership, stakeholder engagement)	No. of participants					
		Development of key standard operating procedures (resource mobilisation strategy, risk management strategy)	Key SOPs developed and operationalized	1	1	1	3	300
		Mentorship and exchange programs	Best practices learnt	1	1	1	3	150
		Debriefs and team building	No. of sessions held and commitments made	1	1	1	3	150
		Fiscal statutory compliance (KRA, Registering body)		1	1	1	3	60
		Annual fiscal audits	Annual audited reports; financial and narrative reports	1	1	1	3	150
2	Publicity and	Website development	Website running and user engagements	-	1	-	1	100
	documentation	Development of communication strategy	Communication efficiency and targets			1	1	200
		Social media engagements	Increase in engagements Feedback	1	1		3	150
		Branding & IEC materials	No. and type of IEC material distributed and feedback	1	1	1	3	300

3	MERL	Review of governance model	Adoption of recommendations	-	1	-	1	100
		Performance appraisals and feedback mechanisms	Appraisal reports	1	1	1	3	50
		Risk management	Risk analysis report and interventions	1	-	-	1	50
		Development of annual action plans	Annual review templates and reports	1	1	1	3	150
		Strategic plan Mid-term review	Strategic Plan Mid-term review report	-	1	-	1	150



#### Pink Genderwatch Network

(+254) 0721 584 157 / 0114 412 043

pinkgwatch2020@gmail.com

f pinkgwatch2020



