



Together we can

# Strategic Plan

2025 - 2027







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# Acronyms

|                  |                                                |
|------------------|------------------------------------------------|
| <b>CBO</b>       | Community Based Organization                   |
| <b>CREAW</b>     | Center for Rights Education and Awareness      |
| <b>CRVPF</b>     | Children's Rights and Violence Prevention Fund |
| <b>CUC</b>       | Court Users Committee                          |
| <b>DC</b>        | Defenders Coalition                            |
| <b>FON</b>       | Feminist Opportunities Now                     |
| <b>GBV</b>       | Gender Based Violence                          |
| <b>GVRC</b>      | Gender Based Violence Recovery Centre          |
| <b>GGS</b>       | Greenland girls School                         |
| <b>MERL</b>      | Monitoring, Evaluation, Research and Learning  |
| <b>PBO</b>       | Public Benefit Organization                    |
| <b>PHR</b>       | Physicians for Human Rights                    |
| <b>SGBV</b>      | Sexual Gender Based Violence                   |
| <b>SRH</b>       | Sexual and Reproductive Health                 |
| <b>SSV</b>       | Survivors of Sexual Violence                   |
| <b>WHRD -HUB</b> | Women Human Rights Defenders Hub               |
| <b>WKF</b>       | Wangu Kanja Foundation                         |
| <b>WMI</b>       | Wanawake Mashinani Initiative                  |
| <b>MVC</b>       | Mabatini Vac Cluster                           |
| <b>IEC</b>       | Information, Education and Communication       |
| <b>MYWO</b>      | Maendeleo ya Wanawake Organization             |

## Statement from the Executive Director

The Wanawake Mashinani Strategic Plan is more than a document—it is a bold commitment to the empowerment of girls and advancement of women at the grassroots level. It is a testimony to the resilience I have had for years, ingenuity, and unwavering determination of the women who are the heartbeat of our communities.

As Executive Director of WMI, I have had the privilege of witnessing firsthand the transformative power of women. Their stories of resilience—filled with aspirations, perseverance, and the drive for change—have shaped every strategic goal, every initiative, and every vision outlined in this plan. From bustling market kiosks to the quiet resilience in remote villages, their voices echo a collective call for economic empowerment, education, and leadership opportunities.

The development of this strategic plan was not merely an analytical exercise; it was a journey of listening, collaboration, and co-creation. It is rooted in the lived experiences of the women we serve, ensuring that their wisdom and agency drive the change they envision. This plan translates their realities into actionable strategies that will create sustainable impact—fostering economic independence, expanding access to education, and strengthening leadership capacities.

At Wanawake Mashinani Initiative, we are not just implementing a strategy—but we are championing a formidable movement of grassroots women. A movement that uplifts women, amplifies their voices, and ensures they are at the forefront of shaping their futures and destinies. This plan is our shared roadmap, a declaration of intent, and a reflection of our unwavering passion and commitment to equity, justice, and lasting transformation.

Together, we will turn aspirations into achievements, challenges into opportunities, and dreams into realities. This is not just a strategy; it is a promise. A promise to empower, uplift, and create a future where every woman has the tools and opportunities to thrive.

**Beatrice Karore**  
Executive Director



## Statement from the Head of Programs

Working on the strategic plan for Wanawake Mashinani Initiative (WMI) has been more than just a task. It has been a journey of growth, learning, and deep reflection. It has pushed me to think beyond day-to-day activities and really focus on the bigger picture: What kind of impact do we want to create? How do we sustain our work in the long run? How do we ensure that the women we serve receive the support they truly need?

On a personal level, this process has stretched me in ways I didn't expect. It has challenged me to be more strategic, to see opportunities where I once saw limitations, and to believe even more in the power of community-driven change. It has made me realize that building something sustainable takes time, patience, and a clear vision.

For WMI, this strategic plan is more than just a document—it is a commitment. A commitment to the women who trust us with their stories, their struggles, and their dreams. It is a promise that we are here for the long haul, that we are working towards something bigger than ourselves, and that every step we take is intentional. Being part of this process has been both humbling and empowering, and it has reinforced my passion for this work. I am excited for what lies ahead and am grateful for the opportunity to be part of shaping the future of WMI.

**Margaret Ajengo**  
Programs Manager

## Acknowledgement

The process of developing this strategic plan came with a lot of learning, relationship building and reflections for us. Special thanks to the Wanawake Mashinani Initiative, board members, staff, members and volunteers for the many hours of brainstorming. We cannot be grateful enough to Feminist Opportunities Now (FON) and Wangu Kanja Foundation (WKF) for the support that made this process possible. Much thanks to Empresario Consulting Ltd for the patience and guidance. We are certain that this strategic plan will definitely herald a new organizational cultural awakening for WMI. Thank you all.



## Executive Summary

**Wanawake Mashinani Initiative** was founded in 2010 and registered in 2011 as a Community Based Organization to build an agency against the rising cases of violence against women and girls within the informal settlements of Nairobi by challenging the structural and systematic barriers to gender equality, women peace, security and health.

In this inaugural strategic plan, WMI has established a roadmap that it will endeavor to pursue during the strategic plan years of 2025, 2026 and 2027. The plan highlights its strategic direction in terms of vision, mission, objectives and guiding principles. It also captures its thematic focus and defines the strategies, activities, results frameworks and change theory.

This strategic plan is a product of a mix of participatory approaches including co-creation workshops, group discussions, key informant interviews, literature review and brainstorming sessions. The strategic plan development process provided for assessments of both the internal and external context of WMI's work. It also examined the interests of various stakeholders and provides a value proposition for each stakeholder category.

The plan will be delivered through five key results areas, namely; ***Gender Based Violence Management, Women Peace and Security, Women Civic Participation, Women Health and Wellbeing, Institutional Growth and Development***

The uniqueness of the WMI's interventions will lie in its ability to adapt its programs to emerging environment realities without compromising on its values and quality of outcomes.



# 1.0 Introduction

## 1.1 About Wanawake Mashinani Initiative

We are a grassroots women-led community Based organization (CBO) committed to the fight against gender based violence and promotion of women peace and security in Kenya. The organization was founded in 2010 and registered in 2011 as a Community Based Organization. We currently work in the informal settlements of Mathare, Mlango Kubwa ,Pangani, Ruaraka, Kamukunji, and Fuata Nyayo, in Nairobi, Kenya.

## 1.2 Objectives of the strategic planning process

We expect that this strategic plan will be useful to WMI by:

- i. Defining our Strategic Direction: Establishing clear, measurable goals and priorities that will guide WMI's efforts to combat gender-based violence (GBV) and empower women and girls within our communities.
- ii. Strengthening our Internal Capacity: Strengthening WMI's internal structures, leadership, and operational processes to improve service delivery, ensure transparency accountability and increase the organization's ability to respond to emerging challenges.
- iii. Providing us a framework for securing Sustainable Resources: Support in the development of diverse strategies for funding, including partnerships, donor engagement and community-based support, ensuring financial stability for long-term program impact.
- iv. Scaling our Reach and Expanding Impact: Identifying new opportunities to increase the scale of WMI's programs, aiming to directly impact a larger number of vulnerable women and girls each year.
- v. Building Collaborations and Partnerships: Actively seeking and strengthening partnerships with local and international organizations, government bodies, and community stakeholders to create a network of support and amplify the collective impact.

## 1.3 Process of developing the Strategic Plan

The process of developing this strategic plan was both participatory and consultative. The plan embodies the input of various stakeholders including our program beneficiaries, staff, management, board and key stakeholders. An external consultant, Empresario Consulting Ltd, was engaged with the support of Wangu Kanja Foundtion and Feminists Opportunities Now to support with reviewing the draft document.

The process involved conducting an organizational capacity assessment with the help of an external consultant, training of WMI staff on strategic plan development, literature reviews, key informant surveys, focused group discussions, brainstorming sessions, analysis and validation of information, document reviews and compilation of the final draft.

## 2.0 Organizational Profile



### 2.1 Vision

A GBV free society



### 2.2 Mission

To champion for a justice culture, within informal settlements in Nairobi, where women, girls and children enjoy their full rights and potentials through comprehensive support, capacity development and advocacy.



### 2.3 Our Values

We hold strongly that to achieve our vision and mission we will need to promote an organizational culture which embodies the following principles:

- **Integrity** - We uphold the highest ethical standards in all our actions, ensuring that we are honest, transparent and accountable in decisions and practice.
- **Empathy** - We listen, we understand, and we care. Every survivor's journey is different, and we provide a safe space where they feel supported and valued.
- **Commitment** - We provide continuous support to survivors, advocate for policy changes and work towards eliminating all forms of GBV within our community.
- **Honesty** - We engage in an open, truthful manner, fostering trust and ensuring that all communications are clear and sincere.
- **Equality and non-discrimination** - We are committed to creating spaces and practices that are inclusive and non-judgmental.
- **Teamwork** - We believe in the power of collaboration, working together across teams and with our partners to achieve our shared goals and create lasting change.



### 2.4 Our Focus

#### • Gender-Based Violence (GBV) Management

Gender-Based Violence (GBV) is a worrying concern in informal settlements in Kenya, Nairobi included. Notable drivers include factors like economic instability and gendered power imbalances. Different reports indicate that women and girls are disproportionately affected with GBV. One research study of women in the Kibera slum in Nairobi, for example, points out that 86% of women reported some form of GBV (Swart, 2012).

WMI employs a comprehensive approach to GBV management which allows it to look into the spectra of GBV prevention, protection, response, empowerment and accountability. We have tailored our services to embody the principles of survivor-centered approach to GBV case management. In particular, our strategy is focused on the empowerment of survivors and



their communities, monitoring, documenting, reporting, referral, linkage, follow up and advocacy on GBV issues.

- **Women Peace and Security**

According to, 'Demand better security for women in Nairobi's slums' report by Peace Women, violence is rampant in all of Nairobi's slum settlements and women are particularly hard hit. The report further reveals that violence against women is widespread and goes largely unpunished because of ineffective policing in Nairobi's slums and informal settlements. Whether physical, sexual or psychological, the ever-present threat of violence looms large in all their lives. At home, at work or on the street, women and girls are at risk of violence at the hands of gangs, family members, employers and government security personnel. There is nowhere they can escape to for safety and security.

- **Women Civic Participation**

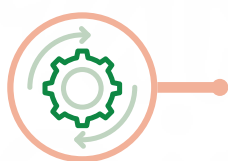
Despite boasting of a robust legal framework for participation of women in the civic space, Kenya remains one of the lowest ranking countries in the region when it comes to women's participation in the civic space and politics (UN Women Kenya, 2023). WMI believes that it will take women's meaningful participation in key decision making processes for any meaningful change in concerns around gender equality and equity to be realized. We therefore undertake to encourage women to show up in public discourses, support women for leadership positions and champion for fair play in all democratic processes.

- **Women Health & Wellbeing**

Whereas both women and men have an equal right to live healthily, they do have different health-care needs. Women in Kenyan informal settlements face significant health challenges, including higher rates of infectious and chronic diseases, violence, and limited access to sanitation and healthcare, often exacerbated by precarious livelihoods and gendered care burdens. WMI is keen on promoting access to reproductive health, holistic mental health services and products, and mental health support for women and girls experiencing situations of crisis within Nairobi's informal settlements.

- **Institutional Development and Growth**

We are keen on 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.



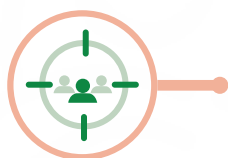
## 2.5 Current approaches

- **People-centered** – Our services are designed with the beneficiaries' interest in mind. We are equally committed to ensure that our engagements leave our program beneficiaries more empowered thereafter.
- **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.

- **Advocacy** – We appreciate that while the primary obligation over our focus issues lies with the government, citizens have an equal share of responsibility not just to hold the government accountable but to be active participants in upholding, defending and protecting rights. We are therefore keen on processes that promote information sharing, civic awareness, policy reforms, institutional accountability and power sharing.
- **Periodic Monitoring, Evaluation, Research and Learning** – We are keen on employing scientific methods towards informing our program work. We envisage regular progress tracking through structured MERL frameworks, including community feedback, impact assessments, and performance indicators.
- **Adaptability and sustainability** – We have adopted resilient programmatic practices to ensure that our operations can continue even against the background of resource limitation.



## 2.6 Target groups

We have identified the following women and girls categories as most affected or at risk of gender violence and insecurity. Over the next 3 years, WMI will give primary attention to:

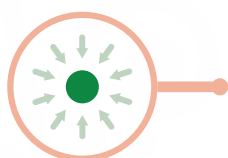
- Women survivors of gender-based violence,
- Teenage mothers in need of economic, and psychosocial support.
- Women who abuse drugs,
- Sex workers
- Women domestic workers and,
- Women immigrants.



## 2.7 Current geographical coverage

Our programs will be majorly focused in:

- Kiamaiko, Ngei, Huruma, Mabatini, Hospital, Mlango Kubwa, Utalii, Eastleigh, Pangani and Landi Mawe wards spread within Nairobi County.



## 2.8 Our impact and achievements over the last three years

- Successful collaborations and partnerships  
We have been able to gain goodwill and support from across different stakeholders including the community, duty bearers and a host of stakeholders within the areas where we work.
- Disaster Response  
We have been able to respond to disasters of floods and demolitions by offering financial and psycho- social support to over 800 women survivors of GBV in the 2024 period. The support was spread in the wards of Mathare,



Mlango Kubwa, Hospital, Mabatini, Ngei, Huruma, Kiamaiiko, part of Mathare 4A, Babadogo and Korogocho.

c. Establishment of Teenage Mothers and Boys Safe Spaces

In partnership with Mabatini Vac Cluster, we have established (10) teen mothers' safe spaces in Mathare 4A, Ruaraka Constituency and 20 safe spaces in Mathare constituency. Each safe space has a holding capacity of up to 25 teen mothers daily and houses 150 young women weekly.

In addition to this, we have also established 10 boys' safe spaces in Mathare where 30-45 boys can meet, share and learn and 20 school clubs managed by group leaders and focal point teachers.

d. Entrepreneurship Skill Development

We partnered with Family Health Options of Kenya in an entrepreneurship program to equip 70 young girls, aged 13-16 yrs with essential business skills to enhance their economic engagements and reduce their vulnerability to exploitative situations.

e. Back to School Enrolment Program for Teenage Mothers

We have mobilized and enrolled 97 young women and teen mothers back to school. This has been made possible in partnership with Greenland Girls High School in Kiserian, Kajiado.



## 2.9 Our Theory of Change

Our programmes are underpinned by a theory of change that provides for a basis of how the programme's strategies, approaches and interventions will contribute to the intended outcomes and impact. The following diagram depicts the theory of change for our proposed interventions.



## 3.0 Contextual Analysis

### 3.1 Internal Context

This section highlights our strengths areas and areas of improvement. We keen on leveraging our strengths and mitigating our vulnerabilities over the next 3 years.

|   | What is working well                                                                                                            | Strategic intervention                                                                                                                                                                    |
|---|---------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Committed and passionate team                                                                                                   | Support staff development and motivation programs                                                                                                                                         |
| 2 | Great networking and partnership skills                                                                                         | Set and periodically review networking goals and priorities<br>Participate in initiating and organizing joint events                                                                      |
| 3 | Strong leadership and a common sense of purpose                                                                                 | Develop a strong orientation and team onboarding practice.<br>Encourage shared responsibility and team work                                                                               |
| 4 | Programs align well with beneficiary interests                                                                                  | Put in place program feedback mechanisms<br>Conduct periodic needs analysis reviews                                                                                                       |
| 5 | Ability to adapt to operational context – both internally and externally                                                        | Periodic organizational and program-based capacity assessments<br>Empower program beneficiaries to manage dependency                                                                      |
|   | Area of Improvement                                                                                                             | Strategic response                                                                                                                                                                        |
| 1 | Inadequate office space and resources                                                                                           | Prioritize resource mobilization towards getting adequate office space and resources.<br>Leverage referral of survivors to other partners<br>Realign program work for virtual operations. |
| 2 | Inadequate human resource and capacity (especially in paralegalism, social enterprise, financial management & digital security) | Periodic capacity development of staff and volunteers on key program and operation areas                                                                                                  |
| 3 | Inadequate operating procedures to support programs and operations                                                              | Prioritize development of key policies.                                                                                                                                                   |
| 4 | Uncertainty over programs sustainability                                                                                        | Capacity building staff of corporate development, communication and public relations.                                                                                                     |
| 5 | Weak MERL practices                                                                                                             | Staff training<br>Development and operationalization of a MERL framework                                                                                                                  |
| 6 | Inadequate funding (including weak grants seeking skills)                                                                       | Develop a resource mobilization strategy<br>Capacity building on resource mobilization                                                                                                    |
| 7 | Irregular implementation of programs                                                                                            | Enhance fundraising and develop a sustainability plan<br>Proper Budgeting practices<br>Streamline Focus areas                                                                             |

### 3.2 External Context

We assessed how the external environment impacts on our work by pairing an analysis of our opportunities and threats with the PESTEL analysis – and considered what we need to put in place as a response to the analysis.

| Focus area     | Opportunities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Threats                                                                                                                                                                                                                                                                                                                                                                                                        | Strategic response                                                                                                                                                                                                                                        |
|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Political      | <ul style="list-style-type: none"> <li>Government support for women's empowerment and GBV prevention through policies and funding.</li> <li>Opportunities to partner with county and national government programs for funding and policy influence.</li> </ul>                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>Political instability including elections-related tensions affecting program implementation.</li> </ul>                                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>Leverage support from government institutions.</li> <li>Undertake political risk assessment on programs</li> </ul>                                                                                                 |
| Economic       | <ul style="list-style-type: none"> <li>Climate change affecting livelihood projects (e.g., farming, small businesses) run by women.</li> <li>Growing interest in women-led entrepreneurship and social enterprises that WMI can tap into.</li> <li>Potential for partnerships with corporate organizations and NGOs offering grants and funding for gender-focused programs.</li> <li>Access to microfinance institutions and skills development programs for women and young people</li> </ul> | <ul style="list-style-type: none"> <li>Rising cost of living makes it harder for beneficiaries to achieve financial independence.</li> <li>Limited funding opportunities due to economic downturns or shifting donor priorities.</li> <li>High unemployment rates leading to increased dependency on financial support.</li> <li>Delay in funding approvals and policy changes.</li> </ul>                     | <ul style="list-style-type: none"> <li>Explore applying for affirmative action funds offered by the government.</li> <li>Consider making joint proposals with like-minded organizations</li> <li>Consider investing in climate resilient IGAs.</li> </ul> |
| Socio-cultural | <ul style="list-style-type: none"> <li>Increased public awareness of gender-based violence, mental health, and economic empowerment, leading to more community engagement.</li> <li>Rising support from male allies and community leaders in addressing GBV and women's empowerment.</li> <li>Growing youth and women networks that can be mobilized for mentorship and advocacy.</li> </ul>                                                                                                    | <ul style="list-style-type: none"> <li>Deep-rooted gender norms and stigma that prevent women from speaking out against GBV.</li> <li>Risk of victim-blaming attitudes discouraging survivors from seeking help.</li> <li>Increase in mental health issues due to GBV, poverty, and unemployment.</li> <li>Health crises (e.g., pandemics, outbreaks) disrupting programs and community engagement.</li> </ul> | <ul style="list-style-type: none"> <li>Targeted population interventions.</li> <li>Intergenerational and cross-gender engagements</li> </ul>                                                                                                              |

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                 |
|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Technological          | <ul style="list-style-type: none"> <li>• Digital platforms (social media, online fundraising, mobile banking) that can enhance awareness, fundraising, and service delivery.</li> <li>• Use of virtual training and mentorship programs to reach a wider audience.</li> <li>• Access to data-driven decision-making tools for tracking progress and measuring impact.</li> </ul>                                                        | <ul style="list-style-type: none"> <li>• Digital divide limiting access to online learning and financial services for some beneficiaries.</li> <li>• Risk of cyberbullying and online harassment targeting women and activists.</li> <li>• Limited access to modern technology and digital skills among beneficiaries.</li> </ul> | <ul style="list-style-type: none"> <li>• Digital security training.</li> <li>• Leverage social media for programming and advocacy.</li> <li>• Leverage technology for data, information and communication management</li> </ul> |
| Environmental & Health | <ul style="list-style-type: none"> <li>• Climate change and environmental conservation programs that promote green businesses and sustainable livelihoods for women.</li> <li>• Public health initiatives (e.g., mental health awareness, reproductive health education) that align with WMI's mission.</li> <li>• Collaboration with health institutions and organizations for better service delivery to survivors of GBV.</li> </ul> | <ul style="list-style-type: none"> <li>• Extreme Climatic conditions such as Floods contributing to increased cases of GBV</li> <li>• Extreme weather conditions affecting livelihood projects</li> </ul>                                                                                                                         | <ul style="list-style-type: none"> <li>• Consider programming around the intersection between GBV and climate change.</li> <li>• Strengthen GBV climate change early warning signs</li> </ul>                                   |
| Legal                  | <ul style="list-style-type: none"> <li>• Existing laws and frameworks (e.g., Sexual Offenses Act, Protection against Domestic Violence Act) that can be leveraged for advocacy.</li> </ul>                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>• Weak enforcement of GBV laws, leading to continued violence and impunity.</li> <li>• Bureaucratic and technical processes that delay administration of justice</li> </ul>                                                                                                                | <ul style="list-style-type: none"> <li>• Enhance policy advocacy through lobbying, litigations and campaigns</li> </ul>                                                                                                         |

### 3.3 Stakeholders Analysis

By conducting this stakeholder analysis, will be able to locate individuals and institutions who have some interest or influence over it programs for the purposes of engaging with them successfully.

| Stakeholder                 | Stakeholder expectation from us                                                         | Our organization's expectation from Stakeholder                                                                                        | Current stakeholders                                                                                                                                                                                                         | Strategic response                                                                                                                          |
|-----------------------------|-----------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Beneficiaries</b>        | Clear communication<br>Fair treatment and support<br>Empowerment<br>Intermediate        | Participate in programs<br>Provide feedback                                                                                            | Women survivors of gender-based violence, Teenage mothers in need of economic, and psychosocial support, Women who abuse drugs, Sex workers, Women domestic workers and Women immigrants.                                    | Consider beneficiary feedback in programming<br>Conduct beneficiary needs assessment before onboarding                                      |
| <b>Community</b>            | Focus on specific local issues<br>Awareness and sensitization<br>Leadership and support | Participate and support programs<br>Provide feedback                                                                                   | Kiamaiko, Ngei, Huruma, Mabatini, Hospital, Mlango Kubwa, Utalii, Eastleigh, Pangani and Landi Mawe wards in Nairobi County.                                                                                                 | Clear communication<br>Increase community engagements                                                                                       |
| <b>Duty bearers</b>         | Partnership and collaboration<br>Awareness and sensitization                            | Respect, defend and promote human rights<br>Effective service provision<br>Exercise accountability<br>Partnership and collaboration    | National Police Service<br>National Government Administration Officers<br>National and County Gender Officers<br>Department of Children<br>Nairobi Gender Based Violence Recovery Center                                     | Strategic alliances<br>Oversight<br>Referrals and follow ups                                                                                |
| <b>CSOs</b>                 | Partnership, collaboration and networking<br>Joint campaigns                            | Partnership, collaboration and networking<br>Joint campaigns                                                                           | CREAW, WKF, SSV Network<br>Defenders Coalition, WHRD Hub, Mabatini Vac Cluster, WBW, Physicians for Human Rights, Wild Feminists, CRVPF, Inuka Ni Sisi, Nairobi AGPP Cluster, KARA, Search for Common Ground and Haki Africa | Periodic stakeholder analysis<br>Stakeholder management plan<br>Joint fundraising                                                           |
| <b>Private Sector</b>       | Open markets<br>Promote public order and security                                       | Respect for human rights<br>Support local human rights initiatives<br>Partnership and collaboration<br>Support sustainability projects | None at the moment                                                                                                                                                                                                           | Explore leveraging strategic private sector partnerships<br>Understand interest of local private sector actors in relation to program areas |
| <b>Development partners</b> | Demonstrate impact<br>Accountability for funds<br>Reporting progress                    | Understand our mission and goal<br>Open communication<br>Feedback and collaboration<br>Linkage and referrals                           | Children's Rights and Violence Prevention Fund<br>Wangu Kanja Foundation                                                                                                                                                     | Fundraising strategy<br>Effective compliance mechanisms                                                                                     |

3.4 WMI Organization Structure



### 3.5 Strategic Plan Implementation Framework

This implementation framework provides the different strategies, activities, targets and funding level necessary for meeting the thematic objectives which WMI will pursue over the next three years.

| Key Result Area 1:     |            | Gender Based Violence Management                                                                                                                                                                                                                 |                                                                                                                                             |                     |      |      |        |                                |
|------------------------|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|---------------------|------|------|--------|--------------------------------|
| Strategic Objective 1: |            | To contribute to the comprehensive management of GBV within Mathare, Pangani, Ruaraka, Eastleigh, Landi Mawe and Mlango Kubwa informal settlements in Nairobi County.                                                                            |                                                                                                                                             |                     |      |      |        |                                |
| Target Groups          |            | Women survivors of gender-based violence, Teenage mothers in need of economic and psychosocial support, Women who abuse drugs, Women domestic workers and Women immigrants.                                                                      |                                                                                                                                             |                     |      |      |        |                                |
| Outcomes:              |            | Increased community awareness on GBV, Increased number of reported GBV cases, Improved GBV stakeholders' collaboration, Improved case managers' capacity on GBV management and Increased number GBV case transition along the referral pathways. |                                                                                                                                             |                     |      |      |        |                                |
| Strategies:            |            | Key Activities                                                                                                                                                                                                                                   | Output Indicators                                                                                                                           | Performance Targets |      |      |        | Indicative Budget (Kshs.) '000 |
|                        |            |                                                                                                                                                                                                                                                  |                                                                                                                                             | 2025                | 2026 | 2027 | Total  |                                |
| 1                      | Prevention | Awareness and sensitization (barazas, dialogues, social media campaigns, annual observances, radio shows, school outreaches and trainings)                                                                                                       | No. of awareness sessions<br>No. of people reached                                                                                          | 24                  | 24   | 30   | 78     | 780                            |
|                        |            | Train local community champions and paralegals                                                                                                                                                                                                   | No. of trainings<br>No. of champions/ paralegals trained                                                                                    | 4                   | 4    | 4    | 12     | 480                            |
| 2                      | Response   | Referrals, Linkages and Follow ups                                                                                                                                                                                                               | No. of referrals, linkages and follow ups<br>Type of referrals<br>No. of successful referrals                                               | 3600                | 4000 | 4500 | 12,100 | 1,500                          |
|                        |            | Emergency response and rescue                                                                                                                                                                                                                    | No. emergency responses and rescues,<br>Time taken to rescues<br>Areas of rescue<br>Immediate post rescue support                           | 60                  | 72   | 84   | 216    | 4,500                          |
|                        |            | Legal aid                                                                                                                                                                                                                                        | No of legal cases handled<br>No of legal aid counsels provided<br>No of fair legal aid outcomes<br>No of survivors satisfied with legal aid | 48                  | 60   | 72   | 180    | 4,400                          |
|                        |            |                                                                                                                                                                                                                                                  |                                                                                                                                             |                     |      |      |        |                                |



|   |                         |                                                       |                                                                                                                |     |     |     |     |       |
|---|-------------------------|-------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|-----|-----|-----|-----|-------|
|   |                         | Temporary accommodation                               | No in temporary accommodation<br>Capacity in use<br>Duration of stay<br>Type of accommodation sought / given   | 150 | 220 | 250 | 620 | 930   |
|   |                         | Compassion support                                    | No. receiving support<br>No. of support sessions conducted                                                     | 50  | 75  | 100 | 225 | 3,000 |
| 3 | Empowerment             | GBV Case Managers Capacity Development                | No. of GBV case managers trained<br>No of workshops conducted<br>No. of case mgt tools developed/improved      | 60  | 60  | 60  | 180 | 360   |
|   |                         | Trainings / Mentorship for survivor support groups    | No. of support groups trained<br>No of training sessions conducted                                             | 48  | 48  | 48  | 144 | 1,080 |
|   |                         | Seed capital for business start-ups support           | No. receiving capital<br>Amount of capital granted<br>No of new business started                               | 120 | 120 | 120 | 360 | 3,600 |
|   |                         | Market linkages and job placements                    | No. receiving market linkage,<br>No. receiving job placement                                                   | 180 | 180 | 180 | 540 | 500   |
|   |                         |                                                       |                                                                                                                |     |     |     |     |       |
|   |                         |                                                       |                                                                                                                |     |     |     |     |       |
| 4 | Strategic collaboration | CUC meetings                                          | No. of sessions held<br>No. of organisations attending                                                         | 4   | 4   | 6   | 16  | 280   |
|   |                         | Gender Sector Working Group Meetings and Partnerships | No. of sessions held<br>No. of organisations attending                                                         | 1   | 1   | 1   | 3   | 60    |
|   |                         | Partnership mtgs with referral pathways actors        | No. of partnership meetings held<br>No of new partners engaged<br>No. of commitments made                      | 2   | 2   | 2   | 6   | 30    |
|   |                         | Community level GBV stakeholders forums               | No. of forums conducted<br>No. attending<br>No of actions launched                                             | 4   | 4   | 4   | 12  | 240   |
|   |                         | Joint campaigns                                       | No. of campaigns organised<br>No.of organizations participating<br>No. reached<br>No. of materials distributed | 12  | 12  | 12  | 36  | 540   |
|   |                         |                                                       |                                                                                                                |     |     |     |     |       |

|   |                                             |                                                                                        |                                                                                               |    |    |    |     |       |
|---|---------------------------------------------|----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|----|----|----|-----|-------|
|   |                                             | Development of a stakeholder engagement strategy                                       | Stakeholder mapping<br>No. of stakeholder engaged<br>Strategy developed                       | 0  | 0  | 1  | 1   | 300   |
| 5 | GBV Monitoring, Documentation and Reporting | Development of case management database                                                | Database developed<br>No. of staff trained<br>No of cases entered<br>No. of updates           | 1  | 0  | 0  | 1   | 200   |
|   |                                             | Development of GBV Monitoring, Documentation and Reporting SOPs                        | Developed tools<br>No of staff trained<br>% of cases documented in line with SOPs             | 1  | 0  | 0  | 1   | 200   |
| 6 | Advocacy                                    | Legal aid clinics                                                                      | No. held<br>No. provided with service<br>No accessing follow up<br>% successfully resolved    | 4  | 4  | 4  | 12  | 2,400 |
|   |                                             | Community outreaches (radio, dialogue forums, social media, IEC material, barazas etc) | No. held<br>No. of people reached<br>No. of IEC distributed<br>No. actively participating     | 60 | 60 | 60 | 180 | 3,600 |
|   |                                             | Direct actions (petitions, litigations, protests, etc)                                 | No of petitions, litigations, protests held                                                   | 2  | 2  | 2  | 6   | 300   |
|   |                                             | Media engagements (talk shows, pressers etc)                                           | No. conducted<br>No. of media outlets involved                                                | 4  | 4  | 4  | 12  | 120   |
|   |                                             | Development of advocacy strategy                                                       | No. of stakeholders consulted<br>Advocacy strategy document<br>No. of advocacy tool developed | 0  | 0  | 1  | 1   | 70    |

|                        |                                                                                                                                                                                                             |                   |                     |      |      |       |                                |  |
|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|---------------------|------|------|-------|--------------------------------|--|
| Key Result Area 2:     | Women Peace and Security                                                                                                                                                                                    |                   |                     |      |      |       |                                |  |
| Strategic Objective 2: | To promote safe, secure and inclusive communities for all women and girls.                                                                                                                                  |                   |                     |      |      |       |                                |  |
| Outcomes:              | Increased safety and security for women and girls, increase in women participation in peace and security forums, reduction in violence against women and girls and more inclusive and supportive community. |                   |                     |      |      |       |                                |  |
| Strategies:            | Key Activities                                                                                                                                                                                              | Output Indicators | Performance Targets |      |      |       | Indicative Budget (Kshs.) '000 |  |
|                        |                                                                                                                                                                                                             |                   | 2025                | 2026 | 2027 | Total |                                |  |



|   |                                    |                                                                        |                                                                                                                  |    |    |    |    |       |
|---|------------------------------------|------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|----|----|----|----|-------|
| 1 | Community engagement               | Community Dialogues                                                    | No. of sessions held<br>No. attending<br>No of issues addressed<br>No. of recommendations generated              | 12 | 24 | 24 | 60 | 1,200 |
|   |                                    | Establish community peace committees with women representatives        | No of committees established<br>No of women reps in peace committees<br>No of sessions<br>No of dispute resolved | 1  | 1  | 1  | 3  | 60    |
|   |                                    | Engage Young women and girls in dialogue on peace and social cohesion  | No. of young women n girls engaged<br>No. of dialogue sessions                                                   | 4  | 4  | 4  | 12 | 600   |
|   |                                    | Host forums for experience sharing and propose solutions to insecurity | No. of sessions hosted<br>No. participating<br>No. of proposals<br>No. of stakeholders                           | 4  | 8  | 8  | 20 | 1,000 |
| 2 | Empowerment                        | Leadership training for women in grassroots peace building             | No. of women trained<br>No. of sessions<br>% completing training                                                 | 2  | 2  | 2  | 6  | 360   |
| 3 | Partnership with security agencies | Multi-stakeholder forums                                               | No. organized<br>No. of stakeholders participating<br>No. of issues addressed                                    | 0  | 2  | 3  | 5  | 250   |
|   |                                    | Collaboration in public order management                               | No. of collaborative meetings<br>No of Public joint order mgt initiatives launched                               | 2  | 4  | 4  | 10 | 500   |

### Key Result Area 3: Women Civic Participation

| <b>Strategic Objective 3:</b> |                   | To foster an inclusive and supportive environment that empowers women to actively participate in civic and political processes by providing training, resources, and mentorship.                                              |                                                                             |                            |      |       |    |                                           |
|-------------------------------|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|----------------------------|------|-------|----|-------------------------------------------|
| <b>Outcomes:</b>              |                   | Women equipped with the tools and confidence to engage in elections, women voices are heard, women civic rights are protected within democratic frameworks and increment in women's civic and democratic space participation. |                                                                             |                            |      |       |    |                                           |
| <b>Strategies:</b>            |                   | <b>Key Activities</b>                                                                                                                                                                                                         | <b>Output Indicators<br/>2025</b>                                           | <b>Performance Targets</b> |      |       |    | <b>Indicative Budget<br/>(Kshs.) '000</b> |
|                               |                   |                                                                                                                                                                                                                               |                                                                             | 2026                       | 2027 | Total |    |                                           |
| 1                             | Advocacy          | Mapping of women leaders                                                                                                                                                                                                      | No. women leaders mapped<br>No. of mapping activities done                  | 6                          | 12   | 12    | 30 | 300                                       |
|                               |                   | Awareness campaigns                                                                                                                                                                                                           | Types of campaigns done<br>N. of campaigns held                             | 6                          | 12   | 12    | 30 | 1,500                                     |
| 2                             | Capacity building | Mentorship                                                                                                                                                                                                                    | No. of women mentored<br>No. of sessions and No. of skill areas development | 6                          | 12   | 12    | 30 | 300                                       |
|                               |                   | Training                                                                                                                                                                                                                      | No. of trainings<br>No. of women trained                                    | 4                          | 4    | 4     | 12 | 600                                       |

| <b>Key Result Area 4:</b>     |  | <b>Women Health and Wellbeing</b>                                                                                                                                |                          |                            |      |      |       |                                           |
|-------------------------------|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|----------------------------|------|------|-------|-------------------------------------------|
| <b>Strategic Objective 4:</b> |  | To empower women and advocate for their access to quality and comprehensive healthcare and resources that promote their physical, mental, and social well-being. |                          |                            |      |      |       |                                           |
| <b>Outcomes:</b>              |  | Increment in women accessing SRH products and services, Reduced stigma around mental health issues and improvement in service delivery quality                   |                          |                            |      |      |       |                                           |
| <b>Strategies:</b>            |  | <b>Key Activities</b>                                                                                                                                            | <b>Output Indicators</b> | <b>Performance Targets</b> |      |      |       | <b>Indicative Budget<br/>(Kshs.) '000</b> |
|                               |  |                                                                                                                                                                  |                          | 2025                       | 2026 | 2027 | Total |                                           |

|   |                                |                                              |                                                                                                       |    |    |    |     |       |
|---|--------------------------------|----------------------------------------------|-------------------------------------------------------------------------------------------------------|----|----|----|-----|-------|
| 1 | Sexual and Reproductive Health | Awareness creation                           | No. of awareness conducted<br>No. reached<br>Increased knowledge                                      | 12 | 12 | 12 | 36  | 1,400 |
|   |                                | SRH products sensitization and distribution  | No. sensitized<br>No. SRH distributed<br>% increase in usage<br>No. of partnerships with distributors | 12 | 12 | 12 | 36  | 1,800 |
|   |                                | Community health screening clinics           | No. Health screening Conducted<br>No. Screened<br>No. referred after screening                        | 2  | 2  | 2  | 6   | 120   |
| 2 | Maternal health                | Train CHPs to disseminate health information | No. of CHPs trained<br>No. of CHPs training actively<br>No. of sessions conducted by CHVs             | 40 | 40 | 40 | 120 | 150   |

|   |                                        |                                              |                                                                                                            |    |    |    |     |     |
|---|----------------------------------------|----------------------------------------------|------------------------------------------------------------------------------------------------------------|----|----|----|-----|-----|
| 3 | Mental health and Psychosocial support | Trauma counselling                           | No. receiving service<br>No. of sessions<br>No. of trained counselors<br>% survivors reporting improvement | 48 | 48 | 48 | 144 | 288 |
|   |                                        | Mental health awareness campaigns            | No. conducted<br>No. reached<br>No. referred to care                                                       | 3  | 3  | 3  | 9   | 360 |
| 4 | Non- communicable Diseases management  | Awareness and sensitization                  | No. reached<br>No. of education materials distributed                                                      | 4  | 4  | 8  | 16  | 800 |
|   |                                        | Train CHVs to disseminate health information | No. of CHVs trained<br>No. of CHVs training actively<br>No. of sessions conducted by CHVs                  | 4  | 4  | 4  | 12  | 600 |

| Key Result Area 5:     |                       | Institutional Growth and Development                                                                                                                                                                 |                                                                                           |                     |      |      |       |                                |
|------------------------|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|---------------------|------|------|-------|--------------------------------|
| Strategic Objective 5: |                       | To foster continuous enhancement of operational efficiency and employee expertise by implementing targeted professional development programs and positioning the organization for sustainable growth |                                                                                           |                     |      |      |       |                                |
| Outcomes:              |                       | Effective institutional performance, compliance with regulatory authorities, improved decision making and communication skills                                                                       |                                                                                           |                     |      |      |       |                                |
| Strategies:            |                       | Key Activities                                                                                                                                                                                       | Output Indicators                                                                         | Performance Targets |      |      |       | Indicative Budget (Kshs.) '000 |
|                        |                       |                                                                                                                                                                                                      |                                                                                           | 2025                | 2026 | 2027 | Total |                                |
| 1                      | Systems strengthening | Training of WMI members and staff                                                                                                                                                                    | No. of trainings held<br>No. of leaders and staff trained<br>Areas of trainings conducted | 6                   | 6    | 6    | 18    | 900                            |
|                        |                       | Development of a core operating procedures (board charter, Resource Mobilization strategy, MERL framework                                                                                            | No. of SOPs developed<br>Trainings held on developed SOPs.                                | 2                   | 1    | -    | 3     | 300                            |
|                        |                       | Team building                                                                                                                                                                                        | No. of sessions held<br>No. of members participating<br>Key lessons learnt                | 2                   | 2    | 2    | 6     | 600                            |
|                        |                       | Admin                                                                                                                                                                                                | No. of staff and volunteers<br>Support towards logistics                                  | 1                   | 1    | 1    | 3     | 3,600                          |



|   |                              |                  |                                                                     |   |   |   |       |     |
|---|------------------------------|------------------|---------------------------------------------------------------------|---|---|---|-------|-----|
| 2 | Communication and visibility | Develop website  | Website developed                                                   | 1 | 0 | 0 | 1     | 50  |
|   |                              | Branding         | No. of branding materials<br>Type of branding undertaken            |   |   |   | Block | 450 |
| 3 | Compliance                   | Training         | No. of trainings completed<br>Change in policy understanding        | - | 1 | - | 1     | 100 |
|   |                              | Financial Audits | Audit findings                                                      | 1 | 1 | 1 | 3     | 50  |
| 4 | Performance management       | MERL             | Annual MERL reports<br>Mid-term strategic plan review               | 1 | 2 | 1 | 4     | 300 |
|   |                              | Risk planning    | No. of risk assessments done<br>Risk assessment initiatives adopted | 1 | 1 | 1 | 3     | 150 |





### ***Wanawake Mashinani Initiative***

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