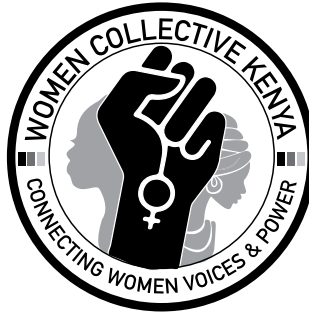




Strategic Plan

2025 - 2027





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Table of Contents

Acronyms	6
Foreword from the Executive Director	7
Acknowledgement	8
Executive Summary	9
1.0 Introduction	10
1.1 Objectives of the strategic planning process	10
1.2 Strategic Plan Development Process	10
2.0 Our Strategic Direction	11
2.1 Vision	11
2.2 Mission	11
2.3 Values	11
2.4 Thematic Interventions	11
2.5 Current approach	12
2.6 Key Achievements	12
3.0 Environmental Assessment	13
3.1 Internal Assessment	13
3.2 External Assessment	14
3.3 Stakeholder Analysis	16
3.4 WCK's Governance Model	17
3.5 Change Theory	18
4.0 Strategic Delivery Plan	19

Acronyms

CBO	Community Based Organization
FON	Feminist Opportunities Now
GBV	Gender Based Violence
MERL	Monitoring, Evaluation, Research and Learning
PBO	Public Benefit Organization
SGBV	Sexual and Gender Based Violence
SSV	Survivors of Sexual Violence
WCK	Women Collective Kenya
WKF	Wangu Kanja Foundation

Foreword from the Executive Director

It is with great pride and a deep sense of responsibility that I present this strategic plan on behalf of the Women Collective Kenya (WCK). This document is the result of a collective process—rooted in feminist values, guided by community wisdom, and sharpened by the urgency of our times.

At WCK, we have always believed in the power of grassroots organizing, in the leadership of women and gender-diverse people on the margins, and in the necessity of dreaming beyond survival. Our work is born from lived experiences—of resistance, of solidarity, of rebuilding in the face of systemic injustice.

This strategic plan is not simply a roadmap; it is a political statement. It reflects our commitment to reproductive justice, climate justice, economic alternatives, and healing as a form of resistance. It is also a testament to the creativity and courage of our members and allies who continue to push back against shrinking civic spaces, patriarchal violence, and exclusion.

As we move forward, we do so with clarity and boldness. We hold the memories of struggle close and the visions of liberation even closer. This plan affirms our belief that another world is not only possible—it is already being built in kitchens, in protests, in gardens, and in quiet acts of care.

Thank you to all who contributed to this process. May this plan guide our steps, fuel our strategies, and remind us of the power we hold—together.

In solidarity,

Ruth Mumbi
Executive Director

Acknowledgement

On behalf of the entire organization, we would like to express our sincere gratitude and appreciation to all who have contributed to the development of our strategic plan.

First, we extend our deepest thanks to our Board Chair for your leadership and unwavering commitment. Your vision and guidance have been instrumental in shaping the direction of our organization and ensuring that this strategic plan aligns with our long-term goals and mission.

To our Executive Director, thank you for your dedication, expertise, and tireless work in coordinating the efforts of our team. Your thoughtful insights and steady leadership have been essential in crafting a plan that reflects both our current strengths and aspirations for the future.

We also want to acknowledge and thank our staff members, whose passion, creativity, and commitment to excellence have driven the success of this strategic planning process. Your contributions, both big and small, have helped to create a roadmap that will guide us toward achieving our vision.

To our beneficiaries, we express our heartfelt gratitude for your continued trust and partnership. Your feedback, needs, and aspirations have been at the center of this plan, and we remain committed to serving you in the most impactful ways possible.

Finally, we extend a special thank you to our volunteers. Your dedication and selflessness have not only supported the work of our organization but have also made a profound difference in the lives of those we serve. Your efforts are deeply valued, and we are grateful for the time, energy, and heart you have given.

Together, we are stronger, and it is through the collective efforts of all involved that we will continue to build on the success of this strategic plan.

Thank you all for your ongoing commitment to our mission.



Executive Summary

Women Collective Kenya (WCK) is a social movement of women living in marginalized areas in Kenya. It started as Bunge la Wamama Mashinani (Grassroots Women's Parliament) in 2008 in Mathare, Nairobi, following the post-election violence of 2007/2008, in which women were disproportionately harassed, violated and sexually abused by organized criminal groupings and the police. The initiative was registered in 2002 as a Community Based Organization (CBO) and intervenes on three programming areas, namely; Gender, Water and Climate Justice, Reproductive Health Justice Eco-Village Initiative for Programme.

This inaugural Strategic Plan 2025–2027 for WCK outlines an ambitious roadmap to expand its impact and secure structural and systemic reforms for grassroots women and girls from low income families through an intersectional feminist approach. Then plan defines and aligns WCK's strategic interventions with its objectives, mission and vision.

The development of this strategic plan is part of the recommendations from the organizational capacity assessment (OCA) of WCK which was undertaken with the support of an external consultant. The OCA was supported by Wangu Kanja Foundation through a grant from Feminist Opportunities Now (FON). The plan is a product of participatory multi-stakeholder sessions–brainstorming, consultations and reviews – held over a two-month period. The approach further involved an analysis of both the internal and external environmental factors, WCK stakeholders and prioritization of key issues key to the organizations success.

The plan has provided a results framework which illustrates key performance indicators and strategies for institutional growth, development and adaptability over the next three years.



1.0 Introduction

Women Collective Kenya (WCK) is a social movement of women living in marginalized areas in Kenya. It started as Bunge la Wamama Mashinani (Grassroots Women's Parliament) in 2008 in Mathare following the post-election violence of 2007/2008 in which women were extensively harassed, violated and sexually abused by organized criminal groupings and the police service. The situation in Mathare was a microcosm of women's plights all over the country and soon the movement spread to the low income areas of Nairobi, with a goal of reaching out to other major cities in Kenya. In 2002, Bunge La Wamama Mashinani was formally registered as Women Collective Kenya Community Based Organization (CBO). WCK creates platforms for grassroots women from urban informal settlements and rural areas to voice their experiences and struggles and to address economic, political and social issues and injustices and to amplify and connect women's voices—to agitate for transformational change.

1.1 Objectives of the strategic planning process

The development of this strategic plan is partly informed by the findings of an organizational capacity assessment that WCK undertook in the month of January 2025 with the support of WKF and FON which pointed out the need for WCK to streamline its activities and assign key performance metrics. The plan therefore seeks to support WKF in:

- a. Identifying key strategic issues that that WCK needs to focus on in the next 3 years
- b. Review and refine WCKs Vision, Mission, Strategic Pillars and Core Values
- c. Set organizational priorities for the next 3 years
- d. Guide WCK in understanding the internal and external environmental dynamics and stakeholders and develop strategic interventions that WCK can ride on.

1.2 Strategic Plan Development Process

The development of this strategic plan is part of the recommendations from the organizational capacity assessment (OCA) of WCK which was undertaken with the support of an external consultant. The OCA was supported by Wangu Kanja Foundation through a grant from Feminist Opportunities Now (FON).

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2.0 Our Strategic Direction



2.1 Vision

A socially just and inclusive society



2.2 Mission

To promote the rights of grassroots women and girls using the intersectional feminist approach



2.3 Values

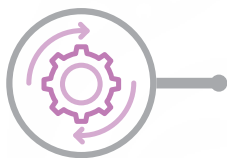
The success of our work borrows heavily from a strong organization culture and value system that we have developed and practice both at the institutional and program level. This includes:

- a. **Inclusion and non-discrimination** – WCK is committed to promoting a just society where all individuals are treated with equal dignity and respect, and where decisions are made on merit rather than personal characteristics.
- b. **Equality and equity** – we acknowledge the different needs and circumstances people have and champion for the fair treatment of all persons. Our programs are tailored to identify and tackle systemic barriers to enable vulnerable and marginalized people enjoy equal and fair conditions.
- c. **Transparency** – We support the cultivation of spaces where people can have open and honest conversations about their experiences and realities.
- d. **Accountability** – We are keen on building a culture of trust and reliability by ensuring that stakeholders are answerable and take responsibility for their actions.



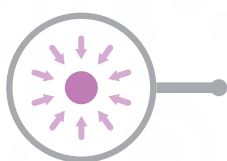
2.4 Thematic Interventions

- a. **Gender, Water and Climate Justice Programme** – Promotes universal access to water for poor urban and rural communities and just climate action from a gender dimension
- b. **Reproductive Health Justice Programme** – Works with communities and duty bearers to ensure full SRHR for adolescents and women
- c. **Eco-Village Initiative Programme** – Promotes land and property rights for women and girls, the creation of a sustainable living space for identified women evictees and their families and capacity development and mentorship for young feminists
- d. **Institutional strengthening and organizational development** – Strengthening governance, operations, management, Monitoring and Evaluation, managing risk, developing human resources and financial sustainability and promotion of workplace and employee holistic wellness



2.5 Current approach

- a. **Human Rights Based Approach** – We are intentional about ensuring that human rights standards are integrated in all aspects of our work and that our programs work towards respecting, promoting and fulfilling human rights. We are keen on empowering both rights holders and duty bearers to claim and fulfill their rights.
- b. **Intersectional feminism** – For WCK, ‘it’s not feminism if it’s not intersectional’. WCK recognizes that systems of oppression impact people differently based on their social-economic status, class, (dis)ability, sexuality or any other characteristics – with women bearing the brunt of it. WCK believes that it is important to identify and address women’s simultaneous experiences and intersectional identities and realities.



2.6 Key Achievements

- a. **Institutional growth:** WCK has been able to set up two program offices in Nairobi and Awendo (in Migori County).
- b. **Policy advocacy:** WCK and its networks successfully petitioned the County Government of Nairobi to reduce or eliminate charges on Post Abortion Care and some contraceptives that had been proposed in the 2023 Nairobi County Finance Bill. WCK, which coordinates the Nairobi Water Justice Working Group, also successfully lobbied against the Nairobi Water and Sanitation Bill 2023 which had proposed measures for water privatization in the county.
- c. **Grassroots Knowledge Production and Evidence based interventions:** WCK has been able to produce cutting edge position papers, research and other knowledge products from a grassroots perspective to inform interventions and engage with duty bearers. These include the Community SRHR Score Card 2024, Policy Briefs on decriminalization of sex work, access to SRHR by SOGIE communities in Kisumu and Protection from Sexual Abuse and Exploitation in the Sugarbelt region in Migori. WCK also produced a shadow report to the Kenya Report on the occasion of the Beijing +30 which will be marked in 2025.
- d. **Broadening program reach:** WCK has been able to take lead and support Working Groups and Community Action Committees in Nairobi, Kajiado, Kisumu, Kiambu and Migori.

3.0 Environmental Assessment

This environmental assessment provides WCK with a contextual understanding of both the internal and external factors that influence the issues its dealing with and the capacities it needs to put its place to maximize on its impacts efficiently and effectively.

3.1 Internal Assessment

We conducted an analysis of our strengths and weaknesses in order to understand and to increase the contribution of our operations to our mission and vision for maximum impact.

	Strength	Strategic response
1	Community focus	Regular involvement of beneficiaries in project design and implementation
2	Funder credibility	Maintain transparency, financial accountability, honest reporting and building partnership with donors
3	Evidence of successes in projects and interventions	Demonstrate long term impact sustainability, link project outcome to goals and seek external validation
4	Established Partnerships with peers and collaborators	Maintain working relations with peer organizations. Network in writing and implementing project proposals.
5	Experience in project implementation and strategic advocacy and litigation	Maintain project planning and implementation, stakeholder engagement, forming coalitions, monitoring and evaluating projects and using project success to advocate for change.
6	Expertise in WCK focus areas and grassroots programming	Encourage shared and peer learning.
	Areas of improvement	Strategic response
1	Low staff establishment	Put in place a human resource improvement plan. Leverage on volunteers Realigning job descriptions and responsibilities
2	Inadequate staff capacity (expertise)	Invest in staff training and development, redesign roles and monitor and assess staff capacity over time
3	Sub optimum governance and management structures	Conduct governance and management audit to identify gaps, realign leadership roles to improve accountability, strengthen board oversight and policy implementation
4	Insufficient equipment, office space and furniture	Prioritize critical equipment, reallocate existing resources to high priority areas, develop a cost effective procurement plan and include office equipment in annual budgeting
5	Lack of a strategic plan	This is in progress we are drafting a comprehensive and relevant Strategic plan

6	Low remuneration and benefits	Conduct a compensation analysis, advocate for fair compensation and invest on non-monetary benefits such as training.
7	Organizational policies not fully implemented	Awareness creation and implementation of the different policies in phases
8	Lack of diverse donor base and limited funding	Diversify income source by incorporating income generating programmes
9	Total reliance on donor funding	Diversify sources of funding through government grants and local revenue generation. Crowd funding and local philanthropy, volunteerism and in kind support
10	Poor communication channels	Have clear reporting and communication channels in place. Staff adherence to this channels, Encourage use of digital communication platforms

3.2 External Assessment

WCK employed PESTEL to systematically evaluate the external factors that influence and shape the organization's operating environment as captured in the matrix below:

	Opportunity	Strategic response
Political	Increasing political engagement and interest by the youth demographic	Consider partnership with key youth led formations and influencers
Economic	Good relations/standing with current funding partners New grant areas Mutual aid and cooperation, mutual credit and currencies	Strengthen loyalty and retention and provide regular updates Identify key trends in funding priorities. Identify potential gaps and develop a plan to address them. Build consortia where necessary to strengthen application Encourage skills and knowledge exchange through training programs, develop formal and informal structures for collaboration.
Social	Good network/cooperation with peer organizations and networks Youth dividend and spaces for intervention	Pool resources for greater impact and strengthen communication and collaboration.
Technological	Greater use and consumption of social media especially by the youth demographics for social action, organization and mobilization Digital security training	Identify key social issues and align them with the audience. Develop compelling shareable content Prioritize training topics and customize based on user expertise
Environmental	Increasing climate justice and social movements and coalitions	Building cross-movement alliances. Strengthening grassroots and community led initiatives
Legal	International instruments, protocols and treaties related to WCK work	Use treaties to strengthen our work such as citing relevant provisions in advocacy and ensure compliance and internal alignment.

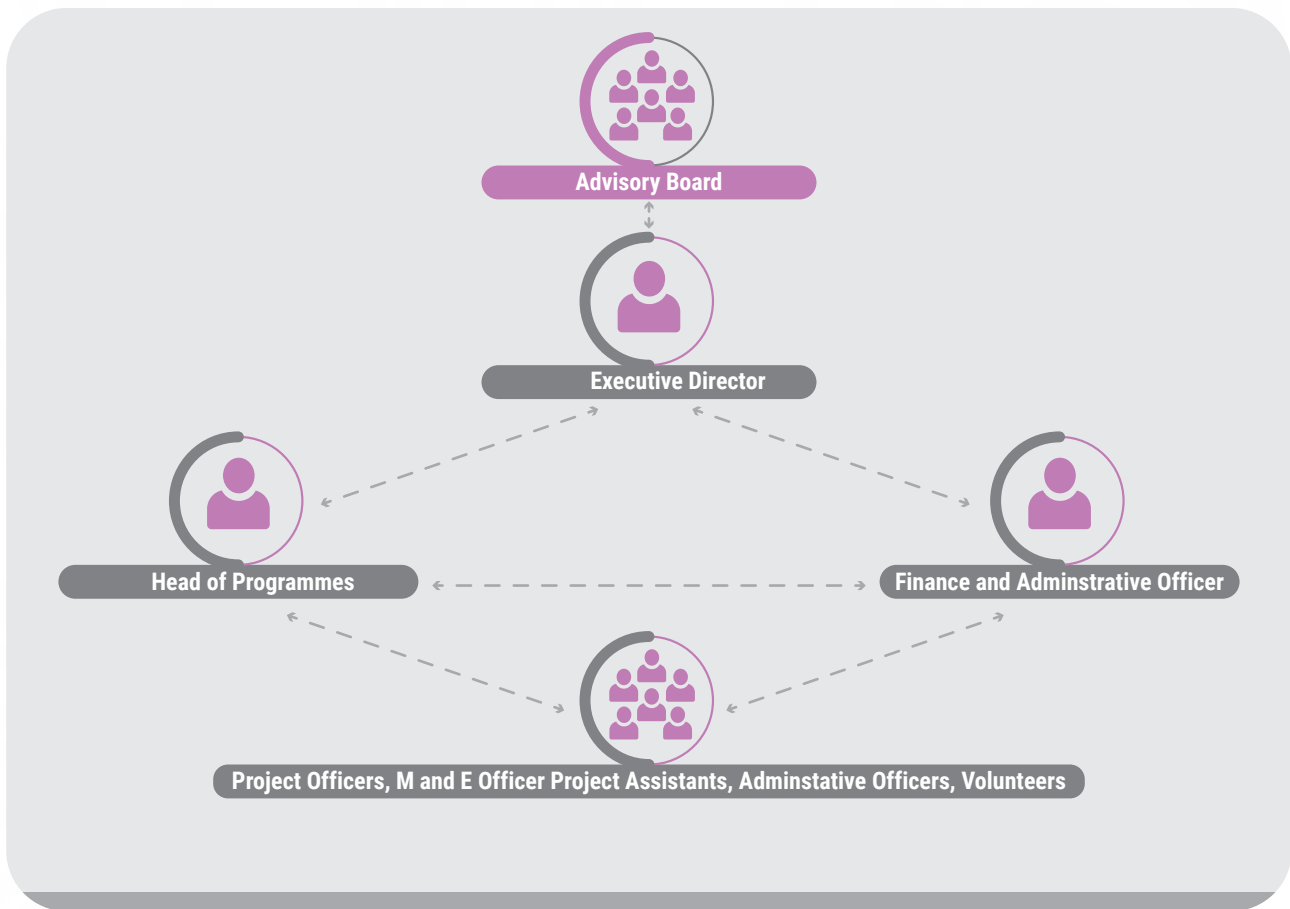
	Threats	Strategic response
Political	Shrinking civic space Global gag rule and order(if receiving US funds, one can't do some works like safe abortion awareness) State repression and human rights abuses	Diversify funding sources, form coalitions for collective action and leverage digital advocacy Launch campaigns to educate stakeholders on the rule. Develop alternative funding mechanisms. Work with global and regional coalitions to push for repeal Risk assessment and security planning. Documentation and evidence gathering. Legal and policy advocacy
Economic	Competitive funding environment/ Restrictive funding High inflation, cost of living and economic challenges Increasing neoliberalism and privatization of public goods	Expand donor base, tailor proposals to donor priorities and build strong relationships with funders Adjust budgeting and forecasting, build financial reserves and cut on non-essential costs
Social	Anti-gender and anti-SRHR activities and organizations Negative public perception about organization mandate and focus	Partner with like-minded organizations, humanize the issue by sharing personal stories and develop fact-based responses to counter anti-SRHR narratives Use fact-based messaging, engage in open dialogue and community sensitization
Technological	Digital and physical threat Increase use of AI and related technologies Increased use of technology for citizen surveillance	Invest in cyber security training Evaluate AI-related risks such as misinformation, implement AI- powered cyber security tools to counter malicious AI use. Train staff on AI risks. Expose abuses through watchdog organizations, identify at risk groups and encrypt communication.
Environmental	Climate change and extreme weather events	Implement early warning systems and train staff and communities on climate resilience and emergency preparedness, Adapt project models to consider changing environment conditions.
Legal	Intrusive and oppressive organizational compliance and statutory measures Shifting legal regime for CSOs	Engage in meaningful discussion with policy makers Engage legal experts, analyze implications of new laws, participate in policy discussions and train staff and stakeholders on regulatory changes

3.3 Stakeholder Analysis

We are committed to adding value to various stakeholders in promoting a free and just society as follows:

Stakeholder category	Existing Allies	Stakeholder expectation	Our expectation of stakeholder	Proposed strategic response
Target beneficiaries	AGYWs Survivors of SRHR violations	Solidarity Capacity building Transparency Long-term impact	Primary recipient of service and advocacy	Adopt a human rights-based approach to all programming Prioritize community-led solutions and grassroots mobilization
Community Group	CBOs, Bodaboda, FBOs	Respect and collaboration with the organization. Inclusion in planning process	Local influencers and liaison with communities	Strengthen partnerships and coalitions to amplify advocacy
PBOs	Reproductive Justice Watch, KELIN	Supplement their work	form networks and consortiums with us for greater impact Offer financial support through sub-grants	Collaborative program design and implementation Alignment of values and mission
County & National MDAs	Ministry of Health, Water, Gender	Compliance with national and international obligation Collaboration for policy reform	Duty bearers for legal/ policy change	On board the ministry of land and environment to enhance our impact in these thematic areas Use advocacy and constructive dialogue to promote policy reform
Development partners	Donor community	Evidence based results Reports and accountability Transparency in fund use	Financial support of the organization	Diversify fundraising and identify donor priorities Build trust through consistent communication
Private Sector	Media group and sony sugar	Update them on current approved policies related to their work for compliance purposes Offer accurate information	Adopt work policies that are in line with the National Action Plan on Business and Human Rights Amplify human rights issues	Share human-interest stories to amplify beneficiary voice On board the corporate organizations for consideration of human rights in business

3.4 WCK's Governance Model



3.5 Change Theory

1 

VISION

A socially just and inclusive society

2 

OUTCOMES

- Increase in capacity and collaborations among key water justice actors and SRHR service providers
- Increased programs and organizational visibility and sustainability
- Increased meaningful participation / involvement of women in decision making
- Increase in male SRHR champions
- New findings on successes, challenges and new trends around SRHR management
- Increased intergenerational engagements among women in Kariobangi
- Enhanced organizational operational efficiency
- Improved governance, programs and admin performance management

3 

INTERVENTIONS

- Advocacy
- Intergenerational conversations
- Capacity development
- Strategic partnership and collaboration
- Grassroots knowledge production and learning

4 

CHALLENGES

- Little investment in reproductive health by the government
- Difficulty in accessing comprehensive reproductive health information, services and products by AGYWs from low income families and marginalized groups
- Low water access in informal settlements
- Rising costs of water
- High climate vulnerability among elderly women

5 

THEMATIC FOCUS

- Gender, Water and Climate Justice
- Reproductive Health Justice
- Eco-village initiative
- Institutional strengthening and development

6 

MISSION

To promote the rights of grassroots women and girls using the intersectional feminist approach

4.0 Strategic Delivery Plan

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

Key Result Area 1: Gender, Water and Climate Justice Programme							
Strategic Objective 1:	To address the unique needs and vulnerabilities of women and girls caused by climate change and water stress through gender responsive approaches that empower women and girls as effective change agents in their communities						
Target group:	AGYWs living in informal settlements and rural areas						
Outcomes	Increase in capacity among key water justice actors Stronger collaboration and increased networking among water justice actors Increased programs and organizational visibility Increase in community level advocacy on water rights						
Strategies	Key Activities	Output Indicators	Performance Targets			Total	Indicative Budget Kshs. '000
			2025	2026	2027		
Capacity building	Training for water justice actors	Key water justice actors trained Counties where trainings have been held Training reports capturing emerging issues and actions Commitments made	3	3	3	9	5,400
	Pan African Water Justice Exchanges	Key partnerships developed Commitments and resolutions Feedback reports No. of exchanges made	1	1	1	3	1,500
	Amilcar Cabral Young Feminist Afterschool for Climate Justice	Report on sessions and resolutions made. Participants feedback reports Increase in participants knowledge and skills on climate justice No. of forums held	1	1	1	3	900

Advocacy	Community Dialogues	No. of audience reached Key partners involved Reports	10	10	5	25	5,000
	Research and Publications	No. of research studies and publications made. Key partners supporting in research and publications. Process reports	1	1	1	3	1,500
	Water Justice Campaigns	No. of campaigns held. Immediate campaigns results No. of key stakeholders joining the campaigns	3	3	1	7	3,500
	Organizing Community Water Justice Movements	No. of meetings held Key resolutions and action points Key stakeholders joining the movement.	3	5	5	13	1,500

Key Result Area 2: Reproductive Health Justice Programme							
Strategic Objective 2:	To contribute to full access to comprehensive sexual and reproductive health services by tackling systemic inequalities that hinder reproductive rights for adolescent girls and young women.						
Target group:	AGYWs						
Outcomes	Increase in male SRHR champions Findings on successes, challenges and new trends around SRHR management AGYWs feedback on SRHR services access and affordability Increased collaborations and actions among SRHR service providers						
Strategies	Key Activities	Output Indicators	Performance Targets			Total	Indicative Budget Kshs. '000
			2025	2026	2027		
Advocacy	Awareness and sensitization (Community Engagements. Football for SRHR, Exhibitions)	No. of audience reached. Key stakeholders partnering in campaigns No. of community outreach activities held. Feedback reports	10	10	6	26	5,200
	Training and Capacity Building of AGYWs & allies	Key allies trained Reports and action plans Key capacities enhanced Participants' feedback	3	3	3	9	3,000

Community Policy Advocacy	Policies engaged on No. of advocacy initiatives held Stakeholders partnering in the initiatives Feedback from the initiatives	15	15	15	45	4,500
Research and Publications	No. of research studies and publications made. Key partners supporting research and publications. Process reports	1	-	1	2	1,500
Strategic Litigation	No. of litigations conducted Key stakeholders supporting the litigations Process reports	1	1	1	3	500
Male Allyship	No. of engagements held Strategic allies supporting the program Key commitments, actions and feedback	5	5	5	15	7,500
International SRHR Days	No. of observances honored Key stakeholders involved Key commitments secured	8	8	8	24	6,000
Networking and Collaboration	New partnerships developed No. of forums held New joint activities pursued	4	4	4	12	6,000
Supporting Community Action Committees	No. CACs supported and Feedback reports	3	6	6	15	7,500

Key Result Area 3	Eco Village Initiative						
Strategic Objective	Organize elderly women who were evicted in Kariobangi to build an eco-village that is sustainable and where their knowledge can be tapped in order to connect past and present struggles on how women have related with land through an intergenerational lens.						
Target group:	Elderly women (ages between 50 and 85) who were evicted in Kariobangi						
Outcomes	Co-created architectural design Documented stories and narrations Increased intergenerational engagements among women in Kariobangi Successful fund drives for the construction of the eco-village Scaling up of the feminists study circles						
Strategies	Key Activities	Output Indicators	Performance Targets				Indicative Budget Kshs. '000
			2025	2026	2027	Total	
Intergenerational conservation and knowledge preservation and production	Architectural co-creation and design of the Eco Village	Complete design outlay Process report Stakeholders' feedback	2	1	-	3	1,500
	Fundraising for land acquisition	Stakeholders reached Proposals developed and sent Fundraising drives held Funds raised	3	3	3	9	4,500
	Harvesting of traditional knowledge land preservation stories from elderly women evictees (Hadithi Za Shamba Film, Art and Living Archive)	Film produced Participants feedback Process report No. of sessions held	4	4	4	12	3,000
	Feminist study circles	No. of sessions held Participants feedback Session reports and actions proposed No. of participants engaged	4	4	4	12	1,500
	Feminist Veil forums	No. of women attending	3	5	5	13	1,500

Key Result Area 4:		Institutional strengthening and development					
Strategic Objective 4		To enhance the efficiency, effectiveness, adaptability, and sustainability of WCK's interventions through strategic management practices, resources optimization and strong organizational culture.					
Target group:		Board members, staff, volunteers and stakeholders					
Outcomes		Enhanced organizational operational efficiency Increased adaptability Improved governance, programs and admin performance management Increased visibility and sustainability					
Strategies	Key Activities	Output Indicators	Performance Targets				Indicative Budget Kshs. '000
			2025	2026	2027	Total	
Systems Strengthening	Staff training on existing policies	No. of policies operationalized Training feedback and report Key actions and commitments made	2	4	4	10	2,500
	Human Resource Analysis and Planning	Human Resource Capacity Development Plan developed and operationalized Process report and feedback	1	1	-	2	600
	Automation of financial systems	Financial Systems Software acquired and operationalized Training on financial systems software Key commitments and action points	1	-	-	1	500
	Review of governance structures	Board trained Constitution review Key changes adopted	1	-	-	1	600
	Communications and Social Media Engagement	Website maintained AI optimization Social media personnel recruited Increase in social media traffic and feedback	1	1	1	3	1,500
	Resource Mobilization and Sustainability	MERL strategy developed and adopted Capacity gaps addressed Donors roundtable meetings held Key partners and donors engaged	5	3	2	10	1,000

	AGM	AGM resolutions and Action plans No. of participants	1	1	1	3	900
	Admin (Personnel and logistics)	Improvement in operational and program efficiency Key strategic changes introduced Additional staff and volunteers getting remuneration	1	1	1	3	18,000
	Mid-term review of strategic plan	Mid-term review report Process report	-	1	-	1	300
Personnel Welfare	Welfare and wellness	Debrief sessions held Wellness Policy developed and operationalized Psycho-social support sessions held Staff and volunteer feedback	1	1	1	3	2,400
Compliance	Audit	Annual audit reports	1	1	1	3	500
	Legal compliance	Registration timely renewed Feedback from the department of social services	1	1	1	3	90

Women Collective Kenya

📍 *Kiamaiko, Mathare*
✉ *womencollective@gmail.com*
☎ *+254 791 527 362*
f *Women Collective Kenya*
📺 *@womencollectiveke*
✂ *@womenCo_KE*

