



STRATEGIC PLAN 2022- 2026

Seniors Driving School Building

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Executive Summary

Adolescent girls and young women in all their diversities face a myriad of vulnerabilities. In Sub-Saharan Africa, six in seven new HIV infections among adolescents aged 15-19 years are among girls. Young women aged 15-24 years are twice as likely to be living with HIV than men¹. HIV infection is still high among this group with 10,422² new infections in 2020. Violence against women and girls including sexual, physical, emotional, and economic violence remains rampant in this age cohort. According to WHO³, about 39% of women and girls in Kenya aged 15 years and above have experienced physical violence. Of those who have been in a relationship, almost one in four adolescent girls aged 15-19 (24%) have experienced physical and/or sexual violence from an intimate partner or husband. 16% of young women aged 15-24 experienced this violence in the past 12 months⁴.

Adolescent girls and young women are disproportionately affected by other sexual and reproductive health risks. Laws, policies, and practices that perpetuate gender inequality, harmful gender norms and gender-based violence create barriers to access to sexual and reproductive health and rights.

In Dandora, girls and young women in all their diversities face these challenges. Often when issues of girls and young women are addressed, there is always an unspoken assumption that girls and young women are homogeneous. At PYWV, we pay attention to what sets different groups of women and girls apart and use that as a scope to create a bridge that will catapult them to their dreams, goals, and ambitions. We do this while providing a community-based service center for their needs along the journey.

Our 2022-2026 strategic plan seeks to:

- Promote uptake of sexual and reproductive health services for AGYW in all their diversities as measured by increased access to quality healthcare services.
- Promote the rights of AGYW in all their diversities through capacity building initiatives and stakeholder engagement.
- Equip AGYW with financial and entrepreneurship knowledge for improved livelihoods through investment in viable and sustainable economic opportunities for self-sufficiency.
- Strengthen PYWV's profile and reputation to attract and sustain strategic partners through effective communication and visibility.
- Enhance PYWV's effectiveness and efficiency to deliver on its mission through strengthening the internal systems and structures.

Join us and together let's bring change for girls, young women, and queer folks.

¹ <https://www.unaids.org/en/resources/fact-sheet>

² The Second Kenya AIDS Strategic Framework 2020/21-2024/25

³ <https://www.who.int//domestic/violence>

⁴ <https://www.unwomen.org/en/what-we-do/ending-violence-against-women/facts-and-figures>

Acknowledgement

This Strategic Plan was developed by PYWV Advisory Group and the Volunteers together with the support of Steps Ahead Consulting Firm who tirelessly put in their time, expertise, and effort in ensuring we have a strategic direction to see us through 2022 – 2026. We acknowledge and thank the support of our donor, American Jewish World Service (AJWS) as their support ensured we were able to meet and strategize and have the support of our consultants. Thank you so much for all the support and commitment to PYWV cause of humanizing girls and young women in all their diversities. We welcome you in this journey and as you look through the pages know you are and can be part of our success story.

List of Acronyms

AGYW	Adolescent Girls Young Women
AJWS	American Jewish World Service
CBO	Community Based Organization
CSE	Comprehensive Sexuality Education
IGA	Income Generating Activities
LBQ	Lesbians, Bisexual and Queer
UNAIDS	United Nations Programme on HIV/AIDS
PWUD	People Who Use Drugs
PYWV	Positive Young Women Voices
SDG	Sustainable Development Goals
SWOT	Strengths, Weaknesses, Opportunities and Threats
SRHR	Sexual Reproductive Health Rights
ToC	Theory of Change

1 Introduction

This section provides the organization's background and highlights its mission, vision, core values and how they are accomplished through the contribution of project staff and volunteers.

1.1 Organizational Background

The need for love is the strongest emotion in the world and Lucy Wanjiku Njenga knew this too well. She, however, found it in all the wrong places that she ended up becoming a teenage mother. This was when life had just started making sense having been lucky enough to finish her O level education, amidst all the challenges that came with getting a quality education in the informal settlements of Dandora, Nairobi. Seven months later after birth, her son succumbed to pneumonia, two weeks after Lucy had tested positive for HIV. It was all too much to bear, and it only got worse before it got better. Her partner became abusive refusing her to work to get an income, belittling her and her ideas and resulted into physical violence. She thought she deserved this until she could no longer take it anymore.

With all the scars one question that was constant was why this had happened to her. She figured all she ever wanted was someone to stand in the gap for her, someone with more experience who would have helped her make better choices. As she did not have that person, she could be that person and help other girls not to go through what she went through and that is how Positive Young Women Voices (PYWV) was founded. This would be a safe space where a girl's voice mattered.

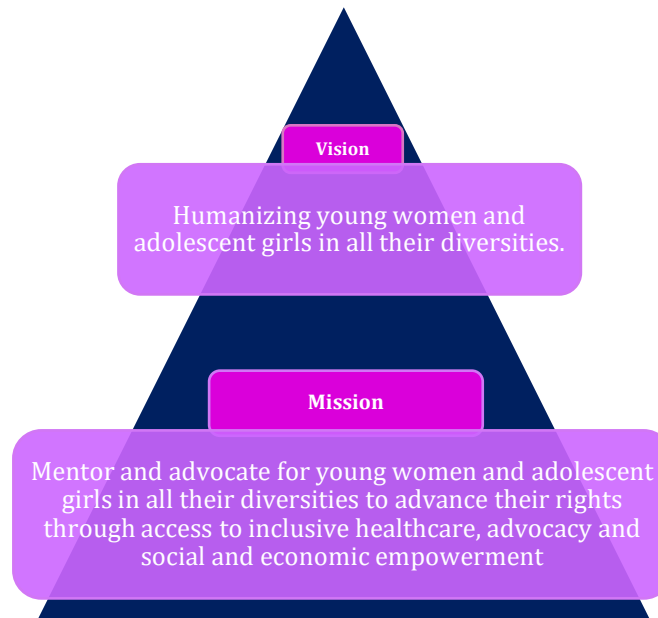
The founding members were friends, all raised in Dandora and identified with the challenges that girls and young women face in the community. They wanted to live in a community where adolescent girls and young women in their diversities lived to their full potential. They came together to support one girl go back to school through their own contributions. Unfortunately, she got pregnant at 15 years of age. It dawned on the friends that there was a missing link and being in school was not enough. There was need for something more! In 2017, PYWV was registered as a Community-Based Organization (CBO) to respond to the challenges affecting adolescent girls and young women in the community.

Our interventions include activities to address violence against women and girls that range from peer-to-peer mentorship, trainings for both young men and women, Lesbian, Bisexual and Queer (LBQ) womxn support forums and community outreaches. For adolescent girls we have the peer-to-peer mentorship, mentor and mentee program and Adopt a Girl a Month, a monthly mentorship initiative with provision of sanitary towels and life skills training. Adopt a Girl a Month was our flagship project started in 2017 through M-Changa, a crowd funding platform.

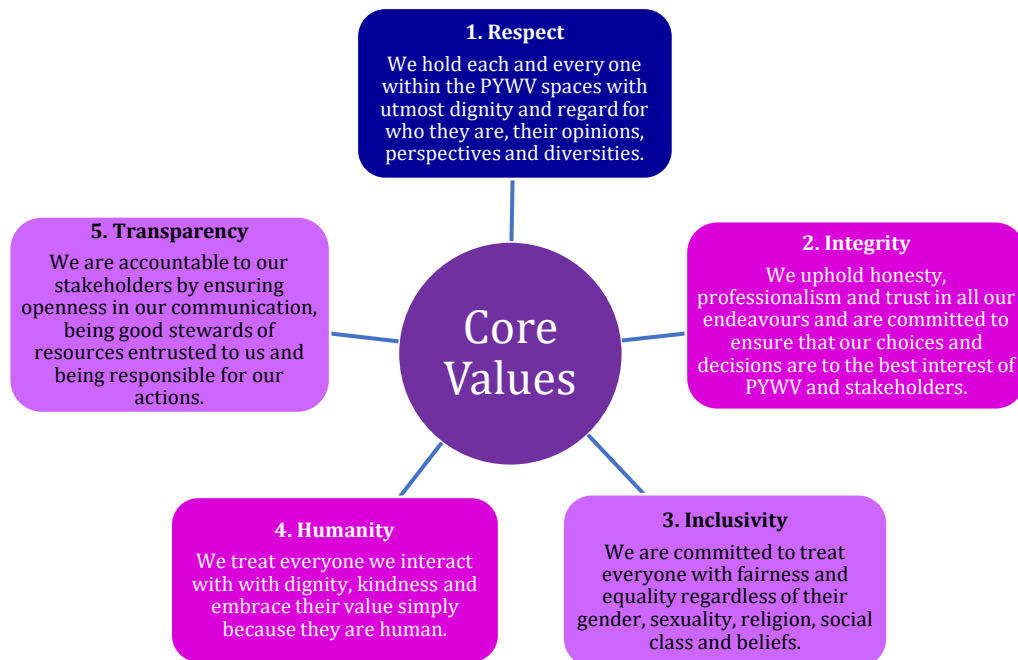
PYWV prides itself in the relationship existing with the community stakeholders, the Advisory Group (the Board), partners and committed volunteers who collaborate towards realization of the organization's vision. The volunteers at PYWV and their supporters are all people who are tired of just speaking and have decided to use their skills, knowledge, and resources to make Dandora a better place for a girl and woman in all their diversities.

1.2 Organizational Principles

1.2.1 Vision and Mission



1.2.2 Core Values



2 Situational Analysis

PYWV conducted an operational environment analysis of the current state of organizational affairs to identify its Strengths, Weaknesses, Opportunities and Threats (SWOT). The analysis highlighted weaknesses and threats to be addressed and the key strengths to leverage on while tapping into presenting opportunities. Moreover, the analysis identified the milestones that PYWV has achieved since 2016. The outcome of the situational analysis informed the formulation of our rationale of change and the strategic response in the subsequent sections.

2.1 Milestones Achieved Over Time

Achievements	Year	Challenges
<ul style="list-style-type: none"> Started as a Self-Help Group to address issues/concerns of women and girls in Dandora 	2016	<ul style="list-style-type: none"> The group operated on zero funding making it difficult to conduct the planned group activities, especially outreach.
<ul style="list-style-type: none"> Formally registered as a Community Based Organization. 1st activity held in October Day of Girl Child – resources mobilized within members. Sanitary towels distribution for girls in one secondary school; Mt. Zion – mentorship session conducted. Created an initiative Adopt A Girl’s Month – Mchanga account – attracted Kes. 5000 in an hour. Scaled to 3 schools reaching 120 girls monthly. Celebrated 16 Days of Activism – held a march focusing on gang rape cases (Kombi) in Dandora. Received financial support from LVCT for snacks and drinks, stipends to support 16 Days of Activism March held from Phase 1 to Phase 5 in Dandora. Established partnerships with the area MCA, area Chief, Nairobi County SGBV Gender dept, LVCT, AHF Kenya and NEPHAK to support ongoing work on 16 Days of Activism and World AIDs Day. Representation in Kenya Coordinating Mechanism to the Global Fund. 	2017	<ul style="list-style-type: none"> Inadequate systems and structures of running the organisation. Lack of core funding to sustain the programs we would want to implement. Lack of a strategy plan to guide the organisation. The team capacity in proposal writing, resource mobilization, report writing, project management, communication and other skills is not well built as it has not been invested in. The lack of M&E skills has meant we do not have data to support most of our work or have a baseline of where we are at to determine if what we are doing is working. Our communication to the world has not been as consistent but we are building that with more engagement on social media and a monthly newsletter and more blogs on our website. We have not had an accountant before, and our finances and financial books have not always been well organised according to standard procedures.
<ul style="list-style-type: none"> Established partnership with Dandora Hip Hop Centre – office space. Received 1st funding – CYSRA from Uganda 1400USD – mentorship of young women living with HIV/AIDs on leadership 	2018	<ul style="list-style-type: none"> Resignation of some advisory group members on claims of not being actively involved in the running of the organization. Inadequate systems and structures of running the organisation.

<ul style="list-style-type: none"> • Received 2nd funding – Her Voice Fund – 2000USD – to train young women on county health budgeting. The 1st project on economic empowerment targeting 30 young women; 5 groups established. SEED funding disbursed to the 5 groups. • Partnered with Fresh Cuts Foundation – capacity building for youth on technical skills on barbering. • Establishment of an office and got donations for furniture from NOPE. • VIIV Health – secured the 2nd funding for technical assistance from EGPAF (fiscal host), assessment of the organization. • Formation of the advisory group – 5 members • Started LBQ programming on SRH interventions and advocacy for young women and girls in Dandora. • Conducted outreach activities on safe abortion, information, and services around contraception for youth adolescent LBQ women. • Formation of a WhatsApp group for the LBQ women support groups in partnership with Nena Na Binti. Through AJWS, held physical monthly meetings with the support groups. • Established partnership with She Decides and GFAN Working Technical Group representing LGBQ persons. • Representation in the NGO delegation to the UNAIDs PCB (Programme Coordinating Advisory group). 		<ul style="list-style-type: none"> • Lack of core funding to sustain the programs we would want to implement. • Lack of a strategy plan to guide the organisation. • Partnerships that don't inspire growth and learning. • The governance structure has not been stable and supported. • The team capacity in proposal writing, resource mobilization, report writing, project management, communication and other skills is not well built as it has not been invested in. • The lack of M&E skills has meant we do not have data to support most of our work or have a baseline of where we are at to determine if what we are doing is working. • Our communication to the world has not been as consistent but we are building that with more engagement on social media and a monthly newsletter and more blogs on our website. • We have not had an accountant before, and our finances and financial books have not always been well organised according to standard procedures.
<ul style="list-style-type: none"> • Secured 500USD from ATHENA – conducted training on Violence Against Women and Girls (VAWG) for 25 girls. • Received Mchanga donations to support Adopt A Girl's Month Project averaging Kes. 6,000 per month. • PYWV selected to sit in the Y+ Kenya; youth led initiative. 	<p>2019</p>	<ul style="list-style-type: none"> • Terminated EDPAF partnership and disbanded the advisory group. Change of signatories became a challenge due to the transition. • Submitted a proposal to Global Fund, which was not successful. • Ceased partnership with Hip Hop Centre due to insecurity issues leading to loss of members. • Inadequate systems and structures of running the organisation. • Lack of core funding to sustain the programs we would want to implement.

		<ul style="list-style-type: none"> • Lack of a strategy plan to guide the organisation. • Partnerships that don't inspire growth and learning. • The governance structure has not been stable and supported. • The team capacity in proposal writing, resource mobilization, report writing, project management, communication and other skills is Our communication to the world has not been as consistent, but we are building that with more engagement on social media and a monthly newsletter and more blogs on our website. not well built as it has not been invested in. • We have not had an accountant before, and our finances and financial books have not always been well organised according to standard procedures.
<ul style="list-style-type: none"> • Secured a grant from AJWS for 20,000USD for VAWG awareness and trainings and support for LBQ women. In addition, the grant supported acquisition of office space including office admin/overheads. • Formation of an advisory group manual which acts as the governing document. • Publishing and circulation of monthly newsletter currently with 51 subscribers. 	<p>2020</p>	<ul style="list-style-type: none"> • Inadequate systems and structures of running the organisation. • Lack of a strategy plan to guide the organisation. • The team capacity in proposal writing, resource mobilization, report writing, project management, communication and other skills is not well built as it has not been invested in. • The lack of M&E skills has meant we do not have data to support most of our work or have a baseline of where we are at to determine if what we are doing is working. • We have not had an accountant before, and our finances and financial books have not always been well organised according to standard procedures.

2.2 SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Legally registered organization • Diversity & inclusion (AGYW & LBQ) thus a deeper understanding of the AGYW & LBQ needs • Physical presence in & deeper understanding of the target community. • Well-known brand in addressing AGYW & LBQ issues • Skilled volunteers • Passionate & committed team • Advisory group that gives leadership & guidance • Crowd funding skill • Partnership skills 	<ul style="list-style-type: none"> • Absence HR/volunteer management system • Inadequate systems and structures of running the organisation • Inadequate finances to run our programs • Lack of a documented financial management system • Inadequate resource mobilization and communication skills. • Absence of an emergency response mechanism • Lack of a succession plan
Opportunities	Threats
<ul style="list-style-type: none"> • Connections with UNAIDS Advisory group-NGO Delegation • Presence of stakeholders who are interested in working with PYWV • Presence of myths and misconceptions on LBQ 	<ul style="list-style-type: none"> • Insecurity around the operation area (Dandora) • Unhealthy competition • Program associated risks • Extended lack of funding • Environmental/political instability and emergencies

2.3 Our Theory of Change (ToC)

Despite progress in improving young people’s wellbeing in the last few decades, adolescent girls, and young women worldwide especially those in the most disadvantaged, vulnerable, and/or marginalized groups are facing poverty, violence, exploitation, discrimination, lack of access to quality healthcare, and limited possibilities to obtain decent employment later in life. Positive Young Women Voices vision is humanizing young women and girls in all their diversities. This vision signifies a society where young women and girls in all their diversities have access to inclusive healthcare and equal economic opportunities to achieve their full potential. To realize this change, PYWV aims to improve the wellbeing of AGYW in all their diversities through the creation of safe environments where AGYW are valued, empowered, educated for life, and respected. By empowering the target group, we increase their ability to act as agents of change more effectively, both individually and collectively. Further, PYWV will leverage on the existing opportunities through partnering with county and national governments and organizations that are already working to solve challenges facing AGYW.

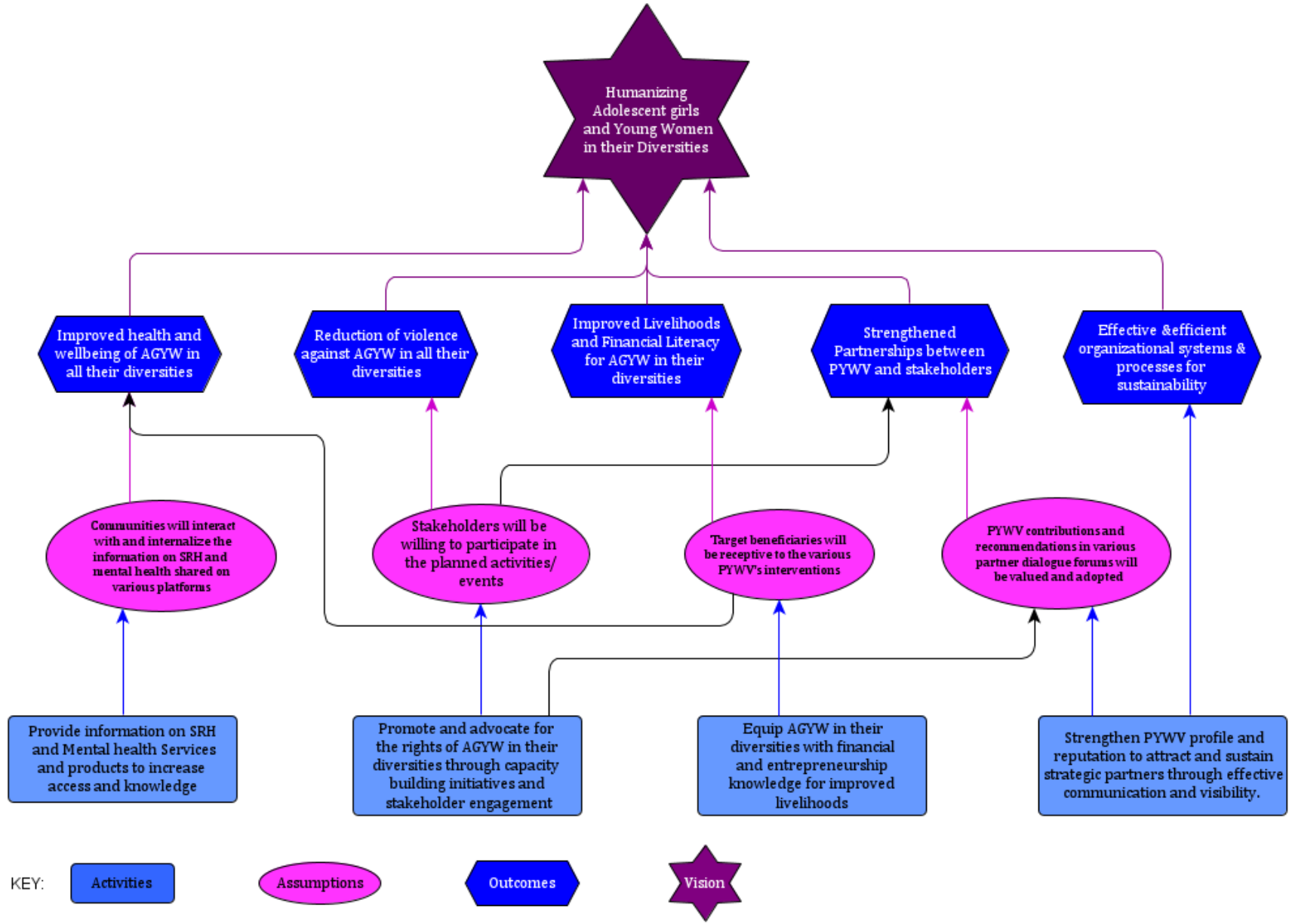
In terms of achieving our goal of humanizing young women and girls in all their diversities, our theory of change asserts that this is dependent on achieving the following five key outcomes: Improved health and wellbeing of young women and girls in all their diversities, reduction of violence against

women and girls in all their diversities, improved livelihood and financial literacy for AGYW in their diversities, strengthened partnerships between PYWV and stakeholders, effective and efficient organizational processes for sustainability. The theory of change diagram reflects that to achieve these outcomes, PYWV will:

- Provide information, services, and commodities on sexual reproductive and mental health to increase access and knowledge.
- Promote and advocate for the rights of AGYW in their diversities through capacity building initiatives and stakeholder engagement.
- Equip AGYW in their diversities with financial and entrepreneurship knowledge for improved livelihoods.
- Strengthen PYWV profile and reputation to attract and sustain strategic partners through effective communication and visibility.

For the planned changes to be realized, PYWV identified the following assumptions underpinning our theory of change:

- Target beneficiaries will be receptive to PYWV's interventions
- Communities will interact with and internalize the information on SRH and mental health
- Stakeholders are willing to participate meaningfully in the planned activities/events
- PYWV contributions and recommendations in various partner dialogue forums will be valued and adopted



3 Implementation Plan

PYWV has identified five strategic areas to guide its organizational operations for the period 2022 – 2026.

3.1 Strategic Area 1: Access to Inclusive Healthcare

The Constitution of Kenya 2010 provides every Kenyan with a right to the highest attainable standard of health with access to emergency treatment when necessary and emphasizes the right of access to quality health services by all including children, persons with disabilities, minority, and marginalized groups as well as the elderly. PYWV intends to enhance sexual reproductive health services for the adolescent girls and young women in all their diversities through promoting adherence and uptake of ART/HIV services, provision of dignity kits, improved access and uptake of family planning services while ensuring access to safe abortion services.

Strategic Objective: To promote uptake of sexual and reproductive health services for AGYW in all their diversities by 2026 as measured by increased access to quality healthcare services.

Strategic Area	Strategies/ Initiatives	Expected Change (Outcomes)	Activities/Tasks	Timeline	Responsible
Access to Inclusive Healthcare	Sexual and Reproductive Health	Improved adherence and uptake of ART/HIV services	<ul style="list-style-type: none"> Develop IEC materials on SRH Disseminate IEC materials to the community and public-in the 5 Dandora phases Conduct community outreaches on HIV prevention and care Conduct targeted mass HIV testing and counselling Distribution of condoms to emancipated minors and youth 	2022, 2025 Monthly	Team Lead
	Menstrual Health and Hygiene	Retention and increase of adolescent girls in schools	<ul style="list-style-type: none"> ✓ Distribute sanitary towels and dignity kits to adolescent girls to promote menstrual health and hygiene ✓ Conduct mentorship sessions on menstrual health ✓ Hold quarterly mentorship events for AGYW in all their diversities ✓ Facilitate comprehensive sexuality education sessions amongst adolescent girls in schools 	Monthly Quarterly	

	Safe Abortions	Increased access to safe abortion services.	<ul style="list-style-type: none"> ✓ Conduct sensitization meetings on safe abortion for young women in all their diversities in select venues in Dandora ✓ Mapping of youth friendly health facilities that offer safe abortion information and services ✓ Provide linkages to young women on youth friendly health facilities for safe abortions services ✓ Dissemination of safe abortion information with partners via social media 	Monthly	
				2023	
				Ongoing basis	
	Family Planning	Improved access and uptake of family planning within AGYW in all their diversities	<ul style="list-style-type: none"> ✓ Sensitizing the community on safe contraception ✓ Distribution of contraception (pills and condoms) in partnership with service providers. ✓ Sensitization of AGYW on family planning ✓ Mapping of service providers for friendly family planning clinics ✓ Providing linkages on family planning ✓ Formalize identified partnerships 	Monthly	
				Ongoing basis	
				Quarterly	
	LBQ Programming	An established PYWV centre that caters for LBQ needs	<ul style="list-style-type: none"> ✓ Sensitizing healthcare providers on LBQ specific health needs ✓ Sensitize the community on comprehensive sexuality education ✓ Establish safe house for LBQ persons ✓ Providing linkages for LBQ persons 	Quarterly	
				Quarterly	
				Monthly	
	Psychosocial wellness and wellbeing	Improved psycho-social wellness and wellbeing for AGYW in all their diversities.	<ul style="list-style-type: none"> ✓ Mapping rehab centres in Dandora for PWUD ✓ Conducting mental health awareness for community and targeted groups ✓ Establish support groups for LBQ, PLWHIV, GBV survivors, teen moms and PWUD ✓ Facilitate counselling/therapy services for individuals and groups ✓ Establish referral systems for psychosocial support 	Monthly	
				Monthly	
				Ongoing basis	
				Ongoing basis	

3.2 Strategic Area 2: Rights and Advocacy

The Bill of Rights, Article 20 Section 2 provides for the enjoyment of rights and fundamental freedoms by all persons. In Kenya, young people face high risk for sexual and reproductive health problems and rights violations. Young people including young people living with HIV lack access to sexuality information and services and policies are often not well aligned to the reality of young people. To promote the health rights of adolescent girls and young women in all their diversities, PYWV intends to conduct capacity building on all forms of violence targeted to AGYW in all their diversities. In addition, PYWV will engage with the government at all levels and other actors/stakeholders to drive changes in policies, laws and systems protecting and promoting health rights of AGYW in all their diversities.

Strategic Objective: To promote the rights of AGYW in all their diversities through capacity building initiatives and stakeholder engagement by 2026.

Strategic Area	Strategies/Initiatives	Expected Change (Outcomes)	Activities/Tasks	Timeline	Responsible
Rights and Advocacy	Violence Prevention and Mitigation	Reduction of violence against women and girls in their diversities. Established and functional GBV desks in the community.	<ul style="list-style-type: none"> ✓ Develop IEC materials on sexual harassment, IPV and GBV (placards, fliers, wrist bands) ✓ Conduct trainings on violence (sexual harassment, IPV and GBV for AGYW and LBQ) ✓ Conduct sexual harassment, IPV/ GBV sensitization forums on social media forums e.g., Twitter, FB, Tik Tok, IG ✓ Conduct community dialogues on sexual harassment, IPV and GBV every two months ✓ Integrate security in all the trainings 	2022 Monthly Monthly Quarterly	
	Gender Rights Promotion	Reduced discrimination of LBQ people A change in the culture and perceptions of the community towards LBQ people.	<ul style="list-style-type: none"> ✓ Conduct training on Gender Based Violence (GBV) for adolescents and youth ✓ Establishing safe house for survivors of SGBV ✓ Mapping safe houses/shelter for LBQ womxn ✓ Creating referral systems 	Monthly Monthly Annually Bi-annual	

	Stakeholder Engagement	Strengthened Partnerships & relationships.	✓ Celebration of national and international days (International Day of the Girl Child, International Women’s Day, 16 Days of Activism, Pride week)	Annually	
			✓ Participation in policy development and review forums (meetings and TWGs)	Bi-annual	
			✓ Contribution to shadow reports and resolutions		
			✓ Engage duty bearers on gender and rights dialogues at county and sub-county levels	Quarterly	
			✓ Conduct research and presentations on inequality- AGYW and LBQ	Annually	

3.3 Strategic Area 3: Socio-Economic Empowerment

PYWV socio-economic empowerment strategy intends to provide opportunities for positive change by providing a pathway for AGYW in all their diversities to access and take control of productive assets. This strategy is aligned to the Sustainable Development Goal 1 (SDG) which focuses on ending poverty in all its manifestations. PYWV will attain this by equipping young women with financial and entrepreneurship skills to initiate and manage viable IGAs to improve their livelihoods for economic empowerment and development.

Strategic Objective: To equip AGYW with financial and entrepreneurship knowledge for improved livelihoods through investment in viable and sustainable economic opportunities for self-sufficiency by 2026.

Strategic Area	Strategies Initiatives	Expected Change (Outcomes)	Activities/Tasks	Timeline	Responsible
Socio-Economic Empowerment	Financial Literacy and Entrepreneurship	Secured financial stability for AGYW and LBQ persons.	✓ Develop a customized financial literacy & Entrepreneurship training manual for Young Women	2022	
			✓ Conduct trainings for Young Women in all their diversities on financial literacy and management for non-financial persons	2023	

			<ul style="list-style-type: none"> ✓ Train young women in all their diversities on entrepreneurship and business skills ✓ Seed Grants for the participants 		
	Creation and Management of IGAs		<ul style="list-style-type: none"> ✓ Identify and select viable IGA initiatives for piloting ✓ Build a resource base to support start up and running of the selected IGAs. 	2022	

3.4 Strategic Area 4: Strategic Partnerships

PYWV is committed to forming strategic partnerships to elevate our organization credibility and support. Through partnering with well-known and trusted organizations, we aim to increase our visibility and improve the public perception of our brand. These partnerships will enhance efficiency in our work and leverage on the available resources for improved service delivery.

Strategic Objective: To strengthen PYWV’s profile and reputation to attract and sustain strategic partners through effective communication and visibility by 2026.

Strategic Area	Strategies/Initiatives	Expected Change (Outcomes)	Activities/Tasks	Timeline	Responsible
Strategic Partnerships	Enhanced Communication and Visibility	Strengthened partnerships between PYWV and stakeholders.	✓ Develop a strategy to leverage on partnership opportunities with like-minded partners	2023	
			✓ Enter new formal partnerships and formalize existing ones	2023	
			✓ Develop and publish a calendar of events to enhance active engagement of interested partners	Ongoing basis	
			✓ Establish structures to be a key implementing partner in our areas of focus	2023/24	

			✓ Develop and implement a communication and branding plan	2023	
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3.5 Strategic Area 5: Organizational Growth and Sustainability

PYWV exists to “Mentor and advocate for young women and girls in all their diversities to advance their rights through access to inclusive healthcare, advocacy and social and economic empowerment.” To fulfil this mission, PYWV intends to strengthen its organizational capacity by developing and implementing guiding policies and procedures that promote accountability and transparency. In addition, PYWV will also strengthen its existing systems and structures for growth and sustainability of the organization.

Strategic Objective: To enhance PYWV’s effectiveness and efficiency to deliver on its mission through strengthening the internal systems and structures by 2026.

Strategic Area	Strategies/Initiatives	Expected Change (Outcomes)	Activities/Tasks	Timeline	Responsible
Organizational Growth and Sustainability	Capacity Strengthening for Advisory Board	Effective and efficient teams and organizational processes for sustainability.	<ul style="list-style-type: none"> ✓ Conduct governance training for Advisory Group ✓ Organize annual retreat for Advisory Group ✓ Conduct quarterly board meetings ✓ Organize annual retreat for Advisory Group and Volunteers 	Annually Annually Quarterly Annually	
	Capacity Strengthening for Secretariat (Volunteers)		<ul style="list-style-type: none"> ✓ Conduct security trainings for the volunteers ✓ Conduct trainings on LBQ gender identity and orientation ✓ Fundraising skills on proposal writing and concept notes ✓ Conduct quarterly review meetings ✓ Organize annual retreat for Secretariat 	2023 Annually Quarterly	

			✓ Conduct monthly review meetings		
	Streamlining organizational systems and structures		<ul style="list-style-type: none"> ✓ Identify and engage consultant to provide technical assistance ✓ Conduct mid-term review and final evaluation of SP in 2023 and 2025 respectively ✓ Develop and implement a Memorandum of Understanding document for PYWV 	Annually	
	Resource Mobilization		<ul style="list-style-type: none"> ✓ Develop and implement a resource mobilization strategy ✓ Organizing resource mobilization activities and proposal writing ✓ Identify local corporates and collaborate/target their CSR for amplified outcomes in the community 	2022 Quarterly Quarterly Annually	

4 Strategic Plan Summary Budget

STRATEGIC AREA	STRATEGIC INITIATIVES	COST				
		2022	2023	2024	2025	2026
ACCESS TO INCLUSIVE HEALTH CARE	Sexual and Reproductive Health	5,524,450	8,436,950	7,866,950	7,866,950	7,866,950
	Psychosocial Wellness and wellbeing	2,273,000	2,268,000	2,268,000	2,268,000	2,268,000
RIGHTS AND ADVOCACY	Violence Prevention and Mitigation	1,865,500	500,000	500,000	729,500	500,000
	Gender Rights Promotion	83,600	3,466,150	2,519,600	2,519,600	2,519,600
	Stakeholder Engagement	1,508,000	1,508,000	1,508,000	1,508,000	1,508,000
SOCIO-ECONOMIC EMPOWERMENT	Financial literacy & Entrepreneurship	60,000	390,000	-	390,000	-
	Creation and Management of IGA	107,500	-	720,000	120,000	120,000
STRATEGIC PARTNERSHIPS	Sustainable Partnership	-	712,500	200,000	-	-
	Enhanced Communication and Visibility	15,000	283,000	15,000	283,000	15,000
ORGANIZATIONAL GROWTH AND SUSTAINABILITY	Capacity strengthening for the Advisory Group	1,095,000	1,095,000	1,095,000	1,095,000	1,095,000
	Capacity strengthening for Volunteers	295,000	1,324,000	520,000	350,000	520,000
	Resource mobilization	100,000	216,000	216,000	216,000	216,000
	Administrative cost	9,973,000	9,503,000	9,503,000	9,503,000	9,503,000
TOTAL		22,900,050	29,702,600	26,931,550	26,849,050	26,131,550

5 Monitoring and Evaluation Framework

This M&E plan describes the strategic information PYWV will gather and use for decision making that will lead to improved programs and ultimately to improved status of AGYW in the community. This plan is a fundamental document that will hold the PYWV accountable and tell whether we succeeded or not. In addition to stating how our organization is going to measure what it has achieved, the M&E plan will function as a document for consensus, guide implementation, and preserve institutional memory.

The strategic plan will be monitored quarterly, and a mid-term evaluation will be conducted against the key outcomes in the final matrix. The comprehensive M&E framework informing tracking, evaluation and reporting will also be used as guiding tool on how to effectively track progress in the implementation of the PYWV Strategic Plan. This is aimed at entrenching the practice of evidence-based programming in the organisation's processes.

The Team Lead, PYWV, will prepare quarterly status reports on the progress of the strategic plan implementation and report to the PYWV Advisory Group. The progress reports will highlight major activities undertaken, outputs, challenges, and proposals to resolve them. Financial reports will indicate the income realized and expenditure against the approved budget and reasons for variances.

Key elements for Monitoring

The following shall constitute the major aspects of monitoring for PYWV Strategic Plan,

- What did PYWV plan to do in the Strategic Plan?
- What was the time frame?
- What has been achieved and what confirms that this has been achieved?
- What has not been achieved and why? What have been the challenges?
- What is the financial cost and how is it justifiable?

Key Elements for Evaluation of this Strategic Plan

PYWV shall undertake midterm evaluation in 2024. The evaluation shall be guided by strategies and activities reflected in the strategy implementation plan.

The following shall constitute the major aspects of evaluation for PYWV:

- Effectiveness of programmes of PYWV in meeting the goal and strategic objectives.
- Efficiency in attaining the objectives/targets, in terms of cost-effectiveness.
- Validity, relevance, and coherence of designs of programmes.
- Sustainability of programmes and lessons learnt.