



WITH WOMEN
KISOBOKA

WWK's ADAPTIVE STRATEGIC PLAN 2021-2023 (update 3/2021)

Mission

To inspire upward economic mobility and self-sufficiency, and sustainability of Uganda's marginalized women living [at the lowest income level](#) who are motivated to spark change in their community.

Vision

With women in positions of leadership in business and the community, the urban settlements and rural villages of Uganda will thrive with more possibility and true gender equality.

Goals, Objectives, Activities

[2021-2023 WWK Strategic Action Plan DRAFT v1](#)

1. Goal: To provide access to capital as a gateway to [formal financial inclusion](#), which is considered by the World Bank as the "key enabler to reducing poverty and boosting prosperity."
 - a. Objective(s):
 - i. Increase members engaged in formal financial inclusion
 - ii. Reduce poverty likelihood rates of vulnerable members
 - b. Activities:
 - i. Expand access to interest-free small capital through [graduation](#) and [mentorship programming](#)
 - ii. Launch, expand and digitize Village Savings and Loan Associations (VSLA)
 - iii. Develop a partnership with an appropriate financial service provider
 - iv. Train in VSLA administration, digital literacy, digital entrepreneurship and small enterprise
 - v. Implement annually the Poverty Probability Index (PPI) and added indicators.

2. Goal: To offer opportunities for members to learn entrepreneurship, leadership and specific community-centered business skills
 - a. Objective(s):
 - i. Improve members' understanding and application of new skills, knowledge and attitudes.
 - ii. Expand leadership skills
 - iii. Build opportunities for members to grow their sense of agency as earners and contributors
 - iv. Increase community-centered collaborative businesses
 - b. Activities:
 - i. Implement FAL ([Functional Adult Literacy](#)) program training annually in all partner communities
 - ii. Assess successful completion of entrepreneurial and leadership learning year over year
 - iii. Model, encourage and track behaviors and attitudes that demonstrate agency during individual home visits, loan collections and distributions and training workshops.
 - iv. Conduct interviews with individual members to access their respective decision making

- ability in the home and business
 - v. Identify specific community challenges
 - vi. Drive partnerships for training and the assets necessary in the sectors of clean energy, smart agriculture, safe water, and health care
 - vii. Knowledge sharing among local partners with best practices in community-centered business enterprises

- 3. Goal: To empower agency, meaning and connection at the NGO and Local Program staff level
 - a. Objective(s):
 - i. Enhance professional development learning opportunities in leadership, specific program operations, advocacy skills, technology and other identified interests
 - ii. Improve continued learning and knowledge sharing within and among the NGO, board and local partners
 - iii. Improve financial systems and processes in alignment with the NPO
 - iv. Increase programmatic role of local partners
 - b. Activities:
 - i. Identify partners to provide professional development on an annual or semi-annual basis.
 - ii. Sustain monthly All-Hands video conference calls
 - iii. Develop job descriptions, organizational charts and salaries for expanded NGO structure

- 4. Goal: To invest in the organizational capacity of the NGO and Local Partner CBOs for their ultimate independence and sustainability.
 - a. Objective(s):
 - i. Establish NGO headquarters
 - ii. Improve organizational systems, staffing, processes and technology
 - iii. Improve access to transportation
 - b. Activities:
 - i. Locate and purchase land to build administrative offices, meeting rooms, indoor facilities for local business collaboratives and trainings, as well as additional structures for staff housing and demonstration farming
 - ii. Hire a diploma level bookkeeper with accounting knowledge for NGO and Local Partner support
 - iii. Re-institute Memoranda of Understandings between the NGO/NPO and Local Partners
 - iv. Identify and fund the hardware and software necessary for facilitating data collection for monitoring, evaluation and learning (MEL)
 - v. Secure motorcycles for WWK's remote local partners to enable greater efficiency for the CBO and market transport for member businesses

- 5. Goal: Scaling for Impact on the NPO level
 - a. Objective(s):
 - i. Build committee and advisory structure with individuals that bring needed skill sets in fundraising, grant writing, marketing and communications, customer relationship management, and analytics
 - ii. Improve systems and processes to create greater efficiencies in donor management and MEL analytics
 - iii. Diversify and expand development efforts
 - b. Activities:
 - i. Increase outreach, institutional and volunteer postings, and conference participation
 - ii. Purchase CRM software, support and training.

- iii. Pursue a Google ad grant and develop relevant strategy
- iv. Lead generation through social media with data, targeting and web connection.
- v. Structure and staff for new fundraising initiatives including sponsorship and crowdfunding

Assessment of Current Resources

The With Women Kisoboka NPO currently has an active board of directors of seven members, all who are continuously increasing their active participation with relevant skills: marketing, development, programming, editorial, analytics, process improvements, legal and financial. Additionally, others are interested in serving on an advisory board or a committee in the areas of grant writing, marketing and graphic design. The NGO currently has a 7 member board of directors with a 2-person staff. Among the board members and the NGO staff are three program leads, a chair with business acumen and a vice chair with legal and nonprofit experience.

2021 current financial assets include \$26,178 funded to the NGO and local partners in January, with a balance due of approximately \$15,500. WWK currently has \$6,620 held in WWK's BOA account, \$7,150 in WWK's Benevity account, and expects \$9,500 in grant funding in March 2021. Additionally, WWK has four network partners who work with WWK for program specific support and one funding partner. Current proposals under consideration, in addition to grant funding expected in March, include [UNDP](#) and [FSDU](#).

Strategic Analysis

1. Strengths :
 - a. Dedicated and responsible NGO leadership
 - b. Knowledge sharing and communication among local partners
 - c. Strong local reporting system and foundation for MEL (monitoring, evaluation and learning)
 - d. Historically, experiencing on average reduction rates in poverty likelihood among local partner members
 - e. Continued growth in numbers and geographic outreach
 - f. Engaged US Board of Directors with diverse skill sets
 - g. Ongoing improvements to financial systems and processes
 - h. Strong pro bono US legal team
 - i. Funding partner: [Arthur B. Schultz Foundation](#)
 - j. Secure website and responsive design team
 - k. Fundraising systems: platinum status on Guidestar, Paypal, Benevity
 - l. Communications systems: organizational Google Drive, MailChimp
 - m. Talented volunteers (marketing, graphic design)
2. Weaknesses
 - a. NGO financial processes?
 - b. Need increased engagement of NGO board
 - c. Shortage of US volunteers equipped with specific skills
 - d. Unsophisticated technology for more efficient and accurate systems
3. Opportunities: *(positive elements outside of the organization)*
 - a. Continued growth in network and funding partners through existing partnerships
 - b. Continued expansion through local CBO partner opportunities
 - c. Local funding through UNDP GEF SGP, Give Directly, UWEP, CDD, private companies in UG
4. Threats: *negative elements outside your org*
 - a. Political turmoil since 2021 election
 - b. Negative impact of climate change
 - c. Local impact of the COVID-19 pandemic

[APPENDIX A]

[WWK Logic Model and Measures \(9/18/20\)](#)

[APPENDIX B]

BACKGROUND

Intended Impact

Who? Where?

WWK will reach the vulnerable, marginalized women who live in the urban settlements and remote rural villages of the central, southern and western regions of Uganda, who grew up in extreme poverty where housing is unstable and inadequate, individuals and families live with food insecurity and lack of accessibility to clean water and good hygiene, families struggle to feed, clothe and educate their children, and there is an overwhelming lack of access to healthcare, education and information.

What?

WWK members will be engaged in sustained businesses and leadership in their community that will support the beyond-basic-needs of their family and lift their community to middle income.

Theory of Change:

How?

Working with cultural humility and a focus on co-creation and shared leadership, WWK is...

- Always listening to WWK members as they are the experts. We build programs that respond to what the women know they need to move forward on the path to financial inclusion and community leadership.
- Leveraging resources with an attitude of openness and awareness, outreach and communication, as well as collaboration and knowledge sharing among our board members, local partners, funding partners, technical partnerships and local government connections.
- Functioning in a culture of continuous improvement through right-fit data collection and qualitative reporting from our local partners.

To achieve our intended impact, our programming centers on...

- **deepening financial inclusion** through interest-free loans, village savings and loans (VSLA) and ultimately connections to financial service providers who offer a gateway to formal financial inclusion
- **continuous informal learning** through literacy education, entrepreneurial business training, and continuous professional development and
- **community-centered skill development**, whereby local NGOs provide the right skills, resources and connections needed so that WWK members can pursue their entrepreneurial vision of becoming smallholder farmers, (SDG2, SDG5, SDG8), clean energy entrepreneurs (SDG7), improving access to clean water and better sanitation (SDG6), improving health and well-being (SDG 3) and tackling the effects of climate change (SDG13). *[Note: The Sustainable Development Goals (SDG) mentioned above are among the 17 global goals set by the United Nations to achieve “a better and more sustainable future for all” by the year 2030.]*