



WOMEN'S CENTERS — INTERNATIONAL —

STRATEGIC PLAN 2021

April 2021 v5

Contact

Susan Burgess-Lent, Executive Director

510-507-4424

Susan@WomensCentersIntl.org

TABLE OF CONTENTS

Description of Strategic Planning Process Used

I. Executive Summary	3
II. Mission and Vision	4
III. Values	4
IV. Organizational Description	
1. History of Organization	5
2. History of Centers	5-6
3. Major Accomplishments	6-7
4. Revenue Sources	7 -9
5. Human Resources	10-11
V. Strategic Analysis	
1. External Trends	11
2. Internal Trends	11-12
• Strengths	
• Weaknesses	
• Opportunities	
• Threats	
• Stakeholder Impressions	
VI. Goals and Strategies	
1. Staffing Plan	13
2. Goals - Executive Director	13
3. Goals - Board of Directors	14
4. Goals - Baraka Center	14-17
VII. Revenue and Budget Projections	Separate document
VIII. Communicating the Plan	17
Appendix 1 – External Trends	18-23

Description of Strategic Planning Process

This Planning document was developed through discussions among the WCI and BWC staff, and research about trends that affect the work WCI does. The primary author is Susan Burgess-Lent.

The organization has important goals. They can be realized only by intensive and continuing analysis and execution of our action plans.

I. Executive Summary

WCI creates safe gathering places in resource-poor environments where women can acquire new skills, a support network, and a sense of agency over their lives.

Over the past nine years, WCI has built a solid record of achievement at the Center in Nairobi, with plans to expand to two more locations in Kenya. Oakland Center in West Oakland, California closed in 2018 due to lack of funding; the goal is to reopen that Center in 2021 as a virtual resource hub.

The organization has refined the many elements of its operations but lacks adequate paid personnel to manage them.

Going forward, the organization requires consistent efforts to identify and secure new sources of major donations to meet the projected costs of operations and expansion.

This plan details goals and strategies for WCI Board and Staff.

Funding goal: a minimum of \$350,000.

WCI is positioning to work on the leading edge of the most urgent movement of our time: strengthening women to assert their priorities to create an equitable, prosperous, and peaceful world.

Our challenge is to build organizational strength and a network of committed allies to realize fully this mission.

II. Mission and Vision

Mission

Women's Centers International exists to create and support safe gathering places for women affected by conflict and poverty. A Center provides access the resources they need to heal and thrive. The goal of the WCI–Center partnership is to prepare a center for sustainable self-management within four years.

Vision

WCI envisions women thriving because their rights are honored, their status is equal to that of men across all human endeavors, and their unique sensibilities about conflict resolution, justice, and inclusiveness become the dominant influence in community life.

This vision unfolds with Centers providing resources and effective support for fueling the power women. Their changes ripple through families, neighborhoods, cities nations, and the world.

III. Organization Values

WCI's Centers are open to all women regardless of age, ethnicity, marital/gender status, health status, religion, or occupation. The values stated by the Centers' staff include:

- Respecting individuals; accepting differences among members and staff;
- Personal and compassionate attention to each member's needs.
- Honesty in all interactions;
- Flexibility and satisfaction with the culture of our workplaces;
- Open sharing of information about resources and the network of service providers
- Unity in working for the best possible outcomes for all.

IV. Organization Background

1. History of the Organization

WCI registered as a 501(c)3 non-profit and a public benefit corporation in 2011 in California, USA. The organization was founded by Susan Burgess-Lent to advance the Women's

Center Model she developed in Darfur, Sudan between 2006 and 2010. This innovative model for serving women impacted by conflict and poverty was adapted in Nairobi, Kenya, and in Oakland California.

2. History of Centers

Baraka Women's Center (BWC) in Nairobi, Kenya was established in October 2012 through the sponsorship of Women's Centers International (WCI which assists BWC with funding and consultation until such time as local funding sources sustain BWC's programs and their business venture becomes profitable.

Over eight years of operation, Baraka Center has served over 1,100 vulnerable women, ranging in age from 16 to 75, and residing in the city's slums.

BWC is a Community-Based Organization (CBO) registered with Starehe District Gender and Social Development Office (Registration Certificate: STA/CBO/5/4/2014/460). The Center has provided Adult Education classes, Health Education programs, Sexual and Gender-based Violence (SGBV) awareness training and counseling, Entrepreneur and Transformational

Leadership Training, and Vocational Training.

BWC weathered a nine-month hiatus beginning in September 2015 due to three factors: the decision of WCI's Board to end regular funding, the staff's lack of experience in attracting local funding, and controversy about changes in the Center's management.

In Sept 2015, the BWC Board disbanded, and an unauthorized group of members absconded with all the Center's furnishings and equipment. Police response was entirely ineffective, as was a Kenyan attorney hired to represent WCI's interests in preserving the assets of the Center.

In March 2016, Manager and acting Board Treasurer, Teresia Waikuru Mwangi recovered all the property taken, reporting some of it damaged and/or unusable. Currently, the Board of Directors and Center Manager Teresia Mwangi are focused on securing local funding to support BWC's work. They are committed to continuing and expanding the empowerment of vulnerable women in Nairobi and beyond.

Oakland Women's Center (OWC) opened In May 2015, WCI in West Oakland, CA, a community struggling with all the issues related to economic exclusion and poverty. Through April 2018, OWC registered 243 members. They ranged in age from 21 to 77, resided in Oakland, Berkeley, and Emeryville. The Center's core programs were Restoring Our Roots and Women Building Economic Power. OWC closed in April 2018 after the Board declined to raise operating funds and no local leader emerged to manage the Center.

3. Major Accomplishments

A. WCI Headquarters Oakland, CA

WCI has achieved consistent improvements in internal systems.

- Human resources policy manual, employee forms and records;
- Accounts with PayPal, Square, WePay, Stripe;
- Gold listing on GuideStar;
- Database of grant applications planned, pending, and history;
- A mailing list of approximately 1,250 supporters, identified in groups with regular email blasts sent;
- WCI website is updated weekly;
- Facebook, Instagram and Twitter accounts;
- All mandated federal and state financial and informational returns are current.

B. Baraka Women's Center Nairobi, Kenya

The Center has made extraordinary progress assisting women from all over Nairobi.

Among the many achievements:

- 26 members employed by the Center in administration, teaching, and sewing;
- 121 women completed two series of Entrepreneur and Transformational Leadership (E&L) Training;
- 13 Women's Table Banking Groups with over 300 members organized for saving

and access to seed capital;

- 10 women trained as Adult Education teachers;
- 36 members completed the Functional Literacy Program;
- 40 registered and 26 completed a Computer Training Course and were certified;
- Over 120 women and men engaged in awareness and planning workshops to address widespread sexual and domestic violence in the community;
- 80+ women trained in weekly workshops to reduce stress and depression;
- 24 members trained in HIV/AIDS awareness workshops;
- Community screenings for HIV/AIDS and TB provided by MSF and the Ministry of Health;
- BWC members displayed and sold products at four exhibitions sponsored by the Kenya National Affirmative Action Fund (NGAAF);
- BWC represented Kenya at an International Trade Fair in India in February 2020;
- 24 trainees completed wo five-month Hair and Beauty Skills Training Course.
- BWC is a member of two national trade organizations in Kenya.

C. Oakland Women’s Center, West Oakland, CA USA

Oakland Women Center served women with complex problems that included homelessness unemployment, domestic/sexual abuse, drug or alcohol addiction, and grief over the loss of family members. In addition to providing case management, the Center had partnered with more than 25 professionals from local organizations to provide training in a variety of key skills

In its last full year of operation, OWC recorded a 68% increase in to 236 members, 659 visits for services that included individual counseling, assistance with housing, clothing and food assistance, jobs, GED referrals, and computer use. Additionally, the staff made over 950 contacts via phone and email to check on members’ status.

The Center hosted a Smart Women Smart Money conference in July 2017, a Member Dinner in November 2017, and a Clothing Party (distributing over 200 items of donated clothing) in December 2016.

OWC Community Allies for Referrals and Training

Alameda County Social Services
Oakland Police Department Family Services
Berkeley Food and Housing
Planned Parenthood
City Slicker Farms
Progressive Transitions
Diamond in the Ruff
Serenity House
Family Paths
Spark Point
Family Violence Law Center
West Oakland Health Clinic.
Mandela Marketplace

4. Revenue Sources

- Individual Donors

Major donor Grant Williams
416 individual donors

- Gift card donors: Costco, Grocery Outlet, Sprouts, Whole Foods, Berkeley Bowl
- Sales-related donations: Amazon Smile, PayPal Giving, eScript/SHARE
- In-Kind Donations
 - Office Depot – multiple rewards cards
 - Home Depot – \$200 in gift cards
 - Gaiam/Give Back Yoga – 10 yoga mats
- Community donors
 - All furnishings and some equipment used at OWC
 - Substantial amounts of clothing and household items provided to Center members through Our Sister’s Closet, a free clothing room.

Crowd Funding, Matching Grants	Year	Amount
Chicks Eating Out	2013	\$1,100
Chevron Employee Matching Fund	2014	\$2,000
CrowdRise	2014	\$637
CrowdRise	2014	\$520
CrowdRise	2015	\$11,070
CrowdRise	2015	\$625
Chevron Employee Matching Fund	2015	\$500
CrowdRise	2016	\$8,712
Holiday Bazaar	2016	\$438
Chevron Employee Matching Fund	2016	\$500
Chevron Employee Matching Fund	2017	\$1,911
Holiday Bazaar	2017	\$639
Assured Guaranty Employee Match	2017	\$400
TOTAL		\$29,052

Fundraising Events	Year	Amount
Concert in NYC	2013	\$4,365
Sewn Seeds	2014	\$13,000
Jack Lukeman Concert	2015	\$7,856
Bissap Baobab	2016	\$250
Sewn Seeds	2016	\$11,830
Sewn Seeds	2017	\$12,000
Book Debut Event	2019	\$2,090
BWC Documentary	2020	\$470
TOTAL		\$51,861

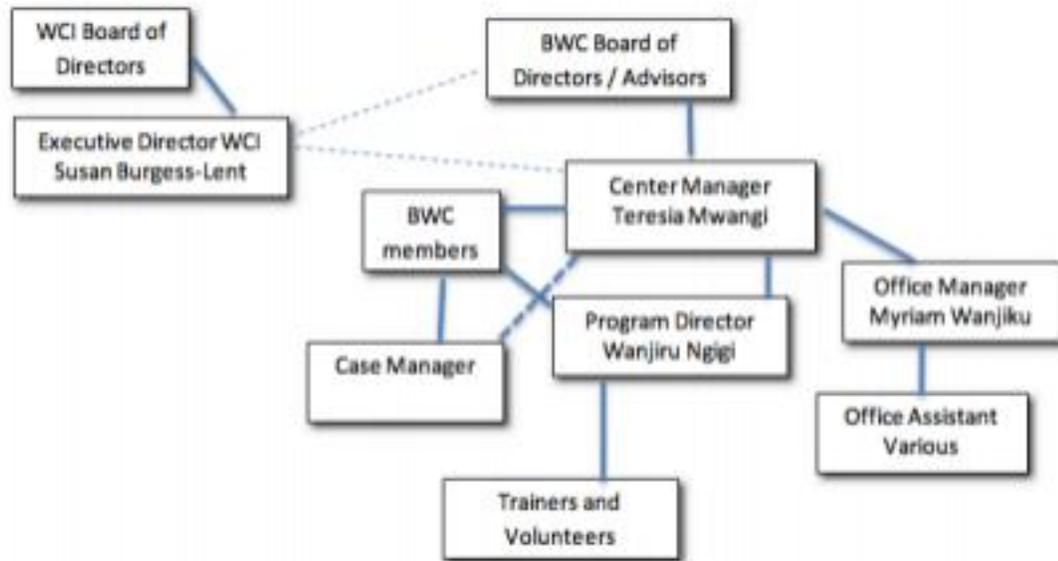
Grants	Year	Amount
Marigold Ideas for Good	2012	\$5,000
Change Happens Foundation	2013	\$8,000
Funds for NGOs	2013	\$500
Friedman Family Foundation	2013	\$1,000
Swiss Re Foundation	2013	\$3,000
Weyerhaeuser Family Foundation	2014	\$11,325
Charity Buzz	2014	\$6,800
Charity Buzz	2015	\$2,400
Swiss Re Foundation	2015	\$3,000
Safeway Foundation	2015	\$1,000
Lowell Berry Foundation	2016	\$2,000
State Farm	2016	\$500
Charity Buzz	2016	\$2,400
Pandora	2016	\$250
Lowell Berry Foundation	2017	\$2,000
Safeway Foundation	2017	\$2,000
Change Happens Foundation	2019	\$8,000
TOTAL		\$59,175

Revenue Trend 2013 – 2020

	2013	2014	2015	2016	2017	2018	2019	2020	Totals
WCI	\$16,444	\$11,747	\$12,274	\$150,403	\$139,991	\$61,793	\$48,343	\$19,984	\$489,896
BWC	\$12,007	\$45,441	\$15,464	\$2,625	\$100	\$20,908	\$29,574	\$28,917	\$159,629
OWC	\$0	\$21,345	\$56,282	\$51,864	\$78,990	\$2,275	\$0	\$0	\$210,756
Total	\$28,451	\$78,533	\$84,020	\$204,892	\$219,081	\$84,220	\$77,917	\$65,237	\$842,351
In-Kind	\$17,723	\$465	\$5,354	\$42,990	\$33,235	\$755	\$3,859	\$115	\$104,496

5. Human Resources

WCI Organogram



WCI Board of Directors

Dr Vivian Smith-Del Toro, Acting Chair, joined Dec 9, 2020

Founder and CEO of Global Executive Business Consultants (GEBEC), a business research, project management, and global leadership development consultanc

Anne Mwangi, joined June 2020

A registered nurse working with the Ambulatory Care Unit at California Pacific Medical Center and the Electrophysiology Clinic at Sutter Pacific Medical Foundation, San Francisco

Victoria Tswamuno joined July 9, 2020

Victoria currently is completing her master's degree at Columbia School of Social Work.

Julia Reis, joined April 2021

Manager: Pharmaceutical Industry with the main responsibility of populating Emerging Regions (Latin America, Africa, CIS, Middle East, and Russia) with differentiated and affordable treatments from licensing and acquisitions sources across the globe

Cassandra Clifford, Joined May 2021

Specialist in Management, Fundraising and Communications, Leverage, Bridges to Freedom

Grant Williams, joined Aug 28, 2012 Emeritus member

Mr. Williams is a philanthropist who founded the non-profit organization, The Edge, in 2008 to assist young people in building bridges of mutual understanding

Staff

Women's Centers International

Susan Burgess-Lent, Executive Director

Founder of WCI in 2011. Previously Program Director, Darfur Peace and Development Organization.

Volunteers: **Shelby Collier**, **Medha Kharvarkan**

Baraka Women's Center

Teresia Mwangi (Njora), Center Manager Aug 2016, promoted from Program Director

Community activist and trained Substance Abuse Counselor

Wanjiru Ngigi, Program Director Aug 2018

A transformational leader and inspirational speaker with over fifteen years of experience in leadership training and transformative governance in local institutions

Ruth Syungo, Office Manager

Alexander Kihia, Computer trainer and IT

V. SWOT Analysis

1. External Trends

Many political, economic, societal trends affect how WCI views and executes its mission.

See Appendix 1.

2. Internal Trends

Internal analysis identifies the following attributes of WCI:

A. Strengths of the organization

- Unique, innovative service model that formalizes the centuries-old tradition of women gathering for mutual support, with a focus on integrating access to resources in areas of core needs: Housing, Livelihoods, Health, Education, and Protection from Violence.
- Visionary, dedicated leadership;
- Written Comprehensive Guide to Establishing and Operating a Center
- Employee/Volunteer practices and procedures in place

B. Weaknesses of the organization

- Executive Director multi-tasking with no support staff;
- Previous limited Board oversight on policy, finances, and fundraising; lack of detailed Fundraising Plan
- Evaluative systems need updating

C. Opportunities

- COVID-related funding widely available from many sources;
- Grant opportunities for WCI expansion may be available based on number of years in operation;
- New avenues via international organizations to scale the Model in refugee environments;
- BWC's resourcefulness may deliver local funding support for core programs

D. Threats

- Uncertainty about continued operation in Kenya due to pandemic;
- Lack of substantial new funding, especially from major donors;
- Lack of succession planning for WCI;

E. Stakeholder Impressions

- BWC members express gratitude for the life-changing opportunities they’ve had at the Center. See Member Success Stories.
- OWC members support re-opening of the Oakland Center.
- Foundations have yet to appreciate the significance of the Women’s Centers Model in addressing the needs of women in resource-poor environments.

VI. Goals and Strategies

The Organization faces key challenges in 2021:

1. Recruit staff to support the Executive Director and plan new Centers;
2. Create and execute a plan to engage major donors;
3. Enhance Board learning and engagement;
4. Increase awareness of the WCI Model in the international development community;
5. Foster collaborations and secure funding to re-open Oakland Women’s Center;
6. Expand in Kenya – two new Centers;
7. Secure new Liability insurance and workers compensation insurance;
8. Upgrade website and marketing tools

A. Staffing Plan

Current staffing level is inadequate for the needs of WCI’s growth. It is proposed that additional personnel be added as follows:

- Administrative Assistant
- Bookkeeper (contractor)
- Development Director
- Program Director

B. Goals for Executive Director

Activity	Timeline	Deliverables
1. Work with Board to create fundraising plan for 2021	by January 30	
2. Increase speaking engagements	Ongoing	At least one per month
3. Complete revisions of WCI Guide; prepare for publication	by Jan 30)	Booklet or workbook

4. Complete Annual Report 2020	By Mar 30	Publish on website
5. Develop potential allies in humanitarian world to adopt WCI model for refugee camp environments	ongoing	By June 1, one major partner
6. Connect WCI with comprehensive data gathering and analysis efforts by UN Women. (UN Women estimates 65% of vital gender-based information is missing data.)	TBD	Access to tech assistance
7. Evaluate performance of staff in Kenya	30 May	Written evals
8. Manage expansion in Kenya and US	Mid-late 2021	Samburu and Laikipia Centers; Oakland Center

C. Goals for WCI Board

Activity	Timeline	Deliverables
1. Review Strategic Plan	By Jan 22	Action plans assigned during January 2021 Board meeting
2. Develop fundraising plan with Executive Director	By Jan 33	
3. Recruit Board members as needed; develop Advisory Board	TBD	Roster of diverse professionals
4. Performance Evaluation – Executive Director	TBD	Written evaluation;
5. Contribute to Improved Evaluative Process of Centers/Programs		Instruments for evaluation of Centers
6. Ensure consistent financial oversight	Monthly or quarterly	Financial statement to Board
7. Assist with succession planning	Check in quarterly	ED Successor extensively trained to assume role in late 2022

Key Questions for Board Meetings

1. Are the goals being well achieved and according to the timelines specified in the plan?
2. Should the timelines or objectives be changed? Why?
3. Do personnel have adequate resources (money, equipment, facilities, training) to achieve the goals?
4. What are we learning from monitoring and evaluation how to improve program

D. Goals for Baraka Women's Center

Entering its ninth year of operation, BWC has built capacity to grow in four key areas. ● Business Venture: The Coronavirus pandemic has provided a unique opportunity to advance a long-planned profit-making business venture.

- Programming: Members determine what they need most;
- Property Purchase to house all activities;
- Expansion: New allies assist the process of establishing Women's Centers in at least two additional Kenyan counties.

Each of these strategies is outlined here and detailed in BWC's strategic plan.

1. Business Venture

Baraka Mtido Fashion Accessories (BMFA), producer of handcrafted jewelry and handbags, pivoted in the wake of the pandemic to produce face masks. The business is managed by senior staff at Baraka Women's Center and employs Baraka Center members.

Accomplishments (March – Oct 2020)

Membership in and assistance from the Kenya National Federation of Jua Kali Associations (KNFJKA), advocates for Small and Micro Enterprises (SMEs) in Kenya;
Membership in the Kenya National Chamber of Commerce and Industry (KNCCI);
Completed Kenya Bureau of Standards (KEBS) testing and approval
Identified best vendors for production materials;
Oriented and trained first group of sewing operators;
BMFA has acquired four industrial sewing machines for a total of five sewing stations;
To support its visibility, BMFA needs a website and new signage for the facility.

With sufficient capital, BMFA can eventually provide steady income for 20-28 women over the next year. More The impact will be to improve employees' ability to acquire basic needs for their households. When the pandemic winds down, BMFA will have planned diversification into other textile products including bags and clothing.

2. Programs

In 2021 BWC will focus on three core programs: Health Support, Entrepreneur and Leadership Training, and Vocational Training.

A. Health Support (HS)

History: This program began in 2013 and has had well-attended training sessions on

sexual and gender-based violence (SGBV) awareness and support, stress reduction, reproductive disease prevention and testing, and substance abuse awareness and recovery.

Rationale: Learning how to maintain health is the basis of progress in all other areas of life;

Objective: To foster women's capacity to learn new behaviors that support their physical and mental health.

Impact: Improved resilience across the spectrum of health challenges

B. Entrepreneur and Leadership Training (E&L)

History: Two 16-week courses completed in 2013 and ongoing individual Mentoring;

Rationale: Entrepreneurial ventures are the most effective way for women living in extreme poverty to create income. Once they learn all the elements of success, they are strongly motivated to succeed for their children;

Objective: Provide the essential tools for business management;

Impact: The establishment of profitable businesses or growth in profitability for 50% of program trainees.

Table Banking Groups grew out of the E&L training. BWC provides a safe meeting venue and mentoring for 14 table banking groups with 381 members who pool funds to support business ventures.

C. Vocational Training Program (VT)

History: The Hair and Beauty Skills Course was the first vocational training program introduced in 2018 and aimed at preparing women for work in a business setting with a sustaining salary. Other training options include beadwork and leatherwork as funds become available.

Rationale: Women with a talent for this work and/or with insufficient formal education need opportunities to develop professional service skills for employment or to open their personal-services enterprise.

Objective: To develop professional skills in hair styling, makeup, facials, manicures, and other beauty treatments.

Impact: At least 50% of trainees find jobs within three months; 3 to 5 open shops or 'mobile' services

These three programs – Health, Entrepreneurship, and Vocational Skills – increase each woman's capacity and willingness to take charge of her health and economic life. The schedule of courses depends on funding.

3. Property Acquisition

History: In early days, Baraka Women’s Center outgrew its small accommodation in a church to a larger compound in Pangani. Following the Centers’ 2015 near-death experience, the manager secured a succession of small inadequate spaces and in August 2020 moved to its current facility that houses most activities.

Rationale: Acquiring a property gives stability to the Center

Objective: Purchase property with secure a building that will accommodate
2– 3 classrooms for programs;
Large open room for Textile operations;
Office for up to eight staff with meeting room, toilet, and kitchen;
Land to grow fruits and vegetables for members’ household needs;
Possible short-term shelter for victims of abuse

Option: Evolving relationship with Equity Bank for loans

Impact: Provides needed space and an important asset for the organization

4. Expansion Initiative

Rationale: The Women’s Center Model is an innovative approach for underserved groups of women. Baraka Center is positioned to serve as an administrative and training hub for Centers in other Kenyan counties where women’s needs are unmet.

Objective: Adapt Women’s Centers Model in Samburu and Siaya counties in Kenya;

Process: Fully detailed in WCI Guide

Future: Women’s Centers can be established in each of Kenya’s forty-seven counties over the next five to seven years. We can assist adaptation of the Model by East African and Middle East community organizations that have requested WCI’s assistance.

Over the next ten years, Women’s Centers evolves into a global network serving millions of women experiencing poverty, migration, or conflict.

VII. Revenue and Budget Projections

See Separate document

VIII. Communicating the Plan

This strategic plan will be distributed to:

1. Every board member.
2. ED, staff, volunteers
3. Selected portions of Plan in a newsletter and marketing materials.
4. New board members and employees during orientations.
5. Selected major stakeholders: funders, investors, collaborators.

APPENDIX 1 Strategic Analysis – External Trends

The COVID-19 pandemic of 2020 has altered every social and economic system worldwide. Women’s Centers are gathering places. The organization’s ability to establish Centers in the U.S. will be constrained until the pandemic is under control (late 2021?). Baraka Center’s operation has continued, with mask-wearing mandatory.

1. A World of Need – International Development Trends

The pandemic has reversed trends in achieving the Sustainable Development Goals, thus significantly increasing the need for international assistance with control of resources by local workers. Some of the alarming developments include:

- An estimated 71 million people expected to be forced back into extreme poverty as the result of the pandemic
- Approximately 1.6 billion workers in the informal economy – about half the global workforce – significantly affected, with income falling 60% in the first month of the crisis.
- More than one billion slum dwellers worldwide acutely at risk for COVID.
- Disruption to health and vaccination services and limited access to nutrition services may cause hundreds of thousands of under-5 deaths and tens of thousands of maternal deaths.
- Many countries have seen a surge in reports of domestic violence against women and children.
- Children are at much greater risk of child labor, child marriage and trafficking.

<https://sustainabledevelopment.un.org/hlpf/2020>

2. International travel restrictions underscore the need to support local management of community-strengthening initiatives. Women’s Centers are led by community members.

3. Shifts in management practices, technology advances, and changes in philanthropy giving models also are having big impacts on how assistance is delivered. Some of the ways management practices are evolving:

- Software development can help companies stay responsive, reactive, and flexible.
- Data-Driven Methods can improve project management, timelines, results,
- Lean Thinking – By integrating feedback into incremental iteration cycles, companies can evolve their projects quickly and stay adaptable.
- Digital Change Management – It’s important to take advantage of technology solutions, such as digital adoption platforms, onboarding solutions, and project management tools. (See “Gender Data” below)
- Digital adoption has become a core driver of many change management projects, with developments such as digital adoption managers, digital adoption solutions, and digital adoption strategies

4. Impact of technology advances

- Online collaboration, virtual teams, and remote working will continue to change the way we work together.
- Workplaces will be affected by automation, advancements in digital skills training, improvements to data and analytics applications, and more.**
- AI, machine learning, deep learning, and data science will continue to evolve. Advances in

this area mean better software, deeper insights, and better project results.

- Each time an organization adopts new tools, they must install, test, and deploy those tools. They must also train users, analyze effectiveness, improve user productivity, and maximize software ROI.

***NOTE:** UN Women estimates 65% of vital gender-based information is missing or incomplete. They are partnering with Facebook to develop standards, capacity, and technology to produce reliable, actionable, accessible databases.

[CHRISTOPHER SMITH](#) ON [AUGUST 12, 2019](#) POSTED IN [CHANGE MANAGEMENT](#)

5. Selected Trends in Philanthropy

- Women’s and girls’ organizations receive substantially more support from women donors than from men donors.
- Expanding the definition of philanthropy to more than money can help a movement spread globally. (e.g. Giving Tuesday crowdfunding)
- One in three smartphone users rely on their phone for transactions, information, news, and to find resources;
- Nearly three in four American adults use social media (72%), and the vast majority of social media access takes place on a mobile device.
- Women are more likely than men to use Facebook, Pinterest, and Instagram, while men are slightly more likely to use Twitter.
- Giving platforms can support donors by identifying causes they might prefer and by building trust with donors.
- To appeal to women donors, platforms and organizations must build community online.
- Donor Advised Funds are used by many high-net worth individuals.
- Foundations and institutional donors look increasingly for partnerships with organizations with evidence-based results.

[WomenGive 2020: Women’s Philanthropy Institute, Lilly family School of Philanthropy](#)

6. Political Trends

The following ‘snapshots’ of historical and current trends provide a context – and rationale – for the mission WCI pursues. They underscore the pervasively unjust and destructive status quo of systems that shape women’s lives.

Equal Rights Amendment (ERA)

The ERA was first introduced in Congress in 1923. Forty-nine years later, in 1972, the ERA passed both houses of Congress and was submitted to the state legislatures for ratification. Through 1977, the amendment received 35 of the necessary 38 state ratifications. The 113th Congress welcomed a record number of women, a factor that may favor final ratification.

The 97-year delay in passage of the ERA means that in the US, all women still are not assured rights equal to men. Statistics in later sections bear out the deepening destructive inequities.

National Politics

The push for racial justice is gaining momentum like no other time in history. WCI works for popular

awareness of the changing role of women, especially women of color, whom we see a primary architects and builders of a new social order.

The #MeToo campaigns by activists and celebrities regarding sexual harassment – and wider awareness of domestic violence as the silent evil twin of the pandemic – among many other factors, means we must continue to elevate the public conversation about women’s rights – and finally get the ERA ratified.

Oakland Politics (for Oakland Women’s Center)

The City has been unable to meet the needs of the burgeoning homeless population. Housing development continues apace with few units for low-income residents. Social services are overwhelmed, as are shelters. Battles continue about policing the police. These issues often affect women of color, WCI’s primary clients.

Political Trends – Kenya (for Baraka Center)

Forty-seven seats are reserved for women in the national assembly. However, cultural attitudes towards women in politics remain negative. The majority of female parliamentarians hold a ‘County Representative’ seats rather than being directly elected MPs. They are wholly dependent on the political parties for their position, hence a reluctance to deviate from the party line to pursue non-partisan beliefs and agendas.

Corruption within the Ministry of Health over the procurement of PPEs has directly impacted Baraka Center. Along with at least 42 other small businesses, BMFA had been promised a tender to provide masks. The follow through is not yet in sight.

[International Knowledge Network of Women in Politics](#))

Political Trends – Sub Saharan Africa

The rate of increase of women in parliament has been faster in sub-Saharan Africa in the last 40 years than in any other region of the world, primarily through the use of quotas and affirmative action policies. Affirmative action advocates say that increasing the numbers of women in Parliaments is the crucial first step to prove they can lead, perhaps paving the way for a shift in attitudes at the local level.

When half a country’s population requires ‘affirmative action’ programs for political representation, the struggle has only begun. [International Knowledge Network of Women in Politics](#)).

7. Economic Trends

Pay Gap Globally

Globally, women earn 24% less than men, with variations across regions. Women bear disproportionate responsibility for unpaid work caring for children, elderly, sick, and doing housework.

Pay Gap US

Women of all major ethnic groups earn less than men of same ethnic group, and less than white men. The pay gap has increased 18 points since 1960. In 2019, women earned 79 cents for every dollar earned by men. <http://www.iwpr.org/publications/> www.payscale.com/data/gender-pay-gap

U.S Government Assistance Programs

This condensed description of government programs that assist people living in poverty is meant to enhance understanding of the challenges faced by many of OWC's clients, and clients at future U.S. Centers. The 'welfare' system is an increasingly complex web of federally funded programs. California uses different names/acronyms for some programs and administers them through County Social Service Agencies.

- **CalWORKS** (California Work Opportunity and Responsibility to Kids)
Funded by a federal program called Temporary Assistance for Needy Families (TANF), it's generally known as 'welfare.' CalWORKS helps families who do not have enough money for their basic needs because a parent is unemployed, disabled, not around to care for the children, in jail, or has died. CalWORKS helps with money, support for finding a job, CalFresh (formerly Food Stamps) Medi-Cal and, sometimes, additional benefits.
With no income, a family of three persons, receives a cash grant of approximately \$723 per month, depending on individual circumstances and place of residence. With income from a job, special rules apply.
CalWORKS participants receive a monthly cash benefit for up to 48 months (lifetime limit), as long as they continue to meet the Welfare-to-Work requirements, but children continue to receive cash aid after the 48-month limit.
- **Food stamps**
USDA funds the Supplemental Nutrition Assistance Program (SNAP); the State of California calls it CalFresh. The benefit amount set by the U.S. Congress is roughly \$4 a day per person. Average monthly benefit per participant in California is \$141.99.
- **Supplemental Security Income (SSI)**
The disabled, blind, or elderly may not be able to work or afford to live on their own. If they can't work and have limited resources, they may be eligible for Supplemental Security Income (SSI), a program of the Social Security Administration. Those who qualify get monthly cash payments to pay for basic needs. In California, SSI recipients also get a smaller benefit from the State Supplemental Program (SSP) included with their monthly SSI benefit.
For most people, the maximum possible SSI benefit (including the SSP) is \$889.40 for an individual and \$1,496.20 for a couple. In California, people who qualify for SSI automatically get Medi-Cal benefits but are not eligible for Cal Fresh or CalWORKS.
- **WIC (Women, Infants and Children) Program**
WIC is a federally funded program that helps women by providing nutrition education, issuing checks for healthy supplemental foods, and making referrals to healthcare and other community services. Participants must meet income requirements and either be pregnant or a new mother with infants or children under age five. Benefits per month for family of 2: \$357; for family of 3: \$511.
- **Section 8 – Housing Choice Voucher Program**
The California Section 8 Program is a federal government initiative that aims to help low-income families in the State to access affordable, safe, and sanitary housing. The program pays a housing

subsidy directly to a landlord, with the family paying the difference between the actual rent and the program subsidy amount. The eligibility requirements are mainly based on the applicant's family income. The payment standard is based on average rental rates of moderately priced local housing. The Oakland Housing Authority's Section 8 list has been closed for several years.

U.S. Government assistance programs – separately or together – do not provide individuals or families with income needed to sustain home and health.

8. Social Trends

Domestic and Sexual Violence

The increase in domestic violence during the pandemic and continuing trends of violence toward women worldwide underscore the urgency of the Women's Center movement. o 1 in 4 pregnant women is physically abused.

- 1 in 3 women will experience abuse or rape in her lifetime.
- 175,000: Number of workdays American employees miss each year due to domestic violence.
- 40-70: Percentage of female murder victims in the U.S. who were killed by their husbands or boyfriend, often within an ongoing abusive relationship. Domesticshelters.org
- Based on data from OWC's efforts to find space for domestic violence survivors, shelters throughout the Bay Area are chronically full.

Literacy

Most of the illiterate adults worldwide live in South [Asia](#), West Asia, and sub-Saharan [Africa](#). Of all of the illiterate adults, nearly two-thirds are female.

In a study of literacy among 20 'high income' countries, the US ranked 12th. 14% of U.S. adult cannot read; 21% read below a 5th grade level; 19% of high school graduates cannot read; 70% of inmates in American prisons can't read above fourth-grade level.

<http://literacyprojectfoundation.org/community/statistics/>

Trends in Women's Reproductive Rights

Statistics from many sources argue that women's reproductive rights, including access to abortion and birth control, and paid parental leave, remain battlefields of political, religious, and medical interests.

38 states restrict or severely restrict access. Over 1000 State anti-choice measures have been enacted since 1995, with increases each year. <https://www.prochoiceamerica.org/media/reports-fact-sheets/>