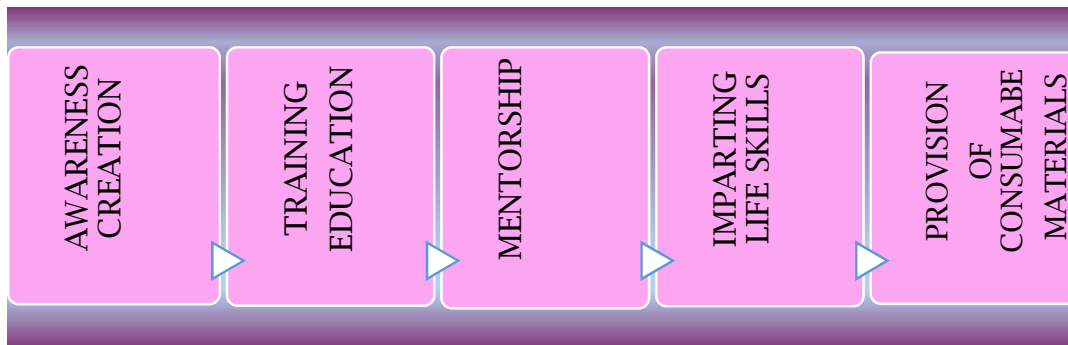




*LOOKING BACK,
MOVING FORWARD...*

**2021/2022
ANNUAL REPORT**

TRANSFORMATION THROUGH



We build resilient communities by reaching out and serving vulnerable women, girls and children, to help them live life to full potential.

FROM THE DESK OF THE CEO / FOUNDING DIRECTOR



I'm excited to share with you the amazing things that have happened at Resilient Woman for this past year. Lives have been transformed because of your generosity.

Thank you for your support; it brings hope to hundreds of women, girls, children, families and to the communities we serve in Kenya.

We are blessed to say that our service to the target beneficiaries has never wavered, since inception of Resilient Woman in 2014 and registration as a community based organization in year 2016. Further, in spite of the challenges associated with the COVID-19 pandemic, which stretched to the year under review, the safety of our primary beneficiaries, part-time staff and volunteers has been our top priority. With your support we have continued to serve.

You have provided health and healing, education, gender equity, empowerment and capacity building to women, girls, teens, children (and to some extent men); all facing social-economic barriers that hinder them from living productive lives. Importantly, you have also offered them the opportunity to engage with God through our work and in posterity, to have innovative minds especially for the teens.

Because of you, we are building resilient communities. Our organization continues to create more resilient women, girls, families and thriving communities through our progressive and holistic programs, only made possible with your help. This help comes by way of your financial giving, gifts in kind and voluntary services offered through partnerships and collaborations.

As you read through the following pages, you will see how your generosity has provided vital services via Resilient Woman and how crucial you are in impacting the lives of individuals and the local communities. We envision growth of your impact with the implementation of our 2023 - 2025 strategy as we build a sustainable organization and focus on more enriching programs and services in more geographical locations to help the vulnerable.

The global social and economic challenges associated with the Covid-19 pandemic, Russia-Ukraine war, debt crisis and many other issues affect mostly the vulnerable people at the grass-root level. Generally, the year 2021/22 has been tough due to these challenges that push the vulnerable to desperation and frustration. The ripple effect includes elevated mental health cases, crimes, poverty levels and adverse childhood experiences, just to mention a few.

That's why your role is important to Resilient Woman and our work with the women, girls and children. Your support enables them to optimize their God-given potential. Thank you again for your support and May God Richly Bless You.

*Lucy Karambu
Founding Director / Chief Executive Officer*

BOARD OF DIRECTORS - FROM THE DESK OF THE CHAIR

It is with great honour that I present this 2021/2022 annual report for Resilient Woman. The report highlights our programs, the outcomes thereof, the financial performance, the donors who made it all possible, as well as our anticipated organizational growth.

This is the first comprehensive annual report, a value addition from the usual sharing of information or feedback about our work via newsletters, website and the social media. As we aim at improving on our communication and fundraising Strategy, succinct reporting to promote publicity, transparency and accountability is our immediate focus for a greater impact.

This past year and especially towards the end, the Resilient Woman family experienced significant growth that has and will continue to bring us to a heightened level of service delivery. The board remained keen and committed to making strategic decisions for the organization, while the part-time staff and volunteers remained steadfast in serving our most vulnerable targeted group.



We continued to implement our work as we focused on documenting our strategy and systems. Our 2023-2025 strategic plan will prepare us to navigate the anticipated expansion of our services with thoughtful intention. It is a blessing to say that as we move ahead, we look back to the year 2021/2022 with gratitude as we celebrate the great strides in regard to our mission impact.

This is a result of a commitment to excellence at every level of the organization. The Resilient Woman board volunteered their time to govern the organization by making strategic decisions that give clarity to the direction. They intend to enhance their commitment as we move the organization to the next level. There are plans to increase the board members and have a more diverse expertise mix. The Board also oversees organizational audits to ensure good stewardship of the funds entrusted to Resilient Woman. I am proud to report that in the fiscal year 2021/2022, we had approximately US\$16,000 in revenues.

As we begin a new fiscal year, Resilient Woman is well positioned to continue enhancing our mission impact.

On behalf of the board, I'd like to thank all stakeholders for helping us serve our women, girls, children and their communities in need. We are extremely grateful for your support.

***Jackson Siengo
Chairman***



*“He who opens the school door closes the prison gate”
..... Victor Hugo*

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THE REPORT AT A GLANCE

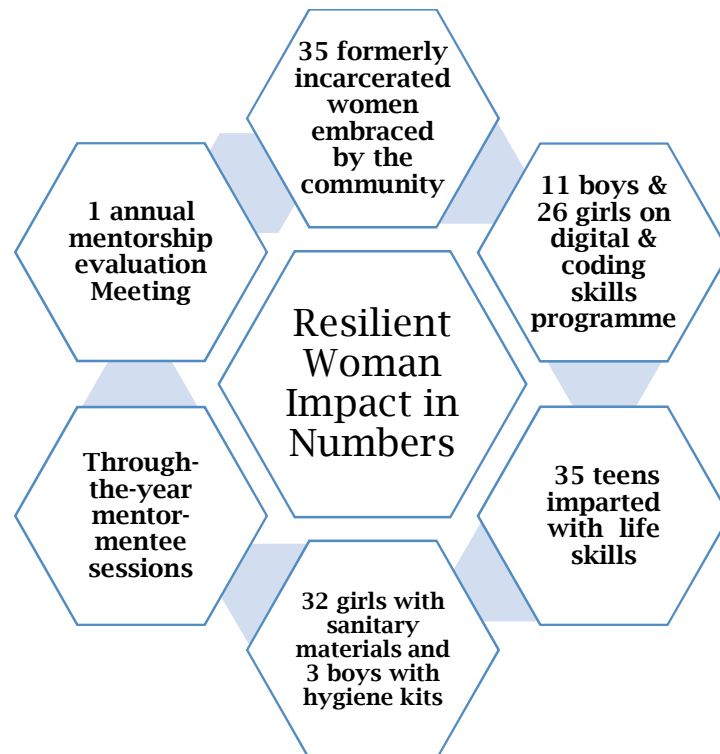
As we set Resilient Woman on a new trajectory of renewed determination to make a difference for the vulnerable women and girls, as individuals, and to the systems that can help or hinder them (including their families and communities), a lot has been done in the year 2021/2022.

Since the year 2014, our core mandate has been to help vulnerable women and girls to become resilient and resourceful; to create purposeful lives for themselves and their families to fulfil their full potential.

Our programmes are tailored to supporting them and their communities to find a path that will provide them with security and stability, and ultimately enable them to thrive.

PROGRAM IMPACT IN DATA

The impact of Resilient Woman is more than the numbers, but reviewing numbers is important. Transformational impact in the lives of our target group is long term in nature and can be transgenerational. We believe that building resilience is a long term process that begins with a single step or action towards the right direction.



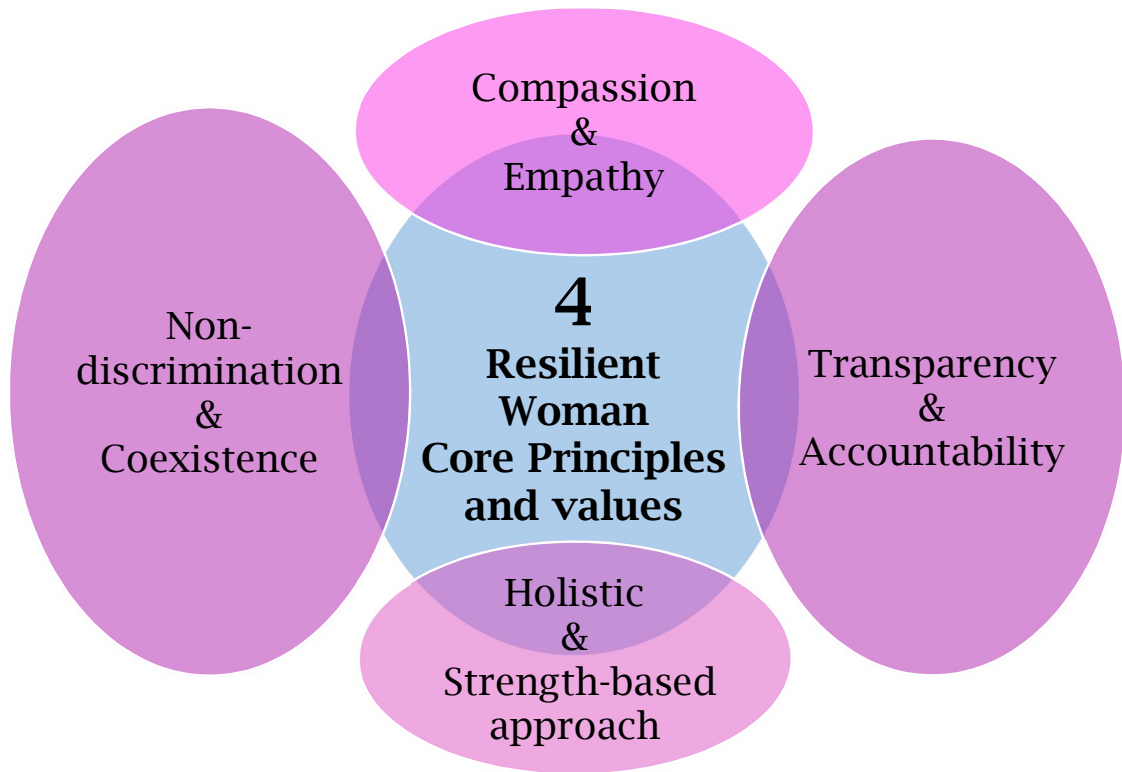
Key highlights:

1. Looking back, we are building more resilient communities and we can do more with your continued generous support.
2. Our programmes are sustainable and aligned to the Sustainable Development Goals (SDGs) and Resilient Woman Strategy.
3. We responded appropriately to Covid-19 Pandemic and are moving beyond it.
4. We are focusing on organizational development and embracing a culture of excellence. Our aim is to achieve greater effectiveness by developing, improving, and reinforcing strategies, structures, and processes.
5. We are capitalizing on the 'Emerging Trends' by harnessing the power in the youth.
6. We are moving ahead with positive momentum into year 2022/2023 and Beyond.

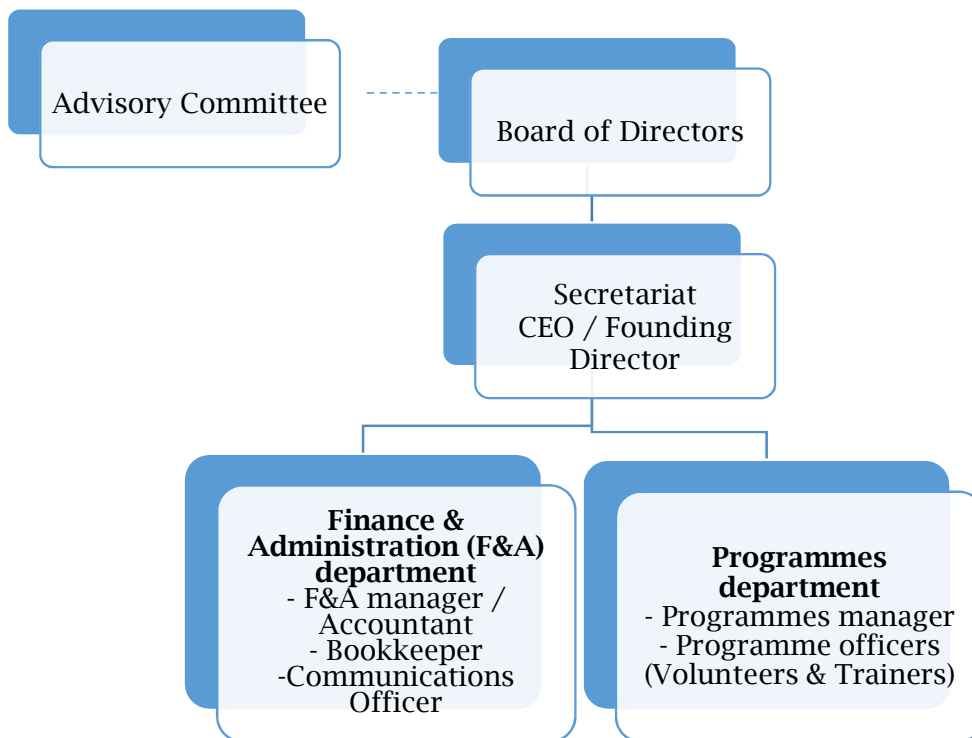
THE ORGANIZATION

Resilient Woman is a non-profit and non-political entity registered in Kenya in 2016 under the Community Based Organization (CBO) Act.





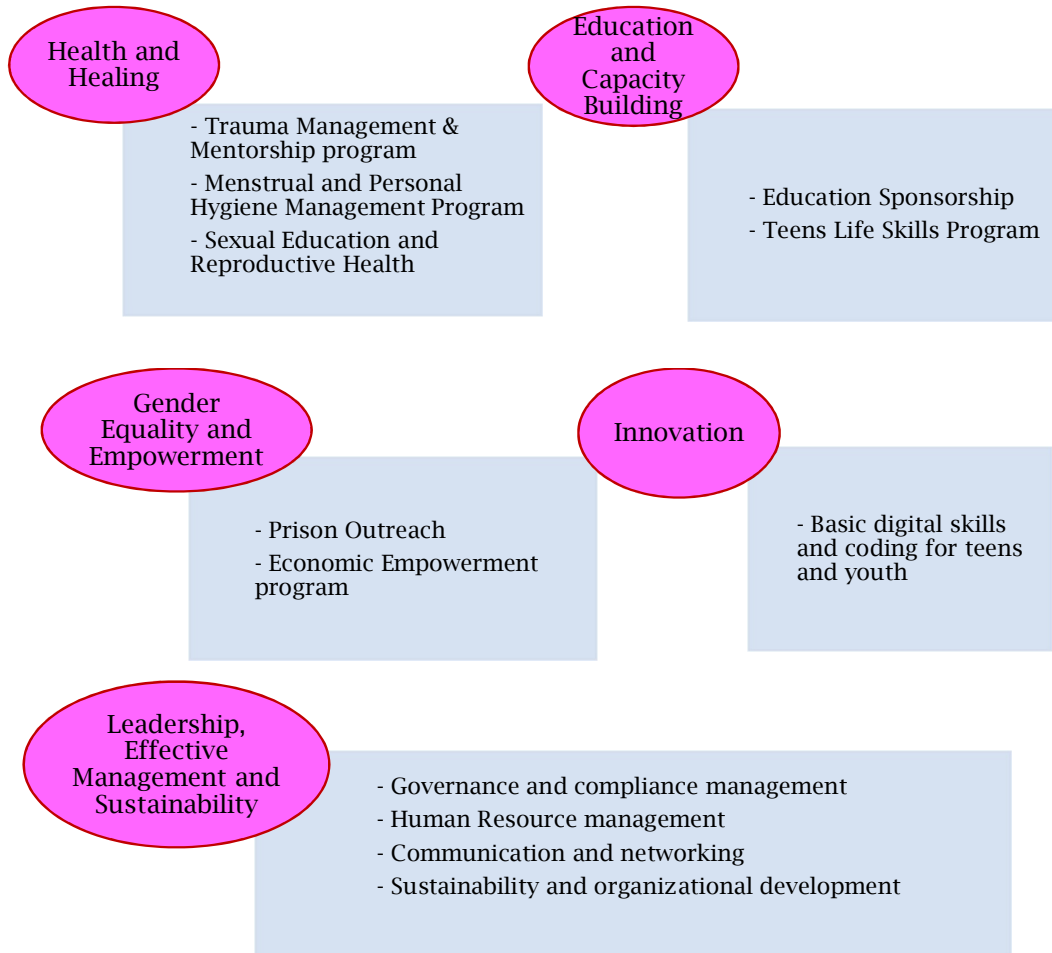
ORGANIZATION CHART



OUR STRATEGIC FOCUS

Resilient Woman's mandate is to create programs that remove barriers that put women and girls at a disadvantage in perpetuity. The goal is to build resilience and confidence in the following targeted group;

- ✦ Women affected by imprisonment
- ✦ Women affected by gender based violence
- ✦ Girls affected by harmful cultural practices eg. FGM, early marriages, teenage pregnancies and beading
- ✦ Children affected by Adverse Childhood Experiences



Through trauma management training and mentorship programme, the women and girls are helped to gradually acquire healing from the paralyzing effect of social-economic challenges; imprisonment; gender based violence and harmful cultural practices and attitudes, setting them on a path to begin living normal and productive lives. Provision of immediate needs especially for women leaving prison to reconnect with their families and communities, and later on economic support through the envisioned Economic empowerment programme helps to ease the social economic burden.

Resilient Woman also supports the children living in difficult circumstances and those affected by parental incarceration, recognizing that if the child's life and well-being is not taken care of, the cycle of vulnerability is most likely to replay. Other programmes target children from communities that are socially and economically deprived.

The Trauma Informed Care (TIC) programme cuts across all Resilient Woman programmes for sustainability. This recognizes that there is a missing link in designing programmes to support children without considering the role of parents, teachers and other caregivers in the lives of their children. This is because the nature of relationship and interactions between children and adults/caregivers in their lives impact greatly who they become.



March 2022 during the annual mentorship evaluation meeting



“Building More Resilient Communities”

...HEALTH & HEALING

“When he saw the crowds, he had compassion on them, because they were harassed and helpless, like sheep without a shepherd.” Matthew 9:36

Why Health and Healing matters?

It’s a core pillar of human existence.

Health has many facets. In the context of Resilient woman, we consider mainly the psychosocial determinants and the combined influence the surrounding social-economic environment has on the physical, emotional and mental wellness of the vulnerable women, girls and children and their ability to function well in their communities. Some examples of these variables include trauma, behavioural factors, financial, education and literacy issues. Focusing on our vulnerable group needs is a critical step towards ensuring that they are on the right path to achieving optimal living.

We consider emotional stability and psychological healing a priority intervention alongside provision of immediate needs kitty. Once our beneficiaries have stabilized, they then become part of economic empowerment programs.

Our programmatic interventions include;

1. Trauma management & mentorship programme
2. Menstrual and personal hygiene management
3. Sexual education and reproductive health

The impact envisioned includes;

- ✓ Capacity building and empowerment to deal with pain and traumatic experiences for health and healing.
- ✓ Gender equity
- ✓ Dignity upheld through provision of immediate basic needs and training their communities to accept and treat them with dignity.
- ✓ Breaking the potential vicious cycle of incarceration through trauma informed care programme and other interventions targeted to children.
- ✓ Saving many teens and youth from ill-health and promoting their self-esteem to confidently pursue greater goals that benefit the entire community.

Trauma management & Mentorship program

Resilient Woman Programmatic Interventions to the women and girls soon after they leave the correctional facilities include;

- ✚ **Providing basic** financial and non-financial basic support.
- ✚ **Trauma Management Training** – to help rebuild confidence, self-esteem and provide tools to take charge of their lives and begin to live normal lives in their communities.
- ✚ **Healing companions**, who are trained to walk with these women and girls and hence, introduce mentorship. The group therapeutic session provides a safe space for women to share the experiences of their lives that have brought pain and emotional baggage.
- ✚ **Public Awareness** which aims to remove the perceived attributes and stigma resulting from being formerly incarcerated. Resilient Woman mobilize community support for ex-prisoners to engage in community activities, re-connect and re-establish relationships

with their families and communities. This is to create a conducive environment for the women and their children to reintegrate and begin to live normal and productive lives.

- ✚ **Mentorship programme** - In the **mentor-a-sister program**, the formerly incarcerated women are matched with trained mentors who provide support and guidance through their journey of incarceration.
- ✚ **Annual Evaluation Mentorship meeting** - Brings together the mentors, mentees, community leaders, chaplains and the new entrants to help them understand and appreciate the mentorship journey by sharing experiences and addressing challenges encountered together. The evaluation looks at needs assessment, program outcomes and the learnings to improve the programme for success.

Throughout the year, mentors and mentees meet at mutually agreed times. The goal is to assess the progress the mentees are making as they integrate into the community, assess their needs and share with the larger mentorship team.

Annual mentor and mentees forum

The Annual mentorship evaluation meeting was held in Kericho Maximum prison from 20th March to 23rd March 2022, with 37 participants (women mentors & mentees, men, church leadership, prison chaplains).

During the 3 days of engagement in partnership with Kericho Medium Prison and the Africa Gospel Church, the following was achieved;

1. *New mentees who had either been just released from prison or discovered our mentorship program (7 men and 3 ladies) were received. Initially the target was only women, but we have had some men showing interest and joining;*
2. *New mentees were linked to mentors for support;*
3. *Distributed material support (such as clothes in good condition as we are keen on promoting and respecting their dignity) to the children in prison and the women released and joining the mentorship programme;*
4. *Reviewed the mentorship journey - shared inspiring experiences and the challenges experienced;*
5. *Performed needs' assessment and the support required such as the education sponsorship for their children and the need to be part of social groups;*
6. *Offered advice and training to the mentees;*
7. *Shared the word of God for inspiration and encouragement;*
8. *Created awareness about Resilient woman programmes.*

✚ **Trauma Informed Care (TIC) program**

This cuts across all Resilient Woman programmes for their long-term sustainability and great impact. Trauma-Informed Care for Caregivers training works with parents and school staff in order to prevent and address adverse childhood experiences before they evolve into larger concerns. Not much has been done in this area.

Menstrual and personal hygiene management program

Resilient Woman has been intentional about going beyond just distribution of sanitary materials to holding deliberate education and awareness sessions with both boys and girls. The focus is to look at reproductive health issues relating to proper or improper use of sanitary materials, infections and also, engaging boys to be allies and not shamers. The objective is to raise boys who are respectful, and supportive of girls.

Therefore, we target girls and boys from socially and economically deprived communities and;

1. Promote personal hygiene and dignity of girls
2. Debunk the misconceptions around menstruation by creating of boys as allies and not shamers.

On 28th May 2022 (the World Menstrual Hygiene day),



In collaboration with our partners, Resilient Woman observed the day by;

- a. Conducting intensive education about menstruation and menstrual hygiene.*
- b. Awareness creation about the challenges regarding access to menstrual products and period-friendly sanitation facilities.*
- c. Distribution of hygiene kits to girls and boys with an objective of breaking the taboos and ending the stigma surrounding menstruation. Additionally, to offer assistance to those that cannot afford them.*
- d. Demystifying / debunking the misconceptions around menstruation.*

“Global theme 2022: making menstruation the normal fact of life by 2030”



On the 28th of May 2022, we celebrated the Menstrual Hygiene Day in partnership with Africa Gospel Church (AGC).

AGC provided Awareness education and training, while 'Kim Fay' & 'Urban Accent' supplied the sanitary materials.

Impact:

- ✓ Promotion of good health through education and creating awareness on hygiene leading to elongated life;
- ✓ Gender equity: productive lives without facing stigma, appreciation of all gender and the different roles and unique natural predicament each experience in life.
- ✓ Greater involvement of males in the conversation, creating informed and supportive boys.

Sexual education & reproductive health

An initial needs interaction & assessment both at the correctional facilities and juvenile detention centres revealed a need for reproductive health education. Girls at the juvenile detention gave accounts of their childhood characterized by adverse childhood experiences including neglect, domestic violence, and dysfunctional families. This situation caused them to look for ways to fend for themselves during which they got into risky behaviours resulting in sexual abuse and intergenerational sex that is transactional in nature where young girls and women cannot negotiate sex.

This power imbalance results in a lack of negotiation that exposes the women and girls to risks in sexual health. To maintain one's sexual and reproductive health, women and girls need access to accurate information. They must be informed and empowered to be able to protect themselves and make informed decisions about their bodies.

During Covid 19, there was an increase in the number of teenage pregnancies due to long closure of schools. The Maasai community approached 'Resilient Woman' to have a sexual and reproductive health talk. '**Sexual and Reproductive Health Teens Training Program**' Phase 1, based on the 'Creating Positive Relationships (CPR)' curriculum to communicate an age-appropriate sex education was born. It was conducted between September 2020 to February 2021. This set a foundation for future trainings and exposure to teens in this area.

The purpose is to instil desirable behaviours in teens and equip them with knowledge on how to navigate life successfully without falling into the pitfalls associated with risky sexual and reproductive health behaviour. The adverse childhood experiences exposed some of the children from underprivileged / needy backgrounds or coming from families of ex-incarcerated parents especially women. For some, as they fend for themselves, they consider inappropriate sexual behaviours as an option / way out.

The objective of Resilient Woman is to empower them to visualize life from a different perspective, value / respect their own bodies and look beyond the many other options available to make it in life. Some activities undertaken included the training workshop, book club, games, talent search and sports to keep them preoccupied / fill time with good habits, which eventually influence their way of life.



Goal Setting and how to guard their goals to be able realize them is an example of one lesson taught to the teens.

Another lesson was a timeline demo on the importance of waiting for right time and social, physical, emotional and spiritual consequences of engaging in sexual behaviour at the wrong age and time as well as the danger of having multiple sex partners

The other interventions implemented under this programme cross-cut with the Capacity building and empowerment programme of “Life skills for Teens and Youth” detailed in this report below.

“Building More Resilient Communities”

...EDUCATION AND CAPACITY BUILDING

Almost all RESILIENT WOMAN initiatives and programmes are aimed at enhancing educational opportunities and capacity building (i.e. Building the skills of the future).

Education Sponsorship Programme

What is the objective?

To retain in school children impacted by socio economic challenges (background of parents imprisoned, in alcoholism, domestic violence, harmful cultural practices like Female Genital Mutilation, early marriages and teenage pregnancies).

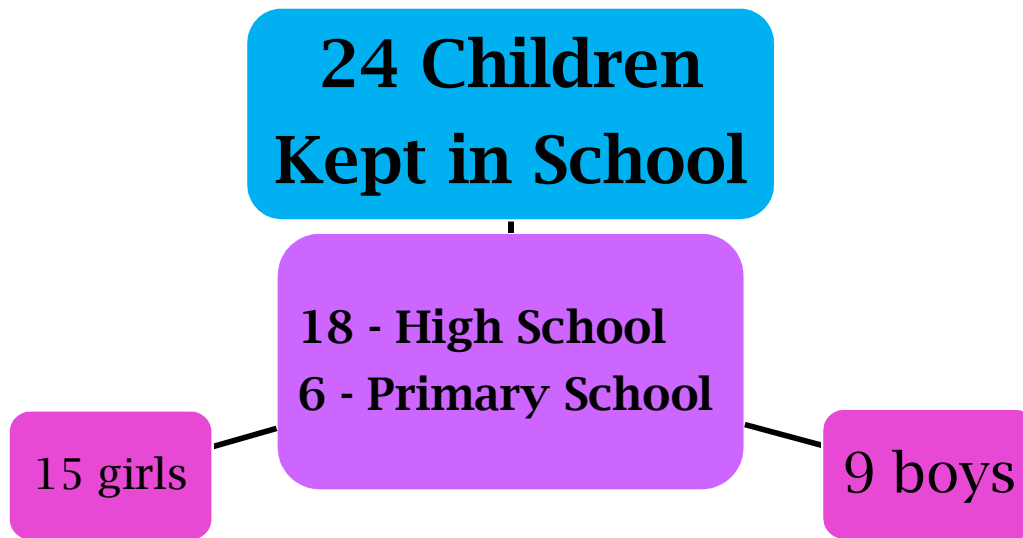
Since the year 2016 when the programme kicked off with some children in the primary and secondary school levels. Currently, we have 24 children in primary and secondary school levels and 10 children have graduated from high school in the last 3 years. Three are at the University now and one in a Tertiary college. Some are getting support from their parents while Resilient Woman is seeking for supporters for those who are yet to proceed to the next level. To continue supporting their transition into colleges and universities, we have a post high school mentorship programme focusing on Career counselling and navigating university and college life.



Cornel Kipchumba & Jackie Chepkorir excited and ready to go to the next level upon completion of their high school studies. Cornel is now pursuing a diploma in electrical and electronics.

Education opens up wide doors of opportunity to the beneficiaries and a greater likelihood of impacting positively the economic and social status of their families and eventually greater development to the communities at large.

Currently,



New entrants into the education sponsorship programme in 2021 / 2022



Resilient Woman recognizes that to break the cycle of vulnerability, it is crucial to support children with education. It is clear that adversity experienced during a person's childhood has far-reaching consequences. Practices like female genital mutilation (FGM), early marriages and gender-based violence against children induce a lot of emotional and physical trauma.

Research has shown that adverse events in childhood significantly increases their risk for a wide range of physical and mental health problems throughout their lifespan. Having a parent in prison, violence in the family, substance abuse and neglect can impact on a child's mental health, social behaviour and educational prospects. Education leads to opportunities and prospects of a better life, hence, the cycle of poverty, abuse and juvenile detention can be broken.

Life Skills Program for teens and youth

Overall goal: To equip teenagers and youth with skills to positively navigate life and maximise their potential. Awareness creation and education on effects of breaking the law and crime and real life experiences on the life in prison are shared. We believe that in creating a clear picture in their mind of the consequences of being on the wrong side of the law will act as a deterrence, and help direct them to the right way of living and thriving in life.

Target Group: Teenagers (10-19 years) mainly from the Maasai Manyatta community.

The programmatic interventions under this programme are intertwined with the 'sexual education and reproduction health' programme highlighted earlier in this report and the 'digital skills and coding' programme under the thematic pillar of 'Innovation'.

The phase 1 of the 'life skills programme' was titled, 'Creating Positive Relationships (CPR)'.

Phase 2 was dubbed, "Singing to the lions" and commenced in April 2021 for 6 months until September 2021.

Singing to the Lions is a guide for children and adults who may have experienced any form of violence in their lives. The purpose of this program is to help children develop the necessary skills that they require to overcome and respond to violence within their communities. Violence, as understood and described in this guide, is the experience of emotional, sexual or physical abuse. For instance, bullying, child abuse, sexual exploitation, conflict among community members, domestic violence and child abuse.

During the six-module workshop, the children learned various skills that will help them to understand and identify the effects of violence in their lives and how to heal from those effects of violence. Also, the children learned skills that would enable them to respond effectively to current occurrences of violence and abuse, to seek for social protection and to resolve negative events that are part of their daily lives.

They are taught how to face and address fears, and also cultivate healthy relationship with parents. Consequently, the workshop seeks to teach children to enhance their resilience and alter their circumstances.

Assessment of needs

A meeting involving the trainers/mentors that was aimed at assessing the needs of the teens who we have been in the mentorship program for the previous one year was held on 11th of September 2021. It was based on our interaction with the teens in phase one and phase 2.

The following were identified as needs for the next phase;

- ✓ *Interpersonal relationships and etiquette*
- ✓ *Personal discipline focusing on their academics*
- ✓ *Need for enhanced public speaking skills and self-expression that the team thinks will be achieved through a book club.*
- ✓ *Parent's involvement - role of parent in sustaining the gains of the teens program*

Talent Search in September 2021:

The teens got an opportunity to do various activities to understand and gauge their interests and strengths. Some of these activities include; Drawing, playing football and dancing, singing, poetry and spoken word.

Occupation of idle time with value adding recreational activities is helpful to the youth in terms of promoting creativity, innovation, encouraging entrepreneurial skill / passion, and generally help them not to engage in behaviours that could jeopardise their future and land them in prison. They have a greater chance of a promising bright future. It will help them to be physically, mentally, emotionally and economically well.

-
- Dancing



The 'book club' (phase 3 of the Teens Programme) commenced from 28th January 2022 and was on for a duration of four months.

The main goal is to instil a reading culture, improve in the English language and enhance the ability for self-expression and public speaking.



1st Book Club Session

The children were placed in groups depending on their ages hence there were three groups.

Ages 9-11 and the second group entailed children between ages 12-14 whereas the third group had children who are 13 and above.

As much as phase Three was solely about the book club, other objectives were also met. This included enhancing creativity and team work among the children.

Consequently, prior to any book club session, the children took part in group sports competitions that not only brought excitement but also enhanced team work and concentration.

The relevant books for the various age groups and grades were acquired and more are being sourced following the gains related with the club. We had mentors guide the sessions with children retelling stories to help build confidence and hence enhance their reading skills. The execution of the book club will be integrating the aspects of personal discipline with a focus on the teens' studies/academics while applying lessons learned from phase one and two. The talking circles will be employed to empower and give voice to the children as well as to gauge their thinking on various topics.





The purpose of this book club project was to expose the children to a world that is beyond the Manyatta while enhancing their reading, comprehension and writing skills. Due to technological advancements, the world has become a global village hence it is important to introduce the children to the digital world. Consequently, phase 4 of the teens programme (detailed here below under ‘innovation’), was to teach the children basic digital skills and coding.

END OF THE YEAR PARTY IN 29TH DECEMBER 2021



The end of year party is always a great moment to bond, learn more and is critical since the involvement of parents helps them to understand the program and know how to intentionally relate with their children. Resilient Woman recognizes that sustainable programs for teens and youth need the buy-in and ownership of the parents so we are working towards building and equipping the children with skills for life. We hope that the relationships between parents and their children is reflective of the values we envision in their lives.

...GENDER EQUALITY AND EMPOWERMENT

Envisions a state of equal ease of access to resources and opportunities regardless of gender, including economic participation and decision-making; and the state of valuing different behaviours, aspirations and needs equally, regardless of gender.

Prison Outreach

The goal for prison outreach is to offer material, spiritual and psychosocial support to incarcerated women, girls and children accompanying their mothers in prison. In addition, it is to encourage the prison staff as they serve the incarcerated.



Programme interventions

1. Distribution of materials (kits) to women and children accompanying their mothers in prison. This includes, but not limited to toys, sanitation items (reusable diapers, bibs), clothes, drawing materials and colouring crayons.
2. Information sharing about the Resilient Woman Programmes and encourage them to get involved when they leave prison.
3. Outreach to prison staff - TIC training for the staff; recognition / award / breakfast

In the period prior to 2021/22, some visits were done to Thika and Meru prisons for relationship building and distribution of basic materials such as toiletries. A 3-day trauma care training was conducted in Meru before Covid-19 pandemic.

In the current year, during the annual mentorship evaluation meeting held in Kericho Medium prison in March 2022, the distribution of support materials was done to the newly released women and the children accompanying their mothers in prison.



Economic Empowerment Program

Overarching goal: Ensure economic stability for the formerly incarcerated women and girls to achieve gender equality and empower them. Regaining financial independence is one of the greatest barrier to a stable life for the women and their families and contributes to recidivism and poverty.

Objective: Avail opportunities of accessing funding and other resources for the formerly incarcerated women and girls to help jumpstart their future.

This programme considers what it might look like to actively include formerly incarcerated women and girls in economic activities, businesses and employment processes, hence, giving them a fresh chance of building a career or a business and contributing positively to the growth of the local and global economy.

This programme has been in the pipeline. A consultative meeting with preliminary discussions with the target beneficiaries started during the Annual Evaluation Mentorship Programme in march 2022 at the Kericho Medium Prison. This was facilitated by one of the Volunteering programme officers. The session titled, 'Participatory envisioning process' (PEP) was aimed to help the group identify what resources they have, how to do together, how to do it, under what terms, what activities etc. The brainstorming session was to hear what is in their mind and with the funds what would be their contribution, just like a baseline survey for the programme, to get ownership.

Resilient Woman has not yet launched this programme due to lack of adequate financial resources. With the prioritised fundraising plans detailed in our 2023 to 2025 Strategic Plan, more focus will be directed to this programme.

Programme Interventions

1. A revolving kitty fund (finance-boosting opportunities including loans)
2. Follow-up meetings
3. Peer groups and coordinators

“Building More Resilient Communities”

“Innovation is the cornerstone of sustained economic growth and prosperity”

...INNOVATION

Innovation matters as it boosts growth and improves the living standards. It is the using of new ideas that lead to the making of any new products, services or processes.



Basic digital skills and coding programme

Recognizing that the future is technology and that Kenya has a growing number of youthful population that is enthusiastic about technology but also having unutilized creativity and potential, Resilient Woman is working with teenagers and youth in informal settlements in Nairobi and its environs.

The program objective is to equip children with 21st century skills / digital tech skills, to help them discover, explore and discover their interest in tech. It is important for children to acquire basic digital and coding skills so that they can enhance their creativity and compete at a global level in the technologically driven world.

During the year under review (in May 2022), Resilient Woman met with International Transformation Foundation (ITF) and PAP Africa and started conversations on this programme. The purpose was to know what to do in coding. Later, a follow up meeting with ITF for financing was held in November 2022.



After a couple of months of planning, consultations and designing this programme, the first session of training commenced with 24 youth (11-18 years) of both gender (boys & girls) from the 'Manyatta community'. More details and the outcome will be reported in the subsequent annual report.

This project provides an opportunity for 50 (10-18) year olds in an informal settlement in Nairobi to interact with technology, explore and discover their interest in tech. The objective is to achieve digital inclusion by harnessing teens/youth' creativity and enthusiasm in technology.

This is happening in partnership with the International Transformation Foundation (ITF) that is the leading in basic digital skills and coding training and providing tablets and computers for this noble initiative.

More developments are expected following some conversations with Microsoft Inc. They are willing to do free coaching and training from April 2023. As an inaugural activity, there is a plan of visiting the Microsoft offices for an exposure tour before the start of the online training.

To showcase the skills learned through the training sessions, Microsoft will be providing avenues for tech based competition for the teens/youth as well as coaching and mentoring to ensure participating children can compete globally in a technology driven world.

...LEADERSHIP, EFFECTIVE MANAGEMENT AND SUSTAINABILITY

“The concept of governance and leadership are intertwined. Good governance and leadership is critical for the achievement of results. It is the pathway to sustainable development” by Oladele Joseph, et al

This is true not just for a country, but also organizations.

Governance & Compliance management

Good governance is key to growth and sustainability of Resilient Woman. Strategic thinking and effective oversight is a critical leadership role by the Board of directors to provide clarity as the organization pursues its mission.

In the year under review, on governance scorecard, there was a significant improvement since inception of the organization. The Board met at least four times during the year and the members of the board were more actively involved in policy making. A search for more members to expand the current Board and ensure a diverse expertise mix was launched and we hope that by 2023, these efforts will bear fruits.

Policy decisions such as having written down policies and procedures governing the affairs of Resilient Woman were made towards mid of 2022 and the outcome on this will be reported in the ensuing year.

Consequently, a lot of work has been done with professional consultants to establish transparency and compliance mechanisms to enhance future compliance with statutory regulations and requirements and alignment to stakeholder expectations.

Human Resource Management

The overarching goal for human resource or talent management has been to recruit and maintain highly effective, motivated and qualified human resources. Currently, we have;

- The CEO who manages the day to day operations
- 3 programmes staff volunteers
- Part-time accountant and bookkeeper
- Part-time communications officer

Successful achievement of adequate staff levels is highly dependable on availability of adequate financial resources. The fundraising momentum is currently high as we hope to gradually contract key personnel on a full-time basis instead of relying only on part-time staff and volunteers to do the work.

As the fundraising efforts are on, recruitment of non-temporary programmes manager and officers (in addition to more volunteers) is a priority for more effective implementation of the Resilient Woman programmatic interventions.

Further, there is a plan to have a 'Talent Management Manual' in place so as to professionally manage the staff for excellent delivery. The following interventions are also envisioned;

1. Establish infrastructure systems such as job descriptions, adequate professional development / trainings and appraisals
2. Re-evaluate the skills and abilities of the programs and financial management teams and align with management objectives
3. Put in place and utilize performance management systems

Communication & Networking

Jane's story



Getting a helping hand, as testified by Jane Koitee, one of the Resilient Woman mentees, makes a lot of difference in life after prison.

This story is an extract from a program on 'Life after prison' aired on 31st January 2021 in one of Kenya's largest media stations, Citizen'.

This program created awareness among the Kenyan citizens and beyond, on the need to embrace and support ex-convicts as they are reintegrated back to their families and communities. Further, as they struggle to meet the basic needs for their children.

At the core of our mission is to help shift attitudes towards ex-convict women and girls and to raise awareness about the issues that often underlie vulnerable women, girls and children from underprivileged backgrounds.

The public consciousness around criminal justice is predominantly punitive, resulting in a highly negative view of people with convictions. It is particularly difficult for women to overcome the prejudice and labelling that comes with a conviction, because of the heightened expectations that society places on women to be pro-social and caring. In 2020/21, besides radio presentations people interacted with our website and social media (Facebook, twitter,

linked in, podcasts etc).



We have recently revamped our website to reflect our strategy. Our immediate plan is to engage on a full time basis a professional and experienced communications officer. He / She will develop a communication concept which is essential for effective networking and information sharing.

This investment is expected to pay dividends in helping us to explain clearly and compellingly to a range of audiences what we do, why it works and how they can engage with us in our mission to improve the lives of vulnerable women, girls and children.

On matters of networking, the founding director with the support of the board has been on the frontline to publicise the work of Resilient Woman. During the year for example, she was honoured to speak to the Green String Network on her encounter with restorative justice and how it contributed to Resilient Woman trauma management programme and other support for women, girls and children affected by incarceration.

Sustainability and organizational development

Resilient Woman is determined to remain relevant intergenerational, hence ensure long-term sustainability.

During the year under review, the following interventions were implemented;

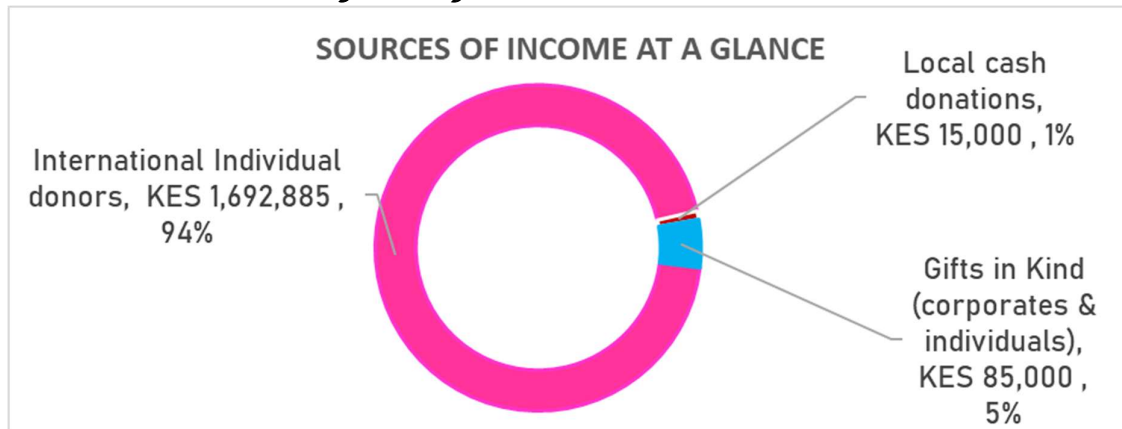
1. Strengthening the fundraising strategy by launching efforts to engage professional and volunteer fundraisers to achieve incremental increases in the revenue. Our fundraising focus is on securing larger multi-year grants to ensure continuity and financial security.
2. Planning a trip for the CEO/ Founding Director to the US to meet with the existing donors and back-donors to ensure that the objects / mission of Resilient Woman is clearly understood, appreciated and that there is good will to continue supporting the organization. Another objective of the trip was to build relationships with new partners and donors to diversify the revenue sources. The outcome of this trip will be shared in the next report.
3. Strengthening proactive institutional risk management to address risks present in the contexts and environments where we work eg. Incorporation and tax related risks.
Sound risk management is integral to both good management and good governance practice.
4. Ensuring prudent and effective management of resources. A consultant was engaged towards end of this reporting period to assist in compiling a 3-year (2023 to 2025) strategic plan and budget for Resilient Woman, draft policy manuals and handle other technical matters that promote the growth of the organization.

FINANCIAL OVERVIEW

Each year we rely on our supporters to enable us to transform the lives of hundreds of women. We are committed to being fully transparent and accountable about how our donations and grants are used. We share the impact of our work with our supporters and donors on a regular basis through newsletters and to improve on the reporting, this is the first annual report to be compiled and going forward, we intend to do more.

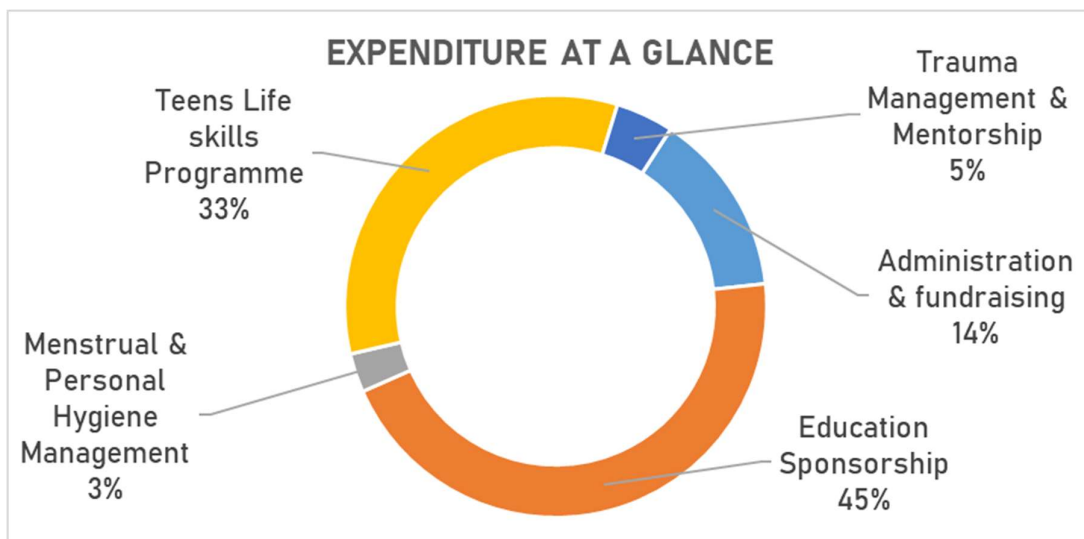
This year, 94% of the income was from international individual donors and 6% was generated locally. 45% of these funds were designated and utilised for the education sponsorship programme while 33% was for the Teens life skills programme.

Where did our money come from?



The gifts in kind comprised receipt of free sanitary materials for the Menstrual & Personal Hygiene programme and also clothing for the prison outreach and the women mentorship programmes.

How did we spend our funds?



LOOKING AHEAD!

Our three-year 2023 to 2025 strategy sets out an ambitious target – that by the end of 2025 we will be in a position to support around 500 women, teens, children and men a year. Though our primary target is women, girls and children, in the course of our work, the beneficiaries are diverse, hence, a great impact of our work in the community which transforms lives.

Our key areas of focus over the next three years include;

- ✓ Increasing enquiries and referrals coming in to our service;
- ✓ Moving vulnerable women and girls through the programmes at a pace that is right for them but also efficient and more outcomes-focused;
- ✓ More scholarships for the children in primary and secondary schools and for tertiary education.
- ✓ Ensure sufficiently revolving funds to maximise the number of women and girls we are able to support through our economic empowerment programme.
- ✓ Ensuring that capacity building and the economic empowerment of our beneficiaries is visible, intergenerational and felt by the communities;
- ✓ To prepare more young people from the under privileged communities to face the world competently armed with digital and coding skills.
- ✓ Other plans include; Geographical growth, robust fundraising strategies, vibrant human resource, expanded mission of empowerment.

Achievement of the above and many more goals is however subject to availability of funds. Our work is only possible with the generous support and trust of our stakeholders, all of whom we thank and look forward to continued collaboration.



www.resilientwomanofafrica.org



@ResilientWOA



Resilient_Woman_Africa



Resilient Woman of Africa



resilientwomanthrive@gmail.com



+254 722 333 531