

**University of Nairobi**  
Women's Economic Empowerment HUB

# COMMUNICATION STRATEGY

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# TABLE OF CONTENTS

FOREWORD	4
ACKNOWLEDGEMENTS	5
EXECUTIVE SUMMARY	6
<b>CHAPTER 1: BACKGROUND</b>	<b>7</b>
PART 1	7
1.1 Introduction	7
1.2 University of Nairobi Vision statement	7
PART 2: The Women’s Economic Hub (WEE Hub)	8
1.2.1 Introduction	8
1.2.2 Vision Statement	8
1.2.3 WEE Hub Projects	9
1.2.4 Knowledge management	12
1.2.5 Management	12
<b>CHAPTER 2:THE COMMUNICATION STRATEGY</b>	<b>14</b>
2.1 Introduction	14
2.2 Rationale for the Communication strategy	14
<b>CHAPTER 3: IDENTITY, IMAGE AND BRANDING</b>	<b>18</b>
3.1 Introduction	18
3.2 The Logo	18
3.3 House Style	19
<b>CHAPTER 4: THE WEE HUB AUDIENCES</b>	<b>20</b>
4.1 Introduction	20
4.2 Audience/Stakeholders’ Profile	20
4.3 Internal Audiences	23
4.4 External Audiences	24
4.5 Media	25
<b>CHAPTER 5: MESSAGING AND COMMUNICATION CHANNELS</b>	<b>26</b>
5.1 Introduction	26
5.2 Communication channels	28
5.3 Social media	29
<b>CHAPTER 6: IMPLEMENTING THE STRATEGY</b>	<b>30</b>
6.1 Key Strategies	30
6.2 Implementation capacity	30
6.3 Budget	31
<b>CHAPTER 7:THE COMMUNICATION PLAN</b>	<b>31</b>
7.1 Introduction	31
7.2 The Communication Plan Chart	32
7.3 Monitoring and Impact Evaluation	37

# FOREWORD

The University of Nairobi, Women's Economic Empowerment Hub (UoN WEE Hub) continues to produce cutting edge, innovative, rigorous, and accessible research in Affirmative Action Funds and Entrepreneurship; Women in formal and informal employment and women's economic empowerment; childcare and women's work and women's movement and policy advocacy for women's economic empowerment. The Hub remains committed to ensuring efficient, effective and seamless communication within the organization and with the external stakeholders. Our research evidence is made accessible to impact policy formulation, implementation and up-scaling for full realization of women's empowerment.

Effective communication and positive audience engagement is critical to ensuring excellent service delivery and for a two-way communication between the UoN WEE Hub, its stakeholders and key audiences. This communication strategy affords the WEE Hub the opportunity to comprehensively and regularly inform, update and engage with these publics which include the local community, academia among other key stakeholder's women and women's organizations, students, policymakers' government and financial institutions.

The Hub is committed to delivering excellence in service, quality research outputs through innovative and cutting-edge research process, whereby communications plays a critical role in ensuring access to our research findings in addition to improving our engagement with our stakeholders. The Hub recognizes the position for conventional communication strategies as well as the revolution brought about by the internet and the new media. We have embraced strategies and techniques in tandem with the emerging trends such as social and digital media communication and using language that reaches all our audiences.

This communications strategy details our approach to ensure that we provide customer-centric direct and proactive communications with all our stakeholders during the program life cycle. We prioritize our stakeholders and provide the much needed information in a timely manner.

**PROF. WANJIKU MUKABI KABIRA,  
UON WEE HUB LEADER.**

# ACKNOWLEDGEMENTS

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We acknowledge the leadership and guidance of Prof. Wanjiku Mukabi Kabira, the WEE Hub Leader, Dr. Mary Mbithi, Director, Research and Partnerships, who participated in the conceptualization of the Strategy. Dr. Dorothy Njiraine, Co-coordinator, Knowledge Management and Communication, who also supervised the entire process. We are grateful to Ms. Abigael Nyawacha (Program Manager) and Ms. Emily Owiti (Communication, Policy Advocacy and Knowledge Management Officer) who shared their expertise and information in their respective areas.

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We acknowledge Ms. Wanjiku Mbugua, a Communication and Media Consultant, who has developed this Strategy.

Finally, we are grateful to the Bill and Melinda Gates Foundation for the financial support and partnership.



# EXECUTIVE SUMMARY

The Women's Economic Empowerment Hub (WEE Hub) Communication Strategy is divided into Eight Chapters. Chapter One gives the background of the University of Nairobi (UoN) where the WEE Hub is domiciled. It also provides context to the WEE Hub program, linking it to the wider UoN objectives.

Chapter Two introduces the WEE Hub, and outlines its vision, mission, and objectives. It expounds on its projects, focus and how they work together to not only meet the WEE Hub's objectives, but also those of the UoN.

Chapter Three dwells on the Communication Strategy and its value to the success of the program. It outlines its centrality in strengthening relationships and ensuring harmony and coherence in all areas of the program.

Chapter Four captures the WEE Hub's Identity, Image and Brand. These are important for the recognition, visibility and positioning of the WEE Hub.

Chapter Five looks at the various WEE Hub audiences and stakeholders and the different roles they play in supporting the WEE Hub's vision.

Chapter Six focuses on Messaging. It appreciates the audiences' different roles, pointing out the way the WEE Hub communicates with each defines/reveals the type of working relationship they have. It looks at the different messages the WEE Hub can use to define and uphold respectful relationships with its stakeholders.

Chapter Seven covers the specific strategies that are required to implement the Communication Strategy. Each strategy is aligned with the communication strategy objectives.

Chapter Eight captures the WEE Hub's Communication Plan. It gives some guidance on how the entire strategy is to be actualized. It also addresses the Monitoring and Evaluation of the strategy.



# CHAPTER 1: BACKGROUND

## PART 1

### 1.1 Introduction

The University of Nairobi (UoN) is the oldest and largest university in the country. It was established in 1956 when it was founded as the Royal Technical College. In 1961, it became the Royal College of Nairobi until 1970, when it was transformed to its current status.

The UoN is a centre of academic excellence which has consistently produced the highest number of trained graduates, providing a competitive and professional workforce for the country's developmental needs. Over time, it has developed programs in sciences, applied sciences, social sciences, technology, humanities and the arts. It comprises ten faculties namely; the Faculties of Agriculture, Arts and Social Sciences, Built Environment and Design, Business and Management Science, Education, Engineering, Health Sciences, Law, Science and Technology, and Veterinary Medicine. It uses its diverse resources to enhance and consolidate its work.

### 1.2 University of Nairobi Vision statement

#### *Vision*

A world class university committed to scholarly excellence

#### *Mission*

To provide quality university education and training and to embody the aspirations of the Kenyan people and the global community through creation, preservation, integration, transmission and utilization of knowledge.

#### *Motto*

In unity and work

#### *Core Values*

Its core values are:

- Freedom of thought and expression
- Excellence
- Care
- Good governance
- Innovativeness and creativity
- Partnership and teamwork

The UoN core mandate is to engage in teaching, research, development, innovation, consultancy and professional excellence, through different academic and research programs. One such program is the Women's Economic Empowerment Hub (WEE-Hub).

## **PART 2: THE WOMEN'S ECONOMIC HUB (WEE HUB)**

### **1.2.1 Introduction**

The Women's Economic Empowerment Hub (WEE-Hub) is a research-based program domiciled at the African Women's Studies Centre in the Faculty of Arts and Social Sciences. It plays an important role in strengthening the UoN's role of conducting cutting-edge research that is transformational with far-reaching impact as far as women's economic empowerment is concerned. It contributes to evidence-based decision-making and implementation of policies and programs informed by what work.

### **1.2.2 Vision Statement**

#### ***Vision***

The full realization of Women's Economic Empowerment.

#### ***Mission***

To be a thought leader in producing cutting-edge, innovative, rigorous and accessible evidence through research for impacting policy formulation, implementation and up-scaling for the full realization of women's empowerment.

#### ***Slogan***

Initiatives for what works for women economic empowerment (I.W.W.W.E.E)

#### ***Objectives***

In order to fulfill its vision, the WEE Hub has set the following objectives:

- 1) Evaluating what works by:
  - i. Building and generating high-quality, rigorous evidence on identified programs and policies to address barriers towards women's and girls' economic empowerment.
  - ii. Building the evidence base to promote quality work for women and girls, especially for cases where the potential for impact is high.
- 2) Consolidate, package, and actively disseminate actionable evidence and create visuals and messages for diverse stakeholders.
- 3) Amplify and use evidence to inform and influence practitioners and policymakers about effective policies, and establish strong links with local stakeholders including the media to help ensure that promising interventions are taken to scale.



- 4) Providing technical assistance, facilitating knowledge sharing and ensuring a sustainable institution and networks for evaluation in the future.

### 1.2.3 WEE Hub Projects

In order to realize its objectives, the WEE Hub works in various research areas whose main aim is empowering women economically. These areas are related to policies and programs which have an impact on addressing barriers that hinder women and girls' economic empowerment. The areas are clustered along four thematic areas which include:

#### a) Affirmative Action Funds and entrepreneurship

The Kenya Government has established various affirmative action funds to provide affordable and accessible credit to women, youth and Persons Living with Disabilities (PWD). The WEE-Hub examines the funds which include the Women's Enterprise Fund (WEF), Youth Enterprise Development Fund (YEDF), and UWEZO Fund. It also analyses the use and impact of the National Government Affirmative Active Fund (NGAAF), Access to Government

Procurement Opportunities (AGPO) and the recently established Credit Guarantee Scheme (CGS), which is designed to aid recovery of businesses due to the economic downturn caused by the COVID-19 pandemic. The analyses also evaluate the affirmative action funds to generate evidence on what works for women's economic empowerment in relation to the funds.

The four projects that fall under this thematic area are: Evaluating AGPO's legislation, regulations and implementation framework and drawing best practices that will make it work for WEE; Evaluating the impact of affirmative action funds Women Enterprise Fund (WEF), Youth Enterprise and Development Fund (YEDF), UWEZO Fund; National Government Affirmative Action Funds (NGAAF) on Women's Economic Empowerment: Lessons learnt); Assessing policy advocacy strategies that work for the implementation of WEE policies and programs:



A case study of the Credit Guarantee Scheme (CGS); and Evaluating the effectiveness of business incubation on women's businesses and advocate for replication for lessons learnt.

## **b) Women in formal and informal employment**

Kenyan labor and employment law remain fragmented and lacks harmonization. Its implementation has been left at the mercy of employers as there is no employment policy. There are discrepancies between the formal and informal and international and local norms and their impact on women's participation in the formal and informal economy. The WEE-Hub, therefore, evaluates the implementation of these laws and how they have impacted women working in formal and informal employment and in the gig economy. It evaluates the impact of the COVID-19 pandemic and the government's response to women's employment and entrepreneurship. Through social, gender and legal analysis, the WEE Hub identifies gaps in laws and policies that need to be addressed to facilitate women's economic empowerment and consequently advocates for change.

The projects under this thematic area are: Evaluating the Impact of the Government of Kenya's Economic Stimulus Packages: A Case Study of Kazi Mtaani and Inua Jamii Programs; Evaluating selected employment laws, policies, regulations and implementation frameworks for their capacity to promote women's participation in employment and to share lessons learnt with policymakers and Women in the Labour Force: A Focus on Employment and Entrepreneurship.

## **c) Care economy and women's economic empowerment**

In Kenya, women are responsible for most of the unpaid care work. This has an impact on their participation in the country's development spectrum. Under this thematic area, therefore, the WEE Hub uses feminist approaches to carry out research on the impact of childcare services in public and private services on women's participation in formal and informal employment in selected counties. Analysis of the National Budget and Policy Statement is also done to assess whether the government prioritizes childcare services in its allocations. In addition, the WEE Hub reviews the regional mechanisms adopted by the East African Community (EAC) and the African region to evaluate the effect of the Simplified Trade Regime (STR) on small-scale women's businesses in cross-border trade.

Projects that fall under this thematic area are: Assessing what Works in Child Care Provision, Policies, Regulations, Processes and Programs in Promoting Women's Participation in Entrepreneurship for Up-scaling and Replication: A Case of Busia and Kajiado Cross Border Child Care Facilities; Evaluation of the Annual National Budget Processes and documents, Policy Statement and Its Implications on Allocation of Resources to Sectors that Support Childcare & Women's Work; Evaluating the Impact of Breastfeeding Policies and Programs on Childcare and Women's work and Analysis of the East Africa Regional Policies, Programs and Regulations around Cross Border Trade and their Impact on Women's Economic Empowerment.



#### **d) Women's movement and self-mobilization for WEE**

Women in Kenya have been self-organizing to address their social, economic and political marginalization since the country's pre-independence days. Their knowledge, experiences and skills came in handy during the constitution-making process, culminating in the inclusion of their identified issues in the Constitution of Kenya 2010, where progressive provisions for women's empowerment are enshrined.

This area of study seeks to establish the relationship between women's self-mobilization through grassroots associations, the national women's movement and women's economic

empowerment. It evaluates strategies that were used during the constitution-making process which are then used to advocate for Women's Economic Empowerment at different levels. The WEE Hub, through this working area, promotes ownership of the evidence gathered in various research areas to create mentorship opportunities for young women entrepreneurs.

So now in budget making process is where we can allocate money to build a childcare facility because we know we cannot do this without allocating a certain amount at least to spearhead or even to pioneer the process.

Projects run under this thematic area: Examining Strategies That the women's movement used to realize the gains in the Kenya Constitution 2010 to strengthen women's self-mobilization for WEE; Evaluating the women's movement, Self-mobilization and collective action to Women's Economic Empowerment in Kenya between 1963 and 2010; Evaluating what works in Networking and Alliance Building for WEE: Utilizing best practices for women's self-mobilization for influencing policies, programs and regulations for WEE.

## **1.2.4 Knowledge management**

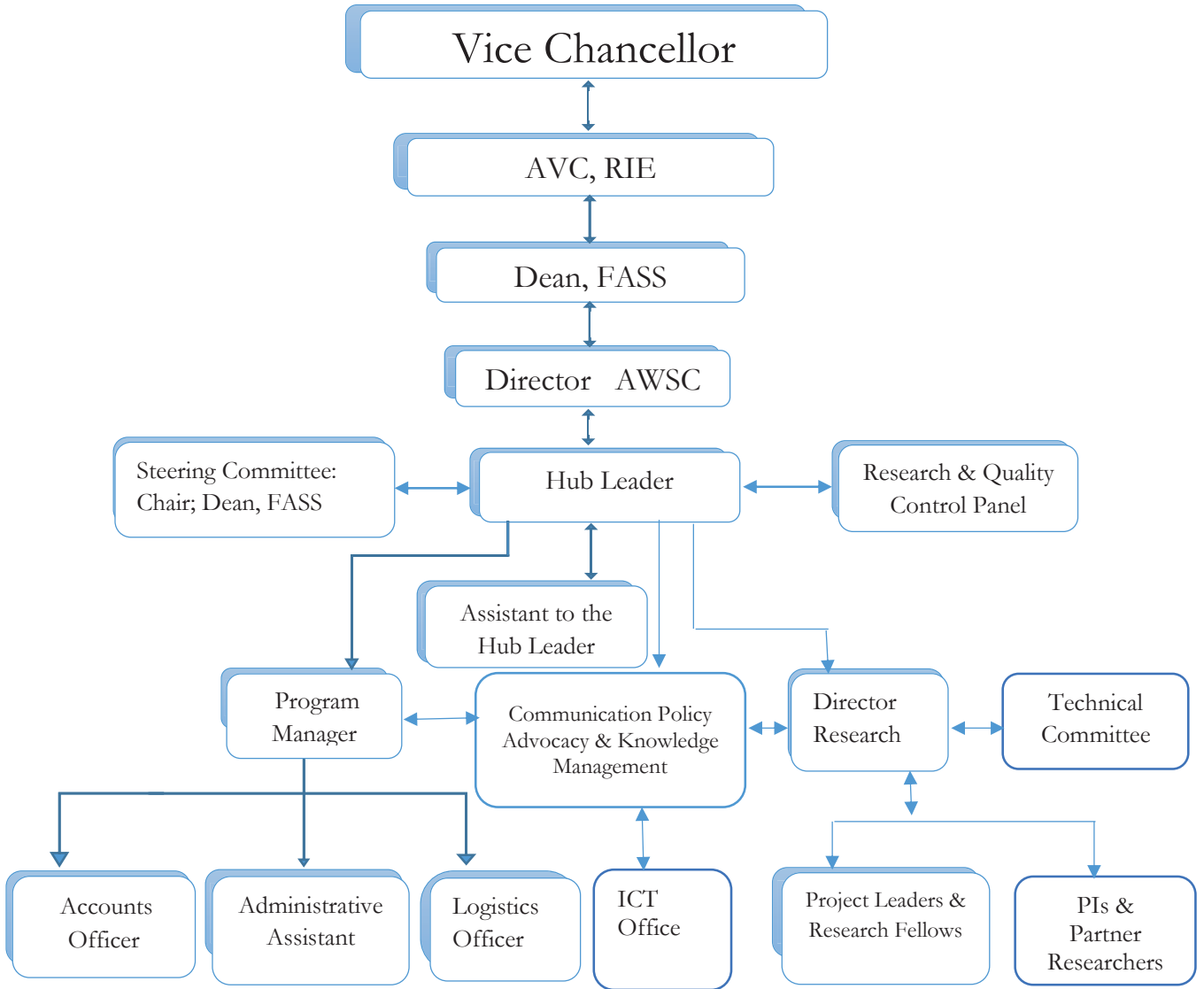
The WEE Hub produces a huge amount of valuable knowledge through its research and other activities. These products comprise raw field data, working papers, research findings, policy briefs, workshop reports, minutes and project videos, among others. It is, therefore, important to have in place, a deliberate knowledge management policy and system that ensures that existing knowledge is systematically arranged, stored, secured and retrievable on request. The WEE Hub should also have a clear policy direction and guidelines on the copyright and usage of its materials.

## **1.2.5 Management**

The WEE-Hub is an expansive program run and managed by professionals and academics in diverse fields. There are both permanent and non-permanent personnel who include managers, researchers, experts, consultants, finance and administrative support staff. Since it is a UoN program, it utilizes the UoN financial management system. A management structure with job descriptions, roles and functions define the hierarchy and the levels of responsibility assigned to each category. This structure (below) is captured in the WEE Hub's Investment document which establishes it.



**WEE Hub Management structure**



Source: WEE Hub investment Document

# CHAPTER 2: THE COMMUNICATION STRATEGY

*The glue that binds together and the oil that greases an organization's (program's) smooth running is timely, clear, efficient and effective communication. Effective teamwork, therefore, begins and ends with communication.*

## 2.1 Introduction

The WEE-Hub program conducts cutting-edge research which provides information that is used by a cross-section of sectors to promote women's economic empowerment. It is established by the Investment Document which defines the program and provides management and operational structure with clearly defined roles. Its management structure comprises permanent as well as part-time personnel.

The program works with diverse audiences and stakeholders who play a critical role in ensuring that the program achieves its objectives. It communicates with and to its various audiences regularly using diverse channels. Its communication function cannot, therefore, be over-emphasized.

## 2.2 Rationale for the Communication strategy

A communication strategy helps an organization to use communication efficiently and effectively. Programs and projects succeed when they are well-understood and supported by stakeholders through clear communication. This calls for first, a clear understanding of why the strategy is needed and two, how communication can be improved. To develop this strategy, a Strengths,

Weaknesses, Opportunities and Threats (SWOT) analysis of the WEE Hub's internal and external environments was conducted. While it revealed many strengths, it also brought to the fore a number of challenges that were impeding effective and efficient communication. Below is a summary of the challenges identified:

- Identity, Image, and Brand: There is a need for the WEE Hub to define and project itself as a unique entity and raise awareness of this uniqueness. Additionally, it should be unequivocal about its niche and the gap it fills with regard to its work in the WEE area.
- Unclear Internal Communication System: There is a lack of a common understanding of the WEE Hub program management structure among staff and partners.
- Inadequate Communication Infrastructure: This includes lack of or inadequate systems, equipment, networks, unclear communication structure and capacity.
- Lack of Systematization of Communication and Information Management: There is a need for a structured, systematic and well-coordinated communication strategy that addresses stakeholders' needs.
- Poor Knowledge Management: Poor knowledge management infrastructure and capacity.

- Lack of Policy Guidelines for Internal and External Communication: Lack of clear-cut communication targeting and channels
  - Undefined House style: This document responds to the findings and incorporates them by showing how effective communication with all stakeholders can be used to enhance WEE Hub's work. This Strategy helps the WEE Hub define its identity, strengthen working relationships with both internal and external audiences and position itself in the public through its activities.
- c) Increase awareness of the WEE-Hub's activities through facilitating partners' and stakeholders' appropriate involvement and participation in the different stages of the processes to realize the Hub's outcomes
  - d) Make the WEE-Hub's internal and external communication effective, efficient and sustainable by developing clear communication systems and mechanisms

## 2.3 Communication strategy objectives

The overall WEE Hub communication objective is to capture, collect, manage, brand, and share information that is generated throughout the WEE Hub's lifecycle. The specific objectives include:

- a) Raise, refine, and sustain the WEE-Hub's profile and image among the various stakeholders.
- b) Position the WEE-Hub as a Centre of Excellence for research through the production, packaging and dissemination of high-quality products.

## 2.4 Methodology

This strategy is guided by information collected through a desk review, brainstorming, and one-on-one (via Zoom and telephone) interviews with select staff in administration, projects, researchers, consultants, and management. A Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis was carried out in a session with diverse WEE Hub members of staff. Information was also obtained through observation, especially during meetings and activities (including those conducted online) organized and conducted at the WEE Hub.

This strategy is guided by information collected through a desk review, brainstorming, and one-on-one (via Zoom and telephone) interviews with select staff in administration, projects, researchers, consultants, and management.

**Table 1: SWOT Analysis Findings**

<b>Strengths</b>	<b>Weaknesses</b>
i. Reliable donor support	i. In-adequate staff
ii. Conducts credible research	ii. Inadequate expertise in communication
iii. Good relationships with its stakeholders	iii. Inadequate skills in information and knowledge management
iv. Housed by the UoN, a respected academic institution	iv. Inadequate communication equipment in the office
v. Domiciled at the AWSRC, a respected and recognized centre of excellence for women’s research	v. Inadequate ICT support system/ skills for both internal and external communication
vi. A capable team of professionals and academics	vi. Unclear programmatic communication lines/support
vii. Recognizable and respected Hub leader	vii. Undefined communication House Style Guide
viii. Research areas/findings are useful to the enhancement of WEE	viii. Unclear communication lines generally
ix. Access to diverse resources (academic, policy, expertise and skills) among its stakeholders	ix. Poor scheduling of office meetings
x. Acknowledged expertise and knowledge in WEE	x. Lack of a clear point for communication needs
xi. Ability to conduct research across the country	xi. Information scattered in unofficial storage
xii. Adequate financial resources to run the program	xii. Poor/not uniform contracting procedures and documents
xiii. Strong networks in diverse areas of work in public and private spheres	xiii. Non-adherence to contractual payment timelines
	xiv. Lack of control of the financial processes



<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>i. Goodwill from partners in the WEE working area</li> <li>ii. Access to government and policy-making bodies for support and information sharing</li> <li>iii. Open acceptance/appreciation of WEE-Hub research by policymakers</li> <li>iv. Free and open media in the country</li> <li>v. A women-friendly Constitution</li> <li>vi. Available and educated/academic workforce</li> <li>vii. An inquisitive and learning environment</li> <li>viii. Acceptance of research findings in areas of work</li> <li>ix. Gender inclusion/Affirmative Action stipulated in the country's law</li> <li>x. Government ministries/institutions open to research in the area of WEE-Hub's work</li> <li>xi. The banking sector that promotes/offers women-friendly financial support products</li> <li>xii. Online communication widely accepted as a mode of communication</li> <li>xiii. Use of mobile telephones by the majority of the populace, enabling easy access to and opportunities for WEE beneficiaries</li> <li>xiv. The credibility of the UoN which the WEE Hub benefits from by association</li> </ul>	<ul style="list-style-type: none"> <li>i. Unpredictable health-related disruptions such as the COVID-19 pandemic</li> <li>ii. Donor dependence</li> <li>iii. Unstable political climate</li> <li>iv. Insecurity</li> <li>v. Gender-based violence</li> <li>vi. Insecurity of WEE-Hub knowledge/depository</li> </ul>

## 2.6 Lessons from the current situation

Communication needs to be deliberately addressed in order to assist in defining the WEE Hub, effectively communicate with its internal and external audiences, manage relations and position itself as a unique brand in the area of WEE. This strategy, therefore, establishes and defines objectives, audiences, key messages, activities, channels, budget and monitoring and evaluation for the WEE Hub.

# CHAPTER 3: IDENTITY, IMAGE AND BRANDING



## 3.1 Introduction

The aim of defining WEE Hub's identity, image and brand is to strengthen the WEE Hub's public posture. They construct a common understanding of why it exists, and how it should be seen, understood, identified, and recognized. This is achieved through the creation of a corporate image which is defined and distinguished by its vision, logo, color, messaging, language, style, fonts and feminist thought. These must ensure that whatever the WEE Hub communicates, internally and externally, is harmonized, identifiable and recognized as belonging and emanating from it. Its identity and brand must be reflected and projected in all its audio and visual products (documents, correspondence, presentations (PowerPoint) and advertisements), among other forms of publicity.

## 3.2 The Logo



### *The WEE Hub Logo*

The WEE Hub logo (left) is a full circle with a dominant sky blue color. It has two images of black women, both holding a yellow and red flame inside sun-like yellow rays. At the top of the circle is written, "UON WOMEN'S ECONOMIC EMPOWERMENT" in a downward-facing arch and "INITIATIVES ON WHAT WORKS FOR WOMEN (I.W.W)" written in a straight horizontal line just below the women's images.



### *The UoN logo*

The UoN logo is an integral part of the WEE Hub's identity and brand as the WEE Hub is a program of the UoN. The UoN logo, therefore, always appears (precedes the WEE Hub logo) on the left top side, say a letterhead, while the WEE Hub logo appears on the top right side as shown below.

## Example of use on a letterhead



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### **Women's Economic Empowerment Hub (WEE Hub)**

P.O. Box 30197-00100, Kenya Science Campus, Ngong Road, Nairobi

Telephone: +254 705 541746

Email: [weehub@uonbi.ac.ke](mailto:weehub@uonbi.ac.ke) Website: [www.weehub.uonbi.ac.ke](http://www.weehub.uonbi.ac.ke)

### **3.3 House Style**

The WEE Hub program House style in this context defines its uniqueness by how it uses its identifiers, which include its logo, color, fonts, language, presentations, packaging and feminist thought. This creates recognition of all its products and ensures that there is uniformity, harmony and coherence in its communications. It strengthens its image as a thought leader and centre of excellence. Below are some guidelines on the House style:

- The WEE Hub logo should always appear as described above.
- The UoN logo always precedes the WEE Hub logo and it should always be placed on the left top side of any communication/publicity materials and the WEE Hub logo on the top right side.
- All WEE Hub products (audio, visual and online) should always use the logos and color as stated above in the manner prescribed.
- WEE Hub should use gender-responsive and inclusive language.
- All WEE Hub products should reflect feminist thought and methodologies.
- The WEE Hub work and environment should always project excellence.
- Staff to reflect, project and present the WEE Hub vision in all their work.

The above is in no way exhaustive as the search for excellence is continuous.



## CHAPTER 4: THE WEE HUB AUDIENCES

### 4.1 Introduction

The WEE Hub audiences comprise both internal and external audiences. These include staff, experts, public and private institutions, academic and research institutions, Civil Society Organizations (CSOs), Community Based Organizations (CBOs), media, and general service providers. The above can be divided into three distinctive categories from a communication perspective: Internal, External, and the Media. The profiling of its audiences assists in determining the messages that are sent to each, their timing and the channels used. All are important in pushing the WEE Hub agenda forward.

### 4.2 Audience/Stakeholders' Profile

The audience profile provides an overview of who the WEE Hub works with, to meet the expectations of each of its working areas. They are diverse and play different and complementary roles to support the Hub's work. A clear understanding of each of its audience/stakeholders is, therefore, important as it helps in defining its relationship with the WEE Hub and in determining the messages that are sent to each and the channels to be used. The audiences are categorized as follows:

**Table 2: Audience Segmentation and Role**

	Name	Role
<b>Internal</b>		
1.	Staff (permanent, part-time, seconded, UoN staff)	Programmatic, administrative and logistical support for all WEE Hub interventions and activities
2.	Management	Provision of leadership and direction of the WEE Hub implementation as well as building and motivating team
<b>External</b>		
<b>3.</b>	<b>State Departments</b>	Research support, legislation and policy development
3.1	Kenya National Bureau of Statistics (KNBS)	
3.2	NGAAF/Gender AA Funds	
<b>4</b>	<b>Civil Society Organizations and NGOs</b>	Knowledge sharing, advocacy for WEE and enhanced visibility for WEE research outputs, bills and budgets analysis, technical support and policy advocacy
4.1.	Technoserve	
4.2	Collaborative Center for Gender and Development (CCGD) and Uthabiti Africa	
4.3	CRAWN Trust / National Women's Steering Committee (NWSC)	
4.4	Women's movement	
<b>5</b>	<b>Banks</b>	Access to credit, and financial literacy for women entrepreneurs.
5.1	Diamond Bank (DTB)	
5.2	ABSA Bank	
5.3	Stanbic Bank	
5.4	Kenya Commercial Bank (KCB)	
5.5	Co-operative Bank of Kenya (Co-op Bank)	
<b>6.6</b>	<b>Credit Bank</b>	

<b>7</b>	<b>Partners</b>	Work closely with the WEE Hub to ensure quality, compliance and professional outputs in the WEE area
7.1	Trade Unions	
7.2	Constitutional Commissions	
7.3	Global WEE Hubs	
7.4	General Service providers	
7.5	Experts	
7.6	Consultants	
7.7	General public	A consumer of the WEE Hub's work and provides feedback through various channels
<b>Media</b>		
<b>8.</b>	<b>All media Houses</b>	These are partners who amplify/multiply the WEE Hub's messages and ensure its visibility and positioning in public
<b>9.</b>	<b>Media organizations</b>	These are partner on advocacy issues, training and advice on media matters
<b>10.</b>	<b>Social media</b>	This WEE Hub uses Social media widely as it is flexible, affordable, has wide reach, fast and provides quick feed back

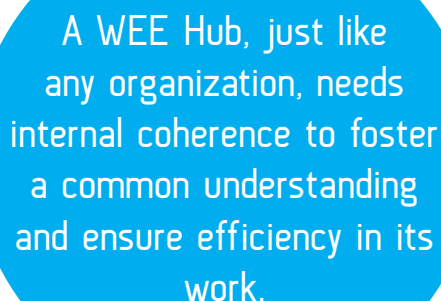


## 4.3 Internal Audiences

### *Internal communication*

A WEE Hub, just like any organization, needs internal coherence to foster a common understanding and ensure efficiency in its work. Official internal communication must, therefore, at all times follow established organizational structures, guidelines and systems. For example, all communication must be done using official and authorized WEE Hub letterheads, telephone numbers, email addresses, and website, and must be signed off by an authorized signatory. This projects coherence, professionalism, and respect for audiences/stakeholders (especially where protocol and pecking order are strictly observed) and ensures communication trail which is important for record keeping. Below are some guidelines for internal communication. The WEE Hub should:

- Hold regular face-to-face meetings between management and staff to encourage close links and understanding between them.
- Use letters, memos, and emails for official communication as opposed to telephone calls, WhatsApp, Short Text Messages (SMS), to ensure systemized record-keeping and follow-up.
- Ensure that strategic staff (have copies of important/strategic documents guiding the WEE Hub
- Encourage regular (weekly) de-briefing meetings with relevant staff to review or plan for the following week and to report on the progress of ongoing activities.



A WEE Hub, just like any organization, needs internal coherence to foster a common understanding and ensure efficiency in its work.

- Hold regular (monthly) meetings between WEE Hub project staff and implementing partners for updates and planning.
- Mark and celebrate important WEE Hub milestones to engender a sense of collective achievement and fulfillment among staff.
- Ensure wide information sharing to staff through website, emails and notice boards newsletters, among others.
- Facilitate sharing of WEE Hub publications, information, education and communication (IEC) materials (audio and visual) with stakeholders in a targeted and systematic manner.
- Make sure there is a comprehensive orientation of all staff on joining the WEE hub to engender clarity of vision, identity/brand, job/task expectations and reporting/communication lines.
  - Timely and clear communication to staff from clearly defined communication points of authority.
  - Encourage planning and notification of important events and meetings done in good time to avoid overlaps and overloads.
- Foster a democratic feedback mechanism.
- Organize regular sharing platforms of work plans, project reports, factsheets, policy briefs, etc.

Some of the practical ways in which to organize communication internally include, but are not limited to having a



calendar in an open place where events are marked as they arise (by a designated person), physical and/or online diaries notice boards, memos, among others, to announce events, announce/ track field trips, meetings, etc (by a designated person)

## 4.4 External Audiences

### *External communication*

Communication with external audiences is varied and depends on the information needs of each stakeholder. The information is mostly for informing, sharing, educating, and communicating on pertinent issues to raise the WEE Hub's profile. This then requires an understanding of each stakeholder's needs, mode and channel of communication to demonstrate their value and respect. Below are some guidelines. The WEE Hub:

- To maintain open and active internal communication among staff members to ensure they are appraised on the WEE Hub

and its work so that they can represent it accurately in the event there are requests for information by a third party, for example, when they are out in the field.

- To exploit and leverage media and other available public opportunities to project its work as well as portray itself positively.
- To generate and send out quality general and specific/targeted messages on its work and progress.
- To designate a WEE Hub Communication Spokesperson who is recognized internally and externally. The Spokesperson may, when necessary, delegate this function to a relevant person whose communication must be authorized.
- To ensure that communication is targeted and tailored to meet the needs of every audience and that efficient channels are used.
- To make sure that audiences are understood (have audience profiles) and appropriate channels (IEC materials including brochures, reports, media, fact sheets, among others) are used to communicate.



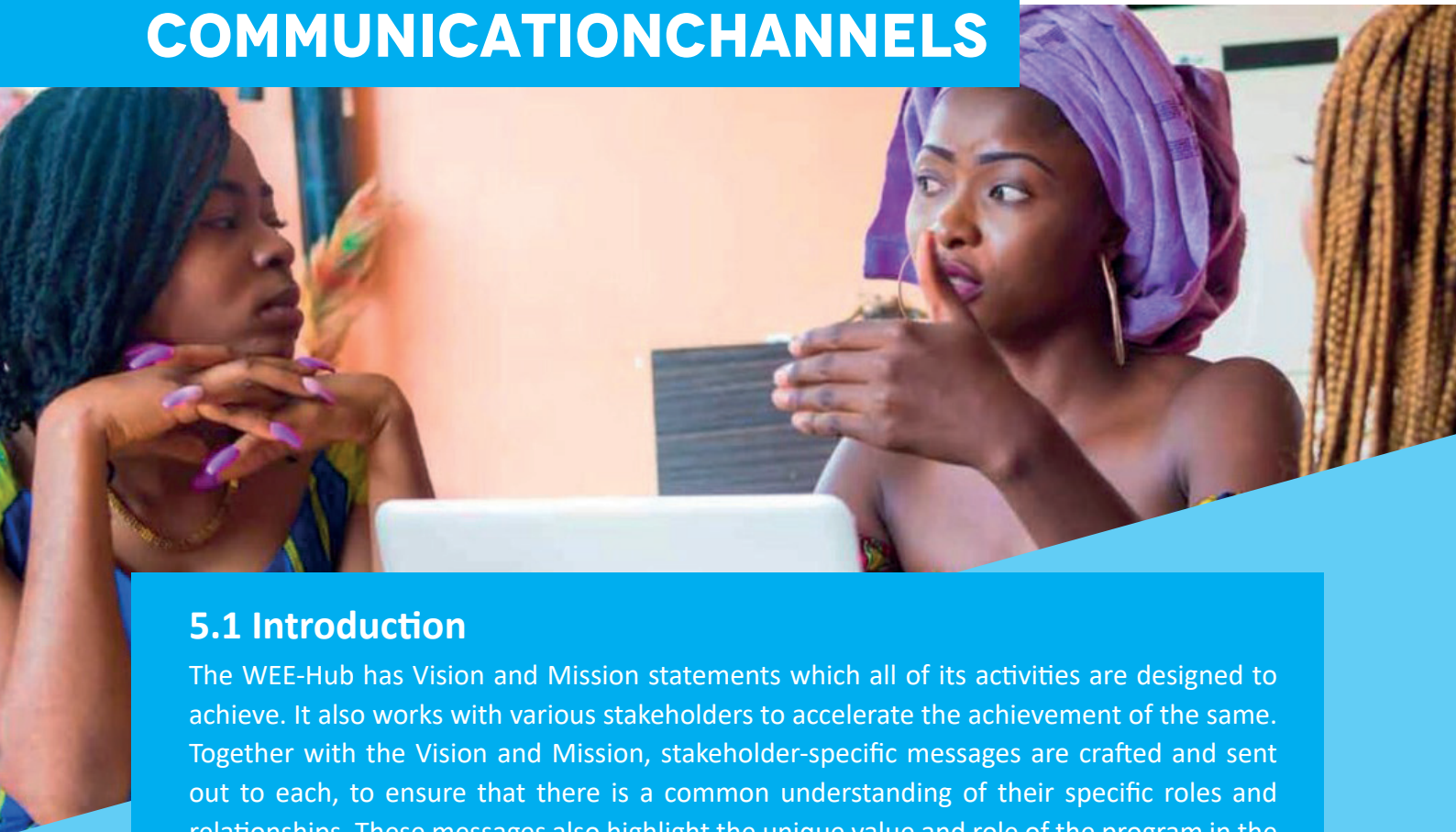
- Create and maintain a detailed mailing list of all audiences/stakeholders (managed by a designated person)

## 4.5 Media

Mass media provides the WEE Hub with diverse platforms from which to reach and communicate with its audiences. This strategy encourages the WEE Hub to exploit available media opportunities (all platforms) to share its work, updates, milestones and achievements from time to time. The WEE Hub must ensure that its work and products are up to expected standards and that they are friendly to the intended recipients. Below are some guidelines for engaging with the Media:

- Maintain an open door policy to ensure information is available (professionally packaged) to the Media through the Spokesperson or their designate whenever called upon.
- Make sure all WEE Hub information inquiries are directed to the Communication Head/Unit and that they are responded to professionally and promptly. Internal consultations with relevant heads, experts and staff are encouraged.
- Maintain good relations with the Media. Treat all with respect so that they are not only called when the WEE Hub needs them but also for updates, breaking news and active participation in relevant projects. This allows them to learn (and become WEE amplifiers) to get the news first (scoops), which elevates their standing individually and their media houses.
- Develop and maintain an updated database of all media houses (local and international), personnel and contacts for ease of use in the office
- Be well-prepared for media events (launches, press conferences, briefings, field visits, etc). Prepare briefing packages with all the information they need to know about the event at hand. Package the information in a friendly manner. For press conferences have copies of the statement or releases ready and in adequate numbers.
- Make sure that there is a reliable contact in every media outlet.
- Make sure that all those who make media appearances (radio, television or WEE Hub recordings), on behalf of the WEE Hub are well prepared. They must acquaint themselves with the content, the channel to appear in, the host, the media house policy and their appearance and presentation (for positive WEE Hub image/brand).
- Respect Media deadlines - Do not keep them waiting during events.

# CHAPTER 5: MESSAGING AND COMMUNICATION CHANNELS



## 5.1 Introduction

The WEE-Hub has Vision and Mission statements which all of its activities are designed to achieve. It also works with various stakeholders to accelerate the achievement of the same. Together with the Vision and Mission, stakeholder-specific messages are crafted and sent out to each, to ensure that there is a common understanding of their specific roles and relationships. These messages also highlight the unique value and role of the program in the wider public.

The vision of the WEE Hub as stated earlier and which it must Endeavour to project at all times is “the full realization of Women’s Economic Empowerment”. Its Mission is “to be a thought-leader in producing cutting-edge, innovative, rigorous and accessible evidence through research for impacting policy formulation, implementation and up-scaling for the full realization of women’s empowerment”.

The question then is “how does the WEE Hub want to be remembered by its various audiences as a result of its work and the fulfillment of its vision?”

- The WEE Hub supports and promotes WEE locally, regionally, and globally
- The WEE Hub is a credible, reliable, and professional partner
- The WEE Hub is a centre of excellence in WEE
- The WEE Hub is a thought leader in WEE research
- The WEE Hub conducts cutting-edge research on WEE
- The WEE Hub’s products are credible and friendly to consumer needs
- WEE Hub has a wide, credible and reliable network for WEE leveraging
- WEE Hub is a friendly working environment
- WEE Hub cares for those who work with and for it

The above messages are suitable for all WEE Hub audiences as they appeal to and convey general information. Different audiences, however, need different types of information and require different types and levels of engagement. Targeted messages are, therefore, important as they demonstrate respect, attention and appreciation of each of their different roles and contribution. Below are some targeted messages for specific audiences.

**Table 3: WEE Hub messages to specific audiences**

<b>Audience</b>	<b>Message</b>
Government	<ul style="list-style-type: none"> <li>We are a credible partner</li> </ul>
	<ul style="list-style-type: none"> <li>We are leaders in the area of WEE research</li> </ul>
	<ul style="list-style-type: none"> <li>We are professional in our approach to WEE</li> </ul>
	<ul style="list-style-type: none"> <li>We are committed to supporting government efforts towards WEE</li> </ul>
Banks	<ul style="list-style-type: none"> <li>We have knowledge of WEE</li> </ul>
	<ul style="list-style-type: none"> <li>We have expertise in financial matters</li> </ul>
We have great networks for women's mobilization and outreach	
	<ul style="list-style-type: none"> <li>We have demonstrated excellence in capacity building</li> </ul>
	<ul style="list-style-type: none"> <li>We are trustworthy</li> </ul>
Partners	<ul style="list-style-type: none"> <li>We are great partners</li> </ul>
	<ul style="list-style-type: none"> <li>We are willing to share our expertise and knowledge with you</li> </ul>
	<ul style="list-style-type: none"> <li>We are in this WEE work together (advocacy)</li> </ul>
Service providers	<ul style="list-style-type: none"> <li>You can trust our partnership</li> </ul>
	<ul style="list-style-type: none"> <li>We keep our word</li> </ul>
	<ul style="list-style-type: none"> <li>Our partnership is mutually beneficial</li> </ul>
Staff/	
Management	<ul style="list-style-type: none"> <li>WEE Hub cares</li> </ul>
	WEE Hub is a friendly nurturing space to work in
	<ul style="list-style-type: none"> <li>WEE Hub work is worth your time</li> </ul>
	<ul style="list-style-type: none"> <li>WEE Hub promotes your career development</li> </ul>
General public	<ul style="list-style-type: none"> <li>WEE Hub is a centre of excellence for WEE</li> </ul>
	<ul style="list-style-type: none"> <li>You are welcome for information on WEE</li> </ul>

## 5.2 Communication channels

The WEE-Hub produces huge amounts of valuable research work. This work is shared with its various audiences and stakeholders when required. Identification and utilization of user-friendly channels are, therefore, critical for successful communication. Matching audiences, both external and internal needs, requires use of appropriate and efficient channels. This projects professionalism, organization, coherence, sensitivity to protocol and respect for the various audiences. Below are examples of the channels through which the WEE Hub communicates different messages to its audiences:

**Table 4: Audience Channels**

Audience		Message	Channel
<b>External</b>			
	Government	<ul style="list-style-type: none"> <li>▪ WEE Hub is a credible partner</li> <li>▪ WEE Hub is a professional and committed to supporting government efforts for WEE</li> </ul>	Meetings, workshops, letters, emails, videos, publications, website
	Banks	<ul style="list-style-type: none"> <li>▪ WEE Hub has knowledge of WEE</li> <li>▪ We have great networks for women's mobilization</li> <li>▪ We have demonstrated excellence in capacity building</li> <li>▪ Trustworthy</li> </ul>	Letters, emails, videos, workshops, training sessions, meetings, media and publicity events, website
	Partners	<ul style="list-style-type: none"> <li>▪ We are great partners</li> <li>▪ We are willing to share our expertise and knowledge with you</li> <li>▪ We are in this work together (advocacy)</li> </ul>	Research activities, letters, emails, videos, workshops, meetings, media events, leaflets, posters, website, publicity events
	Service providers	<ul style="list-style-type: none"> <li>▪ You can trust our partnership</li> <li>▪ We keep our word</li> <li>▪ We are mutual beneficiaries of our partnership</li> </ul>	Letters, emails, procurements documents, meetings, publicity events, website
<b>Internal</b>			
	Staff/Management	<ul style="list-style-type: none"> <li>▪ WEE Hub cares</li> <li>▪ WEE Hub is a friendly nurturing space to work in</li> <li>▪ WEE Hub work is worth your time</li> <li>▪ WEE Hub adds value to your career development</li> </ul>	Letters, emails, memos, meetings, team building events, mentorship sessions, website
	General public	<ul style="list-style-type: none"> <li>▪ WEE Hub is centre of excellence</li> </ul>	Media, workshops, website, publicity events, research activities

### 5.3 Social media

Social media deserves special mention as it has revolutionized communication. Unlike conventional and traditional media, it is fast and provides quick feedback. It reaches a huge audience at the same and in real time. It is also cost effective and user-friendly. Examples of social media include Email, Website, Blogs, LinkedIn, Facebook, Twitter, Whatsapp, YouTube and Instagram, among others.

The WEE Hub uses social media to communicate in its day to day work. It uses Emails, Zoom meetings, Whatsapp, website, Short Text Messages (SMS), Twitter and Webinars, among others.

To make social media is useful and efficient for the WEE Hub, it important to ensure that attention is given to platforms which need regular updating. A Website or Facebook page that remains unattended, not updated (referred to as a ghost town) or carries low quality content, projects a lack of professionalism and defeats the purpose for which it was created.



# CHAPTER 6: IMPLEMENTING THE STRATEGY

## 6.1 Key Strategies

This Communication Strategy will be implemented through key strategies which are aligned to the communication Strategy objectives. These strategies address five broad areas as captured below:

- 1) Employ multi-media communications in order to build a broad internal and external understanding and knowledge of the nature and scope of the WEE Hub program.
- 2) Produce and package diverse WEE Hub products professionally and coherently for its different audiences.
- 3) Policy advocacy is directed at decision-makers and influential leaders to increase their understanding, generate support and elevate WEE Hub's profile.
- 4) Media advocacy to promote accurate coverage of the WEE Hub.
- 5) Develop products and publicity events that showcase and promote the WEE Hub as a credible and transformative leader in the area of WEE.

Each of the five strategies is elaborated on in the Communication Plan in the next chapter.

## 6.2 Implementation capacity

During the SWOT analysis, it was noted that there is inadequate capacity at the WEE Hub to implement this strategy. For it to succeed, the communication function needs to be strengthened, through capacity and skills enhancement. Training in communication, publicity, professional material production, writing online/internet and media relations, among others are important for not only those directly working in communication but also for Management and other key staff who engage with the different audiences in their work.

## **6.3 Budget**

A Communication Strategy is integral to the smooth running of the WEE Hub program. A detailed and concrete Work Plan is, therefore, required to project a working Budget.

# **CHAPTER 7: THE COMMUNICATION PLAN**

## **7.1 Introduction**

The Communication Plan captures strategies, activities, activity descriptions, channels, partners and those responsible internally. It helps those in charge of the communication function to put in place a more detailed plan that ropes all stakeholders and their roles within the entire program.

## 7.2 The Communication Plan Chart

Objective	Strategy	Activity	Description	Partners	Channel	Responsible
1) Raise, refine and sustain the WEE-Hub's profile and image among the various stakeholders through the strengthening of its communication function	Employ multi-media communications to build a broad internal and external understanding and knowledge of the nature and scope of the WEE Hub program	a) Image/brand identity	Define, and create a brand/image that communicates the desired image and reputation of the WEE Hub	UoN Communications team, Experts, media	Meetings, workshops, Working sessions	Management Communication Head
			Develop and share guidelines on colors, fonts, tag-lines, etc for brand presentation and communication	UoN Communication, Experts, All media	Meetings, workshops, Working sessions	Management Communication Head
			Develop and popularize the WEE Hub profile with its audiences	All media, relevant stakeholders/audiences	Meetings, Working session	Communication Head
			Put in place a clear internal communication system	UoN, Experts	Meetings Working session	Management Communication Head
		b) Communicate brand with WEE Hub audiences	Develop brand presentation guidelines for use by WEE Hub teams	Media, all stakeholders/audiences	All media, Digital media platforms	Management Communication Head Staff
			Develop materials (Brochures, Leaflets, cards, etc)	Experts, All Media	All media Digital media platforms, Websites, Internet	Communication Head
		c) Develop communication tools/platforms for WEE Hub internal audiences	Put in place an intranet for collaborations, communication, and information sharing	Experts, UoN Communication	All media Digital media platforms, Websites, Internet	Management Communication Head, ICT Officer
		d) Maintain regular WEE Hub presence among stakeholders/general public	Package and disseminate, on a regular basis, cutting-edge research and advocacy work	All media, Experts, relevant stakeholders	Social media, Website, Radio and TV, workshops, meetings,	Relevant stakeholders, County, and national leaders and citizens at all levels
			Engage in advocacy work through speaking engagements and presentations on diverse platforms	Relevant stakeholders, Experts, Media	Multi-stakeholders fora community leaders, Media, conferences	Management, staff, Partners
			Define key messages for each type of audience	Experts, UoN Communication	Fact sheets, Reports, Workshops, Multi-media channels	Communication Head



2) Position the WEE-Hub as a Centre of Excellence for research through the production, packaging and dissemination of high-quality products	Produce and package WEE Hub products professionally and coherently for its different audiences	a) Designate Team for the production of all WEE Hub products	Put in place House style guidelines to ensure compliance	Experts, All Media, UoN Communication	Meetings, Working sessions, workshops	Management, Communication Head
		b) Establish an e-resource centre (intranet) and a physical resource centre.	Put in place a Knowledge management policy and guidelines for the resource centres	Experts, UoN Communication, UoN Repositories, All Media	Website and physical at the WEE Hub offices  Audiovisual/digital, publications and other print media  Diverse stakeholder platforms	Management, Communication Head, Knowledge Manager, Relevant stakeholders
			Identify expertise to manage the resource centres			
			Identify and package materials for the resource centres			
		b) Establish and maintain a clear communication system with different audiences	Identify key messages and package them for different audiences	UoN Communication, Experts, Relevant stakeholders	Meetings, working sessions	Management, Communication Head, Program Manager
c) Define the WEE Hub brand guidelines on publications	Develop WEE Hub House Style guidelines for the production, packaging and dissemination of all materials to project the Hub as a producer of cutting-edge research	Experts, UoN Communications, Relevant stakeholders	Working sessions, workshops, meetings	Management, Information Officer, Program Manager, ICT Officer		

3) Increase awareness of the WEE-Hub's activities by facilitating partners' and stakeholders' appropriate involvement and participation in the different processes to realize the Hub's outcomes	Policy advocacy directed at decision-makers and influential leaders at different levels to increase their understanding, generate support and raise the profile of the WEE Hub	Strengthen WEE Hub's mechanisms for sharing its products with its audiences	Enhance the capacity of WEE Hub to organize attractive, professional publicity events and to produce excellent products for dissemination (in keeping with established guidelines)	Media, service providers, Experts, UoN Communications	Diverse online and physical publicity events, media, publications,	Management, Communication Head, Programs Manager
			Establish online platforms for sharing and feedback on its projects' work	Relevant stakeholders, UoN ICT, Relevant stakeholders	Website, Online meetings, e-resource centre, repositories, e-newsletters, media	Management, Program Manager, Knowledge Manager, ICT Officer, Communication Head,
			Create events for sharing and dissemination of WEE Hub products to its audiences	Relevant Service providers, UoN Communication	Launches, media events, Reports, dissemination workshops, publications, visits, field-work	Management, Program Manager, Communication Head, ICT Officer

4) Make the WEE-Hub's internal and external communication more effective, efficient and sustainable by developing clear communication system, mechanism and guidelines	Media advocacy to promote accurate and analytical coverage of the WEE Hub	a) Develop internal and external communications guidelines for the WEE Hub	Establish an internal and external communication system	UoN Communications, Experts	Memos, letters, notice boards, WhatsApp, emails, website and other digital platforms and intranet	Management, Communication Head
			Identify custodians of communication tools and authorized signatories for external communication.	UoN Communications and ICT	Memos, notice boards, letters,	Management
			Develop an internal and external feedback mechanism	UoN Communications and ICT	Memos, letters, notice boards, WhatsApp, emails, website and other digital platforms and intranet	Management, Program Manager, Communication Head
			Identify the WEE Hub Spokesperson	Internal/ UoN Communication	Website, Memos, notice board, letters	Management
	b) Put in place a WEE Hub intranet through the website as a tool for internal communication	Develop clear communication lines from a clear and working organization.	UoN Communications and ICT	Letters, emails, digital channels, TV & Radio	Management, Communication Head, ICT Officer	

5) Contribute to the WEE-Hub's resource mobilization by raising awareness and publicity on its activities	Develop products and publicity events that showcase and promote the WEE Hub as a credible and transformative leader in the area of WEE	a) Use compelling stories/evidence to show the Hub's work	Create project videos to communicate project outputs	UoN Communications and ICT	Website, YouTube/Intranet or e-resources,	Communication Head, Program Manager, ICT Officer
			Create a corporate video for use in presentations	UoN Communications and ICT		
		Leverage available multimedia platforms to share WEE Hub work and progress	Create diverse IEC materials for sharing	UoN Communications and ICT and Relevant stakeholders	Newspapers, Newsletters, Fact sheets	Communication Head, Program Manager
			Establish rapport with diverse media personnel to attract coverage	All Media		
			Develop informative and attractive information materials for sharing with donors	UoN, Experts, UoN ICT	E-Newsletter, Brochures, leaflets, factsheets, project update reports, policy briefs, project reports	Management, Communication Head, Program Officer, Project heads
			Develop WEE Hub promotional materials for publicity	UoN, Experts, UoN ICT	Banners, Flyers, T-shirts, caps, etc	Communication Head
		b) Package the WEE Hub's research findings, where possible (project allowing) to elicit interest.	Develop project communication materials from field interviews/short videos of women's stories	Relevant stakeholders, UoN Communications, Experts	YouTube, website, social media platforms, intranet, emails	Program Manager, Project heads, Communication Head
		c) Communicate areas of research open to partnership with other collaborators (program)	Create a section on the website for resource mobilization, linking women with financiers, and other networks that strengthen WEE	UoN, Experts, UoN ICT	Website, Extranet	Program Manager, Heads of projects, Communication Head

## **7.3 Monitoring and Impact Evaluation**

An inbuilt monitoring and evaluation mechanism which tracks the strategy on a day-to-day basis is imperative. Some of the activities that can be undertaken to monitor include close monitoring of the WEE Hub media coverage on all platforms, stakeholder satisfaction and awareness (an assessment) and an assessment of staff knowledge and satisfaction



**MOTTO:**  
Promoting Women's Economic Empowerment through African Women Centered Research, policy change and collaboration with women's organizations, policy makers and other stakeholders.





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