



# Scaling *New* Heights



STRATEGIC PLAN 2012-2017

# Scaling *New* Heights

The story of the Phoenix is fascinating. As the story goes, the mythical bird is glorious, beautiful and awesome. One of its kind. It lives eternally, going through a never-ending cycle of death and rebirth. When the phoenix grows old, 1000 years, it builds a special nest. It then stands in the nest and is consumed by fire. From the ashes a new phoenix is born, and from those ashes, a fledgling phoenix rises – renewed and reborn to live another lifetime

At COVAW, we draw inspiration from the bird. Our story resonates with that of the Phoenix. In 2010, COVAW went through a difficult and stormy period. But from the flames, a new organisation was birthed a new , with renewed vigour, renewed determination, renewed energy. COVAW has regained her wings to soar to the next 1000 years just like the phoenix.

Since we cannot achieve this without you, we are counting on your support to walk with us on this journey of transforming women's lives.

Asanteni sana



**COVAW'S VISION** is 'a society that is free from all forms of violence against women.'

**COVAW'S MISSION** is 'Building Social Movements of change agents opposed to and committed to eradicating Violence against Women.'

**OUR VALUES ARE:** Respect, Integrity, Solidarity and Commitment

**COVAW THEORY OF CHANGE** is that through working in partnership with community based organisations a critical mass will develop and work towards the eradication of violence against women. Using rights-based approach, COVAW believes that women are violated and vulnerable to violence because of unequal power relationships in the society. Therefore through building effective partnerships with women led community based organisations violence against women will be eradicated.

#### **Definition of Violence Against women**

In all its work, COVAW will adopt the definition outlined in the United National International Declaration on the Elimination of Violence Against women (DEVAW) Article 4, Violence against women is any act of gender based violence that results in, or is likely to result in physical, sexual and psychological harm or suffering to women including threats of such acts, coercion or arbitrary deprivation of liberty whether occurring in public and private life . The definition identifies the three areas where violence against women occurs:

**a) Family:** Physical, sexual and psychological violence including wife-

battering, sexual abuse of female children in the household, dowry-related violence, marital rape, female genital mutilation and other traditional practices harmful to women, non-spousal violence and violence related to exploitation.

**b) Community:** Physical, sexual and psychological violence, including rape, sexual abuse, sexual harassment and intimidation at work and education institutions, trafficking in women and forced prostitution.

**c) State:** Physical, sexual and psychological violence perpetrated or condoned by the State, wherever it occurs.

# TABLE OF CONTENTS

Forward	5
Executive Summary	5
Acronyms	8
<b>Section A</b>	
Background	9
2.0 Summary of key Changes and Adjustments to COVAW programmes and organisational structure	10
2.1 Mission related changes	10
2.2 Programme related changes	12
2.3 Organisational related changes	13
2.4 Fundraising Priorities and resource mobilization activities	15
2.5 Risk Matrix	16
<b>Section B</b>	
3.0 Situation Analysis	17
3.1 International and regional context	17
3.2 Kenya legal and policy context	18
3.3 How COVAW will respond to the situation analysis	20
4.0 SWOT Analysis	21
5.0 COVAW revised Vision, mission and goals and theory of change	23
Definition of Violence against women	23
5.1 Results Based Management	23
5.2 Logical framework Approach	24
5.3 Strategic Goal 1	24
Strategic Goal 2	27
Strategic Goal 3	29
Strategic Goal 4	30
6.0 Monitoring and Evaluation Framework	31
7.0 Budgets for 2012-2017	31
8.0 Communication Approach	32

## Forward

### Executive Summary: “Breathing Life into COVAW”

---

We will look back at 2011 as a defining moment for COVAW, for many reasons. In September –November 2011, COVAW initiated a process of reviewing its 2009-2013 strategic plan and extended the plan to 2012-2017. This strategic plan is part of a crucial process of “breathing life into COVAW”. We paused to reflect and learn through a rigorous external evaluation process of our past strategic plan. Our vision still remains ‘A society that is free from all forms of Violence against Women’. We however shifted our strategic mission and plan to ‘Building social movements of change agents opposed to and committed to eradicating Violence against Women and Girls’ to carry us into the future.

In 2012 we celebrate this great milestone as we look back to almost two decades of organizational history. The main theme that runs through this strategic plan is ‘Movement Building for Social Transformation’ which in essence is builds on Enhancing participation and expanding our constituency through partnerships to end violence against women.

This strategy document is divided into three main sections. Section A

introduces the background to the revised strategy, section B provides the context that we are working in and gives some of the major national, regional and international legal and policy frameworks that will guide our work. It also provides an analysis of the internal and external environment while section C outlines our four main strategic goals and our monitoring and evaluation framework.

This strategic plan introduces significant changes in how COVAW does its business of addressing violence against women. We introduce intersectionality as a feminist theory to guide COVAW’s work and in the spirit of recognition of the multiple identities of women and the multiple forms of discrimination against women. This recognises the multiple dimensions and actors in tackling violence against women and girls. Our theory of change is guided by our belief that women are violated and vulnerable to violence because of unequal power relationships and inequity in access to resources in the society. Eradication of violence against women therefore requires building effective partnerships with women led community based organizations and other non-women networks that influence power and resource allocation.

Recognizing the importance of leveraging the impact of our work and building thereon, all COVAW's work shall be pegged on and guided by national development processes or policy framework. We recognize the impact of a good women-friendly constitution, legal frameworks that work and policies that enhance the participation of women in development processes.

We start off this strategic plan in 2012 highly conscious of the complex landscape for women's rights in Kenya and the Africa region. We are conscious of the aftermath of the 2007 general elections and the concerted efforts to ensure reforms in different governance structures. Such processes

have guided our strategic decisions. We seek to further understand and unpack some of the key contextual challenges we operate in and their implications for women's rights.

This positioning is vital in informing our refined strategic focus and direction towards the future.

**Saida Ali,**  
Executive Director.

## Acronyms

1.	AWPB's	<i>Annual Work plans and budgets</i>
2.	COVAW	<i>Coalition Against Violence Against women</i>
3.	CRADLE	<i>Child rights organisation</i>
4.	ECOSOC	<i>Economic and Social Council</i>
5.	FGM	<i>Female Genital Mutilation</i>
6.	FIDA Kenya	<i>Federation of Women Lawyers, Kenya</i>
7.	HIV/AIDS	<i>Human Immuno-deficiency Virus/Acquired immune deficiency syndrome.</i>
8.	GBVRC	<i>The Gender-Based Violence &amp; Recovery Centre</i>
9.	HR	<i>Human Resources</i>
10.	IEC	<i>Information Education and Communication</i>
11.	ICGLR	<i>International Conference on the Great Lakes region</i>
12.	KDHS	<i>Kenya Demographic and Health Survey</i>
13.	KLA	<i>Kenya Land Alliance</i>
14.	KNH	<i>Kenyatta National Hospital</i>

15.	LFA	<i>Logical Framework Approach</i>
16.	LVCT	<i>Liverpool Voluntary &amp; Counselling &amp; Treatment</i>
17.	MDH	<i>Mbagathi District Hospital</i>
18.	NALEAP	<i>National Legal Aid and Awareness Programme</i>
19.	NHSSP	<i>National Health Sector Strategic Plan</i>
20.	PMER	<i>Participatory Monitoring Evaluation and reporting system</i>
21.	RBM	<i>Results Bases Management</i>
22.	SWOT	<i>Strengths, Weaknesses, Opportunities and Threats</i>
23.	SOA	<i>Sexual Offences Act</i>
24.	UNFPA	<i>United Nations Fund for Population Activities</i>
25.	VAW	<i>Violence Against Women</i>
26.	VCT	<i>Voluntary Counselling and Testing</i>
27.	WHO	<i>World Health Organisation</i>
28.	SRHR	<i>Sexual and Reproductive Health and Rights</i>



**1.0**

**Background to COVAW  
strategic plan 2012-2017**

## 1.0 BACKGROUND TO – STRATEGIC PLAN 2012-2017

### Section A

In June 2011, COVAW undertook a comprehensive mid-term review of its 2009-2013 strategic plan. Some of the key findings and recommendation of the mid-term review that have contributed to the development of the revised strategic plan include the following:-

**1. Review of the COVAW (K) Strategic Plan;** The mid-term review revealed that COVAW's current strategic plan required review and revision in order to respond to the challenges and missed opportunities identified in various reviews. These include incorporation of a fundraising strategy and monitoring and evaluation plan and tools.

**2. Development of Monitoring & Evaluation Tools;** The absence of a monitoring and evaluation plan has greatly compromised the ability of COVAW (K) to demonstrate results, impact and transformation emanating from her interventions. The efforts currently underway have not yielded the results necessary for the organization to demonstrate change and accountability to her multiple constituencies. The development of the monitoring and evaluation plan should be prioritized and handled expeditiously.

**3. Development of Performance Management Framework and Tools Linked to the Strategic Plan**  
COVAW (K) will need a performance management system that is linked

to her strategic plan. Staff performance in future will be linked to clearly defined performance management process linked to the set target and results identified in the revised strategic plan.

#### **4. Governance and Organizational Development**

In summary the key changes are as follows:

- Between September –October 2011, COVAW revised its strategic plan for 2009-2013 and developed a revised five year strategic plan to run from 2012-2017
- COVAW reviewed and validated her vision, mission and strategic goals and objectives in line with the contemporary political, economic and social environment. In addition, COVAW responded to the key findings and recommendation contained in the Organisation assessment for May 2011 and mid-term evaluation of June 2011. From November 17th-18th Staff and board members retreated for two days and reviewed changes necessary for the organisation's mission, programme and organisation development.
- The revised strategic plan introduces monitoring and evaluation, results based standards and logical framework.
- COVAW has introduced risk management to inform its planning and management of programme activities which is currently being implemented.

**2.0**

**Summary of Key Changes to  
COVAW organisational and  
programmes**

## 2.0 SUMMARY OF KEY CHANGES TO COVAW ORGANISATIONAL AND PROGRAMMES

### 2.1 COVAW top three mission Objectives 2012-2017

Top three Mission Objectives for 2012-2017	Major prioritises for each objective	Major activities for each priorities	Relevant link to national development priorities
<ol style="list-style-type: none"> <li>COVAW will participate in the implementation of the Constitutional provisions relevant for its work</li> <li>COVAW will engage duty bearers represented by key national public institutions in high level national advocacy campaigns</li> </ol>	<ol style="list-style-type: none"> <li>Participate in law reform on women's rights to reduce vulnerabilities that make women predisposed to violence</li> <li>Strengthen COVAW's capacity to engage in high level national policy advocacy.</li> <li>Develop a national advocacy policy and annual work plans</li> </ol>	<ol style="list-style-type: none"> <li>Review, analyse and input into laws and policies implementing the Constitutional provisions on women's rights (marriage, property, political participation)</li> <li>Analyse and review national policies and budgets and present COVAW position and proposals.</li> <li>Train staff on national policy advocacy and Human Rights skills.</li> <li>Building and developing strong effective national partnerships with national civil society organisations that focuses on property rights for women and the link to VAW. Some of the partners include Kenya land Alliance National, KHRC.</li> <li>Strategic impact litigation for Constitutional implementation of cross-cutting issues that predispose women to VAW</li> </ol>	<p>An informed active citizenry is vital for a well functioning democracy. This is the basis for our new Constitution. COVAW is responding to this requirement through her mission related priorities and activities.</p>
<ol style="list-style-type: none"> <li>COVAW will target to reach 2000 women (in five years) through its health and legal services referral services.</li> </ol>	<ol style="list-style-type: none"> <li>COVAW will maintain its presence in the GBVRC at the Kenyatta hospital and Mbagathi and seek to influence the expansion of the service.</li> <li>COVAW will document processes and track changes in outcomes when access to health and legal services are integrated</li> <li>Strengthen internal information and communication strategy and processes in order to assist women understand where to get justice and public health and legal services.</li> </ol>	<ol style="list-style-type: none"> <li>Influence the strengthening of services at Kenyatta National hospital and Mbagathi district hospital through joint planning and review meetings for all partners.</li> <li>COVAW will strength its networking and links with likeminded organisations such as FIDA Kenya, Kituo cha Sheria, LVCT, Kenyatta National Hospital, Mbagathi District hospital, CRADLE, CLAN, MEW</li> <li>COVAW will develop a data bank of client base.</li> <li>COVAW will develop structures of following up a representative sample of referred clients.</li> </ol>	<p>Third National Health Sector Strategic Plan, 2010-2015 (NHSSP-3) Annual operating plans Gender Equality Development Sessional paper</p>

Top three Mission Objectives for 2012-2017	Major prioritises for each objective	Major activities for each priorities	Relevant link to national development priorities
4. Support 150(in five years) community based social movements to engage in high level and intersectional advocacy against VAW.	<ol style="list-style-type: none"> <li>1. Consolidate the gains of COVAW's work through production of training manuals and information packages.</li> <li>2. Develop training and awareness materials for the development of strong CBOs engaged in community and county level campaigns</li> </ol>	<ol style="list-style-type: none"> <li>1. Brand COVAW sixteen days of activism against VAW as a high impact annual national campaign.</li> <li>2. Establish standard for the activities to commemorate 16 days of activism</li> <li>3. Mapping of the community based groups (women and men) and other strategic allies in areas where COVAW will choose to work.</li> <li>4. Conduct training for community based organisations on how to roll out successful campaigns against all forms Violence against women.</li> <li>5. Identify select issues related to Violence Against Women and girls to highlight in the</li> </ol>	The Constitution, Sexual Offences Act (SOA)The Female Genital Mutilation Act and the Anti Human trafficking Act, CEDAW, Maputo protocol,

## 2.2 COVAW Top three Programme objectives 2012-2017

Top three Programming Objectives for 2012-2017	Major activities (maximum three for each objective) to meet the objective	Relevant objective linked to National legislation and national development policy.	Capacity building planned and support required for the change
1. Increasing capacity of community activists and community leaders as change agents in eradicating VAW.	<ol style="list-style-type: none"> <li>1. Conduct training for 250 male and female community activists that include paralegals, law enforcers and health care workers to create community and public awareness.</li> <li>2. COVAW will empower communities to attend and engage in district and county security committee meetings.</li> <li>3. Conduct 25 high level Public awareness campaigns on violence against women as a national human rights and public health issue.</li> <li>4. Engage the media in alternative messages and information on women's rights and VAW.</li> </ol>	Preparation and dissemination of simplified version of the Constitution's provisions; the Sexual Offences Act; FGM Act; Police Service Act; Provincial Administration strategy and action plan	<ol style="list-style-type: none"> <li>1. COVAW will identify the County and District Security Committees at its programme focal points and train and build community capacity to engage.</li> <li>2. Develop Security IEC materials</li> <li>3. Leverage adequate funding</li> </ol>

Top three Programming Objectives for 2012-2017	Major activities (maximum three for each objective) to meet the objective	Relevant objective linked to National legislation and national development policy.	Capacity building planned and support required for the change
<p>2. To contribute to policies and legislative change that addresses VAW at National, Regional and Community level</p>	<ol style="list-style-type: none"> <li>Undertake one key Strategic Impact Litigation that will lead to the review of sec 38 of the SOA.</li> <li>Lobby for the establishment of the National mechanism for addressing cases of VAW resulting from 2007 post election violence.</li> <li>Apply for accreditation to ECOSOC to enable COVAW can generate shadow reports targeting the Kenya Government only VAW</li> <li>Contribute to the development of legislation implementing the Constitutional provisions helping to reduce VAW</li> <li>Conduct budget and finance audits of both national and county governments.</li> <li>Host national high level forums to advocate for compliance to constitutional provisions and regional and international mechanisms for protecting women against violence. e.g. ICGLR; Protocol to the African Charter on Women's Rights; CEDAW</li> </ol>	<p>The following National policy frameworks: Vision 2030, Constitution, SOA, FGM Act National Legal Aid Programme and Awareness (NALEAP) the International Conference for the Great Lakes Region (ICGLR)</p> <ul style="list-style-type: none"> <li>• AU Protocol on Women's Rights and Convention against all forms of discrimination against women and the Special Rapporteur on ending violence against women.</li> <li>• National and county budgets</li> <li>• International Crimes Act will inform enactment of the national mechanism or responding to VAW in post election 2007.</li> </ul>	<ol style="list-style-type: none"> <li>COVAW will redefine its staffing needs in line with her advocacy priorities</li> <li>Train staff on national, regional and international instruments and frameworks for national advocacy.</li> <li>Training staff on National development policies and strategies and how to respond to them in programme development</li> </ol>
<p>3. To contribute to knowledge on VAW through research and documentation</p>	<ol style="list-style-type: none"> <li>Generate an annual report of VAW in Kenya that tracks women's experiences with the criminal justice system.</li> <li>Document intersectional links between VAW and health; property rights; and women's political and economic empowerment</li> <li>Strengthen media advocacy by submitting case studies and analyses of high impact public interest litigation.</li> <li>Use technology to build a national platform to promote networking and information sharing on VAW.</li> </ol>	<p>Monitor compliance of relevant laws and policies such as the Police Service Act, Sexual offences Act, operational plans by the Director of Public Prosecution (DPP) Ministry of Gender, Children and Social Development; Sessional Paper No. 2 of 2006 on Gender Equality and Development; Vision 2030 and Kenya Demographic and Health Survey (KDHS)</p>	<ol style="list-style-type: none"> <li>Dedicated staff to conduct research and documentation assignments.</li> <li>Communication Strategy and Plan</li> <li>Media training for staff</li> </ol>

### 2.3 COVAW Top three Organisational Objectives in 2012-2017

Top three Organisational Objectives for 2012-2017	Major priorities for each objective	Major Activities for each priority	Capacity building and support
<ol style="list-style-type: none"> <li>1. Review governance structure and align it with size of organization and scope of the programmes</li> <li>2. Strengthen COVAW programme capacity and viability as a premier women's rights organisation</li> </ol>	<ol style="list-style-type: none"> <li>1. Address the dual governance structure and strengthen relations between governance and management.</li> <li>2. Address capacity gaps that are preventing the organisation from realising the full potential. Develop a financial sustainability strategy and plan</li> <li>3. Recruitment and deployment of a dedicated full time fundraising staff member.</li> <li>4. Change the work culture in COVAW</li> </ol>	<ol style="list-style-type: none"> <li>1. Determine the viable and optimal governance structure for COVAW</li> <li>2. Identify and address capacity gaps in light of the strategic objectives.</li> <li>3. Develop a fundraising strategy</li> <li>4. Implement the change management plan 2011-2012 successfully.</li> </ol>	<ol style="list-style-type: none"> <li>1. Joint training and deliberations between board and staff.</li> <li>2. Review the values, principles and theory of change of COVAW.</li> <li>3. Training staff on fundraising skills.</li> </ol>
Top three Organisational Objectives for 2012-2017	Major priorities for each objective	Major Activities for each priority	Capacity building and support
<ol style="list-style-type: none"> <li>3. Strengthen Institutional &amp; Organizational processes</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop a performance management plan and tools that are linked to the revised COVAW strategy</li> <li>2. Develop policies and procedures detailing organizational processes e.g. HR; procurement etc</li> </ol>	<ol style="list-style-type: none"> <li>1. Strengthening HR function and policies and systems and ensuring the right calibre of staff are recruited and retained.</li> <li>2. Development of a Performance management framework</li> <li>3. Team building for all staff Board and Trustees</li> <li>4. Set up a feedback mechanism for staff to deliberate about the positive and negative issues within COVAW about organizational culture and values and input into the performance management plan and tools and institutional policies and procedures</li> </ol>	<ol style="list-style-type: none"> <li>1. Leadership training and support for the senior management team.</li> <li>2. Training for Board members on good governance.</li> <li>3. Training of staff on performance management plan and tools and institutional policies and procedures</li> </ol>

<p>4. Clarity on organization structure and roles</p>	<ol style="list-style-type: none"> <li>1. Development and dissemination of the governance manual to all staff.</li> <li>2. Develop an induction manual and process</li> </ol>	<ol style="list-style-type: none"> <li>1. Conduct orientation and Induction for all staff and interns</li> <li>2. Revise and streamline all job descriptions in line with the revised strategic plan</li> </ol>	<ol style="list-style-type: none"> <li>1. Conduct staff training on the governance manual and structure.</li> <li>2. Board capacity development and commitment.</li> </ol>
---	---	---	--

### 2.4 COVAW Top three Fundraising objectives in 2012-2017

Your top three Fundraising Objectives for 2012	Major activities (maximum three for each objective) to meet the objective	Relevant objective in line with national opportunities for resource mobilisation.	Capacity building planned and support required
<ol style="list-style-type: none"> <li>1. Development of a long term sustainability plan for COVAW</li> </ol>	<ol style="list-style-type: none"> <li>1. Revise the fundraising approach to increase donor support for core activities.</li> <li>2. To increase level of funding from private corporations to raise %age of unrestricted funding</li> </ol>	<p>The important role and contribution of civil society in the national development is well recognised and appreciated in key development policies that include Vision 2030, National development Plan as well as Gender and development Sessional paper.</p> <p>Ability to continue work with partners beyond funding period will ensure that COVAW partners can count on uninterrupted support.</p>	<p>Improved financial reporting that monitors unrestricted funding</p>
<ol style="list-style-type: none"> <li>2. Strengthen fundraising and grant reporting capacity within COVAW</li> </ol>	<ol style="list-style-type: none"> <li>1. Target fundraising from basket funds, tenders and joint applications with likeminded donors and partners.</li> <li>2. Deploy a dedicated fundraiser sourced through the Inspirator/Volunteer programmes available from VSO and Action Aid Kenya</li> <li>3. Undertake regular donor scoping</li> <li>4. Improve the profile and image of COVAW within the local fundraising community.</li> <li>4. Develop a communication plan and strategy</li> </ol>	<p>COVAW will target basket funds and tenders put out by government agencies and bilateral donors. COVAW will actively pursue development aid funds that include a component for civil society.</p>	<p>Improved programme management training to ensure all staff adhere to donor contracts and deliver results</p>



## 2.5 Risk Management

### Risks that are likely to have the biggest potential impact on COVAW in 2012-2017 and plans to mitigate

Description of Risk and Potential Impact	Plans in place to mitigate risk
1 The campaigns and subsequent general elections 2013 may result in violence that will disrupt the peace in the country and result in violations against women	The management will regularly review the prevailing political situation in the country and make appropriate adjustments and changes as necessary. The potential increase in violations is an opportunity for COVAW to extend its services
2 Lack of funding to continue referral and legal advice services.	Management will only plan to undertake activities that are fully funded. In addition, COVAW will establish a contingency fund that can cover two months of operational costs.
3. Lack of focus and implementation of the strategic priorities in the revised strategy.	All staff will be inducted to fully understand their role in working effectively towards the full realisation of COVAW's programme. Staff will be monitored regularly to ensure they are meeting their targets and delivering results.
4Lack of support for women friendly bills currently before parliament	COVAW will work in partnership and collaboration with like minded organisations in order to increase capacity for lobbying and advocacy
5. Low support from communities due to past errors and poor judgement in programme implementation	Both the management and Board will work together to build strong community based partnerships and regularly review the performance of partners.



TOA HABARI  
KWA POLISI

SASA!  
ACTIVIST

16

16

16

an  
OM  
AID  
ices and Cultu  
"Support

**3.0**

**Situation Analysis**

## Section B

### 3.0 SITUATION ANALYSIS

#### 3.1 International and Africa region legal and policy framework

Violence against women is a universal phenomenon that persists in all countries in the world. Violence is part of a historical process. It is not natural or born of biological determinism. Male dominance over women has historical roots and its functions and manifestations change over time. Oppression of women is therefore political, and an analysis of the state's institutions and society, the conditioning and socialization of individuals and the nature of economic and social exploitation is required in any analysis of the phenomenon of violence against women. It has devastating consequences for the women who experience it and traumatic effects on those who witness it particularly children. Violence against women is both a cause and consequence of gender inequality. It is also systematic and has many underlying causes. Addressing violence against women therefore requires both preventive and curative programmes. Prevention programmes address gender inequality in the political, social and economic spheres which predispose women to violence thus tackling the many root causes of violence through changes in legislation and non-legal interventions seeking to imbue equality and non-discrimination. Curative programmes provide services for women living with violence. In both cases, protecting women from violence is very important.

Since the World conference on Human rights in Vienna in 1993, and the Declaration on the Elimination of Violence against women (DEVAV) in the same year, civil society and governments have acknowledged that violence against

women is a public policy and human rights issue. In 1995, the United National Fourth World conference on Women identified violence against women as one of the critical areas of concern needing strategic action and integrated measures . From all actors to prevent and eliminate violence against women. This resonates with other international instruments such as the UN Declaration on the Elimination of Violence against Women, with a number of additional provisions relating to the obligations to prevent, investigate, punish and compensate for acts of violence against women. The Millennium Development Goals, specifically those that address universal primary education, gender equality and women's empowerment reflect the international community's recognition that health, development and gender equality issues are closely interconnected. In addressing violence against women, COVAW therefore needs to adopt a strategy that integrates equality in political, social and economic spheres with health and other related development interventions.

African women experience violence in their homes and community. At least one in every three women has been beaten, coerced into sex, or abused in some other way, usually by an intimate partner or family member, according to a new report by the United Nations Population Fund, UNFPA. In Africa, domestic violence, rape and other sexual abuse and female genital mutilation are of special concern. African women are subject to a range of oppressive threats. These include Rape and other forms of sexual violence are increasing. Estimates of the proportion of rapes reported to authorities vary — from less than 3 per cent in South Africa. In many African societies, domestic violence is condoned or at least tolerated. Men are seen as having a right to discipline their wives as they see fit. The right of a husband to beat or physically intimidate his wife is a deeply held conviction in

many societies. Even women view a certain amount of physical abuse as justified under certain conditions. Among the historical power relations responsible for violence against women are the economic and social forces, which exploit female labour and the female body. Economically disadvantaged women are more vulnerable to abuse. In addition, denying women economic power and economic independence is a major cause of violence against women, as it prolongs their vulnerability and dependence. These power relations also play out in the family institution where labour is exploited, male sexual power violently expressed and where socialization that disempowers women takes place.

For instance, 80 per cent of women surveyed in rural Egypt said that beatings were common and often justified, particularly if the woman refused to have sex with her partner. Justification for violence stems from socialization, gender norms and distorted views about the roles and responsibilities of men and women in relationships. In South Africa, the incidence of rape is thought to be the highest in the world. Forced or unprotected sex puts women at risk of acquiring sexually transmitted diseases, including HIV/AIDS. Another form of violence is Female Genital Mutilation (FGM) which is practised in about 28 countries in Africa - with prevalence varying from 5 per cent in the Democratic Republic of the Congo to 98 per cent in Somalia.

The African Charter on the Human and people's rights and the Protocol on the Rights of Women in Africa set out a comprehensive framework for the protection of women from all forms of violence and make special reference to reproductive rights and health. The Protocol, to which the Kenya government is a signatory, provides for robust socio-economic rights.

### 3.2 Kenya Legal and policy framework in relation to VAW

In Kenya, the policy and legal framework provides a conducive environment for responding to violence against women. In the last seven years there has been tremendous improvement in the legal framework thereby providing women with better safeguards and justice. Besides the Sexual Offences Act 2006 and its implementing rules, the Constitution provides an anchorage for dealing with underlying causes of violence and addressing incidences of violence. However, the challenge of reporting cases followed by successful prosecution remains a major impediment especially when it occurs in private spaces.

The availability of reliable data also remains a challenge. The data provided by the Kenya Police is not sex-disaggregated thereby it is not possible to establish out of the reported assault and bodily harm, how many cases refer to violence against women. In addition, it is not possible to establish if the reported cases of murder and manslaughter refer to women killed as result of domestic violence. In the absence of sex-disaggregated data we can refer to other available sources of information such as the Demographic Health Survey (DHS) and any other official and non-official sources. The DHS survey for 2008 reports that 39% of married women, divorced or separated women aged 15-49 years reported to have been physically or sexually violated by their husbands or partners during their lifetime compared to 44% in 2003. About 32% reported having been violated in the last one year before the survey compared with 29% in 2003. Rural women are more likely to be victims of physical and sexual violence.

Some of key findings from the DHS survey include:-

- The most prevalent form of violence is spousal violence. The survey established that more than half of the women (53%) agree with at least one of the specified reason for a husbands beating his wife.
- Women accept wife beating and feel it is justified if women neglect their household duties. 13% -42% of women indicated this. Younger women and older women are more likely than women age 25-44 to accept wife beating.
- Spousal violence increases with the age of a women and the number of living children she has. Analysis of marital status reveals that women who are divorced, separated, or widowed are more likely to be exposed to violence 60% then their married (42%) and never married 25% counterparts.
- In relation to sexual violence, 12% of women aged 15-49 reported that their first sexual intercourse was forced against their will.
- One in five women (21%) has experienced sexual violence. Analysis across provinces indicates that Nyanza and Western province record the highest proportions of women experiencing physical violence and sexual violence. The relationship between prevalence of sexual violence and both education level and wealth status of women is not very strong. The results of the survey illustrate that women with secondary or higher education and those in the top wealth social groups are less likely to experience sexual violence than their counterparts.
- Gender based violence is not restricted to physical violence. Verbal abuse, restrictions on movement and withholding funds and support constitute violent behaviour. More than 37% of women reported that their husbands/ marital partners try to control their actions. Another 21% reported that their husbands do not trust them with money.
- The Kenya Police annual crime reports indicate a steady increase in reported cases of rape and attempted rape.

Cases reported to police stations	2002	2003	2004	2005	2006	2007	2008
Rape including attempt	2005	3317	3439	3145	3313	3517	3126
Corruption	76	62	182	107	252	177	133

Source The Government of Kenya, Ministry of Planning and National Development, Monitoring and Evaluation Directorate, the Third Annual Progress Report (2005-2006).

According to the Kenya AIDS Indicator Survey conducted in 2007, prevalence rose to 7.4% from 6.7% in 2003. The report also shows a high proportion of women aged 15-64 years rate are infected than men. In the same age group, the prevalence among women is 8.7% while that of men in the same age group is 5.6%. Among the 15-24 years age group women are 4 times more likely to be infected with HIV than men. Among the youth, ages 15-24 women are four times more likely to be infected with HIV than their male counterparts. Factors contributing to women’s vulnerability include low level of awareness of HIV infection, low bargaining powers and low economic status. However violence against women and sexual violence committed against women contribute to the rising number of new HIV/AIDS infections. This is confirmed with the effects of post election violence on women in late 2007 to early 2008 where it is estimated over 1,500 were raped and exposed to HIV/AIDS infections.

Despite laws and policies that address the incidents of assault and sexual violence, reported cases of rape attempted rape, defilement/incest and assault against

women went up by 1.4% from 11, 867 in 2004 to 12,036 in 2005. According to the 2006 Sessional paper no 2 on Gender Equality and Development sexual violence, rape, physical violence, sexual harassment and defilement cases continue to rise, compounded by clashes, land skirmishes and the rise of insecurity in the country.

The key hindrances to women accessing justice include:-

1. Low levels of women's empowerment and knowledge about their rights. Women are not socialized to complain about the violations they face and encounter in their families and communities.
2. Strong patriarchal culture and practises within society and communities. This manifests in public institutions such as law enforcement agencies and the judiciary
3. Lack of trust in the justice system which is deemed to be corrupt and inept
4. State commitment for addressing violence against women as a public security and public health issue.

The new constitution provides a comprehensive bill of rights that guarantees all Kenyans the full enjoyment of their rights. Section 21 (1) "It is the fundamental duty of the state and state organ to observe, respect, protect, promote and fulfil the rights and fundamental freedoms in the bill of rights." This places an obligation on state officers such as security officers, prosecutors and judicial officers to take protect women from violations such as violence against women. In addition, Section 21(3) "All State organs and all public officers have the duty to address the needs of vulnerable groups within society, including women, older members of society, persons with disabilities, children, youth, members of the minority or marginalised communities and members of particular ethnic ,

religious or cultural communities.

The Police Service Act under section 10, subsection (1) (e) states that one of the functions of the Inspector General is to prepare budgetary estimates and a policing plan before the end of each financial year, setting out the priorities and objectives of the service and the justification thereof; This provision places a statutory requirement on the Inspector General to develop a policing plan that responds to the national security threats. This places an obligation on the Inspector general to prepare annual policing plans and budgets that respond to VAW.

### 3.3 How COVAW will respond to the situation analysis

#### 1. Contribute to the Implementation of the Constitution's Provisions related to Violence Against Women

As pointed out above violence against women is fuelled by unequal power relations between men and women. The Bill of Rights in the Constitution, particularly Article 27 addresses inequality. There are proxy determinants of inequality that aggravate violence such as unequal access to and ownership of property. COVAW will carry out research in specific contexts and use the results to advocate for holistic implementation of the Constitutional provisions. COVAW will also scrutinise laws implementing the Constitution to ensure that potential contributors to violence against women are identified and addressed.

#### 2. Strengthen legal and health service delivery in partnership with government agencies and civil society

Experience shows that public sector approaches to violence can make a difference. The health sector is the first point of call for women who have suffered physical and sexual violence. COVAW has a unique opportunity to use its past experience to strengthen its influence in the provision of public health services. This is ably supported by recent policy changes that the Kenya government has made with regards to gender mainstreaming of the health services through the Second National Health Sector Strategic plan Annual Operations Plan for 2010-2011 and in the future. Furthermore the new constitution and Police Service Act, create strong standards for state response to VAW. This will give COVAW an opportunity to engage in national advocacy efforts that demand accountability for women's rights violations.

### **3. Influence the development and design of Public policies with regard to VAW.**

COVAW will focus on influencing public funding and demand for increased funding for public services specifically in the security and health sectors. COVAW should use its unique experience to put forward proposals based on case studies evidence to demand for better implementation and funding for public services. The Kenya police, DPP and Ministry of Health are public offices providing public services. There is an expectation from the public that they will receive quality responsive services. A human rights based approach to public service delivery emphasizes the participation of citizens especially the poor, vulnerable and excluded to ask questions and demand accountability. This will ensure that COVAW links its community based interventions with high level national policy change.

COVAW should use her membership on various national committees such as safer cities initiative and UN resolution 1325 to ensure that public bodies are performing their tasks and contributing to the full realization of women's rights in Kenya.

### **4. Adopt a Supportive Governance Structure and Results based management**

COVAW will streamline its governance structure and adopt and implement results based management practises undergirded by accountable governance and high standards of programme implementation and results. This will enable the organisation to optimise its potential and be accountable to its constituency and support base.

**5. Strengthen Community interventions** aimed at breaking the silence and stopping the cycle of violence. In this regard, the results from the SASA project and partnerships with community based organisations will be replicated.

### **6. Strengthen and deepen National, Regional and International advocacy**

COVAW will strengthen her strategic advocacy engagements through her membership to the G10 network, the African Union, and Pan African Parliament, the international conference for Greater Lakes region (ICGLR) and Resolution 1325 among others.



4.0

SWOT Analysis of COVAW

## 4.0 SWOT Analysis of COVAW

### Strengths

- COVAW has created a platform for the provision of referral services and legal advice for women in Kenya
- COVAW as a partner with Liverpool VCT, Cradle and others has established a successful one stop GBVRC centre at Kenyatta National hospital and Mbagathi District Hospital.
- The organisation has created a critical mass of knowledgeable staff, community activists, paralegals and community members who are well informed about the issues that COVAW is working on.
- COVAW in partnership with like minded organisations has successfully engaged in high level national advocacy campaigns that have influenced the content of bills before parliament and national policies.
- COVAW has a good charter of accounts produced regularly by the finance department to guide programme management and implementation of funded activities.
- COVAW has effective internal controls.
- International, regional and national networks, coalitions and intergovernmental organisations have recognised COVAW's experience and expertise and called upon the organisation to provide technical support and training.
- Through community mobilisation efforts and capacity building training, COVAW has established an effective network of service providers consisting of health care workers, police officers, provincial administration, para-legals and community members all working for the prevention of violence against

women.

- Sound financial management
- Experienced staff

### Weaknesses

- A complex governance structure relative to the size and functions of the organization.
- The absence of a monitoring and evaluation plan, tools and system compromising COVAW's ability to demonstrate results, impact and transformation.
- Lack of a fundraising strategy that is aligned to the Strategic plan
- Lack of clarity of staff job descriptions, roles and responsibilities.
- Lack of clear communication to staff of recent changes within COVAW's governance and management structure resulting in lack of understanding thereof.
- Lack of adequate office space, equipment and work tools.
- Human resources policies and practises not implemented and interns are not inducted and assessed.
- COVAW values have not been internalized by the staff
- Lack of a performance management framework.
- Low morale among staff who feel unappreciated and undervalued.
- Programme implementation is carried out in silos and there is poor cross learning and mutual support within programmes despite the intersectionality theory of change adopted by COVAW.

### Opportunities

- Implementation of the women friendly provisions of Constitution of Kenya 2010 which relate to violence against women
- COVAW is able to implement its programmes and activities in a conducive environment as basic freedoms are respected and upheld by the government of the day
- Legal reforms are receiving better support from parliamentarians; therefore there is a high likelihood that pending bills critical for women's rights will be enacted.
- Recent policy changes contribute to COVAW's mandate, the availability of progressive policy in the Ministry of Education and Health promote efforts to advance women's rights.
- Increased use of social media such as Face book and twitter to advance COVAW's mandate. Existing opportunities to strengthen and deepen interventions for promoting women's rights. e.g. partnership with ALPHA 11, Liverpool Centre, etc
- New national budgeting guidelines provide an opportunity for COVAW to influence budgetary allocations for security and health care for women.
- New constitution and a reforming judiciary provide a good opportunity for COVAW to file public interest litigation where violations are occurring.

- Devolution policy provides an opportunity for the availability of funds in the counties that can be used social justice programmes
- The present national political and economic environment is conducive for COVAW to engage in high level national advocacy efforts.
- Increase in the demand for COVAW's work as people become more aware of its activities.

### Threats

- Political parties' policies and practices interfere with women's rights to political participation.
- Slow economic growth and rising poverty levels affect women and will affect CoVAW's work.
- Global recession affecting availability of funds for women's rights' programmes making it more difficult for COVAW to raise institutional support.
- Strong patriarchal values and culture evident in law enforcement agencies
- Internet communication presents new challenges for protecting women's rights as a result of increased pornography that objectifies women.
- Slow passage of bills that promote women's rights as the number of bills deemed more important are prioritised in Parliament.



5.0

The strategic plan

## 5.0 THE STRATEGIC PLAN

### 5.1 Results Based Management (RBM) Framework

In the revised strategic period, COVAW will adopt Results Based Management (RBM). This will ensure that COVAW will change the way the organisation operates, by improving performance, programmatic focus and delivery. RBM is a participatory and team-based approach to programme planning and focuses on achieving defined and measurable results and impact. By adopting RBM, COVAW will improve on programme delivery and strengthen management effectiveness, efficiency and accountability.

During the implementation stage of the COVAW's Strategic plan (2012 – 2017), RBM will help ensure and monitor that all available financial and human resources continue to support the intended results. The RBM principles will be realized through:-

1. Annual Work Plans and Budgets (AWPBs). The annual activities will be derived from the efforts to achieve the key expected outcomes contained within the four strategic Objectives detailed in the logical framework below.
2. A Participatory Monitoring, Evaluation and Reporting system (PMER) has been developed and will be used for effective result measurement for the programme. This will provide room for ex-ante, mid-term and ex-post evaluations for all projects being implemented.

The improvements of strategies contained in this strategic plan coupled with the ever changing external environment will inevitably require that pro-active change management process will have to be pursued.

### 5.2 The Logical Framework Approach

The Logical Framework Approach – LFA (which is a process involving stakeholder analysis, problem analysis, SWOT and stakeholder analysis) has been used by the facilitators as the basis for developing the COVAW strategic plan. It provides a tool to help COVAW as the designers of the programme to think logically about what the programme is trying to achieve (the outcomes), what things the project needs to do to bring that about (the outputs) and what needs to be done to produce these outputs (the activities).

A critical GAP analysis in this LFA has enabled the determination of COVAW's four strategic objectives as follows:

1. **Strategic Goal 1** is targeted at duty bearers and how each has to focus on its core mandate in order that they collectively provide an enabling environment that facilitates the survivors of VAW and other women in general to realize their rights in society.
2. **Strategic Goal 2** directly provides support to the women (who are the rights holders) as a way of empowering them to stand up to claim, realize and enjoy their rights. This in essence is the core business of COVAW in the next five years.
3. **Strategic Goal 3** targets empowerment of community change agents for effective and sustainable outreach programme of COVAW.
4. **Strategic Goal 4** addresses the Organizational development issues of COVAW in order that it builds an efficient and effective implementation competence.

**STRATEGIC GOAL 1: To create an enabling environment through championing duty bearers so that women can realize their rights**

Activities	Outputs	Output Indicators	Means of Verification	Outcomes	Outcome Indicators	Means of Verification
COVAW will engage duty bearers represented by key national public institutions in high level national advocacy campaigns	Feedback (new in-depth information) on their levels of service delivery in response to VAW in their respective sectors Demands for responsive services that are timely and effective from the respective agencies are made.	The quotation of the COVAW issues raised in their respective progress reporting processes i.e. (quarterly and Annual reports) Action plans with respective public agencies	Media Reports Annual Reports To Parliament By Law Enforcement Agencies Annual work plans and budgets of respective public agencies. Joint Gender Empowerment programme reports (UN – GoK)	Women receive timely, quality and effective services from duty bearers	No. Of women reporting on satisfactory services. No. of national high level advocacy campaigns mounted No. of public agencies with whom action plans have been developed	COVAW thematic customer satisfaction survey reports COVAW Annual Reports Annual Rapporteur's Report to the UN – Security council Annual Reports of the Inspector General of Police and DPP Kenya Household Survey Reports
1.2 Contribute to the effective implementation of the constitutional provisions that protect the women against violence	Awareness raised on continued violations vis a vis the provisions in the constitution. Section 38 of the SOA reviewed through a strategic impact litigation process. Demands are made for Guarantees of specific % of budget allocations to address VAW at county levels through a national and county audits Raised awareness on the urgent need to improve access to the P3 forms by women affected by VAW International and regional protocols on protection of the rights of the women are domesticated and applied in the local judicial systems	CIC assessments / reviews on constitutional implementation reflect issues raised in COVAW petitions MOJCA parliamentary presentations and Responses incorporates issues raised in COVAW petitions A revised and improved SOA Issues underlying VAW in other sectors addressed in respective legislations Gender segregated budget estimates by the Ministry of Finance and County Governments. Inclusion of COVAW issues raised in the Police Reform Action Plans. Strengthened gender Desks at police stations No. Of protocols applied in our courts	Media reports Gender Commission Reports UN – GoK Reports Gazette in the Kenya Gazette Gazette in the Kenya Gazette National and county Annual Budgets Police Reform reports COVAW Annual Report List of Kenyan laws in SLO	Positive change in the legal and policy environment that facilitates the elimination of VAW realized	The %age increase of women making use of the tools and instruments that allow them to access justice.	COVAW Annual Report Media Coverage Kenya Police Annual Crime Report MPND Reports

Activities	Outputs	Output Indicators	Means of Verification	Outcomes	Outcome Indicators	Means of Verification
1.3 Contribute to the development of knowledge on VAW through research and documentation based on COVAW's programme experience.	<p>Research skills on VAW and related issues</p> <p>Skills, Knowledge and Experiences generated from COVAW's the legal and referral services</p> <p>Empowerment / Capacity within the communities to articulate women rights and responses to VAW</p> <p>Lessons learnt and case studies developed from COVAW's Results</p>	<p>No. Of new types of skills, knowledge and experiences documented and disseminated on the learning hub of the website</p> <p>No. Of times the community attributes the changes in knowledge, attitudes and behavioural changes to COVAW interventions</p> <p>Changes in future programme designs and implementation</p>	<p>Website</p> <p>Annual Reports</p> <p>Case studies</p> <p>Learning Bulletins</p> <p>Case study reports</p> <p>Quarterly and Annual work plans and budget reviews</p>	<p>New understanding of the trends on VAW based on experiences of COVAW</p> <p>Emergence of pro-active movements, change champions and progressive traditional institutions (churches) and structures.</p> <p>COVAW is established as an Authority on VAW issues</p>	<p>No. Of times COVAW's work is quoted and referenced to in reputable journals, periodicals and publications.</p> <p>No. Of active and effective movements at community level</p> <p>No. Of incidences of local, national and international organizations seeking information from COVAW resource centres</p>	<p>Various national / international search engines</p> <p>COVAW Reports</p> <p>Media</p> <p>CEDAW Shadow reports around ECOSOC</p> <p>Google Analytics Reports</p> <p>Mentoring and peer review sessions</p>



**STRATEGIC GOAL 2: Advance women's rights and protection from violence against women through strengthening service delivery and referral through national and community based social movements and engaging in high level national, regional and international advocacy.**

Activities	Outputs	Indicators	Means of Verification	Outcomes	Outcome Indicators	Means of Verification
1.1 COVAW will target to reach 2000 women (Survivors of VAW) through its legal and health referral services.	<p>Acquired knowledge and information on where to seek legal and health services.</p> <p>Redress through public litigation Undertaken.</p>	<p>No. of women reached</p> <p>No. and nature of cases handled and completed.</p> <p>The public interest issues litigated</p>	<p>COVAW Annual reports.</p> <p>The successful filing of the cases as listed by the court call list.</p>	<p>Increased access to health services by survivors of VAW.</p> <p>Increased use of legal instruments by VAW survivors to change their circumstances.</p>	Annual figures of women who have attended the GBVRC at Kenyatta Hospital and Mbagathi.	<p>Hospital reports</p> <p>COVAW records of the number of women who are seeking assistance.</p>
1.2 Support 150 community based social movements to engage in high level advocacy against VAW.	<p>Knowledge and skills on advocacy for women's rights acquired</p> <p>Knowledge on how to change the circumstances of women acquired.</p>	<p>No. of community based social movements engaged</p> <p>No. Of participants developing quality follow-up action plans</p>	<p>Action plans developed by the social networks</p> <p>The reports of campaigns generated By the social networks</p> <p>COVAW reports</p>	<p>Communities standing up for women rights and taking action to end VAW</p> <p>VAW becomes an important development concern at the county / national level</p> <p>Emergence of sustainable Community interest and action in support of VAW</p>	<p>NO. Of increased and or emergent social movements to defend women rights</p> <p>No. Of local community campaigns against VAW</p> <p>No. Of individuals and groups engaged in championing for elimination of VAW</p>	<p>COVAW AR</p> <p>DSDO Reports</p> <p>CEDAW Reports</p> <p>NGO shadow reports</p> <p>Media reports.</p> <p>Gender commission report.</p> <p>Vision 2030 reports.</p>

Activities	Outputs	Indicators	Means of Verification	Outcomes	Outcome Indicators	Means of Verification
2.3 Training of Women Activists in leadership for social transformation in order to build a critical mass of change champions.	A critical mass of leaders who take a stand against VAW established. A Data base of champions and a learning platform developed. The national recognition of the champions of change established.	No. Of champions trained and committed to take action against VAW. Presence of an active and informative database and learning platform. A formal reward scheme for individuals and organizations at COVAW.	Action plans COVAW Reports.	An emergence of leadership on the community level that stands up to speak and challenge VAW especially in the county and District Security Committees. Better informed champions of change. A group of highly motivated champions of change established.	The number of petitions and issues champions of change articulates within respective counties. The number of VAW issues articulated and reported in the County and District security Committees.  % increase in the quality of the petitions and issues articulated.  The level of pro-activity to identify and take up issues at the community level.	Media reports COVAW REPORTS County and district Security reports Annual Police crime reports
2.4 Strengthening inter agency partnerships in the delivery of responsive legal and health services	Integrated service provision through GBVRC up scaled. Knowledge and skills on minimum standards for providing services around VAW issue gained. Tool kits on 16 day of activism developed and disseminated.	Increased capacity to receive and handle VAW cases. An effective, timely response by COVAW partners. Number of tool kits developed and disseminated.	COVAW Reports( Training and progress reports) Reports from MDH and KNH.	Responsive public Service delivery for VAW survivors. Uniformity in organizing and coordinating awareness raising during the 16 days of activism among partners.	An increase in the no. Of women indicating satisfactory service delivery. The number of organizations using and asking for the 16 days of Activism tool kit.	COVAW Customer satisfaction Survey reports. Media reports. COVAW reports. COVAW partners reports.
2.5 Establish COVAW as a reliable source for the media on issues around VAW against women in Kenya	Messages on ending VAW created, documented and disseminated.	No. And types of messages disseminated. No. and type of media used	COVAW website. COVAW media reports (bi-yearly).	Increased Visibility and ultimately the breaking the silence around VAW issues. Change in attitude and practice among Kenyans.	Increased No. Of VAW stories covered by media. No. Of VAW cases reported. No. Testimonies by VAW survivors.	COVAW media monitoring report. Radio/TV and newspaper transcripts.

**STRATEGIC GOAL 3: Support the development of community resource persons and activists, paralegals and leaders whose work meets the critical needs and develops a sustained social response to stopping Violence against women in Kenya.**

Inputs	Outputs	Indicators	Means of Verification	Outcomes	Outcome Indicators	Means of Verification
3.1 Develop a community resource person's manual for reference by Para- Legals, community resource persons and leaders.	Resource manuals developed.  Induction on the usage of the manuals conducted among the beneficiaries.	No. And Types of training manuals developed and disseminated.  Assessments in the training evaluation on the participants of the induction	COVAW Reports  COVAW training reports.	Increased knowledge on VAW issues in the community.  A consistent message of empowering communities on VAW issues.	An increased proportion of people in the community articulating VAW issues.  The proportion of community resource persons making reference to the resource manual.	COVAW reports  COVAW Partner reports.  Ministry of Gender reports.  The ICGLR reports.
3.2 Train 100 paralegals and community resource persons over five year period with skills and knowledge about basic human rights and legislation and polices on VAW.	Knowledge and skills basic human rights imparted.	No. of paralegals trained  Training evaluation	COVAW report  Training reports ( Individual action plans)	A more empowered and informed group of Community resource persons on VAW issues. An increase in access to justice by the VAW survivors.	% increase in the quality of skills and service at the community level.  % increase in the number of VAW survivors who have improved their conditions.	Ministry of National cohesion Justice, and constitutional affairs .

**STRATEGIC GOAL 4: Undertake Organizational Development To Enhance The Implementation Capacity of COVAW.**

Activities	Outputs	Indicators	Means of Verification	Outcomes	Outcome Indicators	Means of Verification
4.1. Increase unrestricted funds in COVAW from the current US\$.130, 000 to 500,000 by 2017.	New approaches to fundraising aimed at increasing unrestricted funds established.	Standards and principles in fundraising are established at COVAW No. of new funding sources providing unrestricted fund	Approved guidelines on fundraising	% increase in un-restricted income in the organization More autonomy in planning and growth of organisations areas of interest	Evidence of % of unrestricted funds to support COVAW's long term sustainability  Availability of reserve funds cushioning 3-6 months' spending	Annual plans and budgets External audit reports Financial management reports Reserve fund Bank Accounts statements

Activities	Outputs	Indicators	Means of Verification	Outcomes	Outcome Indicators	Means of Verification
4.2. Strengthen fundraising capacity within COVAW through deployment of a dedicated fundraiser. To be sourced through the Inspirator or volunteer programmes available from VSO and Action Aid Kenya	Increased internal knowledge on funding opportunities, and better preparation and quality proposals and concepts. High quality and timely contract management system established and operationalized	Availability of data on donor intelligence No. of donor roundtables attended by COVAW staff Evidence of staff efforts to contribute and increase COVAW funding Donor satisfaction with narrative and financial reports	Communication between COVAW and donors Number of fundraising interventions initiated by staff and number of successful efforts Donor feedback Reports	Increased influence of COVAW interests and programme among the donor community	Number of successful fundraising applications Increased income for COVAW as a result of her fundraising efforts	Fundraising proposals Donor contracts External audit reports
4.3. Incorporate technology, communications and responsible financial reporting mechanisms into all aspects of COVAW's work	Increased knowledge on use of modern technology in communications Increased use of modern technology in communications and financial management Increased investment in modern technology in communications	No. of COVAW friends on twitter and face book High quality financial reports Effective and revamped website that is interactive and engaging for all users	Availability of finance management software that is effective for ensuring effective internal controls and reporting Number of hits on COVAW website	Improved image and reputation of the organisations ability to deliver on its mandate and ensure accountability Effective use of modern IT to increase the capacity of COVAW to deliver its Programme	Increased interest in COVAW by multiple agencies and the public COVAW records high results and achievement	Annual Reports Google Analytics External Audit Reports Board Minutes Treasurers report

6.0

The Monitoring and Evaluation  
Framework

## 6.0 THE MONITORING AND EVALUATION FRAMEWORK

### 6.1 INTRODUCTION

COVAW will use the quarterly and annual reflection sessions to measure outcomes. This will enable the organization to transition from activity reporting and take time to track these outcomes over time. We will use the indicators in the log frame as the basis for collecting data.

We are aware that the impacts will be felt 5-10 years later. We will however track them through an agreed impact learning agenda in the evaluation plan. This will help us track our effectiveness, relevance and sustainability.

The core strategy encompasses the application of a six element Monitoring, Evaluation and Reporting (MER) system including a decision to undertake a participatory system with clear key audiences, the expected result chain, a monitoring plan, an evaluation plan, a reporting plan and the sharing of roles and responsibilities among the key stakeholders (governance, management, staff and beneficiaries).

### 6.2 THE CORE STRATEGY

The six elements of this Monitoring, Evaluation and Reporting (MER) system including:

1. The Purpose of the MER framework will be to undertake result measurement of the strategic plan implementation following a participatory approach where all stakeholders take part i.e. governance, management, field staff, beneficiaries and partners. It will not be expert driven but expert assisted. The stakeholders will also be the key audiences and consumers of the data and information that will be generated from this system.
2. The Result Chain matrix of elements contained in each of the 4 Strategic Objectives in the log frame i.e. the Activities, outputs, outcomes and impact and their respective indicators will be the link between the results and management decisions. This makes our COVAW - MER a Result Based Management (RBM) tool for tracking progress and assessing impacts.
3. The Monitoring Plan encompasses the use of the indicators in the log frame elements as performance parameters and means of monitoring our progress. The methods of data collection will be a combination of questionnaires, interviews and observations.
4. The Evaluation Plan comprising of the types of evaluations that we shall undertake i.e. formative, mid-term and end - term over the 5 year period. The plan also has learning agenda for assessing impact which hinges on relevance, efficiency, effectiveness, accountability and sustainability.
5. The Reporting plan spelling the periodicity of reporting i.e. Back – to – Office Reports, monthly activity reports, quarterly and annual reports and periodic evaluation reports. The plan also has formats for these various reports. The plan also stipulates the feedback mechanisms horizontally and vertically.
6. The Roles and Responsibilities the various stakeholders. Here the value adding and complementary roles of Trustees, directors, Management, staff (head office and field) partners and beneficiaries are spelled out.

7.0

Fundraising Strategy  
and Proposed Resource  
Mobilization Initiatives

## 7.0 FUNDRAISING STRATEGY AND PROPOSED RESOURCE MOBILIZATION INITIATIVES

COVAW income is raised from several donors, the organisation seeks to grow its official income from 2012 -2017 by 100%. COVAW Board and staff will engage in aggressive fundraising efforts with a view of significantly increasing the organizational income through a variety of income sources. The following are key activities that will be undertaken as part of this growth;-

- Recruitment of a dedicated fundraising officer who will implement COVAW fundraising strategy and plan that will target a multiple source of possible funds for COVAW. These will include foundations, donors, tenders, joint partnership applications with likeminded organisations and donor baskets.
- Develop fundraising products that target individuals and corporate sponsors by linking critical needs and appeals targeting potential givers who are motivated by COVAW's work.
- Develop a cutting edge communications strategy using modern communications technology that raises awareness about COVAW's work and the issues surrounding VAW and its impact on women and girls.

COVAW will develop an institutional and organisational growth plan that seeks to establish the future growth and development of the organisation in the next five years. With the increased growth of income by 100% COVAW will be able to develop its institutional base and grow its influence in national level advocacy. This growth will result in a more influential and effective

organisation capable of changing the transforming the legal and policy framework for VAW.

### Key Fundraising Activities 2012-2017

- **Development of COVAW fundraising and growth strategy for 2012-2017.** Upon adoption of the new revised strategy the senior management team will develop a growth and fundraising strategy. This Funding Strategy will target multiple sources of funds.
- **Donors scoping and increased visibility of COVAW within donor circles;** Senior management team will engage in high level profiling of the organisation. This will be complimented by a targeted communications strategy that expounds COVAW's work and its influence on national policy issues.
- **Improving contract management within COVAW to retain and attract more donors;** The senior management team will ensure that all contracts are effectively managed on order to retain donor confidence and maintain funds flow. The Board will receive updates at its quarterly meetings to confirm that donors funding is on track.

### Key Challenges

COVAW has faced challenges with her donor reporting and compliance in the past. The following are some challenges:

- Grants management- COVAW has been forced to reimburse disallowed costs to donors..



- Poorly managed projects and non compliance with donor requirements affecting COVAW's ability to attract more funding.

### **Communication Approach:**

COVAW will endeavour to create zero-tolerance of violence against women by informing and educating women and the public that VAW is a violation of basic human rights and a crime in Kenya. The organisation will use women's stories of change and social transformation to inform the public and motivate women to speak out against VAW and take action.

- Women will be the centre of COVAW's image for all its publications and publicity materials. The organisation will use images, in all publications, of women from the community it works to demonstrate and capture their struggles and empowerment processes.

- COVAW will use its annual reports to account and provide feedback on her activities.
- The website will be invigorated in order to provide up to date current information on COVAW's work and to encourage women and members of the public to share their views and opinions. The website will have a learning HUB where all research reports and materials will be deposited for visitors to view and download.
- The organisation will strive to document critical events and occasions with a view of using the materials and information for training and continuous learning within the organisation.

A comprehensive communication strategy and plan will be developed.

**Coalition on Violence Against Women**

Valley Field Court, House no. 2,

Korosho Road, off Gitanga Road

P.O. Box 10658-00100, GPO Nairobi

Tel +254 -20-8040000/1

Mobile: +254 722 594794/ 733 594794/771 127852/ 752 743351

[www.covaw.or.ke](http://www.covaw.or.ke)



[www.facebook.com/covaw](http://www.facebook.com/covaw)



[@COVAW](https://twitter.com/COVAW)