



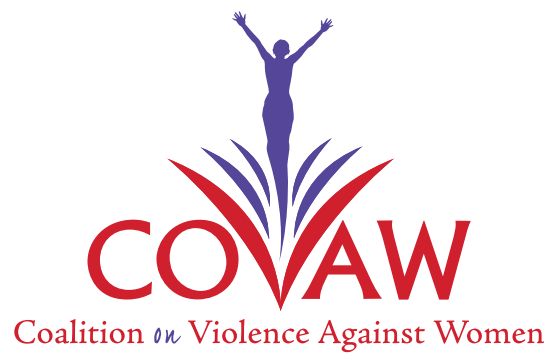
Coalition *in* Violence Against Women

COVAW 2020 2023



COMMUNICATION STRATEGY





COVAW
2020
2023 | **COMMUNICATION**
STRATEGY





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Abbreviation & Acronymns

AIDS	Acquired Immune Deficiency Syndrome
AMREF	African Medical and Research Foundation
BCC	Behavior Change Communication
COVAW	Coalition on Violence against Women
CSOs	Civil Society Organizations
ECPAT	End Child Prostitution, Child Pornography and the Trafficking of Children for Sexual Purposes
EE	Economic Exclusion
FEMNET	African Women's Development & Communication Network
FGM	Female Genital Mutilation
GAA	Girls Advocacy Alliance
GB	Giga Bytes
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GIZ	German Technical Cooperation;
GLUK	Great Lakes University of Kisumu
GVRCS	Gender Violence Recovery Centres
HIV	Human Immunodeficiency Syndrome
IPV	Intimate Partner Violence
KAIH	Kenya Association of the Intellectually Handicapped
KDHS	Kenya Demographic and Health Survey
KEWOPA	Kenya Women Parliamentary Association
KMET	Kisumu Medical and Educational Trust
KNHCR	Kenya National Human Rights Commission
MoH	Ministry of Health
NACCSNET	Narok County Children Stakeholders Network
NAYA	Network of Adolescence and Youth of Africa
NEPHAK	National Empowerment Network of People Living with HIV/AIDS in Kenya
NIGEE	Nyanza Initiative for Girls' Education and Empowerment
PTSD	Post-traumatic Stress Disorder
SAIPEH	Support Activities in Poverty Eradication and Health
SDG	Sustainable Development Goal
SGBV	Sexual and Gender Based Violence
SMS	Short Messaging Service
SOAWR	Solidarity for African Women's Rights Coalition
SRH	Sexual Reproductive Health
SRHR	Sexual and Reproductive Health and Rights
SSA	Sub Saharan Africa
STIs	Sexually Transmitted Infections
TdH-NL	Terre des Hommes Netherlands
UN	United Nations
UNAIDS	United Nations Programme on HIV and AIDS
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific & Cultural Organization
UNFPA	United Nations Fund for Population Activities (Now known as UNPF)
UNICEF	United Nations Children's Fund
UNPF	United Nations Population Fund
USD	United States Dollar
VAWG	Violence against Women and Girls
WEL	Women's Empowerment Link
WFP	World Food Programme
WHO	World Health Organization
WHRD	Women's Human Rights Defenders
WOFAK	Women Fighting AIDS in Kenya

Executive Summary

Coalition on Violence against Women (COVAW) was founded in 1995 as a response to the silence of the Kenyan society in addressing Violence against Women and Girls (VAWG). COVAW is a national Kenyan not-for-profit women's rights organization with operations in 13 counties in Kenya. COVAW exists to champion and advance women's rights and works towards achieving a society free from all forms of VAWG. Since establishment, COVAW's communication strategy is limited mostly to projects mainly supported by international donor organizations. Over the years, COVAW strategic focus has grown, a situation that has necessitated formulation of COVAW's Communication Strategy for the period 2020-2023.

COVAW communication strategy 2020-2023 has been developed with an overall objective which is to complement COVAW's advocacy efforts to secure women and girls' rights by actively influencing and sustaining active engagement of relevant and strategic stakeholders on violations of women and girls. The communication strategy seeks to complement successful execution of goals and objectives outlined in COVAW strategic plan 2018-2023.

The communication strategy utilized a number of consultative platforms including feedback from COVAW's internal and external stakeholders to ensure that the strategy meets COVAW's communication and advocacy needs. Communication and advocacy strategies proposed herein together with strategies outlined in COVAW strategic plan 2018-2023 seeks to enable COVAW realize its vision of a society where women and girls enjoy equal rights and freedoms and thrive in safe spaces.

The strategy is informed based on various analyses and a set of few assumptions, the ever-unfolding communication landscape especially

because of technology development as well as identifying opportunities for collaboration and partnerships on communication and advocacy efforts. The strategy proposes few recommendations COVAW can utilize to further improve on its communication and advocacy efforts and as a result, position COVAW as a leader in championing women and girls' rights and well-being in Kenya.

COVAW communication strategy 2020-2023 takes into account five strategic focus areas: (1) Access to Comprehensive Sexual and Gender Based Violence (SGBV) and Sexual and Reproductive Health and Rights (SRHR) Services, (2) Women's Economic Empowerment, (3) Women's Leadership Development, (4) Access to Justice; (5) Institutional Development and four overall strategies adopted by COVAW namely: (1) Advocacy, (2) Capacity Development, (3) Movement Building and (4) Service Delivery.

The communication strategy will enable COVAW to strengthen its communication and advocacy efforts through consistent and sustained engagement with strategic and relevant stakeholders and through collaboration and partnerships on communication, advocacy and fundraising as areas of interest.

COVAW will need to strengthen its existing systems and capacity to communicate and advocate for the well-being of women and girls. To this end, communication and advocacy responsibility should not only rest to the appointed officer to coordinate this, but instead, to all staff including COVAW Board Members. Adequate resources, skills and capacity to undertake these roles are needed.

The communication strategy has used the terms 'communication' and 'advocacy' interchangeably.

Introduction

Overview

Coalition on Violence against Women (COVAW) was founded in 1995 as a response to the silence of the Kenyan society in addressing Violence against Women and Girls (VAWG). COVAW's interventions deliberately address norms, attitudes, laws, policies and practices that affect women and girls' safety and wellbeing in general. COVAW has three regional offices in Nairobi, Narok and Kwale Counties. Currently, COVAW has presence in the following counties: Kwale, Narok, Nairobi, Kiambu, Kisumu, Migori, Samburu and Meru.

COVAW vision *'a society where women and girls enjoy equal rights, freedoms and thrive in safe spaces'* is realized by COVAW through donor support and by closely collaborating with various local and regional stakeholders. COVAW exists to champion the rights of women and girls to be free from all forms of violations. COVAW's interventions focusses on five strategic areas: (1) Access to Comprehensive Sexual and Gender Based Violence (SGBV) and Sexual and Reproductive Health and Rights (SRHR) Services, (2) Women's Economic Empowerment, (3) Women's Leadership Development, (4) Access to Justice; (5) Institutional Development.

Over the years, COVAW has invested in empowering women and girls to claim their rights, enabling equitable access to services, resources and opportunities; facilitating greater access to justice for survivors of Sexual and Gender Based Violence (SGBV); and supporting change agents opposed to and committed to eradication of all forms of VAWG. The mission of COVAW is to champion the rights of women and girls to be free from all forms of violations.

COVAW Core Values

- i. Integrity:** We are committed to the highest forms of accountability and honesty.
- ii. Dignity:** We believe in freedom of choice and autonomy regarding bodily integrity.
- iii. Courage:** We stand for what is right and just and take intentional bold steps in uncharted paths to effect change for women and girls.
- iv. Solidarity:** We are inspired by the principles of diversity, equity and equality. We empathize with, and support women and girls to access social justice and human dignity.
- v. Commitment:** We are passionate about working for the safety and wellbeing of women and girls. We have a pledge to fulfil all our promises.

Purpose of COVAW Communication Strategy 2020-2023

The purpose of COVAW communication strategy 2020-2023 is to strengthen COVAW's communication and advocacy efforts and at the same time, act as a basis for the communication of COVAW strategic plan 2018-2023. It is a guiding document to enable effective implementation of communication activities under COVAW Strategic Plan 2018-2023.

Interdependence of COVAW's Strategic Plan 2018 -2023 and the Communication Strategy

COVAW communication strategy 2020-2023 has been developed to strengthen COVAW's communication and advocacy efforts and at the same time, complement COVAW interventions as outlined in the strategic plan 2018-2023.

COVAW strategic plan 2018-2023 has prioritized five strategic focus areas:

- (1). Access to Comprehensive Sexual and Gender Based Violence (SGBV) and Sexual and Reproductive Health and Rights (SRHR) Services. The overall objective is *to enhance bodily self-determination and reduce VAWG by offering comprehensive/ integrated SGBV responses and SRHR services.*
- (2). Women's Economic Empowerment. Overall objective is *to enable women and girls to have greater and equal access and control over economic resources, opportunities and assets.*
- (3). Women's Leadership Development. Overall objective is *to increase women and girls' occupation and meaningful participation in leadership processes at all levels across all sectors.*
- (4). Access to Justice. Overall objective is *to increase access to appropriate legal redress for victims and survivors of VAWG.*
- (5). Institutional Development. Overall objective is *to enable COVAW consolidate its position as a dynamic, relevant, effective and resilient institution.*

In all the above five strategic focus areas, COVAW has adopted four overall strategies to help achieve its vision and mission: (1) Advocacy, (2) Capacity Development, (3) Movement Building and (4) Service Delivery.

The communication strategy outlines communication objectives, strategies and activities that will complement successful execution of the goals and objectives set in COVAW's strategic plan 2018-2023. The communication strategy proposes strengthened internal communication systems, allocation of resources committed to pursue communication and advocacy efforts, improved documentation and collaboration with COVAW peer organization on advocacy efforts.

Contextual Analysis

Access to Comprehensive SGBV Services

The World Health Organization defines sexual violence as “any sexual act, attempt to obtain a sexual act, unwanted sexual comments or advances, or acts to traffic women’s sexuality, using coercion, threats of harm or physical force, by any person regardless of relationship to the survivor, in any setting, including but not limited to home and work [1]. A similar definition is also provided by the United Nations (UN) Declaration on the Elimination of Violence against Women which defines Violence Against Women (VAW) as any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life’ (UN, 1993) [2]. There are multiple definitions of GBV [3] and these two definitions resonate throughout the document.

Gender-Based Violence (GBV) is any harm perpetrated against a person’s will on the basis of gender (IUCN, 2018). It is one of the most persistent violations of human rights across the globe [4]. It is a glaring social problem occurring behind closed doors, in secret [5] and knows no social, economic, class or cultural confinement [6]. According to the World Health Organization (WHO), about one third of women worldwide have experienced violence [7]. According to the World Bank, these estimates are conservative due to widespread underreporting, and in many countries, the proportion of women experiencing violence is much higher (World Bank, 2019) [8]. In Sub-Saharan Africa (SSA) for instance, the vice is now becoming a common practice and sexual violence prevalence is high. This is according to a recent global study to systematically determine the pooled prevalence rates of GBV including Intimate Partner Violence (IPV) and non-IPV in SSA countries which revealed that the highest prevalence rates of IPV that were reported included emotional (29.40%), physical (25.87%) and sexual (18.75%) violence and that women residing in Western (30%) and Eastern (25%) African regions experienced higher levels of emotional violence [9]. In Kenya for instance, a 2014 Kenya Demographic and Health Survey (KDHS) reported that 45% of women aged 15-49 have experienced physical violence since age 15 [10]. The persistence and prevalence of violence against women has been described by UN Women as “a pandemic” and by the WHO as a “public health problem of epidemic proportions [11].

Occurring in all countries, in all communities, at all stages of life and across settings, victims undergo physical, emotional, economic and sexual violence such as sexual harassment, defilement, rape, Female Genital Mutilation (FGM), child marriage, human trafficking and more which undermines safety, dignity, overall health status and human rights of victims [12]. Survivors of sexual violence are often discriminated against [13]. They are either ignored, dismissed or disbelieved by justice system actors and as a result, they hardly report violence for fear of further violence by the perpetrator, their family, or the community because of the harmful stigmas wrongfully attached to experiences of violence [14]. Fear of stigma and shame, financial barriers, lack of awareness of available services, fear of revenge, lack of law enforcement action and attitudes surrounding violence as a normal component of life [15] include some of the barriers women experience when reporting Sexual and

Gender Based Violence (SGBV). Perhaps, one of the greatest barriers to prevention and control of SGBV was found to be failure to report SGBV cases and lack of cooperation by witnesses [16].

Research has shown that in addition to the physical injuries, women who have experienced male violence exhibit acute mental and behavioral health problems including depression, anxiety, feelings of humiliation, anger, nightmares, self-blame, low self-esteem and poor confidence, suicidal ideation, eating and sleeping disorders, inability to concentrate, Post-traumatic Stress Disorder (PTSD) and stress related illnesses, which lead to an impaired quality of life [17]. UNAIDS 2006 observes that VAW especially rape and coerced sex, FGM, polygamy, early marriage and widow inheritance were responsible for the high levels of HIV infection and premature death among women [18]. Sexual and GBV has also significant long-term impacts on affected individuals, such the spread of sexually transmitted infections or HIV/AIDS, physical injury, unintended pregnancy or infertility [19].

Rooted in structural gender inequality and power imbalances, gender-based violence is both caused and exacerbated by exploiting societal gender norms and roles [20]. Compounded by gender-based discrimination and stereotypes and societal norms that tolerate SGBV, these kinds of attitudes, norms and behaviors result in gender inequality and violence [21]. Additionally, poverty, illiteracy, insecurity, alcohol and substance abuse, uncensored media, political instability and poor enforcement of laws and policies are also major contributors to the occurrence of VAWG²² (COVAW, Strategic Plan 2018-2023).

Sexual Reproductive Health Rights Services

WHO defines reproductive health as a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity, in all matters relating to the reproductive system and to its functions and processes. Reproductive health therefore implies that people are able to have a satisfying and safe sex life and that they have the capability to reproduce and the freedom to decide if, when and how often to do so. Implicit in this last condition are the rights of men and women to be informed and to have access to safe, effective, affordable and acceptable methods of family planning of their choice, as well as other methods of their choice for regulation of fertility which are not against the law, and the right of access to appropriate health-care services that will enable women to go safely through pregnancy and childbirth and provide couples with the best chance of having a healthy infant [23].

Achieving universal access to sexual and reproductive health (SRH) products and services is fundamental to empowering women with the tools to live healthy lives and fulfill their reproductive intentions [24]. Sadly, this is not always the case since poor sexual and reproductive health is a persistent and major problem in developing countries [25]. As a result, too many women are still lacking the health services they need and when they need them [26]. For this reason, over a quarter of a million women die each year from largely preventable causes related to pregnancy and childbirth [27]. Illnesses and deaths from poor reproductive health account for one-fifth of the global burden of disease [28]. Data from 94 national surveys indicate that the unmet contraceptive need among sexually active adolescents is more than two times higher than that among married women. 46 per cent of women face this problem in SSA [29]. UNFPA observes that reproductive rights are still out of reach for too many people, including more than 200 million of the 885 million women in developing regions [30].

38 million sexually active women aged 15–19 years, more than half are not using contraceptives [31]. These puts adolescents and young people aged 15-19 at risk of early and unwanted pregnancy leading to unsafe abortion, sexually transmitted diseases and dropping out of school [32]. Singh and Maddow-Zimet, 2016 observes that in the year 2012 for instance, estimated 6.9 million women in developing regions sought treatment for complications from an induced unsafe abortion. Cases of abortion could be attributable to low level of knowledge about modern contraception, limited



access to contraception and poor quality of services [33]. Globally, there are about 340 million new cases of sexually transmitted infections (STIs) each year, and 6,000 young people are infected with HIV every day [34].

Limited information about reproductive health and services, poor infrastructure especially in rural setting, deeply held social cultural habits including practice of FGM and early child marriages are barriers to comprehensive Sexual and Reproductive Health Rights (SRHR) services that young adolescents and young women are facing. These comprehensive SRHR services include but not limited to quality services for family planning, safe abortion (as per the national law) and post abortion care (including post-abortion family planning and management of the consequences of abortion) [35].

Universal access to SRH products and services plays an important role in preventing unplanned pregnancies, reducing maternal and newborn mortality and controlling and ending the HIV epidemic [36]. It is therefore important that women are aware about their SRH Rights, when, where and from whom to get SRH related information and services, without facing any stigma and biases within or outside the communities they live in [37]. For this to happen, it is crucial to foster health promotion, as well as strengthen leadership at the community level, social support and individual especially women's and girls' empowerment to increase demand for SRHR services and social accountability mechanisms to achieve sustainable improvements in SRHR [38].

Women and Girls' Economic Empowerment

Women's economic empowerment is about ensuring that women can achieve their full potential (ICRW & BSR, 2016). Women's contributions in homes and in workplaces are essential to improving food security; to building community resilience to climate change and natural disasters; and to finding lasting solutions to poverty [39]. Yet, it is widely observed that women in many areas of sustainable development, including land and natural resource governance, food security, and climate change, are still largely excluded from decision-making processes at community, local and national levels [40].

A recent study conducted by the World Bank Group 2020 to analyze laws and regulations affecting women's economic opportunity in 190 economies shows clearly that reforms and policies that empower women boost economic growth [41]. But because of poverty caused by unequal power relations that result in the inequitable distribution of resources and opportunities between women and men, between power-holders and marginalized communities, and between countries [42], women do not give their full contribution to their respective economies due to these barriers. Other barriers women and girls face include Economic Exclusion (EE) and marginalization⁴³ (COVAW, et al., 2019).

Globally, of the 1.2 billion people that live in absolute poverty, majority are women and girls [44]. Women continue to participate in labour markets on an unequal basis with men, in addition to systemic discrimination, gender-based violence and lack of equal access to factors of production⁴⁵ (COVAW, et al., 2019). According to the UN Women 2018, differentiated access and control of natural resources is marked by historical and structurally unequal power relations and intersectional discrimination based on gender, age, ethnicity and other identities (UN Women, 2018) [46]. Gender inequalities related to the uses of and rights over land and natural resources are among the conditions that underpin gender-based violence [47]. The World Bank estimates that in some countries, violence against women costs countries up to 3.7 per cent of their Gross Domestic Product (GDP) [48]. Violence, and the fear of violence, severely limits women's contribution to social and economic development [49]. It denies society the full creative potential, talents and participation of women in the overall social and economic development of the entire society which in turn perpetuates poverty [50].

Kenya has a raft of national and county-level legislative frameworks with regulations and policy guidelines on equal employment opportunities. Most of these frameworks are designed to facilitate

and promote equity and diversity, and eliminate discrimination in the employment of all Kenyans, particularly women, the youth, girls, and persons with disabilities. These include the Employment Act 2007, National Gender Equality Act 2016, National Employment Act 2007 (Revised, 2012), Public Procurement and Asset Disposal Act 2015 (Revised 2016), and Persons with Disability Act 2003. Various national policies to foster gender equality, non-discrimination in employment, and economic opportunities at the national and county levels include the Vision 2030, the National Policy on Gender and Development; Kenya National Youth Policy; Public Sector Workplace Policy on HIV and AIDS; and the National Land Policy⁵¹ (COVAW, et al., 2019).

The capacity of national and local justice institutions to deliver justice is critical to enable women and girls claim and access a range of rights and resources and at the same time, widely contribute to achieving equitable and inclusive development outcomes, including education, health, political participation, employment and economic opportunities [52]. Unfortunately, gender barriers persist, and laws and regulations continue to restrict women's economic decision making and employment prospects thereby limiting equality and opportunity to create business environments that adequately support working women [53].


Women are at the forefront of the current battle against the Covid-19 pandemic as they make up almost 70% of the health care workforce according to the WHO (2020), exposing women to greater risk of infection, while they are under-represented in leadership and decision making processes in the health care sector [54]. For women to be included at all levels of political decision-making, political commitment to change laws and policies that discriminate against women must be strengthened [55]. This calls for a multi sectoral approach and close partnerships. For instance, in 2018 alone, 606 million USD was allocated to efforts seeking to end VAWG while other evidence reveals that bilateral aid focusing on gender equality and women's empowerment has steadily increased and reached an average of USD 48.7 billion per year in 2017-18, corresponding to 42% of aid [56]. This is a step towards the right direction.

Access to Justice

Effective access to justice is an essential right enshrined in numerous instruments within the universal human rights protection system [57]. It is central to the rule of law, integral to the enjoyment of human rights, an essential precondition to social inclusion and a critical element of a well-functioning democracy [58]. A growing number of international policy and legal instruments emphasize that access to justice for women and girls is not only a right in itself, but also an essential factor in the enjoyment of other rights, and a factor in sustaining peace and sustainable development [59]. Gaining access to justice for acts of gender-based violence is also important to secure relief at the individual level, but also to promote change at the systemic level in terms of laws and practice [60].

Across the regions of the world, the experience of gender-based violence and the reasons for its prevalence and persistence are largely similar – a vicious mix of social attitudes and laws that give women a subordinate, discriminated role in society and permit impunity [61]. Women experiencing violence often face a range of barriers to accessing justice [62]. They are confronted by a complex landscape of laws, systems and institutions [63]. Unresponsive justice institutions continue to deter them from seeking justice [64]. Other barriers include non-criminalization of all forms of violence against women; severe under-reporting of crimes of violence against women; very few convictions of rape; scarce or no state funding for support services [65].

An estimated 90 per cent of countries (155 out of 173) have legal provisions that discriminate against women [66]. Sexual violence cases settled through informal justice institutions (customary and religious systems) whose substantive, procedural or structural foundation is not primarily based on statutory law [67] in most times also deny survivors of sexual violence access to medical, psycho-social



services and legal redress [68]. These informal mechanisms derive their power from social groups or community structures [69] which largely discriminate on women and girls.

Ineffective legislative solutions entrenched in power inequalities and social norms [70], difficulties to access support resources and avenues to hold perpetrators accountable, ineffective allocation of resources to support victims [71], use of violence as a toll to exert control over women [72], gender stereotypes linked to age, ethnicity, or social status persisting in the justice system (European Union & Council of Europe, 2016), increased vulnerability of intellectually disabled women as a result of limited intellectual functioning skills taken advantage of by the perpetrators [73] makes even more vulnerable, poor women survivors of SGBV to face a double discrimination due to their gender and economic situation [74]. All put together, a number of these obstacles women survivors of SGBV face falls in three categories namely: legal or institutional, socio-economic and cultural levels and gender stereotypes and cultural attitudes [75].

Kenya has comprehensive laws and national action plans on addressing GBV and violence against women, as well as provides for equal rights for both gender in the public and private space [76]. The Penal Code, the Sexual Offences Act 2006 and the 2010 constitution criminalizes acts of SGBV. The Sexual Offences Act 2006 criminalizes a wide range of behaviors including rape, sexual assault, defilement, compelled or induced indecent acts with child imbeciles or adults, gang rape, child pornography, child trafficking, child sex tourism, child prostitution, exploitation of prostitution, incest by male and female persons, sexual harassment, deliberate transmission of HIV or other life threatening sexually transmitted disease, stupefying with sexual intent, forced sexual acts for cultural or religious reasons among others. The Act also has orders for medical treatment for victims including free HIV prophylaxis, emergency pregnancy pill and counseling. The Act provides stiff penalties in which most of the crimes attract minimum of ten years imprisonment which can be enhanced to life imprisonment [77]. Despite strong legal provisions, SGBV acts are still on the rise [78] (COVAW & KAIH, 2013).

COVAW is at the forefront of championing for change in the criminal justice response to SGBV survivors especially those with mental health challenges [79] (COVAW, Strategic Plan 2018-2023). COVAW continues to provide an integrated service provision model which includes provision of medical/clinical management, psycho-social support and counselling services, legal aid service provision, community behavior change communication and, human rights awareness and education [80] (COVAW & KAIH, 2013).

Multi sectoral approach is needed to effectively and progressively address legal empowerment of women and girls [81], proactively engage prosecutors and judges on VAW cases [82], advocate for ability of women to seek and obtain remedy through formal and informal institutions of justice [83], advocate for gender responsive laws [84] enabling easier access not just to the legal system but also access to multidisciplinary support services as well, taking into account women's active participation, agency, and empowerment in the overall process [85], increasing community awareness⁸⁶ and continuously building a group of informed, bold, knowledgeable and vocal community activists who can challenge the status quo [87] (COVAW, 2012), consistency and access to resources and training opportunities on gender and access to justice; [88] and building the capacity of health, social welfare, legal and security systems to recognize, monitor, and respond to SGBV and facilitate rapid and sensitive services to victims [89].

Institutional development is COVAW's strategic pillar that is inward-looking and mainly focuses on internal organizational wellbeing of COVAW. It seeks to build on existing organizational strengths while addressing emerging capacity gaps (COVAW Strategic Plan 2018-2023).

Important Assumptions

Organization structure as indicated in COVAW strategic plan 2018-2023 recognizes COVAW Board, Executive Director, Programme Unit (SGBV & SRHR, Women's Economic Empowerment, Women's Leadership Development, Access to Justice), M&E and Knowledge Management and Finance, Human Resources and Administration as key positions of the structure. Communication department is a missing function in the structure.

The communication strategy proposes establishment of a fully functional communication desk and position at COVAW. Full-time role of the established communication position is to coordinate COVAW's communication and advocacy efforts through relevant and timely engagement with COVAW's internal and external stakeholders. The viability of COVAW Communication Strategy is based on few assumptions:

- It is assumed that COVAW will implement all the interventions as outlined in COVAW strategic Plan 2018-2023 and that COVAW leadership will allocate necessary resources to support execution of outlined communication activities as they are fully aligned with and complement COVAW strategic plan 2018-2023.
- It is assumed that COVAW will continue receiving uninterrupted donor support up to and hopefully, beyond 2023.
- It is assumed that Kenya will be politically stable and secure to allow COVAW to implement its projects across the Counties of Kenya where COVAW has its operations as well as in new areas of interest. At the time of development of the communication strategy, Kenya was under dusk-dawn curfew, with restricted travels and a ban on physical meetings due to COVID-19 pandemic. These government restrictions are aimed at containing the spread of COVID-19 virus. It is unclear when the restrictions will be lifted with regard to an assurance of public health safety.

Methodology

Office of the Executive Director is the official spokesperson of COVAW. Before any communication is done, the Executive Director must approve messages and all media engagements.

Development of COVAW Communication Strategy employed both participatory and consultative approaches that utilized insights and knowledge of various stakeholders on the subject. Knowledge that formed part of the strategy development was also gathered through desk review research especially on COVAW strategic focus areas that was critical in building literature on contextual analysis.

Monkey Survey administered amongst COVAW internal and external audiences helped to determine who were COVAW's target audiences, how COVAW communicates with them and what strategies were employed by COVAW to effect the needed change. The survey also sought to identify existing Communication and Advocacy gaps, what solutions were implemented to overcome identified challenges and how COVAW improved its brand visibility and mechanisms used to mobilize resources to support COVAW's efforts.

Findings from the survey revealed that COVAW staff were knowledgeable about various stakeholders whom they collaborated with and channels of communication to use while championing women and girls' rights and freedoms. What lacked however, was a well-planned, consistent and coordinated communication targeting various stakeholders to achieve a purpose. Even in their basic communication, COVAW has maintained a relatively good Social Media presence through support of project officers who send in timely information about implemented project efforts at various project implementation sites.

Lack of a fully-pledged Communication Department denies COVAW the benefits of having consistent and targeted engagement with its external and internal stakeholders. Where staff are assigned multiple tasks, they are spread thin to handle communication tasks that would otherwise have been effectively executed by a trained communication specialist. COVAW staff have often looked into the internet to search for communication and advocacy skills to help maintain at least basic communication with external stakeholders through COVAW social pages.

COVAW depends on international development funding agencies to secure resources for its efforts. In future, project and program proposals may need to consider to push for funding of communication activities that would support and promote effective engagement with project' primary and secondary target audiences of various stakeholders to bring about the intended change.

Currently, apart from funding through project and program proposals, COVAW does not have any other Income Generating Activities (IGAs). Survey findings proposed the need to engage in online fundraising and crowd sourcing, venture into private and NGO partnerships, utilize staff skills by undertaking consultancies or make social investments.

Finally, COVAW has made a wise decision to develop a communication strategy. To achieve its full impact, COVAW will need to secure resources that will facilitate establishment and continuous strengthening of its Communication and Advocacy Capacity. Over the years, COVAW will no doubt reap from this effort.

Communication Strategy: Goals, Objectives, Strategies and Action Points

Components of COVAW Communication strategy 2020-2023 are:

- i. Goal, Objectives, Strategies and Action Points;
- ii. Target Audiences;
- iii. Communicating with Target Audiences;
- iv. Key Messages;
- v. Monitoring and Evaluation (M&E) Matrix;
- vi. Annual Communication work plan;
- vii. Resourcing Financial Proposal.

Overall Goal, Objectives, Strategies and Action Points

The overall goal of COVAW Communication Strategy 2020-2023 is to improve communication of COVAW's efforts to champion the rights of women and girls to be free from all forms of violations as outlined in COVAW's Strategic Plan 2018-2023.

Contextual analysis based on COVAW's key strategic focus areas has provided a basis for the objectives of COVAW Communication Strategy. These Strategic Communication Objectives are:

1. To influence and sustain stakeholder engagement through increased communication and advocacy efforts on women rights and freedoms;
2. To increase percentage of resource allocation to strengthen COVAW's capacity to coordinate, communicate and advocate for overall women and girls' well-being;
3. Increase percentage of victims and survivors of VAWG who are familiar with and have access to appropriate legal redress for SGBV cases;
4. Increase percentage of women and girls who are aware and can access Sexual Reproductive Health and Rights (SRHR) services.

Each of the four Strategic Communication Objectives utilizes a number of strategies and communication action points to be undertaken. Various strategies utilized have been summed up into four major strategies namely:

1. Increase Awareness creation;
2. Influence and sustain stakeholder engagement;
3. Increase Policy Advocacy Engagement at county and national level;
4. Increase percentage of resource allocation to strengthen institutional knowledge management and communication processes and systems.

Indicators have been developed under M&E Matrix chapter of the document to measure progress over the lifespan of the strategy.

The table below provides in detail, the four strategic communication objectives, proposed strategies and action points:

Overall Goal: To improve communication of COVAW's efforts to champion the rights of women and girls to be free from all forms of violations as outlined in COVAW's Strategic Plan 2018-2023

Strategic Communication Objective 1: To influence and sustain stakeholder engagement through increased communication and advocacy efforts on women rights and freedoms

Strategies	Action Points
Strategy 1: Improve community engagement on women rights and freedoms;	<p>Activity 1: Carryout Media Awareness Campaigns on women and girls existing economic rights, asset ownership and business opportunities;</p> <p>Activity 2: Carryout Behavior Change Communication (BCC) Campaigns to transform negative attitudes towards women leadership;</p>
Strategy 2: Actively engage Community and youth activists including Women's Human Rights Defenders (WHRD) and other Social Change Agents to strengthen movement building of women leaders who can debate, analyze, strategize and address issues affecting women and girls;	<p>Activity 1: Map out Community and Youth Activists and other progressive thinkers including WHRD and other social change agents to advocate on issues affecting women and girls;</p> <p>Activity 2: Engage Community and Youth Activists and other progressive thinkers including WHRD, COVAW Champions and Women Leaders through Social Media Campaigns on VAWG, SRHR, SGBV, Women Empowerment and Leadership Development;</p>
Strategy 3: Strengthen Media Collaboration and Engagement	<p>Activity 1: Map out village, community, county and national media platforms (Print, Broadcast and Digital Media Journalists and Bloggers) at COVAW's counties of operations who cover reproductive health and women leadership and empowerment stories to collaborate and advocate on issues affecting women and girls;</p> <p>Activity 2: Allocate resources to engage National and Regional Mainstream Print, Broadcast and Digital Media Journalists reporters on reproductive health and issues affecting women and Girls;</p> <p>Activity 3: Allocate resources to buy Social Media Ads to complement sustained traditional and social media awareness campaigns on issues affecting women and girls;</p> <p>Activity 4: Undertake Quarterly Media Meetings with Identified journalists/ Bloggers to support existence of responsive media that promotes women and girls' rights and freedoms;</p>
Strategy 4: Strengthen stakeholders' capacity to advocate for women and girls' rights and freedoms;	<p>Activity 1: Develop impact report on various stakeholder capacity building initiatives undertaken by COVAW;</p> <p>Activity 2: Develop and circulate Quarterly Stakeholders' Newsletter communicating COVAW Participation and Stakeholder Engagement Efforts to advocate for women and girls' rights and freedoms;</p> <p>Activity 3: Annual COVAW Stakeholders/Partners/Peer Organizations Relationship Building Workshop;</p>
Strategy 5: Strengthened Policy Advocacy Engagement at county and national level on women and girls' economic empowerment and leadership development	<p>Activity 1: Develop Policy Briefs to champion inclusion and participation of women and girls in available socio-political and economic key decision-making processes,</p> <p>Activity 2: Identify and Participate in Existing Policy Working Groups similar to COVAW's Policy Advocacy efforts</p>

Strategic Communication Objective 2: To increase percentage of resource allocation to strengthen COVAW's capacity to coordinate, communicate and advocate for overall women and girls' well-being

Strategy 1: Strengthen knowledge management and dissemination of Evidence-Based Findings on COVAW researches on issues affecting women and girls;	<p>Activity 1: Conduct Social Media Evidence-Based Awareness Campaign on Findings of COVAW Researches;</p> <p>Activity 2: Develop and Circulate Stakeholder Newsletter on Findings about COVAW researches;</p>
Strategy 2: Establish and continuously improve Communication systems and processes	<p>Activity 1: Allocate resources to hire a full-time Communications Manager;</p> <p>Activity 2: Hire a full-time Communication Manager to coordinate COVAW Communication and Advocacy efforts;</p> <p>Activity 3: Establish Communication Processes, Systems and Equipment and continuously build Communications Capacity for Staff and the Board (Communication Skills, Photography, Digital Marketing and Videography skills);</p>

Strategic Communication Objective 3: Increase percentage of victims and survivors of VAWG who are familiar with and have access to appropriate legal redress for SGBV cases	
Strategies	Action Points
Strategy 1: Raise awareness on appropriate legal redress for SGBV victims and survivors;	Activity 1: Carryout Media Awareness Campaigns on appropriate legal redress for SGBV Victims;
	Activity 2: Map out Peer Organizations working on SGBV and offering direct legal and referral services and comprehensive rehabilitation of SGBV victims and survivors;
	Activity 3: Develop COVAW service provider directory based on mapping out of COVAW's various stakeholders;
Strategy 2: Increase number of SGBV victims and survivors who receive direct legal and referral services	Activity 1: Carryout Social Media Awareness Campaigns on rehabilitation and direct legal and referral services for SGBV Victims and Survivors;
	Activity 2: Disseminate successful global, regional and national successful testimonial stories on SGBV victims and survivors;
Strategy 3: Strengthened Policy Advocacy Engagement at county and national level to prioritize SGBV	Activity 1: Develop Policy Briefs on prioritization on SGBV agenda at county and national level planning and budget development processes;
Strategic Communication Objective 4: Increase percentage of women and girls who are aware and can access Sexual Reproductive Health and Rights (SRHR) services	
Strategy 1: Raise awareness on SRHR services and strengthen women and girls' voice on SRHR issues	Activity 1: Carry out Social Media Awareness Campaigns on SRHR services, access and use amongst women and girls;
	Activity 2: Map out peer organizations championing SRHR access and use among women and girls;
Strategy 2: Strengthened Policy Advocacy Engagement at county and national level to prioritize SRHR services	Activity 1: Develop Policy Briefs on greater prioritization of SRHR agenda at county and national government planning and development processes;

COVAW Target Audiences

Survey findings revealed that COVAW engages various audiences to achieve intended objectives. These audiences are:

National Level	County Level	Sub-County Level	Village/Community Level
<ul style="list-style-type: none"> National Gender and Equality Commission; Kenya National Human Rights Commission (KNCHR); Office of Public Prosecution; Department of Children’s Services; Ministry of Gender, Children and Social Development; National Council of Persons with Disability; Political Leaders and Parliamentarians; Kenya Women Parliamentary Association (KEWOPA); National Police Service; Ministry of Public Service, Youth and Gender Affairs; Ministry of Health (MoH), Medical and paramedical personnel; Ministry of Health, State Department for Social Protection; Gender Violence Recovery Centres (GVRCS); Providers of Sexual and Reproductive Health (SRH) services; Ministry of Education; Teachers Service Commission. FEMNET; SDG Kenya; County/Parliamentary committees on Gender, Labour and Social Welfare; The National Counter Trafficking in Persons Working Group; The Commercial Sexual Exploitation Technical Working Group; The Kenya Disability Parliamentary Association (KEDIPA) Law Society of Kenya (LSK). 	<ul style="list-style-type: none"> County Commissioner’s Office; County Health Committees; The National Council of Persons with Disability; Gender TWGs-(Kwale, Narok, Kiambu, and Nairobi counties); Court users committees (CUC) in Kwale, Narok, Kiambu and Nairobi Counties); Maasai Council of Elders-Narok; Narok County Children Stakeholder Network; Kwale Child Rights Network; Sauti Ya Wanawake Pwani; Kesho Kenya; Home Street Home; Mamboleo Youth Group; Heko Self Help Group; Members of the County Assembly; Paralegals and Pro Bono Lawyers; Narok Education Assessment and Resource Centre for the Handicapped; Narok County Children Stakeholders Network (NACCSNET); Solidarity for African Women’s Rights Coalition (SOAWR). 	<ul style="list-style-type: none"> Assistant County Commissioners; Local Administration - Chiefs, Assistant-Chiefs; Sub-County Government Officers- Children Officers; SRHR Officers; Sub County Area Advisory Councils. 	<ul style="list-style-type: none"> Maasai Council of Elders; Village Chiefs; Nyumba Kumi village elders; School Heads, Teachers; Community Religious Leaders; Community Activists and Social Change Agents; Community men and women, adolescents and youth; Community policing officials; Paralegals.

International Level	CSOs/Private Sector Stakeholders	COVAW Current Funding Agencies and Partnerships
<ul style="list-style-type: none"> Women’s Human Rights Defenders (WHRD); Plan International Kenya; United Nations Population Fund (UNFPA); UNAIDS; International Planned Parenthood Federation; United Nations Population Fund UNPF; Dutch Ministry of Foreign Affairs through Rutgers WPF; African Medical and Research Foundation (AMREF) Kenya; Child Helpline International; UNESCO; UNICEF; World Food Programme; UNDP; UN Women; Ford Foundation; Urgent Action Fund-Africa; German Technical Cooperation-GIZ; Christian Aid DFID; Open Society Initiative for Eastern Africa; Raising Voices; Trocaire; USAID; 	<ul style="list-style-type: none"> Private Labour Recruitment Agencies; Private Sector Associations such as the Kenya Association of Manufacturers; Media Collaborations; Kenya Medical Women’s Association; Kenya Women Judges Association; SIMAVI; Dance 4 life; Choice for Youth and Sexuality; IPPF; Stop AIDS Now; Africa Alive!; Great Lakes University of Kisumu (GLUK); NairoBits Trust; The Centre for the Study of Adolescence; Clinton Health Access Initiative; Child Line Kenya; Family Health Options Kenya; Network of Adolescence and Youth of Africa (NAYA); National Empowerment Network of People Living with HIV/AIDS in Kenya (NEPHAK); Women Fighting AIDS in Kenya (WOFAK); The Anglican Development Services (ADS) Nyanza; Kisumu Medical and Educational Trust (KMET); Support Activities in Poverty Eradication and Health (SAIPEH); Reproductive Health Rights Alliance (RHRA) SDG-Kenya; Stop The Traffik Kenya; Child Helpline Kenya; Narok County Children Stakeholders Network (NACCSNET); Associations of People with Disabilities; Teaching Associations. 	<ul style="list-style-type: none"> Terre des Hommes Netherlands (TdH-NL) - Girls Advocacy Alliance (GAA) Consortium; Women’s Empowerment Link (WEL); Nyanza Initiative for Girls’ Education and Empowerment (NIGEE); Plan Netherlands; Orchid Project; Human Dignity Foundation; Humanity and Inclusion Seed Fund; African Women Development Fund; Open Society Initiative for East Africa; Comic Relief; Amplify Change; Planned Parenthood Global; Mannion Danniels; Government of Kenya; KELIN.

Communication Strategy has divided COVAW target audiences into two broad categories namely: Primary and Secondary Audiences.

COVAW primary audience have direct influence on COVAW efforts. Primary Audience are:

1. Vulnerable and marginalized, rural and indigenous women and girls at risk of being left at the peripheries of advancement;
2. Women and girls who are victims of SGBV;
3. SGBV survivors with mental health challenges;
4. Project Beneficiaries;
5. Community Members at Project Implementation sites (Community leaders, community change agents/Activists/Influencers, men, women, youth);
6. Project Funding Agencies (International Development Partners supporting current COVAW projects);
7. County and National Policy Makers;

- COVAW internal audience (Board Members, Management and Staff) provide strategic direction and effective coordination and implementation of COVAW's efforts;

Secondary audience either influence or are influenced by COVAW efforts. COVAW Secondary Audience are:

- COVAW Peer Organizations;
- Media;
- Critical mass of progressive thinkers, Women's Human Rights Defenders (WHRD), Social Change Agents, COVAW Champions and knowledgeable women leaders;
- Local, National, Regional and International Development agencies championing women and girls' rights and freedoms
- General Public;

To achieve the four strategic communication objectives, COVAW will need to actively engage both its primary and secondary audience.

Messaging

COVAW messages must always be consistent and factual across all platforms. Messages must champion COVAW vision and mission. Messages communicated can either inform targeted audiences, consistently seek to enhance advocacy, seek to mobilize participation of intended audiences and nurture partnership across COVAW's key strategic focus areas.

Messages should be clear, simple, concise and not longer than two sentences. Messages would help inform intended targeted audiences about who COVAW is, what COVAW does and why their engagement is important. Across all platforms, messages should be repeated and reinforce each other. Messages are supporting points which guides COVAW whenever having dialogues with targeted audience.

COVAW will use Swahili and English as official languages of communication. However, there are times when use of vernacular languages depending on project implementation sites will be necessary to support effective communication and understanding of messages communicated such as during community dialogue forums or through media engagement in vernacular media outlets.

Messages in this section have been derived from COVAW Strategic Plan 2018-2023.

Overall Goal: To improve communication of COVAW's efforts to champion the rights of women and girls to be free from all forms of violations as outlined in COVAW's Strategic Plan 2018-2023	
Broad Audience Categories	Key Messages
Community/ General Public	<ul style="list-style-type: none"> It is a human right, for all women and girls to be free from all forms of discrimination and violence; It is possible to prevent all forms of gender-based violence; Everyone has ability to learn and change attitude towards women and girls; You and I, can contribute towards a society free from all forms of VAWG; Break the silence! VAWG is a crime and a violation of human rights! VAWG and related violations are both a cause and consequence of gender inequality and inequity in our society; VAWG and related violations deny women and girls an opportunity to attain their full potential; Contribution of women and girls is crucial to enable realization of sustainable development; Women and girls have a right to be aware and access Sexual Reproductive Health and Rights (SRHR) services;

Women and Girls Survivors of SGBV	<ul style="list-style-type: none"> • Women and girls have a right to be free from all forms of discrimination and violence; • We generally address norms, attitudes, laws, policies and practices that affect women and girls' safety and wellbeing; • Where women and girls' rights are violated, we support them to access social justice and human dignity; • We demand for accountability and justice for victims of SGBV through strategic litigations; • We link women and girls' survivors of VAWG with referral networks that provide necessary support; • We foster consistent engagement with different actors to prevent and respond to VAWG; • We hold perpetrators of VAWG violations accountable; • COVAW will comply with Child Protection and Safeguarding Policies while addressing issues on rights of the children.
Peer CSOs	<ul style="list-style-type: none"> • No single actor can sustainably address the root causes of discrimination and Violence Against Women and Girls; • With close collaboration, it is possible to realize a society where women and girls enjoy equal rights and freedoms and thrive in safe spaces; • When empowered, victims and survivors of SGBV, communities and peer CSOs are critical voices in addressing discrimination and VAWG; • Advocacy is most effective when together we consistently advocate for a progressive policy environment; • Together, we can effectively address any attempts at reversal of already hard-won gains on gender equality; • It is necessary to commit joint resources and strategies to support capacity development of relevant actors; • To achieve gender equity and equality, nurturing partnerships are important to us; • We support implementation of gender progressive practices and development of regulatory and institutional frameworks; • COVAW is ready and willing to engage diverse actors and pursue complementary strategies across multiple levels to promote women and girls' rights and freedoms;
Policy Makers/ Government/ Coalitions/ Technical Specialists/ Peer CSOs, COVAW Allies & Opponents/ Media/ Communities	<ul style="list-style-type: none"> • We value your great contribution to create positive change for women and girls in their respective environments; • You have power to influence Policies, Laws, Regulations and Allocation of Resources to ensure women and girls are free from all forms of discrimination and violence; • At all times, we must unanimously seek to address any attempts to reverse already hard-won gains on gender equality; • We need each other to effectively and consistently advocate or seek to influence realization of gender progressive practices and development of regulatory and institutional frameworks and policies;
Development Partners	<ul style="list-style-type: none"> • We envision a society where women and girls enjoy equal rights, freedoms and thrive in safe spaces; • We exist to champion the rights of women and girls to be free from all forms of violations; • We deliver value for money, good stewardship and open accountability of resources entrusted to us to champion women and girls' rights and freedoms; • We are a direct link to vulnerable and marginalized, rural and indigenous women and girls at risk of being left at the peripheries of advancement; • We closely partner with peer CSOs to consistently advocate for gender progressive practices and development of regulatory and institutional frameworks and policies.
COVAW Board Members COVAW Staff	<ul style="list-style-type: none"> • We envision a society where women and girls enjoy equal rights, freedoms and thrive in safe spaces; • We exist to champion the rights of women and girls to be free from all forms of violations; • We invest in interventions that seek to accelerate progress in addressing norms, systems and structures that deter women and girl's safety, equal rights and wellbeing; • We work with and support vulnerable and marginalized women and girls, rural and indigenous women and special interest groups including women and girls at risk of being left at the peripheries of advancement; • We build synergy and complement peers to leverage resources and effort, broaden reach and scale up impact and visibility;

Communicating with Primary and Secondary Audiences

A simple communication model has a sender, receiver, message, a channel of communication and feedback. COVAW will seek to enhance a two-way communication as it seeks to engage its various primary and secondary audiences. This section provides various communication channels that COVAW can utilize to communicate to its various audiences.

Communicating with Project Beneficiaries and Community Members in urban and rural project implementation sites

To communicate with project beneficiaries both in urban and rural areas, the following channels of communication will be utilized:

Community Dialogues

COVAW staff primarily communicates with respective project beneficiaries and communities at various project implementation sites through holding community dialogue platforms. Here, targeted community members and primary project beneficiaries are sensitized about women and girls' rights and freedoms and specific project outcomes are met. Community dialogues create a one on one communication platforms with instant feedback and through two-way communication.

Community Rallies and Market Campaigns

Depending on the project and audience targeted, community rallies have also incorporated community members of who have attended various community sensitization workshops and community members of various village associations and community groups. Composition of these groups and associations include male and female community activists and social change agents who are very critical in community mobilization and hence support successful community rallies conducted through COVAW efforts such as the 16 Days of Activism.

Information Education and Communication Materials: Wall Posters, Banners, Caps, Tshirts, Lesos, Umbrellas, Carrier-Bags...etc.

Apart from ability for IEC materials to attract users for its benefits, IECs materials are durable and have the potential to communicate intended messages to wider audiences long after the event has been conducted. IEC materials are further used at household level thereby bringing intended messages at household level far away from the place where the event was held. COVAW continues to use IEC materials in various project activities such as community rallies that require community marching as a way to disseminate messages to various audiences.

Community Radio Stations

COVAW is participating in various radio shows on various community radio stations. Community Radio Stations have ability to reach a wider community audience thereby complementing community sensitization efforts at various project implementation sites. Community radio campaigns have the potential to raise awareness on women and girls' rights issues and changing negative attitudes towards women leadership and development. These sessions have proved important especially when hosting opinion leaders who act as important social change agents or influencers with ability to tackle discussions on issues affecting women and girls in these platforms.

Phone-Calls

Majority of SGBV cases reported to COVAW Head Office are communicated through Phone calls. Phone calls are equally used to offer instant counseling and provide referral services easily accessible and nearest to SGBV victims and survivors. Community mobilizations are done largely through Phone calls. They are quickest in sending information including reminders.

Communicating with Funding Agencies (Development Partners supporting current COVAW projects)

At the time of developing COVAW Communication Strategy 2020-2023, COVAW had a number of Development partners supporting the current COVAW project portfolio. The following channels of communication will be used to communicate with COVAW current funding partners:

Direct Electronic Emails (E-Mails)

COVAW through Management, will communicate with current funding agencies by use of Electronic Email (E-Mails). E-Mails are instant and affordable thereby providing instant feedback and clarification. This means of communication will provide quick update about project implementation progress way before the funder receives a detailed project report.

Phone Calls

Phone calls are important especially when providing urgent information and feedback. COVAW will use phone calls and Short Messaging Service to make follow-up on various issues amongst various audiences.

Virtual Meetings

COVAW will also utilize virtual meetings which are less costly compared to funders making regular physical visits to oversee project implementation progress. Virtual meetings will create a platform for quick feedback and also relationship building with respective international partners.

Project Quarterly and Annual Reports

Apart from its importance for documenting lessons and for future reference, project reports are a proof of accountability for resources committed to COVAW to bring out a desired goal. COVAW will utilize project reports to inform funding actors on achievement realized, challenges encountered and lessons learnt. Building on insights from the reports, COVAW will be able to design informed projects.

COVAW Newsletter

A COVAW Newsletter template will be developed and monthly/quarterly COVAW Newsletter will be circulated to relevant audiences informing and engaging stakeholders on COVAW efforts.

Face to Face Meetings

Although not often held, COVAW will engage Development partners through face to face meetings. These kinds of meetings are deemed important for funding agencies to undertake their due diligence, project conception and Monitoring & Evaluation (M&E) of the project under implementation.

Communicating with County and National Policy Makers

Successful policy advocacy requires a mix of well identified goals and strategies, committed resources and close collaboration of COVAW peer organizations, well-wishers, allies and opponents to actively engage those with power (policy makers) to support a policy issue whose change will bring about realization of rights and freedoms of women and girls.

COVAW will utilize the following channels of communication to reach out to targeted policy makers both at the county and national level:

Policy Briefs

COVAW will undertake analysis of existing policies and gaps affecting greater realization of women and girls' rights and freedoms. Policy Briefs will be circulated either through E-Mails, COVAW Websites and Social Media platforms or through secured face to face meetings or workshops depending on the moment in time.

COVAW Participation through Policy Working Groups

Seeking to strengthen stakeholder relationship and engagement, COVAW will identify and participate in already established Policy Working Groups and thus joining her peer organization seeking to pursue policy advocacy similar to COVAW's policy advocacy efforts.

Communicating with COVAW secondary audiences

The following channels of communication will be used to reach intended secondary audiences:

Digital Marketing by E-Mail Newsletter

COVAW will use digital marketing platforms to communicate and engage its external audiences. Example of digital marketing platform COVAW can utilize is the use of Mailchimp. As it uses Mailchimp, COVAW will continuously seek to grow a critical mass of progressive thinkers, Women's Human Rights Defenders (WHRD), Social Change Agents, COVAW Champions and knowledgeable women leaders who can debate, analyze, strategize and address issues affecting women and girls. campaigns.

Social Media

COVAW is a registered user of Twitter and Facebook. Currently, COVAW posts key messages and images on COVAW project efforts across the 13 Counties. However, to remain consistently active with ability to inform, persuade and engage various stakeholders, COVAW will come up with a mix of content and strategies such carrying out consistent social media campaigns and blogs and paid social media Ads not only to keep the accounts active but reliable as well. Social Media posts will include as well short professionally created videos accompanied by image of COVAW efforts.

Website/Website Blogs

COVAW has a dynamic website with ability to be updated in real time. Sections on the website has enabled COVAW to put in public its current strategic plan 2018-2023, information about COVAW project portfolio, its strategic focus areas and important resources contributing to COVAW strategic focus areas. Perhaps, the important section remains the Blog where COVAW will regularly and consistently post a mix of content engaging different audiences in real time. COVAW will digital platform such as Mailchimp to direct its targeted audiences to respective articles and blogs either in COVAW website or to social media.

Print Media

With close collaboration with identified national and regional journalists and bloggers on reproductive health and women and girls' rights and freedoms, COVAW efforts will be published in print media such as newspapers with column articles or press statements addressing issues facing women and girls. Currently, COVAW has one regular contact who publishes such articles on the Daily Nation-a mainstream paper.

Publications

COVAW communication and advocacy efforts will be anchored on evidence generated from researches on COVAW's interventions. COVAW evidence-based researches will either be in the form of policy briefs or printed publications. Findings of researches will be circulated electronically through E-Mails or Website uploads or shared through COVAW Newsletter to various audiences. Where possible,

COVAW will use various channels of communication as indicated in this section to share relevant findings to targeted audiences.

Communicating with COVAW Internal Audiences

Strengthening internal communication processes at COVAW will facilitate real time information sharing about project activities implemented at various project implementation sites. Over the years, COVAW has created a culture of open-communication to ensure that this is done. COVAW internal communication is both Top-Down (Board versus Management, Management versus Staff) and peer-to-peer (staff versus staff) communication.

To further strengthen internal communication processes, Quarterly Newsletter will be circulated to inform and engage both Board Members and staff. Virtual and face to face monthly meetings will continuously be held between Management and all staff. Other channels of communication to be used will include: Staff Whatsapp Group, Phone Calls, SMS, Staff Internal Memo, Direct E-Mails and Skype Calls.

Monitoring and Evaluation (M&E) Matrix

Strategic Communication Objective 1: To influence and sustain stakeholder engagement through increased communication and advocacy efforts on women rights and freedoms			
Strategies	Outcomes	Communication Activities	Indicators
Strategy 1: <i>Improve community engagement on women rights and freedoms;</i>	Outcome 1: Improved community engagement on women and girls' rights and freedoms	Activity 1: Carryout Social Media Awareness Campaigns on women and girls existing economic rights, asset ownership and business opportunities;	Indicator 1: Social Media Metrics (Number of followers, Number of Tweets and Facebook Posts, Tweet Mentions, Retweets and Monthly Tweet Impression and Facebook Comments;
		Activity 2: Carryout Behavior Change Communication (BCC) Campaigns to transform negative attitudes towards women leadership;	Indicator 2: Number of BCC Campaigns conducted;
Strategy 2: <i>Sustained engagement of Community and youth activists including Women's Human Rights Defenders (WHRD) and other Social Change Agents to strengthen movement building of women leaders who can debate, analyze, strategize and address issues affecting women and girls;</i>	Outcome 2: Influenced and sustained community and youth activists including Women's Human Rights Defenders (WHRD) and other Social Change Agents engagement to advocate on issues affecting women and girls;	Activity 1: Map out <i>Community</i> and youth activists including Women's Human Rights Defenders (WHRD) and other Social Change Agents who can advocate on issues affecting women and girls;	Indicator 1: Number of Community and youth activists including Women's Human Rights Defenders (WHRD) and other Social Change Agents identified;
		Activity 2: Engage and influence <i>Community and youth activists including Women's Human Rights Defenders (WHRD) and other Social Change Agents</i> through Social Media Campaigns on VAWG, SRHR, SGBV, Women Empowerment and Leadership Development;	Indicator 2: <i>Community and youth activists including Women's Human Rights Defenders (WHRD) and other Social Change Agents influenced</i> on VAWG, SRHR, SGBV, Women Empowerment and Leadership Development;
Strategy 3: <i>Strengthen Media Collaboration and Engagement</i>	Outcome 3: Amplified voices on issues affecting women and girls;	Activity 1: Map out village, community, county and national media platforms (Print, Broadcast and Digital Media Journalists and Bloggers) at COVAW's counties of operations who cover reproductive health and women leadership and empowerment stories to collaborate and advocate on issues affecting women and girls;	Indicator 1: Number of journalists and bloggers at village, community, county and national at COVAW's Counties of operations covering reproductive health and women and girls issues identified;
		Activity 2: Allocate resources to engage National and Regional Mainstream Print, Broadcast and Digital Media Journalists reporters on reproductive health and issues affecting women and Girls;	Indicator 2: Resources to engaged journalists and bloggers allocated;

		Activity 3: Allocate resources to buy Social Media Ads to complement sustained traditional and social media awareness campaigns on issues affecting women and girls;	Indicator 3: Resources to conduct Social Media Ads allocated;
		Activity 4: Undertake Quarterly Media Meetings with Identified Journalists/Bloggers to support existence of responsive media that promotes women and girls' rights and freedoms;	Indicator 4: Number of Quarterly Meetings held and Number of issues or articles on women and girls covered, aired and published;
Strategy 4: Strengthen stakeholders' capacity to advocate for women and girls' rights and freedoms;	Outcome 4: Strengthened stakeholder capacity to advocate for women and girls' rights and freedoms;	Activity 1: Develop impact report on various stakeholder capacity building initiatives undertaken by COVAW;	Indicator 1: Number of Impact Report developed;
		Activity 2: Develop and circulate Quarterly Stakeholders' Newsletter communicating COVAW Participation and Stakeholder Engagement Efforts to advocate for women and girls' rights and freedoms;	Indicator 2: Number of Quarterly Stakeholders' Newsletter circulated;
		Activity 3: Annual COVAW Stakeholders/Partners/Peer Organizations Relationship Building Workshop;	Indicator 3: Number of COVAW Stakeholders Relationship Building Workshop Reports;
Strategy 5: Strengthened Policy Advocacy Engagement at county and national level on women and girls' economic empowerment and leadership development	Outcome 5: Improved policy engagement at county and national level on women and girls' economic empowerment and leadership development;	Activity 1: Develop Policy Briefs to champion inclusion and participation of women and girls in available socio-political and economic key decision-making processes;	Indicator 1: Number of Policy Briefs developed and shared;
		Activity 2: Identify and Participate in Existing Policy Working Groups similar to COVAW's Policy Advocacy efforts	Indicator 2: Number of Policy Working Groups COVAW is participating;
Strategic Communication Objective 2: To increase percentage of resource allocation to strengthen COVAW's capacity to coordinate, communicate and advocate for overall women and girls' well-being			
Strategies	Outcomes	Communication Activities	Indicators
Strategy 1: Strengthen knowledge management and dissemination of Evidence-Based Findings on COVAW researches on issues affecting women and girls;	Outcome 1: Increased dissemination of evidence-based findings on COVAW researches about issues affecting women and girls;	Activity 1: Conduct Social Media Evidence-Based Awareness Campaign on Findings of COVAW Researches;	Indicator 1: Number of Social Media Evidence-Based Awareness Campaigns conducted;
			Indicator 1a: Social Media Metrics (Number of followers, Number of Tweets and Facebook Posts, Tweet Mentions, Retweets and Monthly Tweet Impression and Facebook Comments);
		Activity 2: Develop and Circulate Stakeholder Newsletter on Findings about COVAW researches;	Indicator 2: Number of Stakeholder Newsletters developed and circulated;
Strategy 2: Establish and continuously improve Communication systems and processes	Outcome 2: A fully-functional communication desk is established and Communication Capacity continuously built;	Activity 1: Fundraise and allocate resources to hire a full-time Communications Manager;	Indicator 1: Resources to hire full-time Communications Manager secured;

Activity 2: Hire a full-time Communication Manager to coordinate COVAW Communication and Advocacy efforts;

Indicator 2: COVAW's full-time Communications Manager hired;

Strategic Communication Objective 3: Increase percentage of victims and survivors of VAWG who are familiar and have access to appropriate legal redress for SGBV cases;

Strategies	Outcomes	Communication Activities	Indicators
<i>Strategy 1: Raise awareness on appropriate legal redress for SGBV victims and survivors;</i>	Outcome 1: Increased uptake of appropriate legal redress for SGBV victims and survivors;	Activity 1: Carryout Social Media Awareness Campaigns on appropriate legal redress for SGBV Victims;	Indicator 1: Social Media Metrics (Number of followers, Number of Tweets and Facebook Posts, Tweet Mentions, Retweets and Monthly Tweet Impression and Facebook Comments);
		Activity 2: Map out Peer Organizations working on SGBV and offering direct legal and referral services and comprehensive rehabilitation of SGBV victims and survivors;	Indicator 2: Number of Peer Organizations working on SGBV and comprehensive rehabilitation of SGBV victims and survivors identified and engaged;;
<i>Strategy 2: Increase number of SGBV victims and survivors who receive comprehensive rehabilitation and direct legal and referral services</i>	Outcome 2: Increased numbers of SGBV victims and survivors receiving comprehensive rehabilitation and direct legal and referral services;	Activity 1: Carryout Social Media Awareness Campaigns on rehabilitation and direct legal and referral services for SGBV Victims and Survivors;	Indicator 1: Social Media Metrics (Number of followers, Number of Tweets and Facebook Posts, Tweet Mentions, Retweets and Monthly Tweet Impression and Facebook Comments);
		Activity 2: Disseminate successful global, regional and national successful testimonial stories on SGBV victims and survivors;	Indicator 2: Number of testimonials on SGBV victims and survivors shared;
<i>Strategy 3: Strengthened Policy Advocacy Engagement at county and national level to prioritize SGBV</i>	Outcome 3: Improved policy engagement at county and national level to prioritize SGBV;	Activity 1: Develop Policy Briefs on prioritization on SGBV agenda at county and national level planning and budget development processes;	Indicator 1: Number of Policy Briefs developed and shared;

Strategic Communication Objective 4: Increase percentage of women and girls who are aware and can access Sexual Reproductive Health and Rights (SRHR) services;

Strategies	Outcomes	Communication Activities	Indicators
<i>Strategy 1: Raise awareness on SRHR services and strengthen women and girls' voice on SRHR issues</i>	Outcome 1: Strengthened voices and increased uptake of SRHR services amongst women and girls;	Activity 1: Carryout Social Media Awareness Campaigns on SRHRV services, access and use amongst women and girls;	Indicator 1: Social Media Metrics (Number of followers, Number of Tweets and Facebook Posts, Tweet Mentions, Retweets and Monthly Tweet Impression and Facebook Comments);
		Activity 2: Map out peer organizations working championing SRHR access and use among women and girls;	Indicator 2: Number of Peer Organizations championing SRHR services identified and engaged;
<i>Strategy 2: Strengthened Policy Advocacy Engagement at county and national level to prioritize SRHR services</i>	Outcome 2: Improved policy engagement at county and national level to prioritize SRHR services;	Activity 1: Develop Policy Briefs on greater prioritization of SRHR agenda at county and national government planning and development processes;	Indicator 1: Number of Policy Briefs developed and shared;
		Activity 2: Activity 2: Hire a full-time Communication Manager to coordinate COVAW Communication and Advocacy efforts;	Indicator 2: COVAW's full-time Communications Manager hired;

	<p>Activity 3: Establish Communication Processes, Systems and Equipment and continuously build Communications Capacity for Staff and the Board (Communication Skills, Photography, Digital Marketing and Videography skills);</p>	<p>Indicator 3: COVAW Communications Systems and Processes established:</p> <ul style="list-style-type: none"> • HD Camera and 64 GB Memory Card Bought; • Voice Recorders Bought; • COVAW Communications Template Developed; • COVAW Digital Marketing Enabled; • COVAW Internal and External Communications Protocols developed; • COVAW Communications Brand Document Developed; • Continuous Communication Capacity for Staff and Board Conducted;
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Indicative Budget for Critical Communication and Advocacy Elements

To effectively implement COVAW Communication Strategy, resources must be secured and committed. Table below provides key indicative annual budget elements that should be considered as COVAW seeks to establish and strengthen its communication and advocacy capacity.

Component	Cost Description
Media Collaboration for Advocacy Communication <ul style="list-style-type: none"> Main Stream Media Column Articles; 	Costs will cover identified journalists' payment on COVAW thematic issues written and printed on Main stream Mass Media;
Policy Engagement on COVAW thematic issues: <ul style="list-style-type: none"> County and National Budgeting Processes; Evidence Dissemination CSOs Workshops; Identified Journalists covering key Policy Advocacy Workshops; 	Costs will cover Identified Media Partners who will cover COVAW thematic issues on Policy Engagement efforts across identified platforms;
Public Awareness Creation and Linking Advocacy Efforts with Key International/National Events <ul style="list-style-type: none"> 16 Days of Activism; IEC Materials (Banners/Tshirts/Lesos etc); Identified Journalists covering Public Awareness Campaigns/Testimonial Impact Stories; 	Public Awareness Creation costs include community media mobilization costs of 5 identified community media journalists, payment costs for writing or airing 16 stories/articles during the 16 Days of Activism; IEC material production costs to be determined
Social Media Awareness Campaigns <ul style="list-style-type: none"> Videography (Short social media campaign videos); Photography and Infographics; Social Media Ads 	Costs will include development of short (2-5) minutes professional videos and well-designed images with key messages on thematic issues; Costs will also include Social Media Ads on thematic issues addressed by the campaign;
Fundraising and Hiring full-time Communications Manager	Salary costs to have a full-time Communication Specialist to coordinate COVAW Communication and Advocacy Efforts;
Upgrade Communication Equipment <ul style="list-style-type: none"> A Digital HD Camera for still and videos; Camera Microphone and Lavalier Microphones; Recorders; Tripod; Editing Suite; Laptop 	One-off Communication Equipment Costs to establish a COVAW Communication Department;
Continuous Staff Communication Capacity Strengthening	Training costs on Communication

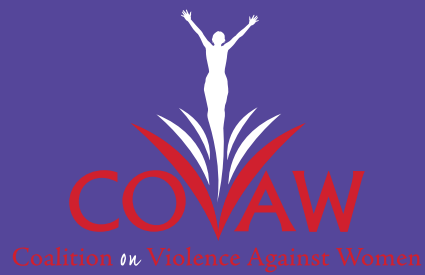
Communication Strategy Implementation Plan

No.	Broad Activity Description	Year 2020	Year 2021	Year 2022	Year 2023
1.	Content Development for Awareness Creation on various COVAW Strategic Focus Areas	X	X	X	X
2.	Map out COVAW Peer CSOs	X	Continuous		
3.	Build and Engage a critical mass of progressive thinkers, Women's Human Rights Defenders (WHRD), Social Change Agents, COVAW Champions and knowledgeable women leaders;	X	Continuous		
4.	Map out village, community, county and national media platforms (Print, Broadcast and Digital Media Journalists and Bloggers) at COVAW's counties of operations;	X	Continuous		
5.	Fundraise and allocate resources to establish COVAW Communication Department	X	X	X	X
6.	Develop COVAW Newsletter Template	X	-	-	-
7.	Circulate COVAW Newsletter	X	X	X	X
8.	Circulate COVAW Impact Reports	X	X	X	X
9.	Establish Communication Processes, Systems and Equipment and continuously build COVAW Communications Capacity;	X	Continuous		
10.	Support consistent Social Media and Website Management.	X	Continuous		
11.	Develop COVAW Service Provider Directory Handbook	X	Continuous		
12.	Develop COVAW Brand Book and Regularly Train Staff on Brand Adherence	X	Continuous		

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