



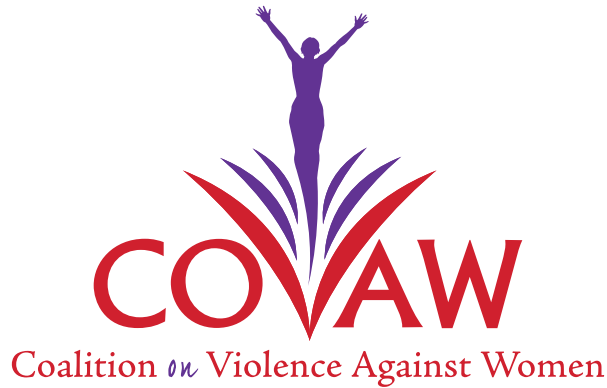
STRATEGIC PLAN 2018-2023

*Securing Rights:
Influencing
Sustained
Engagement on
Violations of
Women and Girls
in Kenya*



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Acronyms and Abbreviations

ACHPR	African Charter on Human and People's Rights
AfDB	African Development Bank
BOD	Board of Directors
BPFA	Beijing Platform for Action
CEFM	Child, Early and Forced Marriage
CEDAW	Convention on the Elimination of all forms of Violence against Women
CSI	Corporate Social Investment
CoK	Constitution of Kenya
COVAW	Coalition on Violence Against Women
DEVAW	Declaration on Elimination of Violence Against Women
ED	Executive Director
FGM/C	Female Genital Mutilation/Cutting
FGM	Female Genital Mutilation
GoK	Government of Kenya
ICT	Information and Communication Technology
ICCPR	International Covenant on Civil and Political Rights
ICDPoA	International Conference on Population and Development Program of Action
IEC	Information and Education Materials
MERL	Monitoring, Evaluation, Reporting and Learning
MIS	Management Information System
NGOs	Non-Governmental Organisations
SDGs	Sustainable Development Goals
SGBV	Sexual and Gender Based Violence
SRH	Sexual and Reproductive Health
SRHR	Sexual and Reproductive Health and Rights
SWOT	Strengths, Weaknesses, Opportunities and Threats
UN	United Nations
VAWG	Violence Against Women and Girls
WHRD	Women's Human Rights Defenders
WiLDAF	Women in Law and Development in Africa



Foreword

The Coalition on Violence Against Women (COVAW) understands that women's freedom from all forms of discrimination and Violence Against Women And Girls (VAWG) is not only a human right, but also crucial to enabling sustainable development. We believe that people can learn and change their attitudes towards women and girls, and that all such forms of gender violence can be prevented. Building on our previous work, this Strategic Plan will guide our efforts towards championing the rights of women and girls to be free from all forms of violence.

This document outlines our ambitions, interventions and approach towards achieving our vision of a society where women and girls enjoy equal rights and freedoms and thrive in safe spaces. In developing this strategy, deliberate attempts have been made to ensure we contribute to Sustainable Development Goal (SDG) 5 and that our work is aligned to national gender priorities and relevant international and regional instruments on women's rights.

This Strategic Plan is anchored on five key pillars/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.**

COVAW will through these pillars, contribute to empowering women and girls to address discrimination and VAWG. We will especially advocate for a progressive policy environment, address any attempts at reversal of hard-won gains on gender equality and support capacity development of relevant actors.

Our organisation recognises that no single actor can sustainably address the root causes of discrimination and Violence Against Women and Girls. We will engage diverse actors and pursue complementary strategies across multiple levels to achieve our vision. COVAW will also continue to nurture partnerships to scale up and accelerate solutions that we have tested and proved to work.

We invite you to join us as we venture into this exciting, ambitious and equally challenging phase of our journey. We are confident that with the help of our stakeholders, we will make major strides towards the global goal of achieving gender equity and equality.

COVAW sincerely acknowledges **Dr. Joan Nyanyuki**, who served as COVAW's Executive Director during the entire strategy review for her leadership, dedication and foresight.



Dr. Carolyne Odula-Obonyo
Chair, Board of Directors



Wairimu Munyinyi-Wahome
Executive Director





Maanda SRHR Project in Narok County

SECTION 1:

INTRODUCTION

1.1 Organisational Background

The Coalition on Violence Against Women (COVAW) is a national non-profit women's rights organisation in Kenya founded in 1995 as a response to the silence of the Kenyan society in addressing Violence Against Women and Girls (VAWG). COVAW is committed to advancing women's rights and work towards achieving a society free from all forms of VAWG.

The origin of COVAW is traced to a workshop by Women in Law and Development in Africa (WiLDAF), which identified critical areas that no actor was addressing as being VAWG and limited number of women in key leadership positions. The workshop underscored the need to form a coalition that would address these problems, as a result, COVAW was established. Since its inception, COVAW has focused on the maxim of 'breaking the silence on VAWG'. We have succeeded in moving the issue of VAWG from the private to the public domain, positioning it as a crime and a human rights violation.

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.

COVAW's interventions deliberately address norms, attitudes, laws, policies and practices that affect women and girls' safety and wellbeing in general. This is done through implementation of gender progressive practices and supporting development of regulatory and institutional frameworks. Additionally, we foster consistent engagement with different actors to prevent and respond to VAWG and to hold perpetrators of these violations accountable. Our key stakeholders are the community, civil society, government and the private sector.



1.2 Identity and Core Values

Vision Statement:

A society where women and girls enjoy equal rights, freedoms and thrive in safe spaces.

Mission Statement:

COVAW exists to champion the rights of women and girls to be free from all forms of violations.

Core Values:

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



Our Philosophy

COVAW adopts the United Nations International Declaration on Elimination of Violence Against Women (DEVAW). Article 4 of the UN Declaration defines Violence Against Women and Girls as any act of Sexual and 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 private or public life.

Building upon this and other human rights and feminist principles, COVAW recognises VAWG as a crime and a human rights violation. VAWG and related violations are both a cause and consequence of gender inequality and inequity that deny women and girls an opportunity to attain their full potential. COVAW therefore invests in interventions that accelerate progress in addressing norms, systems and structures that deter women and girls safety, equal rights and wellbeing.

COVAW works with and supports vulnerable and marginalised women and girls, rural and indigenous women, special interest groups as well as women and girls' at risk of being left at the peripheries of advancement.



COVAW invests in interventions that accelerate progress in addressing norms, systems and structures that deter women and girls' safety, equal rights and wellbeing.





Archer's Post Samburu 16 Days of Activism against GBV

1.3 Value Proposition

We propose to add value to actors that we engage with in promoting social justice as follows:

Constituency	Value Proposition
Clients/ Communities	To support our beneficiaries realise their rights and access services, COVAW: <ol style="list-style-type: none">1. Offers integrated high quality and contextualised responses to VAWG as well as contextualised women's empowerment services.2. Facilitates referral networks that ensure access to seamless services for survivors of VAWG and other women's rights abuses.3. Guarantees our beneficiaries' confidentiality, professionalism and accountability.4. Demonstrates commitment to bottom-up approaches that ensure local ownership and sustainability of benefits.
Peer Organisations	Driven by a commitment to partnerships and systems thinking, we: <ol style="list-style-type: none">1. Build synergy and complement peers to scale up impact and visibility.2. Leverage resources and efforts to broaden reach.3. Ensure commitment to realisation of joint agreements and obligations.4. Associate peers with our reputable brand and goodwill.
Authorities / Government	Recognising the importance of synergy between civil society and government, we: <ol style="list-style-type: none">1. Leverage resources to complement state development ambitions and plans.2. Support (re)formulation and/or implementation of gender progressive policies, legal and institutional frameworks.3. Provide inputs into critical gender conversations or matters.4. Generate and share evidence, new knowledge and solutions towards women and girls' development and wellbeing.



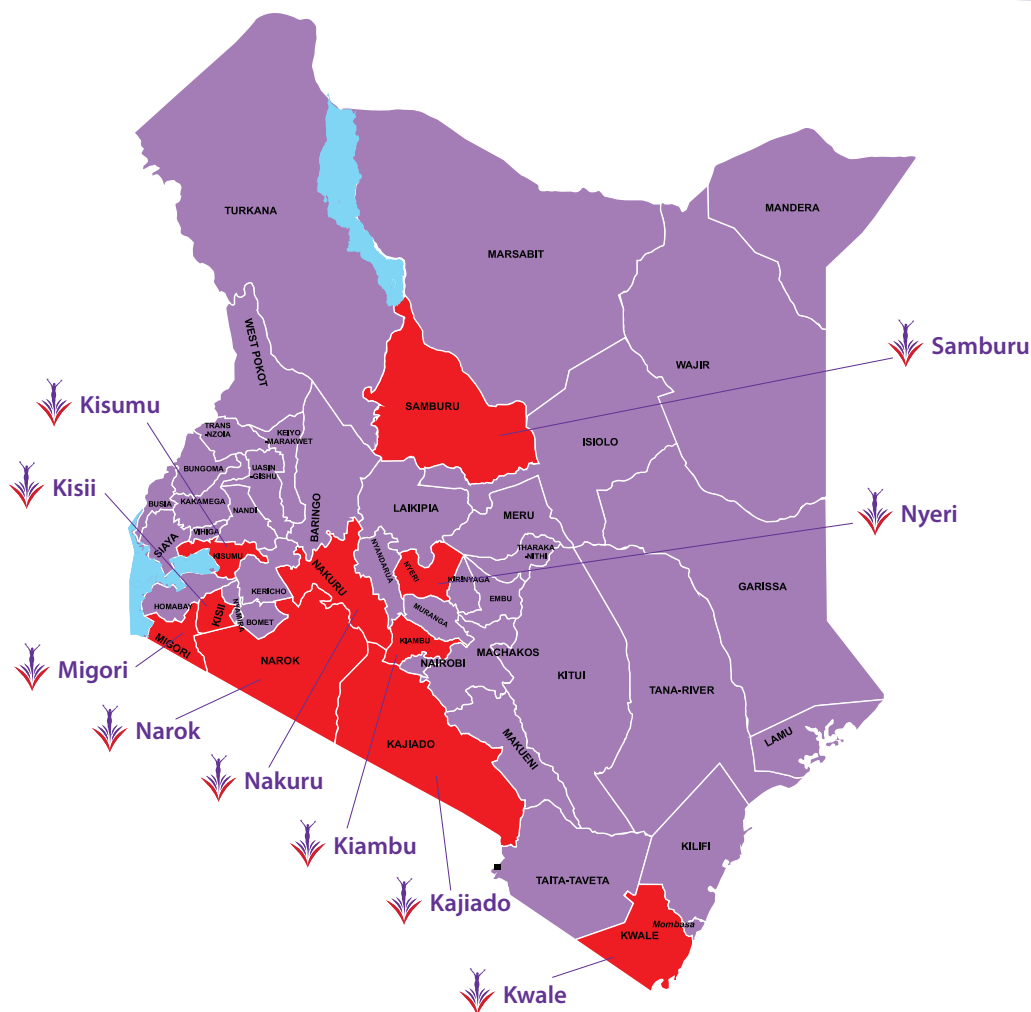
Constituency	Value Proposition
Development Partners	<p>Within the development chain, we offer our benefactors the following:</p> <ol style="list-style-type: none"> 1. Expertise on VAWG and human rights programming at multiple levels. 2. Delivery of value for money, good stewardship and open accountability of resources entrusted to us. 3. Extensive reach and presence via our county offices and multiple partners and networks. 4. Access to new knowledge, evidence and innovative solutions.
Private Sector	<p>Recognising the complementary developmental role of the private sector, we offer them:</p> <ol style="list-style-type: none"> 1. Platforms for delivery of Corporate Social Investments (CSI). 2. Well researched evidence and analysis on the status of women and girls. 3. Access to potential new markets through COVAW's extensive reach and multilevel presence in the country. 4. Enhanced brand visibility and profiling using already established media presence.

1.4 Organisational Track Record

We have a proven track record in engaging with grassroots communities in Kenya. To date, COVAW has footprints in Samburu, Narok, Kiambu, Kisumu, Nairobi, Migori, Kisii, Kwale, Busia, Laikipia, Kajiado, Nyeri and Nakuru counties.

COVAW has a wide network of multi-sectoral partnerships that enables us to offer a wide range of complementary services as well as widen reach and impact. For instance, we have partnered with the private sector in Kwale County to support economic empowerment of young women and girls.





Since our foundation in 1995, great strides have been made in addressing some of the systems, structures and norms that perpetuate discrimination and violations against women and girls. For example, we supported the Maasai Council of Elders in Narok County to commit themselves to a written declaration to fight Female Genital Mutilation (FGM) and support access to Sexual and Reproductive Health Rights (SRHR), an important step towards changing discriminatory and harmful cultural practices.



Further, COVAW has over the years taken a leading role in demanding for accountability and justice for victims of SGBV through strategic litigations. For instance, COVAW filed a constitutional petition seeking for reparations for SGBV victims during the 2007/08 post-elections violence. COVAW was also among the organisations that launched the “Justice for Liz” campaign in June 2014 that sought justice for a teenage girl who had been gang raped by six men. As a result of the campaigns, three of the men, who were positively identified as culprits were each sentenced to 15 years imprisonment.

Separately, COVAW has been at the forefront of championing for change in the criminal justice response to SGBV survivors with mental health challenges. In this regard, COVAW successfully advocated for use of reasonable accommodation for VAWG survivors and victims with mental challenges. The measures include hearing such court cases in camera, provision of intermediaries to victims, allowance of more time during hearings, placement in a witness box and support towards building the capacity of the criminal justice actors. This campaign has been bearing fruits. For instance, in 2016, two cases involving SGBV victims with mental challenges were successfully prosecuted¹.

COVAW also successfully proposed amendments, advocated for, and contributed to formulation and enforcement of gender progressive laws, policies as well as establishment of institutions. In this regard, COVAW took a central role in the development of Reproductive Health Bill 2017, Criminal Procedure

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COVAW was also among the organisations that launched the “Justice for Liz” campaign in June 2014 that sought justice for a teenage girl who had been gang raped by six men.

¹ Case number 71 of 2016 at Narok Law courts and Case number 62 of 2015 at Milimani law courts- Defilement cases involving intellectually challenged girls aged between 12-13 years. COVAW was representing the victims in the cases.



Bench Book 2017, Protection Against Domestic Violence Act 2014 and Sexual Offences Act 2006. We were also the co-convenor of the National Counter Trafficking in Persons and the Commercial Sexual Exploitation Technical Working Groups.

Internally, COVAW has strong governance, administrative and financial systems. This is evidenced by a track record of unqualified institutional and project audits and continued compliance with statutory and donor requirements. We have consistently shared quality reports with donors and authorities in a timely manner.

1.5 Methodology and Strategic Plan Development Process

The COVAW strategic planning process started with various preparatory meetings and work guided by Strategic Connections. This was followed by secondary data review and reflection on performance of COVAW against the ending strategic plan. This entailed one-on-one consultations with all COVAW staff, board members as well as beneficiary and government representatives. All current COVAW funding partners and selected peer organisations were also consulted.

A three-day strategic planning workshop was then organised for COVAW staff. The outcome of the workshop and the preparatory work was used to develop the draft strategic plan for discussion with the board members as a basis of validating the organisational identity and suggested strategic direction and focus. The draft document was also shared with staff for validation and for further elaboration of strategies and interventions.

The strategic planning process provided immense opportunities for self-reflection and learning. The main methodologies used to collect and synthesise information included desk reviews, web-based research, Key Informant Interviews (KIIs), Focus Group Discussions (FGDs) and observation. Appreciative enquiry and participatory learning approaches were largely utilized as these contribute to greater learning and ownership.





SRHR Community Meeting at the Sekenani Health Centre, Narok West Sub County

SECTION 2:

ANALYSIS OF THE OPERATING CONTEXT

2.1 External Context Analysis

This section provides an overview of the situation in Kenya as at the time of developing this strategic plan. COVAW is aware that the external context may change overtime. We will adjust the strategy as necessitated by such external changes while remaining true to the organisation's mission.

2.1.1 Sexual and Gender Based Violence

Sexual and Gender Based Violence is one of the most persistent violations of human rights across the globe. According to the World Health Organisation (WHO), about one third of women worldwide have experienced violence. Intimate partner violence increases the risk of HIV, in some regions by up to 1.5 times. Among marginalised populations, a high prevalence of violence is linked to higher rates of HIV infection especially among transgender women.

VAWG in Kenya is caused by unequal power relations between men and women and discriminatory sociocultural norms. Additionally, poverty, illiteracy, insecurity, alcohol/substance abuse, uncensored media, political instability and poor enforcement of laws and policies are major contributors to the occurrence of VAWG².

According to the Kenya Demographic Health Survey (KDHS, 2014), 43% of married women have experienced sexual violence. Further, 32% of young women aged 18–24 years, and 18% of their male counterparts reported experiencing sexual violence before the age of 18. Gender-based violence reduces the bargaining power to negotiate safer

² <http://wyf.org.my/wp-content/uploads/2015/08/p-Presentation-by-Participant-Priscillah-Nancy-Kenya.pdf>



sex, stay on treatment or remain in school. Therefore, there is an urgent need to equip young women with skills and capacities to make informed decisions about their health. The survey underscored the importance of engaging boys and men early to change behaviours and challenge norms that allow gender-based violence to persist.³

Achieving gender equality, advancing women's empowerment and fulfilling the sexual and reproductive health and rights of women and girls are crucial to reaching the Sustainable Development Goals (SDG) and achieving the targets set in the 2016 United Nations Political Declaration on Ending AIDS.

Female Genital Mutilation/Cutting (FGM/C) remains a key problem in Kenya and paves way for greater violations of rights such as early child marriages and dropping out of school, all which result into socio-economic challenges later in life. Despite concerted efforts by the Government, NGOs and local communities towards promoting alternative rites of passage, community sensitisation and mentoring for girls, Kenya still has one of the world's highest FGM/C prevalence rates – estimated to be 21% among women aged 15-49⁴.

Cases of human trafficking are also on the rise. The Kenyan authorities reported identifying and referring to care, 530 trafficking victims in 2016 and 658 child trafficking victims in 2014. The Government of Kenya (GoK) has made efforts towards eliminating child trafficking by launching a national referral mechanism and issuing a code of conduct for private labour recruitment agencies. The government has also included human trafficking and the counter trafficking in persons law in the basic police training curricula. However, these efforts notwithstanding, Kenya still serves as a source, transit route and destination for human trafficking.

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Female Genital Mutilation/Cutting (FGM/C) remains a key problem in Kenya and paves way for greater violations of rights such as early child marriages and dropping out of school.

³ <http://www.unaids.org/en/resources/presscentre/featurestories/2018/may/gender-based-violence-in-kenya>

⁴ <http://www.worldvision.org.uk/news-and-views/latest-news/2017-news/fe/international-day-zero-tolerance-female-genital-mutilation-c/>

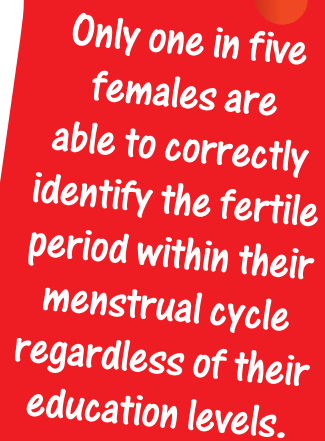


Finally, concerning Child Early and Forced Marriages (CEFM), Kenya adopted the Marriage Act in 2014. The Act sets a uniform minimum age of marriage at 18 years. However, despite this, an estimated 23% of girls are married before their 18th birthday⁵. Child marriage rates vary across regions, with the North Eastern and Coast regions having the highest prevalence.

2.1.2 Sexual and Reproductive Health and Rights

Sexual and Reproductive Health and Rights remains among the most sensitive and controversial topics for discussion in Kenya. This is evident by: the stigmatisation of both users and providers of Sexual and Reproductive Health (SRH) services; continued prevalence of practices that are harmful to women and girls' SRH; increasing restrictions on access to SRH information and availability of contraceptive methods; watering down legislations that protect women's rights; and the imposition of legal barriers, such as third-party consent requirements to SRH services.

In Kenya, it is estimated that more than 40% of births are unplanned indicating a disconnect between SRH knowledge, attitudes and behaviour. For example, despite many women knowing about contraceptives, there are still a lot of misconceptions about contraceptive usage and the side effects pointing to a misunderstanding of contraceptives. Further, only one in five females are able to correctly identify the fertile period within their menstrual cycle regardless of their education levels. In addition, only 53% of married women aged 15–49 years and 61% of sexually active unmarried women use contraceptives⁶. This unmet gap puts many women at a risk of unwanted pregnancies that often result in unsafe abortions and maternal deaths.



Only one in five females are able to correctly identify the fertile period within their menstrual cycle regardless of their education levels.

⁵ <https://www.girlsnotbrides.org/child-marriage/kenya/>

⁶ <https://bmchealthservres.biomedcentral.com/articles/10.1186/s12913-017-2164-9>



About 310,000 abortions cases are reported annually in Kenya. About 21,000 women are admitted in hospitals annually with complications from unsafe abortions, an estimated 2,600 of whom eventually die. A study conducted in two urban informal settlements in Kenya, showed that abortion was a significant contributor to maternal mortality and was directly linked to about 31% of maternal deaths. Finally, previous studies show that women who report unintended pregnancy are less likely to seek antenatal care or to deliver with help of skilled attendants.

Induced abortion is allowed under the Constitution of Kenya (2010) if determined by a trained health care provider that the health of the mother is at risk. However, this is yet to be fully operationalised. It's worth noting that most providers are not trained to provide safe abortions.

Young urban dwellers living in resource-poor settings are particularly vulnerable to poor SRH outcomes due to contextual and structural factors that impinge upon their ability to enjoy a healthy sexual and reproductive life. Separately, although awareness of HIV/AIDS is almost universal there still exist substantial gaps in sexual and reproductive knowledge.

Addressing the SRH needs of adolescents is, therefore, of utmost importance as it directly impacts on improving individual health outcomes. According to the National Reproductive Health Strategy 2009-2015, a number of cross-cutting strategies are needed for effective implementation of specific interventions targeting the various components of Reproductive Health. These include: Strengthening the health systems; improving efficiency; effectiveness and quality of reproductive health services; and targeting groups with special needs such as people with disabilities, "hard to reach communities" and other vulnerable groups.

2.1.3 Women's Economic and Leadership Context

According to the UN World Survey on the Role of Women in Development 2014, there are proven synergies between women's empowerment and economic, social and environmental sustainability. Women's active participation in decision-making



facilitates allocation of public resources to investments in human development priorities. Additionally, increased earning by women has positive effect on children's nutrition, health and educational prospects.

However, in reality there exists persistent gender inequality in the region, which not only affects women socially, but also impedes their economic progress. In Kenya, women make a large economic contribution – nearly half of all Small and Micro Enterprises – but their businesses tend to be smaller and less likely to grow due to limited capital investment. Similarly, women in Kenya supply 70% of labour, particularly in the agricultural sector but hold only about 1% of registered land titles (World Bank, 2004). Customary practices play a major role in restricting women's control or ownership of productive assets.

Overall participation of African women in the formal economy is under leveraged and undervalued. This has led to fewer women in senior management positions. According to the World Bank Enterprise Survey in both the public and private sectors, only one in twenty-six salaried African women is employed in a senior management position, compared with one in every six men. Compounding this is the wage gap between male and female employees that consciously and sub-consciously reinforces the view that women are less valued than their male counterparts even when the same work is performed.

Finally, despite constitutional provisions⁷ and improvements in recent elections, women's representation in political and other areas of leadership in Kenya remains low. The 11th Kenyan Parliament (2013-2017) had about 21% female legislators⁸, while women occupied only 37.5% of the Cabinet Secretary slots and 27% of the Principal Secretary positions. These rates are low compared to other countries in the region such as Rwanda which has a women representation of 64%. This dismal occupation of women in high level decision and policy making positions in Kenya is replicated in the private and civil society sectors. The realisation of the constitutional two-third gender rule should be acted upon urgently.

⁷ Constitution of Kenya (2010). Articles 27 and 81(b)

⁸ <http://interactions.eldis.org/unpaid-care-work/country-profiles/kenya/social-economic-and-political-context-kenya>



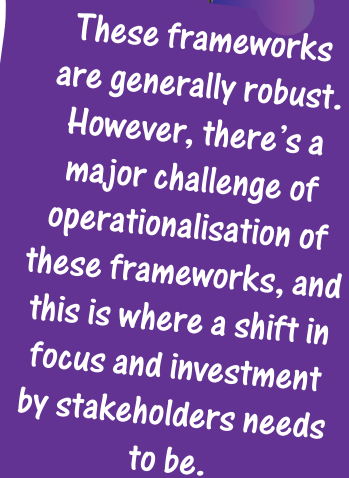


COVAW respects the role of traditional leaders in influencing positive change

Gender equality and women's empowerment feature prominently in 2030 Agenda for Sustainable Development. In the Resolution on the Agenda, the UN General Assembly declares that "realizing gender equality and the empowerment of women and girls will make a crucial contribution to progress across all the goals and targets". Some of the key elements that have potential to impact women's economic empowerment and independence throughout their lives include: the value of unpaid care and domestic work; fiscal, wage and social protection; skills enhancement and addressing the gender pay gap⁹. The private sector should ensure that women realise their full and productive employment and decent work, equal pay for equal work or work of equal value and equal opportunities.

2.1.4 Regulatory and Institutional Frameworks

The Constitution of Kenya 2010 provides a powerful framework for addressing gender equality in the country. It introduces an expanded Bill of Rights that includes social, economic and cultural rights (with a strong focus on the needs and entitlements of children and women), and charts out targeted measures that deal with women and girls exclusion. This includes setting aside several slots in political institutions that should mandatorily be filled by women. Further, it urges public institutions to avoid actions that discriminate against women and girls. However, the CoK (2010) did not establish clear principles to deal with past human rights violations. It is also ambiguous on comprehensive abortion care. Generally, public institutions should not discriminate against women and girls.



These frameworks are generally robust. However, there's a major challenge of operationalisation of these frameworks, and this is where a shift in focus and investment by stakeholders needs to be.

⁹ <https://undg.org/wp-content/uploads/2018/01/Gender-equality-a-key-sdg-accelerator.pdf>



Similarly, Kenya's Vision 2030 presents comprehensive social interventions aimed at improving the quality of life of all Kenyans. It has the following flagship projects under the sector for Gender, Youth and Vulnerable Groups: The Women Enterprise Fund; The Consolidated Social Protection Fund; Affirmative Action Policy; Youth Empowerment Centres and Youth Enterprise Development Fund.

Further, the National Policy on Gender and Development (2011) provides the framework for the Government to address gender imbalances and inequality. Additionally, Sessional Paper No. 2 of 2006 on Gender Equality and Development provides a framework for the operationalisation of gender mainstreaming in policy, planning and programming in Kenya. The Government also developed a Gender Mainstreaming Implementation Plan of Action for the National Policy on Gender. Separately, Kenya is a signatory to several international conventions that hinges the work on women's rights. These include: The Universal Declaration of Women's Rights; International Covenant on Civil and Political Rights; Convention on the Elimination of all forms of Violence against Women; and African Charter on Human and People's Rights.

These frameworks are generally robust. They make provisions for gender budgeting and recognise that equality, women empowerment and human rights are preconditions for social justice. The same are also aligned to the Beijing Platform for Action (BPFA), the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), the International Conference on Population and Development Program of Action (ICPD PoA) and the SDGs, all which Kenya is committed to. However, there's a major challenge of operationalisation of these frameworks, and this is where a shift in focus and investment by stakeholders needs to be.

The national mechanism for coordinating gender mainstreaming is the Department of Gender Affairs within the Ministry of Public Service, Youth and Gender Affairs. The Ministry is the technical lead on gender mainstreaming within the GoK and monitors compliance with international conventions that Kenya is signatory to. Other key institutions charged with promoting gender mainstreaming include Parliament's National Gender and Equality Commission, the Kenyan Women Parliamentary Association and the National Commission on Gender and Development.



2.2 Overview of Strengths and Opportunities

A synthesis of the emerging trends and patterns from the operational context analysis revealed the following strengths and opportunities which COVAW will seek to utilise during this strategic period 2018-2023:

STRENGTHS

1. Good, reputable and strong leadership.
2. Skilled, knowledgeable and committed staff.
3. Strong accountability mechanisms in place and use.
4. Sound organisational policies, procedures and structures.
5. Good relations, networks and contacts with key actors.
6. Clear organisation identity, legitimacy, focus and mandate.
7. Strong grassroots presence.

OPPORTUNITIES

1. Possible County level engagements and leveraging of resources and efforts.
2. Good possibilities for knowledge and evidence generation and sharing.
3. Possibilities to tap on local and own generated resources.
4. Existence of good networks (useful for expanding reach and presence).
5. Possibility for greater ICT exploration for greater reach and visibility.
6. Potential for programme diversification, integration, replication and acceleration.

Learning in COVAW is informed by acknowledging weaknesses and threats and identifying comprehensive solutions.





Skills development exercise with a girl's club in Makongeni, Kwale County

SECTION 3:

OUR STRATEGIC DIRECTION

3.1 Strategic Areas of Focus

In keeping with the global agenda of elimination of violence against women and girls, this strategic plan defines our organisational priorities and lays out ambitious but achievable targets. COVAW's work will focus on five areas that constitute key elements of women and girls' empowerment organised under the following five strategic focus areas/pillars:

- 1. Access to Comprehensive SGBV and SRHR Services:** This strategic pillar seeks to contribute to increasing access to appropriate SGBV responses and life-saving SRHR services for women and girls.
- 2. Women's Economic Empowerment:** The aim of this pillar is to strengthen women's position as key economic actors by enabling greater and equitable access to, and control over economic resources, opportunities and assets.
- 3. Women's Leadership Development:** The strategic area seeks to contribute to increased women's occupation of, and participation in leadership processes at all levels.
- 4. Access to Justice:** This strategic pillar seeks to increase access to information by women and girls about their rights as well as legal redress systems, with a view to ultimately enhance access to justice.
- 5. Institutional Development:** Through this pillar, COVAW seeks to consolidate its position as a dynamic, effective and sustainable organisation. We will achieve this by strengthening our resource base, institutional systems and structures, as well as our knowledge management and MERL capacity.



3.2 Theory of Change

We recognise that addressing the root causes of VAWG and related violations is a prerequisite for women and girls' safety and wellbeing. Key impediments to this include discriminatory and oppressive social norms; non-progressive policy, legal and institutional regimes; limited capacity of women, girls and key actors; as well as deprivation of rights, services, opportunities and resources.

To address these concerns, COVAW will pursue a five-pronged integrated approach focusing on:

- a) Service delivery:** Piloting and implementing innovative and scalable high impact responses to SGBV and other violations and increase access to SRHR solutions.
- b) Advocacy:** Supporting evidence-based advocacy towards existence and enforcement of gender progressive norms, policies and laws as well as development of institutions.
- c) Capacity development:** Offering technical support to women and girls, and key actors involved in addressing VAWG and promoting women's access to rights, services, opportunities and resources.
- d) Movement building:** Mobilising, organising, empowering of and supporting key actors to increase their consciousness and activism on rights and freedoms of women and girls.
- e) Institutional development:** Strengthening COVAW's capacity to effectively achieve her mission.

COVAW's work will focus on five areas that constitute key elements of women and girls' empowerment i.e. access to comprehensive SGBV and SRH services; women's economic empowerment; women's leadership development; access to justice and institutional development as shown in Figure 1.



Theory of Change

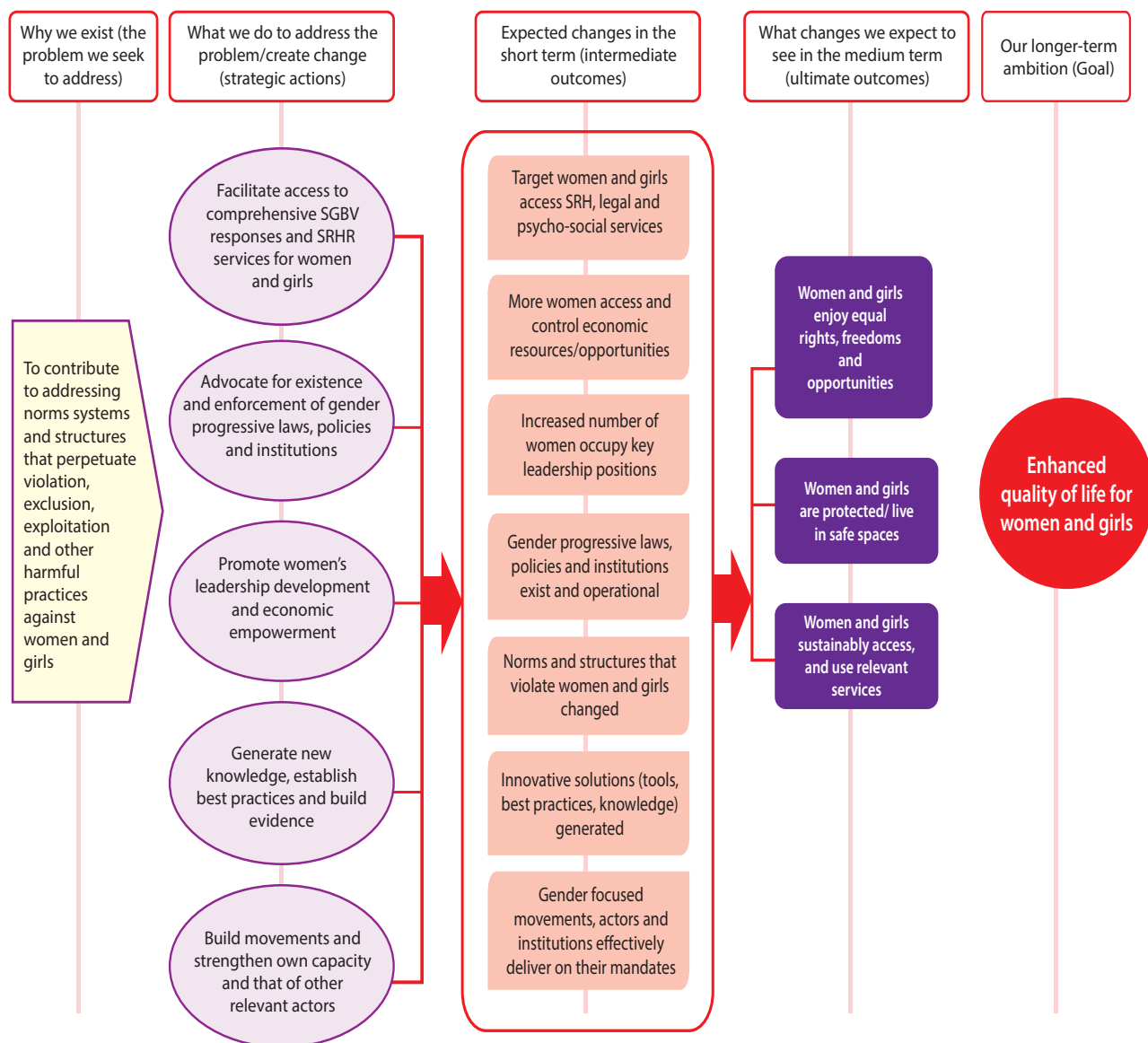


Figure 1: Schematic Representation of COVAW Theory of Change





Display of finished products under the Girl Advocacy Alliance in Kwale County

SECTION 4:

INTERVENTIONS AND IMPLEMENTATION STRATEGIES

4.1 Overview

This section presents COVAW's objectives and broad strategic interventions. The interventions in each strategic area of focus are organised around the four overall strategies adopted by COVAW, namely: Advocacy, Capacity Development, Movement Building and Service Delivery.

An elaborate results framework (logical framework) has been developed to facilitate effective delivery, monitoring and evaluation of the results and interventions defined in this section of the plan. The same will be supported with detailed activities to be elaborated in annual implementation plans.

4.2 Focus Area 1: Access to Comprehensive SGBV and SRHR Services

Overview: This strategic pillar will focus on the increasing access to appropriate SGBV responses and life-saving SRHR services for women and girls. We will focus on addressing challenges of VAWG, stigmatisation and discrimination of users and providers of SRHR services, as well as growing cases of unsafe abortions and harmful practices such as CEFM, FGM and beading.

Overall objective: To enhance bodily self-determination and reduce VAWG by offering comprehensive/ integrated SGBV responses and SRHR services.



Strategic Interventions:

4.2.1 Advocacy

1. Build and share evidence on emerging issues on SRHR, VAWG and related violations.
2. Undertake campaigns against SGBV, harmful practices and retrogressive attitudes against women and girls.
3. Carry out campaigns towards greater awareness of SRHR and access and use of SRH services.
4. Advocate for greater prioritisation of SGBV and SRHR in both County and National Government planning and development processes.

4.2.2 Capacity Development

1. Strengthen women and girls' voice and agency on issues of SRHR, VAWG and other violations.
2. Document and share (new) knowledge and solutions (best practices, models and strategies).
3. Mobilise, organise and strengthen capacity of change agents on identified need areas.
4. Support existence of responsive media that promotes women and girls' rights and freedoms.

4.2.3 Movement Building

1. Support key actors to organise, analyse, learn, strategise and act on emerging issues on VAWG.
2. Establish, engage and provide leadership in strategic women's networks and movements.
3. Mobilise and strengthen a critical mass of progressive thinkers, Women's Human Rights Defenders (WHRD) and other relevant actors/change agents on VAWG and SRHR.



4.2.4 Service Delivery

1. Facilitate comprehensive rehabilitation and redress for survivors of SGBV.
2. Provide direct legal advice and referral services to victims of SGBV and other violations.
3. Facilitate greater access to SRHR services to women and girls.

4.3 Focus Area 2: Women and Girls' Economic Empowerment

COVAW acknowledges that greater economic empowerment of women and girls will enable them and their families to achieve greater independence and power. We seek through this pillar, to strengthen women and girls' position as key economic actors. This has been identified as one way of reducing their exploitation, marginalisation and vulnerability. This will be done by addressing the main barriers to their inclusion and active participation in key economic processes and structures.

Overall objective: To enable women and girls to have greater and equal access and control over economic resources, opportunities and assets.

Strategic Interventions:

4.3.1 Advocacy

1. Advocate for inclusion and participation of women and girls in available socio-political and economic processes, positions and spaces; as well as influence and shape debate on economic inclusion.
2. Support women and girls' access to knowledge, assets and business opportunities.
3. Contribute to transformation of systems, structures and norms that limit women and girls' economic empowerment.



4.3.2 Capacity Building

1. Sensitise women and girls on existing economic rights and opportunities.
2. Strengthen women and girls' ability to meaningfully engage or benefit from public and private economic opportunities and processes.
3. Develop and scale up innovative solutions to women's economic empowerment.
4. Provide technical assistance to actors engaged in, or with a potential to support women and girls' economic empowerment.

4.4 Focus Area 3: Women's Leadership Development

This pillar responds to the prevailing low levels of occupation of key leadership and decision-making positions by women across different sectors and levels. COVAW through this pillar aims to put the leadership agenda at the centre of national dialogue and priorities. COVAW seeks to change views on women's leadership, catalyse access to opportunities, and mentor and position women and girls as key leaders at community, national and international levels.

Overall objective: To increase women and girls' occupation and meaningful participation in leadership processes at all levels across all sectors.

Strategic Interventions:

4.4.1 Advocacy

1. Advocate for full implementation of the CoK two-thirds gender rule at County and National levels.
2. Champion women and girls' inclusion in key decision-making processes, places and spaces.
3. Transform attitudes by communities, citizens and key actors towards women leadership.



4.4.2 Capacity Building

1. Strengthen the capacity of existing and potential women leaders.
2. Facilitate events/actions to increase visibility and celebration of successful women leaders.

4.4.3 Movement Building

1. Establish a critical mass of knowledgeable women (leaders) who can debate, analyse, strategize and address issues that affect women and girls' leadership.
2. Establish partnerships with strategic institutions for promotion of women and girls' leadership.

4.5 Focus Area 4: Access to Justice

While significant steps have been made to improve the responsiveness of Kenya's legal system and establish stronger safeguards to prevent VAWG, survivors of SGBV still face significant barriers in accessing justice. This often leads to re-traumatisation and heightened risk of further violence or death.

This pillar seeks to address challenges linked to limited access to information by women and girls about their rights, difficulty in obtaining legal services, as well as financial insecurities that affects their access to legal support, leading to difficulty in navigating court systems. These conditions reduce the effectiveness of the justice systems in preventing and providing redress for victims of SGBV.

Overall objective: To increase access to appropriate legal redress for victims and survivors of VAWG.



Strategic Interventions:

4.5.1 Advocacy

1. Undertake regular monitoring, research and analysis of the prevailing policy, legal and institutional contexts.
2. Contribute to inclusive legal, policy and institutional reforms at County and National levels.
3. Advocate for implementation of existing gender progressive laws, policies, treaties and protocols.

4.5.2 Capacity Building

1. Provide technical support to criminal justice actors, policy makers and other relevant duty bearers on women's human rights and entitlements.
2. Institute, enjoin and profile outcomes of strategic impact/public interest litigation cases on VAWG.
3. Establish and share best practices on SGBV litigation and case management.

4.5.3 Movement Building

1. Collaborate and coordinate efforts of actors engaged in facilitating access to justice for survivors of VAWG and other violations.

4.6 Focus Area 5: Institutional Development

This strategic pillar is inward-looking and will mainly focus on internal organisational well-being of COVAW. It seeks to build on existing organisational strengths while addressing emerging capacity gaps.



Overall objective: To enable COVAW consolidate its position as a dynamic, relevant, effective and resilient institution. It will focus on the following areas:

4.6.1 Marketing, Resources Mobilisation and Investments

Specific objective: To acquire and reserve sufficient resources for COVAW to operate sustainably.

Strategic Interventions:

1. Develop and operationalise a resource mobilisation strategy, policy and plan.
2. Strengthen the resource mobilisation capacity of COVAW staff and board.
3. Strengthen local resources generation and engage in assets building.
4. Invest in relationship building with key stakeholders and benefactors.
5. Develop and implement a marketing and communication strategy, policy and plan.
6. Undertake sustained traditional and digital media presence and campaigns.

4.6.2 Knowledge Management, Research and MERL

Specific objective: To generate, analyse, document and share quality data to aid programme planning, delivery, organisational learning, decision-making, visibility and accountability.

Strategic Interventions

1. Research and disseminate knowledge and information on topical VAWG concerns.
2. Support development and up-scaling of innovative and sustainable programme approaches or models.



3. Generate, document and disseminate best practices.
4. Further improve and fully operationalise the COVAW MERL system.
5. Establish and fully operationalise a Management Information System (MIS).

4.6.3 Internal Systems, Policies and Structures

Specific objective: To establish and maintain an internal environment that safeguards the integrity of COVAW processes and resources.

Strategic Interventions:

1. Establish and continually improve automated systems for Finance, Human Resource and Administration.
2. Develop and regularly review organisational policies, procedures and systems.
3. Enforce appropriate internal controls and oversight and compliance mechanisms.
4. Continually support and invest in staff development.
5. Align the organisation structure to changes in the strategy.





COVAW staff at the Feminist Principles Training, Kwale County

SECTION 5:

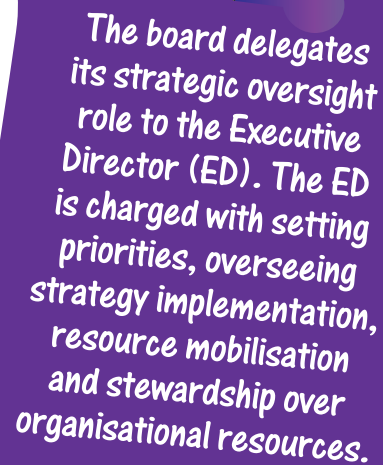
MANAGEMENT AND GOVERNANCE

5.1 Implementation Structure

The Board of Directors (BoD) is the highest governing body of COVAW and is charged with providing strategic and policy direction as well as oversight over the strategic, financial, operational and programme matters. The board has two standing committees, namely: Programmes and Finance committees. However, on needs basis, they constitute ad hoc board committees.

The board delegates its strategic oversight role to the Executive Director (ED). The ED is charged with setting priorities, overseeing strategy implementation, resource mobilisation and stewardship over organisational resources.

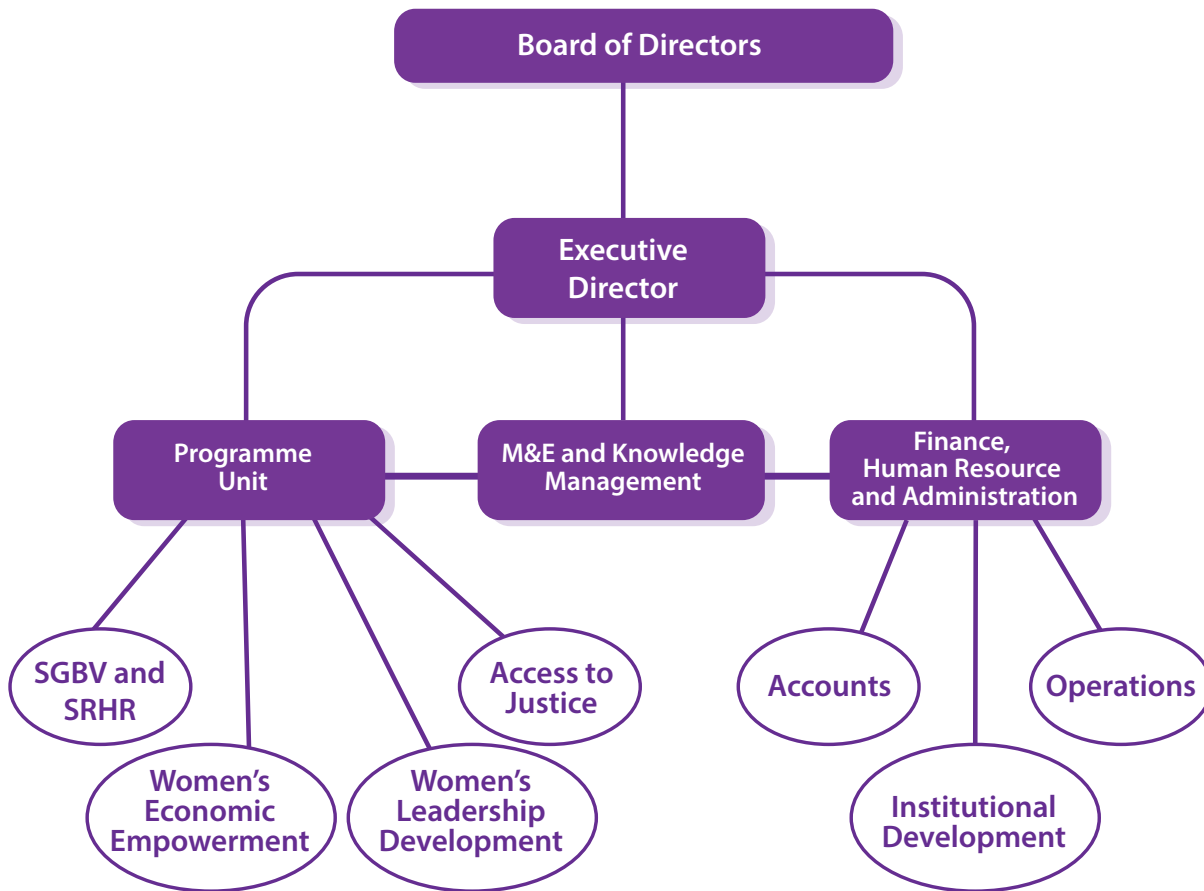
COVAW has a management team comprising the ED and senior managers. The management team is responsible for overseeing the day to day operations of COVAW's programmes, finance, human resource and administration.



The board delegates its strategic oversight role to the Executive Director (ED). The ED is charged with setting priorities, overseeing strategy implementation, resource mobilisation and stewardship over organisational resources.



5.2 Organisational Structure



COVAW has clear policies and procedures that facilitate delivery of its programmes across the organisational structure.

Figure 2: COVAW Organisational Structure



ANNEX 1: LOGICAL FRAMEWORK FOR THE COVAW STRATEGIC PLAN 2018-2023

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	MEANS OF VERIFICATION	ASSUMPTIONS
STRATEGIC FOCUS AREA 1: ACCESS TO COMPREHENSIVE SGBV AND SRHR SERVICES			
Outcome 1: Increased bodily self-determination and reduced cases of VAWG.	<ol style="list-style-type: none"> Reduction in SGBV cases and other violations against women and girls in COVAW operational areas. Increase in the number of women and girls using SRHR services. 	<ol style="list-style-type: none"> Evaluation reports Annual reports Other actors' reports 	<ol style="list-style-type: none"> SGBV and SRHR remains a priority issue. Good collaboration amongst key actors.
Strategic Interventions			
Advocacy <ol style="list-style-type: none"> Build and share evidence on emerging issues on SRHR, VAWG and related violations. Undertake campaigns against SGBV, harmful practices, and attitudes against women and girls. Undertake awareness campaigns on SRHR and access and use of SRH services. Advocate for greater prioritisation of SGBV and SRHR in County and National planning processes. 	<ol style="list-style-type: none"> Number of cases in which evidence is built and shared. Number of campaigns carried out. Number and nature of campaigns carried out. Number of advocacy campaigns towards prioritisation of SGBV and SRHR in County and National planning processes. 	<ol style="list-style-type: none"> Annual reports Campaign materials Observation Key documentation Research reports 	<ol style="list-style-type: none"> Good collaborations among actors, both State and Non-State. Adequate State and other actors' commitment towards addressing VAWG, SRHR and other violations against women and girls. Change attitude by the public and key actors. Conducive political environment.
Capacity Building <ol style="list-style-type: none"> Strengthen women & girls' voice and agency on issues of SRHR, VAWG and other violations. Document and share (new) knowledge and solutions (best practices, models, strategies). Mobilise, organise and strengthen capacity of change agents on identified need areas. Support existence of responsive media to promote women and girls' rights and freedoms. 	<ol style="list-style-type: none"> Number of women/ girls strengthened on SRHR and VAWG. Number of cases of documented knowledge SGBV, SRHR and other violations against women and girls. Number of progressive change agents strengthened. Number of cases where media is responsive and promoting women and girls' rights and freedoms. 	<ol style="list-style-type: none"> Training reports Annual/ program reports Documentation Media reports/ pieces Other actors' reports 	<ol style="list-style-type: none"> The developed policies and platforms will be utilised to enhance service delivery.



NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	MEANS OF VERIFICATION	ASSUMPTIONS
Movement Building <ol style="list-style-type: none"> 1. Support key actors to organise, analyse, learn, strategise and act on emerging issues on VAWG. 2. Establish, engage and provide leadership in strategic women's networks and movements. 3. Support establishment of critical mass of WHRD, progressive thinkers and other key actors. 	<ol style="list-style-type: none"> 1. Number of supported key actors. 2. Number of strategic women's movements established, engaged with, or offered leadership support. 3. Number progressive thinkers, WHRD and other key actors on VAWG and SRHR supported. 	<ol style="list-style-type: none"> 1. Annual reports 2. Workshop reports 3. Evaluation reports 	
Service Delivery <ol style="list-style-type: none"> 1. Facilitate comprehensive rehabilitation for survivors of SGBV and other violations. 2. Provide direct legal advice and referral services to victims of SGBV and other violations. 3. Facilitate access to SRHR services to women and girls. 	<ol style="list-style-type: none"> 1. Number of survivors of SGBV and other violations receiving comprehensive rehabilitation. 2. Number of victims of SGBV and other violations receiving direct legal advice and referral services. 3. Number of women and girls accessing SRHR services. 	<ol style="list-style-type: none"> 1. Annual reports 2. Evaluation reports 3. Other actors' reports 	
STRATEGIC FOCUS AREA 2: WOMEN'S ECONOMIC EMPOWERMENT			
Outcome 2: Women to have greater and more equal access to, and control over economic resources, opportunities and assets.	<ol style="list-style-type: none"> 1. Number of supported women and girls that report increased access and control over economic resources. 2. Number of supported women that who have increased their net incomes. 		<ol style="list-style-type: none"> 1. Conducive operating context. 2. Thriving/growing economy.
Strategic Interventions			
Advocacy <ol style="list-style-type: none"> 1. Undertake advocacy initiatives on inclusion of women in key socio-political and economic spaces. 2. Support initiatives that increase women's access to, and control over productive assets. 3. Support actions that help to transform structures that limit women's economic wellbeing. 	<ol style="list-style-type: none"> 1. Number of advocacy initiatives on women's economic inclusion. 2. Number of supported initiatives that increase women's access to economic resources. 3. Number of supported and undertaken actions that transform structures that limit women's economic wellbeing. 	<ol style="list-style-type: none"> 1. Programme reports 2. Individual intervention reports 3. Reports of other actors 	<ol style="list-style-type: none"> 1. Community embraces women empowerment initiatives. 2. Economy thrives and has a positive growth.



NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	MEANS OF VERIFICATION	ASSUMPTIONS
Capacity Building <ol style="list-style-type: none"> 1. Sensitise women and girls in target areas on existing economic rights and opportunities. 2. Strengthen the ability of women to meaningfully engage and benefit from public and private economic opportunities and processes. 3. Develop and scale up innovative solutions to women's economic empowerment. 4. Provide Technical Assistance to actors who are engaged in or are able to support women economic empowerment. 	<ol style="list-style-type: none"> 1. Number of sensitised women and girls. 2. Number of women supported to meaningfully engage in public economic processes and opportunities. 3. Number of developed and scaled up innovative models. 4. Number of actors receiving Technical Assistance from COVAW. 	<ol style="list-style-type: none"> 1. Annual reports 2. Evaluation reports 3. Technical assistance/ Capacity development reports 4. Documented models 	<ol style="list-style-type: none"> 3. Conducive environment exists for women to thrive economically. 4. Other actors willing to scale up or replicate models or approaches developed.
STRATEGIC FOCUS AREA 3: WOMEN'S LEADERSHIP DEVELOPMENT			
Outcome 3: Increased women's occupation of, and participation in leadership processes at all levels across all sectors.	<ol style="list-style-type: none"> 1. Number of supported actors that occupy key leadership positions across sectors and all levels. 2. Number of supported women leaders that are involved in key decision-making process. 	<ol style="list-style-type: none"> 1. Evaluation reports 2. Annual reports 3. Other actors' reports 	<ol style="list-style-type: none"> 1. Women are willing to take up key leadership positions.
Strategic Interventions			
Advocacy <ol style="list-style-type: none"> 1. Advocate for full implementation of the CoK two-thirds gender rule in target institutions. 2. Undertake initiatives to champion inclusion of women in key decision-making processes and places. 3. Lobby for key actions to transform communities' and key actors' attitudes on women leadership. 	<ol style="list-style-type: none"> 1. Number of institutions implementing the two-thirds gender rule at county and national levels. 2. Number of initiatives seeking to increase participation of women in key decision-making processes and places. 3. Number and nature of actions to transform communities' and key actors' attitudes towards women leadership. 	<ol style="list-style-type: none"> 1. Annual reports 2. Evaluation reports 	<ol style="list-style-type: none"> 1. State responsiveness. 2. Conducive political environment. 3. Cooperation from different actors. 4. Willingness of women to take up leadership positions.
Capacity Building <ol style="list-style-type: none"> 1. Strengthen the capacity of existing and potential women leaders. 2. Facilitate events and actions to increase visibility of, and celebration of successful women leaders. 	<ol style="list-style-type: none"> 1. Number of strengthened women leaders. 2. Number of events and actions for enhancing visibility and celebrating successful women leaders. 	<ol style="list-style-type: none"> 1. Annual reports 2. Event reports 3. Media reports 	



NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	MEANS OF VERIFICATION	ASSUMPTIONS
Movement Building <ol style="list-style-type: none"> 1. Establish a critical mass of knowledgeable women (leaders) who can debate, analysis, strategise and address issues that affect women's leadership. 2. Establish partnerships with strategic institutions for promotion of women's leadership. 	<ol style="list-style-type: none"> 1. Number of civic groups and women leaders undertaking debate, analysis, strategising and addressing women's leadership. 2. Number of strategic partnerships developed. 	<ol style="list-style-type: none"> 1. Annual reports 2. Evaluation reports 3. Reports of other actors 	
STRATEGIC FOCUS AREA 4: ACCESS TO JUSTICE			
Outcome 4: Increased access to appropriate legal redress for victims and survivors of VAWG.	<ol style="list-style-type: none"> 1. Increase in VAWG survivors' and victims' accessing appropriate quality and timely legal services. 2. Increase in reporting of VAWG cases. 	<ol style="list-style-type: none"> 1. Evaluation reports 2. Annual reports 3. Other actors' reports 	
Strategic Interventions			
Outputs (Advocacy) <ol style="list-style-type: none"> 1. Undertake relevant research and analysis of the policy, legal and institutional context. 2. Contribute to inclusive reforms of laws policies or institutions at county and national level. 3. Advocate for implementation of gender progressive laws, policies, treaties/ protocols. 	<ol style="list-style-type: none"> 1. Number of researches and analysis undertaken. 2. Number of laws, policies or institutions reformed with COVAW's inputs. 3. Number of gender progressive laws, policies, treaties and protocols implemented with the support of COVAW. 	<ol style="list-style-type: none"> 1. Annual reports 2. Evaluation reports 3. Other actors' reports 4. Documented cases 	<ol style="list-style-type: none"> 1. Good collaborations amongst actors. 2. State and key institutions cooperate. 3. Other actors willing to scale up or replicate models or approaches developed.
Outputs (Capacity Building) <ol style="list-style-type: none"> 1. Offer technical assistance to criminal justice actors, policy makers and other relevant duty bearers on women's human rights and entitlements. 2. Institute, enjoin or profile outcomes of strategic impact or of public interest litigation cases on VAWG. 3. Establish and share best practices on litigation and case management. 	<ol style="list-style-type: none"> 1. Number of actors receiving technical assistance. 2. Number of strategic impact or public interest litigation cases on VAWG enjoined, instituted or profiled. 3. Number of best practices on litigation and case management established and shared. 	<ol style="list-style-type: none"> 1. Annual reports 2. Evaluation reports 3. Other actors' reports 4. Documented cases 	



NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	MEANS OF VERIFICATION	ASSUMPTIONS
Outputs (Movement Building) 1. Collaborate and coordinate efforts of actors engaged in facilitating access to justice for survivors of VAWG and other violations.	1. Number of linkages formed to facilitate access to justice for VAWG survivors.	1. Annual programme reports	
STRATEGIC FOCUS AREA 5: INSTITUTIONAL DEVELOPMENT			
Outcome 5: COVAW consolidates its position as a dynamic, relevant, effective and resilient institution'.	1. At least 90% of set targets in this strategy are realised. 2. COVAW resource base increased by at least 25% annually.	1. Annual reports 2. Audited accounts 3. Evaluation reports	1. Leadership support. 2. Conducive funding environment.
Strategic Interventions			
Outputs (Marketing, Resource Mobilisation) 1. Develop and operationalise a resource mobilisation strategy, policy and plan. 2. Strengthen the resource mobilisation capacity of COVAW staff and board. 3. Strengthen local resources generation and engage in assets building. 4. Invest in relationship building with key stakeholders and benefactors. 5. Develop and implement a marketing and communication strategy, policy and plan. 6. Undertake sustained media presence and campaigns.	1. Status and extent of operationalisation of the resource mobilisation strategy and plans. 2. Number and nature of staff and board capacity development on resource mobilisation. 3. Levels of locally generated resources or own assets generation. 4. Quality of relations between COVAW and partners. 5. Status and extent of operationalisation of COVAW marketing and communication strategy. 6. Extent of visibility of the organisation.	1. Respective strategy and policy documents 2. Audited accounts 3. Annual reports 4. Developed proposals 5. Key correspondences 6. MoUs and contracts with partners	1. Favourable operating environment for CSOs. 2. There is adequate capacity within COVAW. 3. Cooperation by staff and board. 4. Adequate resources exist. 5. Change to new structure not disruptive.
Knowledge Management, Research, MERL 1. Research and disseminate knowledge and information on emerging VAWG concerns. 2. Support development or scale up of innovative programme approaches or models. 3. Generate, document and disseminate best practices.	1. Number of research undertakings undertaken on VAWG. 2. Number of innovative models in addressing VAWG developed and or scaled up. 3. Number of cases, instances and nature of documented and disseminated best practices.	1. Annual reports 2. Research papers 3. Various documentation 4. Applicable systems	



NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	MEANS OF VERIFICATION	ASSUMPTIONS
4. Further improve and fully operationalise the COVAW MERL system. 5. Establish and fully operationalise a Management Information System (MIS).	4. Existence of an operational MERL system. 5. Existence of an operational MIS system.		
Internal Systems, Policies and Structures 1. Establish and continually improve automated systems for finance, human resource and administration. 2. Develop and regularly review organisational policies, procedures and systems. 3. Enforce appropriate internal controls, oversight and compliance mechanisms. 4. Invest in staff and leadership development. 5. Review the structure to align with changes in strategy.	1. Existence of automated systems for processing of funds. 2. Type of organisational policies and procedure in place. 3. Nature of strengthened financial assurance and internal controls. 4. Nature of HRM elements strengthened. 5. Existence of an updated organisation structure.	1. Policy documents 2. Audited accounts 3. Annual reports	







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