

Strategic Plan

2024 - 2028



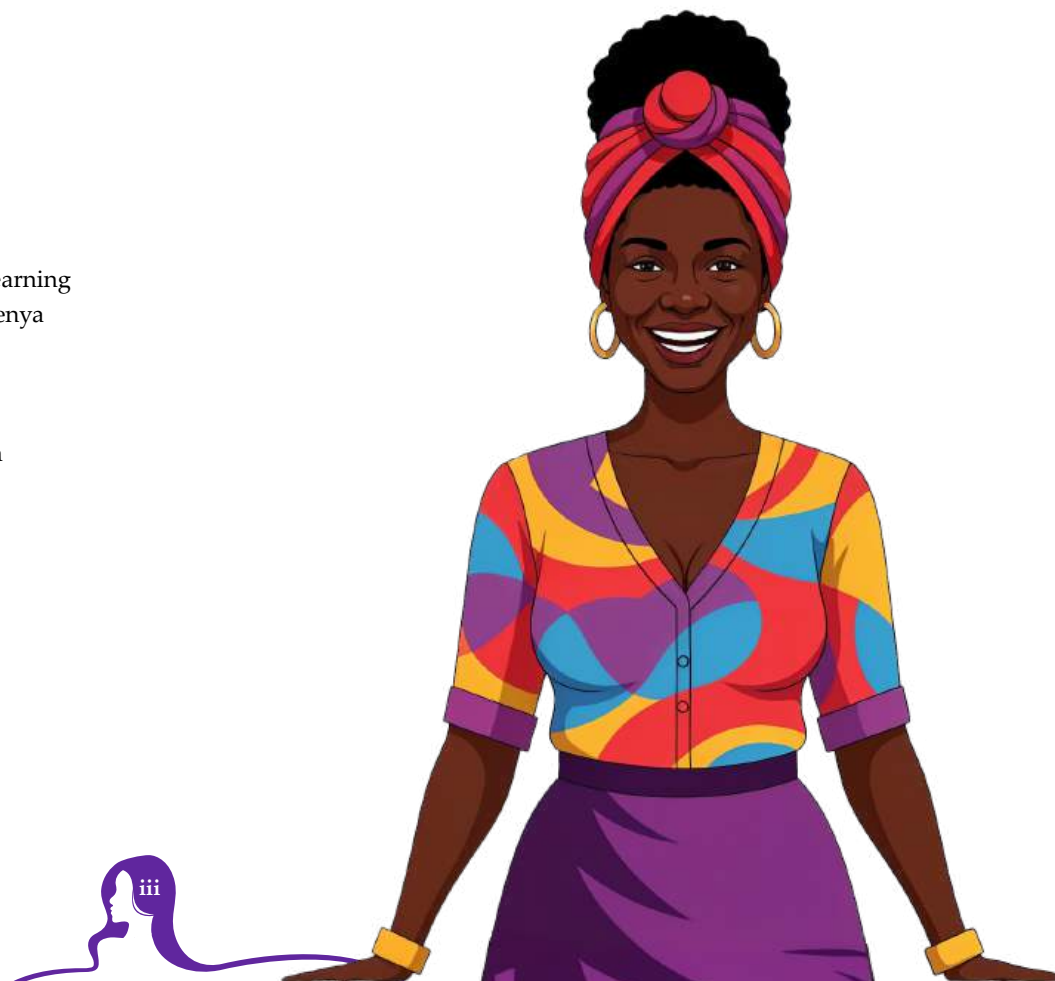
Unwavering Commitment
Making Gender Equality a Reality in Kenya.

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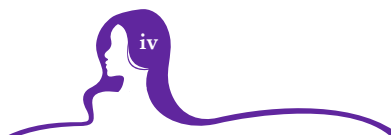
List Of Abbreviations

AIDS	Acquired Immune-Deficiency Syndrome
BPfA	Beijing Declaration and Platform for Action
CBO	Community Based Organisation
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CGTWG	County Gender Technical Working Group
CoK	Constitution of Kenya
COVAW	Coalition on Violence Against Women
ERP	Enterprise Resource Planning
ESGBV	Electoral Sexual Gender-Based Violence
FGM	Female Genital Mutilation
FP	Family Planning
GTA	Gender Transformative Approaches
HIV	Human Immunodeficiency Virus
IPV	Intimate Partner Violence
MEAL	Monitoring Evaluation, Accountability, and Learning
NACONEK	National Council for Nomadic Education in Kenya
SDG	Sustainable Development Goals
SGBV	Sexual and Gender Based Violence
SRHR S	Sexual and Reproductive Health and Rights
TAVAW	Technology-Assisted Violence Against Women
VAC	Violence Against Children
VAWG	Violence Against Women and Girls
WEE	Women's Economic Empowerment
WEF	Women Enterprise Fund
WiLDAF	Women in Law and Development in Africa
UDHR	Universal Declaration of Human Rights
UNCRC	UN Convention on the Rights of the Child
YEDF	Youth Enterprise Development Fund



Glossary

Child Marriage:	Child marriage refers to any formal marriage or informal union between a child under the age of 18 and an adult or another child.
Gender-based violence:	Gender-based violence (GBV) is an umbrella term for any harmful act that is perpetrated against a person's will and that is based on socially ascribed (i.e., gender) differences between males and females. It includes acts that inflict physical, sexual or mental harm or suffering, threats of such acts, coercion, and other deprivations of liberty. These acts can occur in public or in private.
Gender-based violence service provider:	An organisation or institution offering specific services for GBV survivors, such as health services, psychosocial support, shelter, legal aid, safety/security services, etc.
Human trafficking:	Trafficking in persons is defined as the recruitment, transportation, transfer, harbouring or receipt of persons by means of the threat or use of force or other forms of coercion, abduction, fraud, deception, abuse of power, or of a position of vulnerability, or of the giving or receiving of payments or benefits to achieve the consent of a person having control over another person, for the purposes of exploitation. Women and children are particularly vulnerable to trafficking practices .
Sexual Exploitation, Abuse and Harassment (SEA/H):	Sexual exploitation is any actual or attempted abuse of a position of vulnerability, differential power or trust for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another. ⁴
Sexual Abuse:	This is the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions.
Sexual Harassment:	Any unwelcome sexual advances, request for sexual favors, and other verbal or physical conduct of a sexual nature.



Foreword

Since its founding in 1995, the Coalition on Violence Against Women (COVAW) has been a dedicated advocate for the rights and dignity of women and girls in Kenya. It was established to address the persistent issue of violence against women and girls, as well as the limited representation of women in leadership. Over the years, the organisation has remained steadfast in its mission to promote a society where every woman and girl can live a violence-free and inclusive society without discrimination.

Rooted in advocacy, capacity development, and service delivery, COVAW works in close collaboration with communities and like-minded stakeholders. Its efforts are guided by the core values of integrity, dignity, courage, solidarity, and inclusion.

As we unveil COVAW's 2024-2028 Strategic Plan, it is imperative to acknowledge the challenges faced by women and girls in Kenya. Sexual and gender-based violence, systemic inequalities, and cultural conservatism persist, demanding bold and transformative action. Our work is grounded in key national and international frameworks that have shaped our approach. These include the Constitution of Kenya (2010), which provides a framework for addressing gender equality in the country as well as the Sustainable Development Goal 5, which promotes gender equality. Additionally, our efforts align with national gender priorities and relevant international and regional instruments on women's rights, ensuring our strategy is comprehensive and rooted in global commitments to women's empowerment.

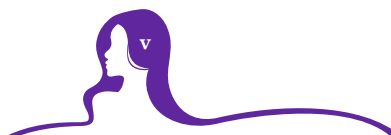
Building on past achievements, this plan aims to drive legal reforms and gender-transformative approaches that place women and girls at the heart of sustainable development. COVAW is committed to delivering on 4 key focus areas:

1. Prevention, mitigation, and response to Sexual and Gender-Based Violence (SGBV)
2. Access to comprehensive sexual and reproductive health and rights
3. Access to justice, including legal, climate, economic, and gender justice
4. Women's leadership and governance

As we embark on this journey, we remain committed to ensuring that women and girls in Kenya live in a violence-free and inclusive society. We invite our stakeholders to join us in this endeavour.

Dr. Fatma Ahmed Ali
Chair, Board of Directors

Fridah Wawira Nyaga
Ag. Executive Director



Executive Summary

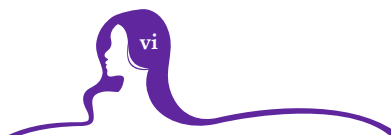
This Strategic Plan outlines COVAW's priorities and actions for the period 2024 to 2028. It is guided by the vision of a violence-free and inclusive society where women and girls thrive. COVAW operates across eight counties in Kenya, with plans to extend its presence to humanitarian settings and other East African countries. COVAW will pursue this vision by championing a society where the social, economic, political, and cultural rights of women and girls are respected and they are free from all forms of violation and discrimination.

COVAW successfully implemented the 2018-2023 Strategic Plan, amidst various challenges, including those posed by COVID-19 pandemic. The organisation displayed adaptability and resilience by leveraging on partnerships to address the increased cases of violence against women and girls. It has continually invested in amplifying women's voices and supporting conversations on promoting women's and girls' rights. The organisation spearheaded the development and review of laws and policies at national and county levels related to Sexual and Gender Based Violence. The institution also challenged the constitutionality of section 146 of the Penal Code through a petition, and the section was amended.

COVAW factored in lessons learnt, changes in the operating environment and emerging development issues in preparation of this Strategic Plan. The organisation will focus more on an Intersectional Approach in its future activities by acknowledging that everyone has their own unique experiences of discrimination and oppression. Women and girls face challenges of sexual and gender-based violence because of vulnerability

resulting from poverty, disability, cultural practices and identity as well in their efforts to access economic opportunities and political positions. The organisation recognises that it is the voices of marginalized women that are often marginalized and so will purposefully ensure diversity in its own leadership and team while working in solidarity with grassroots women groups and Community Based Organisations who focus on marginalised women and girls in their communities. This means each of COVAW projects and initiatives will consider issues of intersectionality, and a range of diverse women and girls, and their needs and priorities.

COVAW will strategically enhance its efforts to mitigate, prevent, and respond to emerging forms of gender-based violence. They include technology facilitated gender-based violence (TFGBV), femicide and climate-induced violence, recognizing their increasing prevalence and complex impacts on women and girls. This commitment underscores our adaptive approach to evolving GBV landscapes, ensuring our interventions remain relevant and impactful.



The organization recognizes that gender equality is intrinsically linked to sexual and reproductive health and rights (SRHR), but discriminatory systems and norms deny women and girls access to lifesaving SRHR information and services. It is against that backdrop that the organization plans more efforts to contribute to the delivery of Sustainable Development Goals and will continue to undertake its programming to address discriminatory legislation, policies, institutions, norms and stereotypes and attempt to challenge negative forces which prevent equal distribution of power and resources for women and girls to thrive.

The organisational strategic focus areas for the next five years are: Prevention, mitigation, and response to Sexual and Gender-Based Violence (SGBV); Access to Comprehensive Sexual and Reproductive Health and Rights Services, Access to Justice (Legal, Climate change, Economic and Gender Justice) and Women's Leadership and Governance.

These focus areas will be addressed with support from development partners and in solidarity with grassroots women who are movement builders and rights defenders.

The governance structure, comprising a diverse and skilled Board and an efficient management team led by the Executive Director, provides the foundation for implementing this plan.

The budget of **implementing this Strategic Plan is**

Ksh 535 Million

The Strategic Plan also prioritizes financial sustainability through resource diversification, private sector engagement, and the establishment of a consultancy arm to generate income.

To achieve its goals, COVAW will invest in organisational strengthening through process automation, enhancing operational efficiency and capacity building of staff. Monitoring and evaluation (M&E) framework will ensure timely tracking of progress, while risk management processes will address potential challenges. This Strategic Plan reflects COVAW's commitment to proactively champion the rights of women and girls.



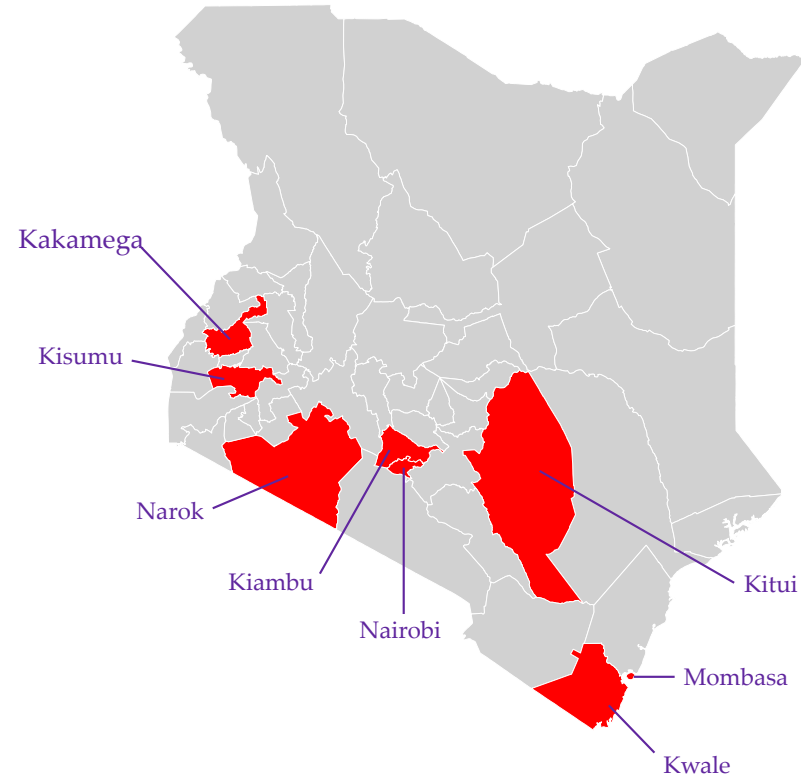
1 Introduction

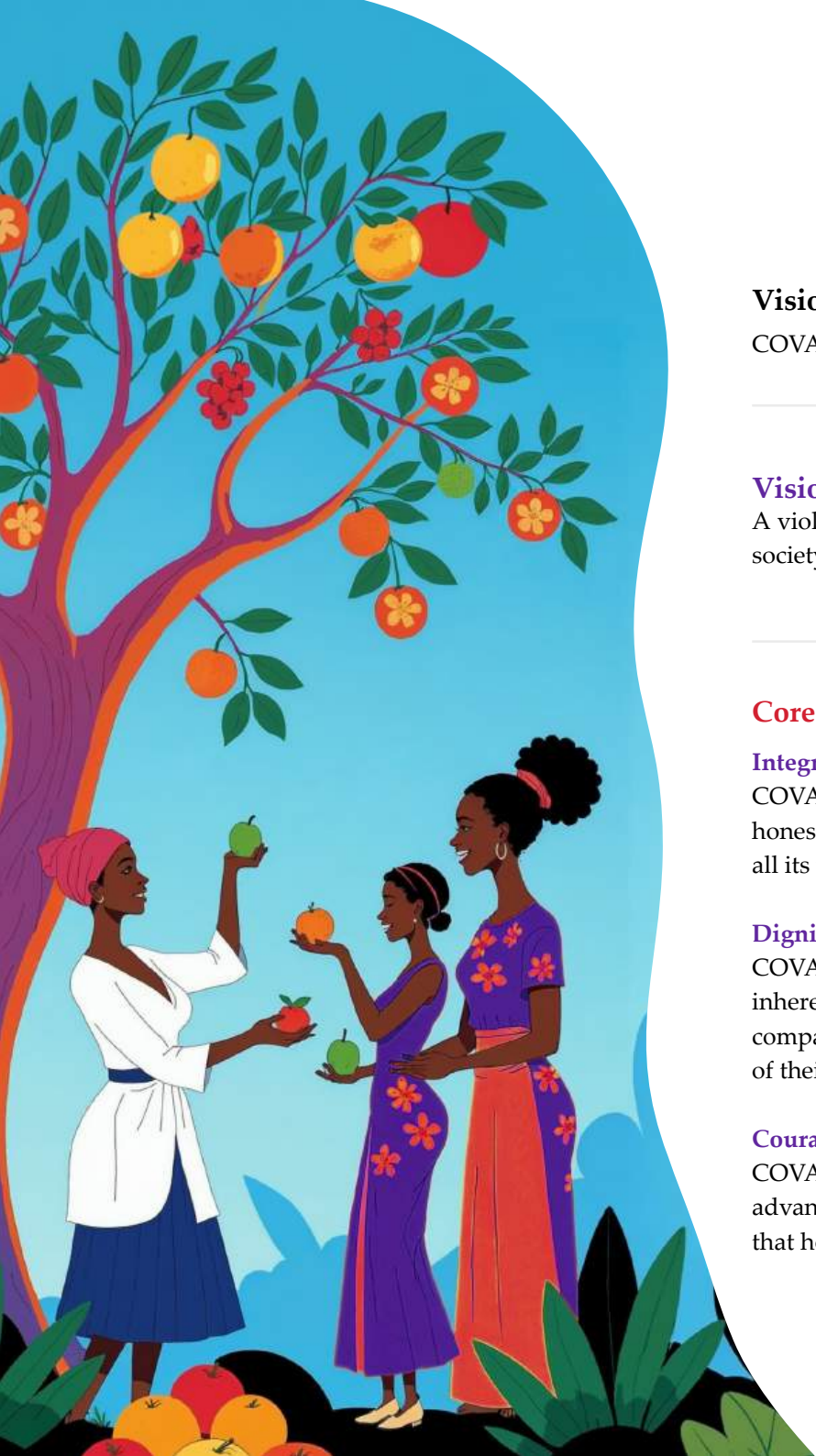
“ Organisational Background

The Coalition on Violence Against Women (COVAW) is a national Kenyan not-for-profit women's rights organisation founded in 1995 as a response to the silence of the Kenyan society in addressing Violence Against Women and Girls (VAWG). COVAW was conceptualized during a workshop held by Women in Law and Development in Africa (WiLDAF), which identified 2 critical gaps: Violence Against Women and Girls, and the under-representation of women in leadership and decision-making positions.



COVAW has ongoing projects in:





Vision & Mission

COVAW will be guided by the following vision, mission and core values.

Vision

A violence-free and non-discriminative society where women and girls thrive.

Mission

To proactively champion the rights of women and girls to live free from all forms of violence and discrimination

Core Values

Integrity

COVAW upholds the highest standards of honesty, transparency, and accountability in all its work.

Solidarity

COVAW stands with women, girls, communities, and partners in the pursuit of equity, justice, and dignity.

Dignity

COVAW affirms that every person has inherent worth and must be treated with compassion, fairness, and respect, regardless of their background or circumstances.

Inclusion

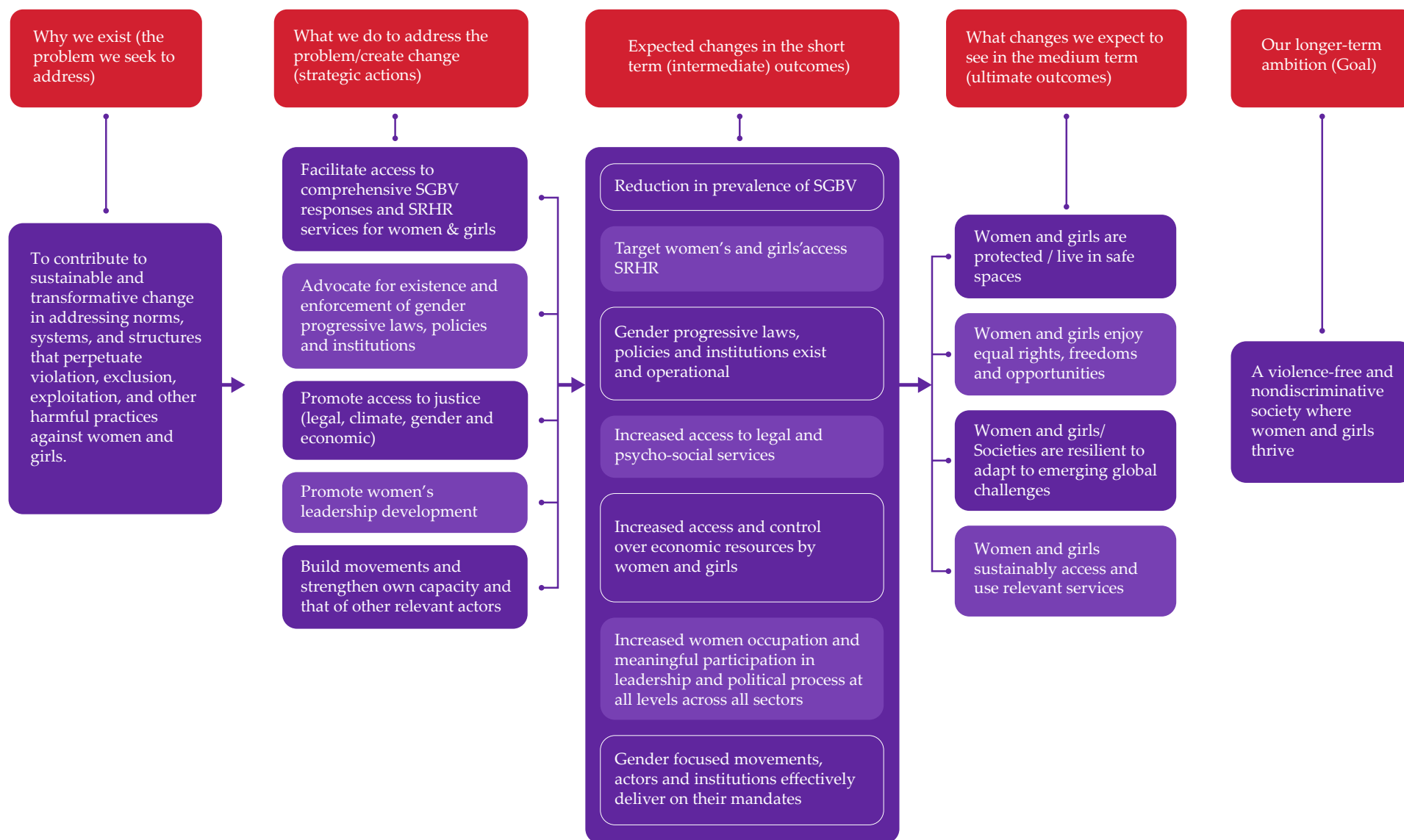
COVAW believes that every individual's perspective and voice is of significance.

Courage

COVAW takes bold, deliberate action to advance gender justice and challenge systems that hold women and girls back.



Figure 1. Theory of Change



Organisational Track Record

COVAW successfully implemented its 2018–2023 Strategic Plan. Key highlights from each strategic focus area are summarized in the following subsections.

a) Access to comprehensive sexual and gender-based violence and sexual and reproductive health and rights services

Since its establishment in 1995, COVAW worked to promote the rights and freedoms of women and girls by addressing harmful traditional practices such as FGM, child and forced marriage, domestic violence, defilement and rape, commercial sexual exploitation of children, and child trafficking. To address these issues, COVAW facilitated safe, non-judgmental community dialogues to strengthen SGBV prevention; conducted research to generate evidence that informed programming (e.g., medicalisation of FGM); provided pro bono legal aid services to survivors; and referred survivors to other essential GBV services. COVAW amplified women's voices and supported public dialogue on SGBV and SRHR through radio, social media, and other platforms. The organisation also supported survivors who reached out via its toll-free line by providing referrals and legal assistance.

COVAW contributed to the development and adoption of several gender-responsive policy frameworks. In 2022, Narok County enacted two such policies: the Narok County Female Genital Mutilation Policy and the Gender Policy. COVAW played a central role as a member of the County Gender Technical Working Group (GTWG), which facilitated their adoption.

b) Women's economic empowerment

COVAW implemented various initiatives to economically empower women and girls. One such programme was the Girls Advocacy Alliance, which focused on expanding access to decent employment for vulnerable young women and protecting girls from sexual exploitation, including child marriage, transactional sex, and trafficking, in Kisumu, Kwale, and Nairobi counties.

Other projects that were implemented focused on mitigating the effects of COVID-19 on vulnerable people, particularly women, such as the Inua Mama Jenga Jamii project. Female-headed households received food packs, while women-led businesses were supported with kits to help sustain their operations during the pandemic. To further address the effects of the pandemic, COVAW implemented cash transfer programs targeting women in the informal settlements of Nairobi and Kwale County.

In collaboration with Humanity and Inclusion's Making It Work programme, COVAW assessed the economic exclusion of women in Nairobi's informal settlements. Further, the organization engaged the youth, social development officers, as well as other county staff, to inform community members about existing funds/grants at the county level.

c) Women's leadership development

COVAW played a leading role in promoting women's leadership by encouraging their participation in decision-making processes at all levels. One of the key strategies used was lobbying and policy engagement. A project in Kwale County targeted vulnerable women by strengthening their capacity to participate in public forums and influence gender-responsive budgeting processes. This initiative was key in equipping women with the skills and knowledge needed to engage with their leaders at the ward and county levels and ensure these duty-bearers were held accountable.



d) Access to justice

Over the years, COVAW played a leading role in promoting access to justice for vulnerable and marginalised groups by providing pro bono legal aid services. It undertook strategic litigation through a nationwide network of advocates. COVAW filed a petition challenging the constitutionality of section 146 of the Penal Code that referred to persons with disabilities as idiots and imbeciles. COVAW also conducted a study titled *Delayed. Denied.* which examined legal and administrative bottlenecks hindering the delivery of justice for survivors of sexual and gender-based violence in Kenya.



e) Institutional development

Internally, COVAW undertook several initiatives to strengthen its operations. For example, the organisation developed a resource mobilisation strategy to enhance its fundraising efforts. A communications strategy for the period 2020–2023 was also developed to strengthen COVAW's communication and advocacy efforts, and to guide the dissemination of its 2018–2023 Strategic Plan. Additional policies that were developed included safeguarding and whistle-blowing frameworks. Staff capacity was strengthened in key areas including finance and management, resource mobilisation, and monitoring and evaluation.



Methodology & Strategic Plan Development Process

The Strategic Plan was prepared through an extensive participatory process that involved COVAW's Board, management, staff and other key stakeholders. Specifically, the following methodology was used:



1

Documents review;

2

Interviews with COVAW Board of Directors, management and staff and other key stakeholders;

3

First workshop with the staff and management aimed at reviewing the past performance and developing the new Strategic Plan;

4

Preparation of draft strategic plans, presentation of the Draft Strategic Plan to the staff and management;

5

A validation meeting with Board, management and management

6

Preparation of the Final Strategic Plan.



2

Context Analysis

Regulatory & Institutional Frameworks

Kenya has ratified and adheres to several international instruments that promote universal norms and standards to address inequality and discrimination. These include the Universal Declaration of Human Rights (1948), the Convention on the Elimination of All Forms of Discrimination against Women (1979), the Beijing Platform for Action (1995), the UN Convention on the Rights of the Child, and the Convention on the Rights of Persons with Disabilities (2007).

Kenya has been integrating Sustainable Development Goals in its national planning since 2016. Regionally, Kenya is party to several frameworks including the Maputo Protocol (2003), the Solemn Declaration on Gender Equality in Africa (2004), the Protocol of the International Conference on the Great Lakes Region, and the African Charter on the Rights and Welfare of the Child.

The Constitution of Kenya, 2010 has established a strong foundation for promoting gender equality and non-discrimination. It contains a progressive Bill of Rights that upholds the rights and entitlements of women. Article 10 outlines national values including human dignity, equity, social justice, inclusiveness, equality, human rights, non-discrimination, and protection of marginalized groups.

Kenya has enacted several laws to promote gender equality and prevent gender-based violence and discrimination. These include the Protection Against Domestic Violence Act (2015), Marriage Act (2014), Matrimonial Property Act (2013), Children Act (2022), Prohibition of Female Genital Mutilation Act (2011), Sexual Offences Act (2006), Law of Succession Act (2012), and the National Gender and Equality Act (2011, revised 2012). Kenya's development agenda, outlined in Vision 2030 and the Fourth Medium Term Plan (2023–2027), aims to build a globally competitive and prosperous nation with a high quality of life..



Sexual & Gender Based Violence

The 2022 Kenya Demographic and Health Survey (KDHS) report indicates that approximately 34% of women have experienced physical violence since the age of 15, while 13% have reported experiencing sexual violence at some point in their lives.



In 2022, men were identified as the primary perpetrators of violence in over 90% of reported cases. It is also estimated that a significant majority (95%) of aggressive behaviour, harassment, abusive language, and denigrating images in online spaces are directed at women, often originating from their male partners or former partners.

These instances of Technology Facilitated Gender-based Violence (TFGBV) encompass various forms, such as cyberbullying, online sexual harassment, sex trafficking, among others Kenya has enacted the Computer Misuse and Cybercrimes Act (2018) and the Data Protection Act (2019), both of which contain provisions relevant to combating online harassment against women. The high (82%) internet penetration rate in Kenya has played a role in the elevated instances of TFGBV.

In 2020, the prevalence of online gender-based violence in Kenya was 28% which included sexual harassment, offensive name calling, stalking and doxing. Among those affected, 16.8% of women reported being subjected to harassment lasting more than one month⁹. There exists knowledge gaps and the extent and impact of TFGBV, particularly concerning women and girls facing various forms of oppression¹⁰.



FGM/C is recognised as a violation of human rights and is deeply rooted in beliefs and cultural practices, especially in the African continent. Its prevalence generally increases with age: 9% of women aged 15–19 have undergone FGM compared to 23% of those aged 45–49.¹¹ Other factors such as poverty, lack of education, and certain ethnicity have been found to increase the risk of FGM¹². Long-term efforts have helped reduce the prevalence of FGM, though the practice persists in many communities.

The 2019 Violence Against Children (VAC) survey found that 25% of respondents aged 13–24 had experienced sexual violence, 46% physical violence, and 17% emotional violence. Additionally, children in Kenya are subjected to labour trafficking in sectors such as domestic work, agriculture, fishing, cattle herding, street vending, and forced begging—often perpetrated by traffickers.

Pandemics disproportionately affected women, children, the elderly, and individuals with lower economic status, highlighting gender-specific economic consequences. COVID-19 pandemic being the most recent global pandemic, had a devastating impact on GBV, exacerbating an already alarming situation. In Kenya, within the first two weeks of the pandemic, calls to the national GBV helpline surged by 300%¹³. During armed conflicts, natural disasters, and humanitarian emergencies, the ability to protect women and girls from GBV is significantly weakened.

The breakdown of support systems during crises increases both the prevalence and risks of violence against women and girls¹⁴. Similarly, women candidates often bear the brunt of Electoral Sexual Gender-Based Violence (ESGBV), experiencing gender stereotyping, online gender abuse, and sexual harassment that aim to deter their participation in politics¹⁵.

⁶ Kenya National Bureau of Statistics (2022). Demographic and Health Survey.

⁷ UN Women. (2019). Safe Digital Spaces: Protection of Women and Girls from Technological Violence.

⁸ Empowering young people to prevent digital gender-based violence in Kenya's elections. (2022). UNFPA.

⁹ Iyer, Nyamwire, & Nabulega. (2020). Alternate Realities, Alternate Internets African Feminist Research for a Feminist Internet. In Association for Progressive Communications (APC).

¹⁰ IREX. (2023). Technology Facilitated Gender-Based Violence as an Attack on women's Public Participation: Review of Global Evidence and Implications.

¹¹ Kenya Demographic and Health Survey 2022

¹² World Health Organisation. Female Genital Mutilation

¹³ BBC Africa Eye, (January 25, 2022). BBC Africa Eye investigates Kenya's disturbing rise in cases of gender-based violence

Sexual & Reproductive Health and Rights Services

Kenya's commitment to sexual and reproductive health and rights (SRHR) is reflected in its endorsement of national, regional, and international human rights instruments, including the 1995 Beijing Platform for Action and the 1993 United Nations Declaration on the Elimination of Violence against Women. Despite the considerable progress in SRHR, challenges persist, including a lack of awareness among women and girls about crucial SRHR topics, such as menstruation, contraception, safe abortion, and sexual gender-based violence.

The risk of unintended pregnancy in Kenya remains high, largely due to incorrect or inconsistent contraceptive use among the approximately 4.9 million young women aged 15 to 24. In 2022, 12% of 15-19-year-olds became mothers, with most of them coming from poor backgrounds and with no education. Many of these young women would otherwise be enrolled in school or college to further their education and develop their skills. Early motherhood therefore negatively impacts their future participation in the economy. The maternal mortality ratio remains high at 342 deaths per 100,000 live births while neonatal mortality rate is 21 deaths per 1,000 live births¹⁶. Notably, 65% of women and girls in Kenya cannot afford sanitary pads, leading to instances where girls are pressured into transactional sex to obtain these products¹⁷. This increases the risk of unintended pregnancies and HIV/AIDS infections.



The 2010 Constitution of Kenya made explicit provision for abortion in cases of danger to the woman's life or health. This was a significant step forward in clarifying the legal and policy framework around abortion in Kenya¹⁸. However, women often resort to unsafe abortions due to a lack of awareness of what is legally available, limited trust in the health system, and concerns about the associated costs¹⁹.

¹⁴CARE. (2022). Gender-Based Violence in Emergencies Care Gender-Based Violence Guidance Note.

¹⁵Africanews, (Monday, August 8, 2023). Kenya: Right groups warn of violence against women during elections

¹⁶World Health Organisation, 2022, Kenya Country Profile

¹⁷Ministry of Health. (2019). Menstrual Hygiene Management Strategy, 2019-2024.

¹⁸Center for Reproductive Rights. (2020). A Decade of Existence Tracking Implementation of Article 26(4) of the Constitution

¹⁹Erick Kiprotich Yegon et al. Understanding abortion-related stigma and incidence of unsafe abortion: experiences from community members in Machakos and Trans Nzoia counties Kenya. Pan African Medical Journal. 2016;24:258. [doi: 10.11604/pamj.2016.24.258.7567]



Access to Justice - Legal, Climate Change, Economic & Gender Justice

Chapter Four of the Constitution of Kenya mandates the State to ensure access to justice for all, with any fees charged being reasonable and not obstructive. Although women and girls often face violence and discrimination, they continue to lack adequate access to legal justice, perpetuating cycles of human rights violations.²⁰ Access to justice is hindered by several factors: inadequate training for key stakeholders, limited financial resources, lengthy case processing, uncoordinated referral mechanisms, challenges in evidence collection and preservation, and insufficient psycho-social support for survivors in court.²¹ Persons with intellectual disability face unique challenges when accessing legal justice due to inadequate structures²².

Climate justice involves addressing climate change as both an environmental and social justice issue, with a focus on the most vulnerable communities²³. It requires tackling the root causes of the crisis—such as unsustainable production, consumption, and trade—while advancing equity, human rights, and social protection. UN Women’s data sources showed that climate change and disasters are associated with a higher likelihood of child marriage, adolescent births, violence against women, and increased unpaid work burdens for water and fuel collection²⁴. Women and children are affected more than men by the impact of climate change. The risk of violence and sexual assaults also increase for women and girls during displacement caused by extreme climate events.



Economic justice fosters economic empowerment by providing equal opportunities for women and girls, including education, childcare, gender responsive processes, and challenging retrogressive cultures. Enhancing women's access to economic opportunities and resources such as employment, financial services, assets like property, skill development, and market knowledge have been proven to increase women empowerment²⁵. In addition, unpaid care work makes a significant yet unrecognised contribution to human and economic development²⁶.

Gender justice extends beyond eliminating gender-based discrimination. It requires robust systems to ensure accountability and tackle structural inequalities. Achieving gender justice requires access to and control over resources and the ability to make choices. In 2023, Kenya ranked 77 out of 146 countries, reflecting persistent gender gaps in economic opportunity, education, health, and political empowerment²⁷. Like many African societies, Kenyan communities adhere to patriarchal norms, shaping gender roles and social status. Structural systems have deepened patriarchy, reinforcing legal, political, and economic exclusion of women in public spaces²⁸.

²⁰UN Women, (2021). Multi-Country Analytical Study on Access to Justice for Victims and Survivors of Violence Against Women and Girls in East and Southern Africa

²¹CREAW & WKF. (2022). Gaps and challenges within the criminal justice system and access to justice for survivors of sexual violence.

²²Coalition on Violence Against Women (COVAW), (2022). Delayed. Denied. Legal and Administrative Bottlenecks to Effective and Efficient Delivery of Justice for Survivors of SGBV in Kenya

²³Ifechukwu, J. (2021). Climate Justice and Reproductive Related Issues/Challenges; why you should Care as a Feminist.

²⁴Emandi, R., Encarnacion, J., & Seck, P. (2022, February 23). Big data analysis finds little mention of gender in climate speeches. UN Women. Retrieved May 9, 2023

²⁵Were, W. A. (2022). Gender Responsive Budgeting as an Accelerator to Women's Economic Empowerment. Pathways to African Feminism and Development, 99.

²⁶OXFAM. (2020). Unlocking sustainable development in Africa by addressing unpaid care and domestic work.



Women's Leadership & Governance

According to the 2019 Population Census, women constitute 50.5 % of the population²⁹. Kenya's general elections held on 9th August 2022 saw a 16% increase in the number of women elected within the county and national governments. Voters elected 29 women Members of Parliament (MPs), 7 female governors, and 3 female senators. This is in addition to the 47-county woman representative seats reserved for women. The Head of State, at the height of election campaigns, signed Kenya Kwanza Women Charter, which spelt out seven key pledges, among them being inclusion of women in leadership. After the elections, 17 women were appointed in the Executive as Cabinet Secretaries and in other key positions³⁰. However, female politicians only constitute 21% of all elective seats which remains far below the constitutional threshold of not more than a two-thirds gender majority³¹.

Progress in women's access to formal political leadership remains slow, due to entrenched patriarchal norms, undemocratic institutions and policies, and low civic and gender awareness. The inadequate representation of women in parliament is a major constraint for women politicians to contribute towards transforming public policy and

influencing resource allocation in a gender equitable manner. Women in politics also face stigma and ridicule, often from male counterparts, for even minor errors. As a result, much of their time is spent defending their legitimacy rather than focusing on solutions³².

Women in a variety of professions in the public service continue to face barriers to career progression. Individual attributes such as disability, family responsibilities and inadequate leadership experience, mentorship, education and training, have contributed to delayed promotions. Institutional factors such as limited access to networking opportunities and work environments which prohibit women from furthering their studies are also causes of delayed promotion³³. The National Gender and Equality Commission (NGEC) issued guidelines to promote workplace

gender equity, including equitable recruitment of male and female staff on a 50:50 basis; targeting women for senior county positions to meet the one-third gender rule; establishing tracking systems to monitor women's advancement into decision making roles; and assessing progress in promoting special interest groups.³⁴

²⁷ Global gender gap report 2023. (n.d.). World Economic Forum.

²⁸ Heinrich Böll Stiftung. (2020). Challenging Patriarchy, The Role of Patriarchy in the Roll-back of Democracy.

²⁹ Kenya National Bureau of Statistics, (2020). Inequality trends and diagnostics in Kenya 2020.

³⁰ Daily Nation, (December 21, 2022). The power women shaping Kenya Kwanza government

³¹ UN Women Africa, (March 3 2023). Women's leadership slowed by patriarchal norms in Kenya elections

³² Women in Political Leadership in Kenya: Access, Agenda Setting & Accountability Kenyatta University Women's Economic Empowerment Hub, (2022). Women's

³³ Participation in Management and Leadership Positions in The Public Service in Kenya: Closing The Gender Gap

³⁴ National Gender and Equality Commission, (2019). Guide for County Government Leadership: Integration of Gender Equality, Inclusion in County Development

3 Strategic Areas Of Focus

The strategic areas of focus have been informed by context analysis and lessons learnt from implementation of 2018-2023 Strategic Plan.

The analysis confirms that women's rights are human rights and foundational to sustainable development, as recognised in national, regional, and international frameworks.

It therefore shows the need for collaboration with women, girls and their organisations, and accountability to them; these are critical to fully uphold the rights and needs of women and girls by COVAW and other partners including grassroots leaders working with women and girls to achieve gender transformative approaches to equality.

In this regard, the following are the strategic focus areas for the future:

1. Prevention, mitigation, and response to Sexual and Gender-Based Violence (SGBV)
2. Access to comprehensive sexual and reproductive health and rights (SRHR) services
3. Access to justice, including legal, climate, economic, and gender justice
4. Women's leadership and governance





Prevention, mitigation, and response to Sexual and Gender-Based Violence (SGBV)

“

This strategic pillar focuses on mitigating and responding to SGBV affecting women and girls. The United Nations General Assembly in 1979 adopted the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW). CEDAW enshrines civil, political, economic and social rights for women. In 1995, 189 states adopted the Beijing Declaration and Platform for Action (BPfA), a global framework for gender equality, women's empowerment, and the rights of women and girls.

”

COVAW will continue partnering with communities to address SGBV using gender transformative approaches, including engaging men and women together as agents of change. We will use gender transformative approaches to create lasting change by challenging and transforming harmful gender roles, norms, and power imbalances at the very core of these issues.

The use of an intersectional approach in programming will help COVAW identify specific groups of women and girls with numerous vulnerabilities. This enables deeper understanding of how these vulnerabilities intersect in dynamic ways such as disability, income level, education, religion, ethnicity and class. COVAW is committed to addressing knowledge gaps related to gender transformative approaches (GTAs), including data limitations, restricted access to information, and poor comprehension. It will undertake a comprehensive research initiative aimed at establishing a solid evidential foundation regarding the efficacy of GTAs in combating and eradicating SGBV.

Moreover, the outcomes of this research endeavour will be made widely accessible through publication, thereby ensuring that valuable insights and findings are readily available to interested parties.

COVAW will work to **mitigate and respond**

To sexual and gender-based violence (SGBV) through pursuit of the following objectives:

Objective 1

To catalyze national dialogue on gender transformative approaches (GTAs) as a tool to address SGBV, SEA, and sexual harassment (SH)

This will be conducted through strengthening the capacity of SGBV actors on GTA; engaging men and boys in conversations on power imbalances and harmful gender norms and building evidence on effectiveness of GTAs in the work to end SGBV. A shared conceptual framework on male engagement includes two pillars: men as agents of change and men as partners to women.

This will be illustrated across five levels of action to influence gender equality and SRHR outcomes: individual- (Equal access to rights, power and resources, leaving no one behind), interpersonal- (Partners, family and peers), Community- (Social network, social and gender norms), systems- (Institutions, infrastructure, health and social services, education, materials, equipment) and structural to include- (Society, legislation, policies, governance, political representation, employment opportunities) etc.



Objective 2

To strengthen end FGM movement building for collective advocacy and influence

The interventions will include capacity strengthening of SGBV actors on movement building; developing and implementing a movement building tool; building a national CSO network on ending FGM and networking to strengthen collaboration between SGBV actors.

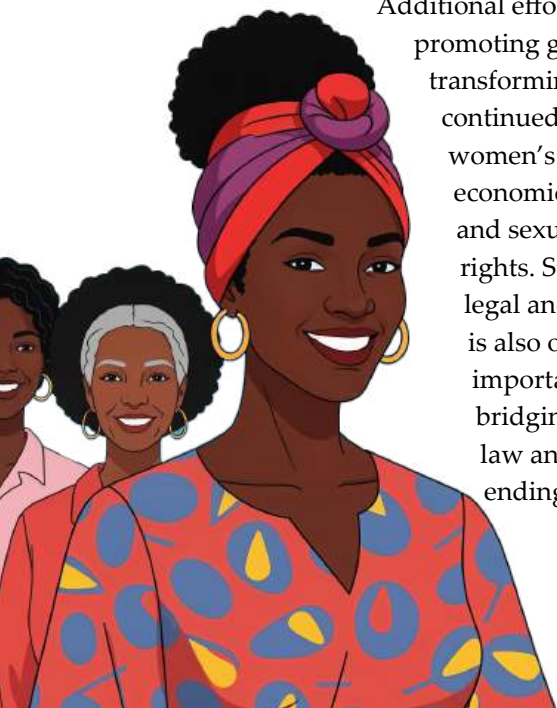
The organisation will also transform social norms surrounding Knowledge, Attitude and Practice of FGM/C while continuously undertaking gender assessment and analysis of grassroots organisations working with women and girls for better understanding of cultural and social contexts.

Objective 3

To prevent, mitigate and respond to cases of SGBV

COVAW will identify gender norms which contribute to Sexual Abuse and Gender Based violence and advocate against them to protect women and girls from violence. Some of these retrogressive practices to be addressed include harmful norms and dynamics such as unequal power relations, harmful masculinities, social and moral norms. These will be addressed within a human rights framework and empowering survivors of GBV as rights-holders.

Additional efforts will include promoting gender equality and transforming gender norms, continued efforts to increase women's political and economic empowerment and sexual and reproductive rights. Strengthening of legal and policy framework is also of utmost importance, as well as bridging the gap between law and practice, and ending impunity for GBV.



Objective 4

Enhance survivors' access to protection orders under the Protection against Domestic Violence Act (2015)

COVAW will empower GBV survivors with knowledge and practical skills on how to apply for protection orders. Working with community actors, the organisation will raise awareness and advocate for streamlined and survivor-friendly protection order processes. It will also expand support services that uphold survivors' rights to protection, including access to safe shelters, healthcare, psycho-social support, and justice. Survivors will be trained on navigating the full GBV response pathway, from case management and legal procedures to accessing health and security services.

At the community level, COVAW will continue promoting awareness of available SGBV services and referral systems

Objective 5

To prevent and respond to technology facilitated gender-based violence

Examples of TFGBV include cyberstalking, online bullying, online sexual harassment, defamation, hate speech, and exploitation. These digital abuses often spill over into real-life harm, resulting in physical, sexual, and psychological abuse offline.

To address this growing concern, COVAW will collaborate with key stakeholders to:

- Advocate for stronger policy frameworks
- Raise public awareness about TFGBV
- Build the capacity of justice actors to effectively manage TFGBV cases
- Work with technology companies to filter and remove harmful content online.

Survivors will be supported to safely report and document their experiences and will be linked to both community and institutional services. Additionally, COVAW will strengthen grassroots movements and empower them to run local initiatives that educate the public on the risks, impact, and redress mechanisms for TFGBV.



Access to Comprehensive Sexual & Reproductive Health and Rights Services

COVAW is committed to advancing Sexual and Reproductive Health and Rights (SRHR) by empowering women to make autonomous decisions about parenthood, including if and when to have children, with whom, and how to space their pregnancies. In line with Kenya's goal of achieving Universal Health Coverage by 2030, COVAW aims to reduce preventable maternal and newborn deaths, halt the spread of HIV, and address teenage pregnancies and new HIV infections.

While progress has been made, significant gaps remain—particularly limited awareness among women and girls on key SRHR issues such as menstruation, contraception, safe abortion, and sexual and gender-based violence.



To tackle **high rates** of unintended pregnancies and prevent unsafe abortion and teenage pregnancy,

COVAW will pursue the following objectives:

Objective 1

To increase access to comprehensive SRHR information and services to women and girls

COVAW will raise awareness about sexual and reproductive health and rights among women and girls to ensure they have the knowledge and information they need to make informed decisions about their bodies and their lives. COVAW will collaborate with stakeholders to ensure access to comprehensive SRHR information and services to ensure that SRHR information and services are accessible and available to women and girls.

In addition, COVAW will advocate for prevention of unsafe abortion and provision of abortion-related care in line with Kenyan laws. To prevent teenage pregnancy, COVAW will provide comprehensive sexual education in communities to ensure that young people have the knowledge and skills they need to make informed decisions about their sexual health. COVAW will provide SRH products such as sanitary towels to needy school-going and out-of-school girls.

Objective 2

To advocate for lifting of the reservations placed by the Kenyan Government under Article 14(2)(c) of the Maputo Protocol.

The interventions will include ensuring legal clarity and access to laws and regulations related to reproductive rights for healthcare providers and the general public. COVAW, in partnership with other organisations will initiate the process of lifting the reservation under Article 14(2)(c) of the Maputo Protocol. Lifting the reservation signifies a commitment to aligning national laws with international human rights standards.

In addition, COVAW will conduct a comprehensive review of domestic laws, particularly under "offences against morality" (Chapter XV, sections 158 to 160) and "offences connected with murder and suicide" (Chapter XXI, sections 221 to 228) of the Penal Code, aligning them with the Constitution and international human rights standards to eliminate inconsistencies and provide a clear legal framework for reproductive rights.



Access to Justice

(Legal, Climate Change, Economic & Gender Justice)

This pillar will contribute to addressing access to justice across multiple dimensions, including legal, climate, economic, and gender. COVAW aims to address the barriers preventing women and girls from obtaining justice.

COVAW will work to enhance access to legal, climate, economic and gender justice by aiming to attain the objectives listed below

Legal Justice

Objective 1

To strengthen the policy and legal frameworks for women and girls

COVAW will advocate and lobby for equitable laws, policies and service delivery where all people are respected, safe and empowered and services are accessible and responsive to their unique and changing needs. COVAW will work with stakeholders to strengthen implementation of existing policies and laws addressing violence against women and girls.

Objective 2

To enhance access to justice for survivors of SGBV

COVAW will strengthen the pro bono scheme through identification and capacity building of new and existing pro bono lawyers. In addition, COVAW will provide legal aid services to survivors of SGBV especially those with disabilities and create awareness about access to justice for SGBV survivors.





Climate Justice

Objective 1

To empower vulnerable women and girls to be resilient and adapt to climate change impacts

COVAW will enhance feminist leadership in climate change decision-making platforms through empowering women leaders, conduct evidence-building through research on how climate change affects women and highlighting feminists' voices and solutions to climate change. COVAW will advocate for adoption of policies and enactment of laws that are responsive to the climate needs of women and girls and promote more equitable funding for women-led climate change adaptation and mitigation initiatives.

The organisation will carry out a range of activities to support women and girls to be resilient against climate change and its gender impact by assessing impacts, risks and vulnerabilities, raise awareness through the establishment of information sharing platforms, engage a wide range of stakeholders, share information, knowledge and guidance.



Economic Justice

Objective 1

To enable women and girls have equal access and control over economic resources and opportunities

COVAW will undertake awareness creation on available economic opportunities and access mechanisms; carry out capacity building for women on entrepreneurial skills; support innovative initiatives that increase women's access to, and control over economic assets, and advocate for inclusion of women in key socio-political and economic spaces, and for increase in allocation of funds for women in the county and national governments.

The organisation will also advocate for investment policy change to be more inclusive. More women can access investment funding if the government makes more women-friendly funding available and accessible to women of all classes.

Objective 2

To improve legal and social protection for women in paid childcare sector

Women in paid childcare play a critical role in early childhood development and family support, yet they face widespread exploitation, low wages, lack of legal protections, and alarming rates of sexual and gender-based violence (SGBV). Weak enforcement of labor laws leaves many without contracts or workplace protections, making them vulnerable to abuse and unfair treatment. Without urgent action, these systemic issues will continue to threaten the dignity, safety, and livelihoods of childcare workers.

COVAW will work with the Kenyan Government and other stakeholders to address the above challenges by strengthening labor laws, enforcing workplace protections, raising awareness, and fostering long-term reforms. High-level stakeholder engagement, including with policymakers, labor unions, and civil society organisations, will drive policy changes and ensure alignment with ILO and CEDAW commitments.

Gender Justice

Objective 1

To reduce the burden of unpaid care work and enable women to participate in education, social, political and economic life

COVAW will address SGBV within the paid childcare work ecosystem through awareness raising on the rights of care workers and SGBV reporting mechanisms, supporting care workers to claim their rights when they are violated.

COVAW will undertake advocacy work to ensure recognition and value of unpaid care work in government policies. In addition, COVAW will engage in knowledge and data gathering to inform programming on unpaid care work and create awareness about the importance of valuing unpaid care work. The organisation will also undertake advocacy work on rewarding care work with decent, attractive, and equal pay and work conditions.

Objective 2

To increase access to education by girls and enhance their safety and protection from exploitation and abuse

COVAW will support access to girls' education through linking them to education scholarships and mentorships; strengthening the capacity of teachers as gender champions prevent, mitigate, and respond to SGBV in schools; and addressing barriers to education such as harmful traditional practices through awareness creation in communities.



Women's Leadership & Governance

The emphasis is to increase women's presence in decision-making positions, and to strengthen their meaningful participation in leadership and political processes at all levels and across all sectors. COVAW is committed to promoting the representation of marginalized groups, with a particular focus on women. Recognizing the importance of gender equality in leadership roles, COVAW will work towards contributing to SDG 5 on gender equality and women's empowerment.

COVAW will advocate for full implementation of two-thirds gender rule; champion inclusion of women in key decision-making processes and spaces; and conduct voter education. COVAW will work with key women leaders to change views on women's leadership and mentor other women and girls as leaders. This will be achieved through pursuit of the objectives outlined below.

Objective 1

To address barriers for women's participation in decision-making positions

The objective will be achieved through conducting advocacy for full implementation of the CoK's two-thirds gender rule in target institutions; championing inclusion of women in key decision-making processes and spaces and undertaking leadership programmes for development of young and emerging leaders. In addition, COVAW will undertake capacity building of community workforce (paralegals and community activists). The organisation will continue to develop capacity of grassroots women leaders in enhancing their skills in advocacy, public policy, governance, leadership and communication.

COVAW will also continue providing civic education for increased voter registration, engaging the media to address media bias and other enabling conditions for women to actively participate in politics. The organisation will implement a programme on building accountability for women's rights in public institutions and lobbying counties and national government to ensure gender-responsive budgeting, and adequate financing for inclusion activities which will translate to more women in leadership and decision-making positions.



Summary of Strategic Objectives

Table 1 presents a summary of the strategic objectives, expected outcomes and the respective strategies under each of the strategic areas of focus
Prevention, mitigation, and response to Sexual and Gender-Based Violence (SGBV)

Objective	Expected outcome	Interventions
1. To catalyze national dialogue on gender-transformative approaches as a tool to mitigate SGBV-SEA and SH	<ul style="list-style-type: none"> i. A reduction in prevalence of SGBV ii. Improved quality of life of survivors of SGBV 	<ul style="list-style-type: none"> i. Capacity strengthening of SGBV actors on GTA ii. Engage men and boys in conversations about power imbalances and harmful gender norms iii. Evidence building on effectiveness of GTAs in the work to end SGBV
2. To strengthen end FGM movement building for collective influencing	A strong and inclusive national movement in place	<ul style="list-style-type: none"> i. Capacity strengthening of SGBV actors on movement building ii. Develop and implement a movement-building tool iii. Networking to strengthen collaboration between SGBV actors
3. To prevent, mitigate and respond to cases of SGBV	A reduction in the prevalence of SGBV	<ul style="list-style-type: none"> i. Provision of support to women and girls to access comprehensive response services, including psychosocial support and access to justice ii. Creating awareness in communities
4. To strengthen the use of protection orders by SGBV survivors as provided for in the Protection against Domestic Violence Act 2015	SGBV survivors secure protection orders	<ul style="list-style-type: none"> i. Creating awareness on the use and application of protection orders community and survivors ii. Lobbying for efficient application of the protection orders
5. To prevent and respond to technology facilitated gender based violence	A reduction in the prevalence of TFGBV	<ul style="list-style-type: none"> i. Increasing awareness on technology facilitated TFGBV ii. Spearhead review of policies to capture TFGBV iii. Capacity building of justice actors on TFGBV case management



Access to Comprehensive Sexual & Reproductive Health and Rights Services

Objective	Expected outcome	Interventions
To increase access to comprehensive SRHR information and services for women and girls	Women and girls have the agency to make their own decisions about their sexual and reproductive health.	<ul style="list-style-type: none"> i. Creating awareness on sexual and reproductive health and rights among women and girls ii. Collaborate with stakeholders on access to comprehensive SRHR information and services iii. Advocacy for prevention of unsafe abortion and provision of abortion-related care in accordance with Kenyan laws iv. Provide comprehensive sexual education in communities v. Provision of SRH products
To advocate for the lifting of the reservations placed by Kenyan Government under Article 14(2)(c)	Women and girls have the right to access abortion for pregnancies arising from sexual assault, rape or incest	<ul style="list-style-type: none"> i. Creating awareness to ensure that laws and regulations related to reproductive rights are clear and accessible to both healthcare providers and the general public ii. Partner with other organisations to initiate the process of lifting the reservation under Article 14(2)(c) of the Maputo Protocol iii. Conduct a comprehensive review of domestic laws

Access to Justice (Legal, Climate, Economic and Gender)

A. Legal justice

1. To strengthen policy and legal frameworks for women and girls	Amendment/modification of policies and legal frameworks	<ul style="list-style-type: none"> i. Strategic litigation ii. Advocacy and lobbying duty bearers
2. To enhance access to justice for survivors of SGBV	Increased access to justice for SGBV survivors	<ul style="list-style-type: none"> i. Creating awareness ii. Provision of legal aid services to survivors of SGBV especially those with disability iii. Identification and capacity building/orientation of new and existing pro bono lawyers



Objective	Expected outcome	Interventions
B. Climate Justice		
3. To empower vulnerable women and girls to be resilient and adapt to climate change impacts	Reduced vulnerability to impacts of climate change	<ul style="list-style-type: none"> i. Enhance feminist leadership in climate change decision-making platforms ii. Evidence building through research on how climate change affects women iii. Advocate for enactment of laws and policies that are responsive to the climate needs of women and girls iv. Promote more equitable funding for women-led climate change adaptation and mitigation initiatives v. Partner with humanitarian actors to offer basic needs interventions to vulnerable livelihoods
C. Economic Justice		
4. To enable women and girls to have equal access and control over economic resources and opportunities	<ul style="list-style-type: none"> i. Increased access and control over economic resources ii. Increased women entrepreneurs and business owners in the society iii. Increased change of perception around women's right to owning and controlling property and resources iv. Increase in allocation of funding for women in the county and national governments 	<ul style="list-style-type: none"> i. Creating awareness on available economic opportunities and access mechanisms ii. Capacity building of women on entrepreneurial skills iii. Support innovative initiatives that increase women's access to, and control over economic assets iv. Advocate for inclusion of women in key socio political and economic spaces v. Advocate for increase in allocation of funds for women in the county and national governments
5. To increase access to education by girls and enhance their safety and protection from exploitation and abuse	Increased access to education for girls to enhance their safeguarding and prevent exploitation and abuse.	<ul style="list-style-type: none"> i. Linking girls to education scholarships ii. Creating awareness in communities on the importance of girls' education iii. Mentorship Programmes



Objective	Expected outcome	Interventions
D. Gender Justice		
6. To reduce the burden of unpaid care work and enable women to participate in education, social, political and economic life	Increased recognition and value of unpaid care work in government policies	<ul style="list-style-type: none"> i. Create awareness about the rights of care workers and SGBV reporting mechanisms ii. Advocate for recognition and value of unpaid care work in government policies iii. Gathering knowledge and data to inform programming on unpaid care work iv. Creating awareness on importance of valuing unpaid care work
Women's Leadership and Governance		
To address barriers for women's participation in decision-making positions	Increased women occupation and meaningful participation in leadership and political process at all levels across all sectors	<ul style="list-style-type: none"> i. Advocacy for full implementation of the CoK two thirds gender rule in target institutions ii. Champion inclusion of women in key decision-making processes and spaces iii. Collaborate with other organisations. iv. Conduct voters' education v. Capacity building of community workforce (paralegals, community activists) vi. Conduct leadership development of young and emerging leaders

The logical framework is presented in the Appendix.



4 Governance & Delivery

COVAW has set up governance structures to enable implementation of the Strategic Plan. The organisation has a board and management and currently operates offices in Nairobi, Narok, and Kwale counties, though its operations extend to eight counties in total (Narok, Kwale, Kisumu, Kakamega, Nairobi, Kiambu, Kitui, and Mombasa). During the planned period, COVAW aims to extend its presence to other East African countries. Additionally, within Kenya, COVAW plans to extend its influence to humanitarian setups such as those in the North Eastern region.

COVAW Board

The Board is the governing body of COVAW. The responsibility of the Board is to establish and maintain full and effective control over COVAW's strategic, financial, operational, and compliance matters. COVAW's board has diverse skill set, enabling the members to become more actively engaged.

Management Team

The management team comprises the office of the Executive Director and departments, as discussed in the section that follow.

Office of the Executive Director

The management is headed by the Executive Director, who is responsible for the overall day-to-day operations of COVAW under the guidance of the Board. The management structure comprises two departments namely: programmes; and finance and administration.

Programmes

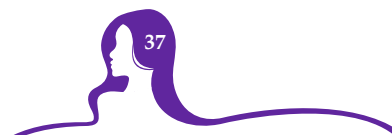
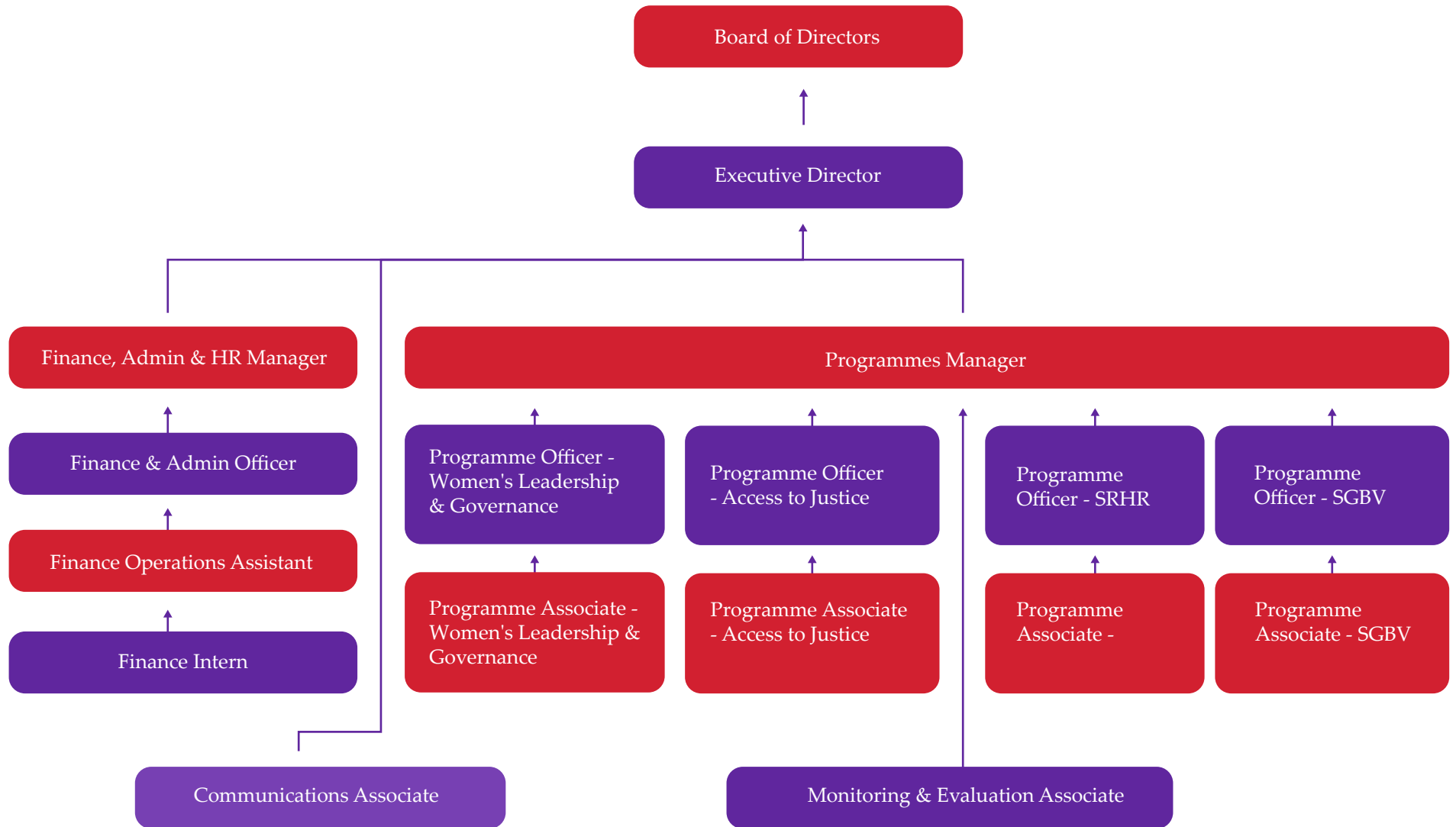
The Programmes Department is also responsible for programme development, monitoring and evaluation, and stakeholder management. In addition, the department will coordinate resource mobilisation, communications, M&E and knowledge management.

Finance & Administration

The department's roles are to develop and implement organisational policies on finance, administration, and human resource. In addition, the department is in charge of grants management.



Organisation Structure



Resource Requirement

To deliver this Strategic Plan, COVAW will require approximately Ksh 535 million. The cost of implementing each of the four strategic areas of focus and the overall cost is summarized in Table 2.

Table 2: Financial resources requirements

S/No	Strategic Area of Focus						Total
		2023/24	2024/25	2025/26	2026/27	2027/28	
1.	Prevention, mitigation, and response to Sexual and Gender-Based Violence (SGBV)	Ksh in million					
		22.50	27.00	30.00	36.00	45.00	160.50
2.	Access to comprehensive Sexual and Reproductive Health and Rights (SRHR) services	22.50	27.00	30.00	36.00	45.00	160.50
3.	Access to justice (legal, climate, economic and gender justice)	18.75	22.50	25.00	30.00	37.50	133.75
4.	Women's leadership and governance	11.25	13.50	15.00	18.00	22.50	80.25
Total		75.00	90.00	100.00	120.00	150.00	535.00



Organisational Strengthening

Based on the institutional development performance in the previous Strategic Plan, COVAW ambitions during this plan period will be to strengthen the organisation. This will be through the alignment of strategy, structure, people, resources and management processes. The overall objective in this area will be:

To consolidate COVAW's position as a dynamic, effective, and sustainable organisation.

The objective will be implemented through the interventions summarised below.

i. Automation and streamlining of COVAW's processes & functions

To achieve this, an investment in an Enterprise Resource Planning (ERP) system is necessary. This system will enhance the operational efficiency in resource mobilisation, planning, budgeting, and reporting, thereby optimizing results-based management, financial control, and both internal and external accountability. The system will enable centralised management and monitoring of projects. The system will also strengthen efficient accountability of funds and enhance management of procurement and human resource processes. The ERP system will facilitate centralized management and monitoring of projects and procurement functions, along with the integration of other systems like payroll systems.

ii. A diverse and competent workforce in staff and board

COVAW recognises the importance of having a competent workforce. This will be enabled by a HR Framework that considers recruitment, retention, competitive benefits and performance management. COVAW will invest in capacity building of its staff to enable them to deliver high quality projects. Capacity building will focus on training needs of COVAW and gaps identified during performance management.

COVAW will strive to ensure diversity in its workforce, including having representation of people with different identity factors such as religion, ableism, age and race.

iii. Develop and regularly review organisational policies, procedures and systems

COVAW policies, procedures will be reviewed every three years to plug any gaps and update with sectoral changes and reforms. This will ensure that the policies are robust and adapt to emerging issues. COVAW will embrace and facilitate with infrastructure new ways of working, including remote and hybrid working in areas where we do not have physical offices.

iv. Documentation and data management

COVAW will develop an accessible online platform that will store data gathered during programmes implementation. The data will be analysed and used during development of programmes reports and annual reports. COVAW will utilize cloud storage for programme and operation files and folders, granting staff the ability to access them from any location. The organisation will put in place necessary data protection measures.

v. Internal communication

During the strategic plan period, COVAW will prioritize enhancing communication efforts. This will be enhanced by the ERP system and utilisation of available virtual engagement applications like Microsoft Teams, Zoom and G-Suite. COVAW will build the capacity of staff on key areas such as communication skills, photography, digital marketing and videography skills. In addition, COVAW will develop a digital resource hub which will serve as a centralized location for accessing and sharing various digital resources. The hub will provide easy and convenient access to a wide range of digital materials on COVAW's work.



5

Financing & Resource Mobilisation



COVAW will require adequate resources to implement the Strategic Plan. Resources will be obtained mainly from local and international donors. The funds will enable COVAW implement programmes in the strategic areas of focus. COVAW has diversified its sources of funding which promotes sustainability.

The Strategic Objective for COVAW is to **mobilize**
Ksh. 535 Million
for the delivery of COVAW's Strategic Plan for 2024-2028.



To achieve this objective, COVAW will engage in the following:

i) Mapping of partners and donors

COVAW will map current and potential partners and donors and reach out to them with an aim of creating, strengthening and sustaining strategic partnerships, alliances and networks. This will ensure there is a diverse portfolio of restricted and unrestricted funding.

ii) Private Sector Engagement

COVAW will intensify its resource mobilisation efforts with corporates anchoring on private sector engagement and GBV in the workplace programming that the organisation has conducted. COVAW will also identify and approach high-networth individuals that identify with the organisation's values for the purpose of resource mobilisation.

iii) Establishment of COVAW business arm

To promote sustainability, COVAW will consider establishing a consultancy firm to earn income that primarily supports the organisation's operational core costs. COVAW will develop a strategy to guide the registration of an independent consultancy firm focused building on the expertise COVAW has gained over the years.

iv) Donations in Kind

Beyond mobilizing for finances COVAW intends to scale up its donations-in-kind mobilisation. This will include IT support, project vehicles and capacity building opportunities for staff. COVAW will scale up its Pro Bono Lawyers Scheme that allows it to provide highly subsidized legal aid for GBV survivors in need. COVAW will work with volunteers who give time and technical expertise where required.

v) Enhance the organisation's capacity in resource mobilisation

To increase the number and quality of proposals submitted, COVAW will hire a fulltime resource mobilisation consultant/staff who will lead in finalization and implementation of resource mobilisation strategy.

vi) COVAW membership recruitment drive and expansion

COVAW will target smaller and middle level CBOs and community activists to become paid members of the organisation. COVAW will map and cluster the CBOs. As members, the organisations and individuals will benefit from training, networking and visibility opportunities.

COVAW will strengthen its regional presence through working with like-minded organisations to deliver on its mandate beyond Kenyan borders.

In undertaking monitoring and evaluation of the implementation of the finance strategy, focus will be on the following aspects:

- Amount of funds raised
- Level of concentration of funding sources: overall, programme area and type of funding (core budget/activities)/unrestricted funds)
- Diversification of donors/funding sources
- Collaborative partnerships formed



6 Monitoring & Evaluation And Risk Management

“ Monitoring & Evaluation

To monitor performance of COVAW in the plan period, the organisation will strengthen its monitoring, evaluation and learning approaches. Monitoring the progress of the Strategic Plan implementation will closely track the targets set for each intervention. This will allow for an assessment of the progress made and a comparison against the established targets. Any shortcomings will be promptly identified, and appropriate corrective measures taken.

Annual progress reports will be prepared highlighting key achievements against set targets; constraining factors and lessons learnt and provide recommendations on areas that require improvement. End-term evaluation of the Strategic Plan will be undertaken to assess its achievement (including the programmes being implemented).

The Strategic Plan's monitoring evaluation, accountability, and learning (MEL) will be undertaken at 3 levels, namely departmental, management and Board level. The MEL process will entail the following:

1

The Executive Director will follow up on the implementation of targets as documented in the Strategic Plan

2

During the monthly meetings (comprising of the ED and management team) one of the agenda items will be on the status of the Strategic Plan implementation

3

At the departmental level, annual work-plans will be developed and cascaded to employees through individual action plans which includes targets

4

The management will report on a quarterly basis to the Board on the progress of the Strategic Plan implementation

5

COVAW will conduct midterm review of the Strategic Plan to ensure that new information from the operating environment is incorporated in the objectives and interventions.

In addition, COVAW will undertake evidence building through deployment of comprehensive data collection methods, adoption of analytical approaches and frameworks.



Risk Management

COVAW recognises that the implementation of this Strategic Plan may face risks that may hinder the achievement of the set objectives.

COVAW has a risk management framework, that includes a risk register, to aid in navigating uncertainties and sustain its operations.

Some of the risks include the following:

i. Pandemics and natural calamities

Pandemics and natural calamities pose significant risks to operations and sustainability. Restrictions imposed during pandemics and natural calamities can disrupt community mobilisation, reduce opportunities for stakeholder engagement, and delay COVAW's programmes implementation. Additionally, funding patterns often shift during pandemics, with donors prioritizing shortterm, emergency-focused interventions over long-term, systemic initiatives.

Pandemics and natural calamities exacerbate vulnerabilities within communities, increasing the demand for services. These dynamics highlight the need for adaptive strategies and resilient funding models. For example, COVAW may negotiate with partners for flexible programmes that integrate advocacy, community mobilisation, and essential service delivery, while balancing long-term goals with immediate community needs.

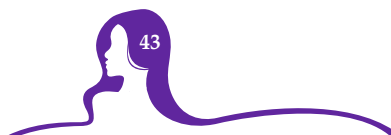
ii. Political Instability

Political instability, particularly during national election periods, presents a significant risk. Such instability often heightens the risk of sexual and gender based violence, directly impacting the safety and well-being of the COVAW core beneficiaries. Additionally, political uncertainty can lead donors to adopt a "wait-and-see" approach, delaying funding decisions and disrupting programme continuity.

This period also poses operational risks to staff and target communities, who may face threats or violence due to perceived political affiliations. Addressing this risk requires strengthening security measures, advocating for gender-based violence prevention, and diversifying funding sources to maintain resilience in unpredictable political climates.

iii. Inadequate funding

Inadequate funding may arise from the shifting of financial support by donors towards the government and private sector and increasing competition for limited resources. Inadequate funding may undermine COVAW's ability to carry out projects effectively or scale their impact. The resulting funding gaps may limit the scope of programmes, disrupt ongoing activities, and hinder long-term sustainability. Diversifying funding sources and securing more flexible financial support are essential strategies to mitigate these risks and ensure continuity and sustainability.



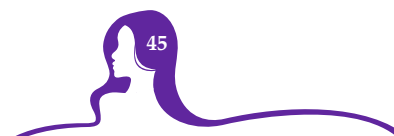
Appendix: Logical Framework

STRATEGIC AREA OF FOCUS 1: PREVENTION, MITIGATION, AND RESPONSE TO SEXUAL AND GENDER-BASED VIOLENCE (SGBV)

Objective	Expected Outcome	Interventions	Output Indicator	Means of Verification	Assumptions	5-year Target
1. To catalyze national conversations on gender transformative approaches as a tool to mitigate SGBV-SEA and SH	i. A reduction in prevalence of SGBV	Capacity strengthening of GBV actors on GTA	Number of GBV actors' capacity built on GTAs	i. COVAW annual reports ii. Case studies	i. GBV actors rally for GTAs ii. SGBV remains a priority issue	300
	ii. Improved quality of life of survivors of SGBV	ii. Engaging men and boys in conversations on power imbalances and harmful gender norms	Number of men and boys engaged in conversations	i. Annual reports ii. Case studies of GTAs	i. Men and boys remain a critical part in eradicating SGBV ii. Men and boys are willing to participate in conversations on power imbalances and harmful practices	2,000
		iii. Evidence building on effectiveness of GTAs in the work to end SGBV	Number of studies conducted, and findings disseminated	Research publications	COVAW will get a research firm with experience in conducting GTA research.	1
2. To strengthen movement building in FGM for collective influencing	A strong & inclusive national end FGM movement in place.	Capacity strengthening of GBV actors on movement building	Number of GBV actors' capacity built	i. Reports from GBV actors ii. Annual reports	i. FGM issues remain a priority in communities ii. GBV actors are willing to be part of the movement	90
		ii. Developing a movement building tool	i. Movement building tool developed ii. Utilization of the tool	i. Reports from GBV actors ii. Annual reports	There is utilization of the tool	1



Objective	Expected Outcome	Interventions	Output Indicator	Means of Verification	Assumptions	5-year Target
		iii. Networking to strengthen collaboration between GBV actors	Number of active GBV actors in the national FGM movement	i. Reports from partners ii. Annual reports	All actors actively engaged in the movement	90
3. To prevent, mitigate and respond to cases of SGBV	A reduction in prevalence of SGBV	Provision of support to women and girls to access comprehensive response services, including psychosocial support and access to justice	Number of women and girls supported	Project reports	Community embraces the support initiatives	
		ii. Awareness creation in communities	Number of awareness creation initiatives conducted	Project reports		
4. To strengthen the use of protection orders by GBV survivors as provided for in the Protection against Domestic Violence Act	GBV survivors secure protection orders	Awareness creation on the use and application of protection orders	Numbers of survivors seeking protection orders	i. Summary from the courts/data ii. Reports	Survivors are willing to apply for protection orders.	150
		ii. Lobbying for efficient application of the protection orders	Number of protection orders issued	i. Reports ii. Summary from the courts	Courts create an enabling environment for survivors of SGBV	250
5 To prevent and respond to technology facilitated gender based violence	Mitigation and effective response to technology facilitated gender-based violence	Increasing awareness on technology facilitated TFGBV	Number of awareness creation initiatives conducted	Project reports	Adequate State and other actors' commitment towards addressing TFGBV	



Objective	Expected Outcome	Interventions	Output Indicator	Means of Verification	Assumptions	5-year Target
		ii. Spearhead review of policies to capture TFGBV	Number of advocacy initiatives on review of policies to capture TFGBV	Project reports	Change attitude by the public and key actors	
		iii. Capacity building of justice actors on TFGBV case management	Number of capacity building initiatives targeting justice actors	Project reports		

STRATEGIC AREA OF FOCUS 2: ACCESS TO COMPREHENSIVE SEXUAL AND REPRODUCTIVE HEALTH & RIGHTS SERVICES

1. To increase access to comprehensive SRHR information and services to women and girls	i. A reduction in prevalence of SGBV	Awareness creation on sexual and reproductive health and rights among women and girls	Number of awareness creation initiatives conducted	i. Programme reports ii. Attendance lists iii. Awareness creation initiatives established	Community embraces the SRHR initiatives Adequate State and other actors' commitment towards SRHR Good collaboration amongst key actors	
		ii. Collaborate with stakeholders on access to comprehensive SRHR information & services	Number of interventions offered implemented	Programmes reports		
		iii. Advocacy for prevention of unsafe abortion and provision of abortion-related care in accordance with Kenyan laws	Number of advocacy initiatives on abortion and abortion-related care	Policy briefs advocacy initiatives developed		



Objective	Expected Outcome	Interventions	Output Indicator	Means of Verification	Assumptions	5-year Target
		iv Provide comprehensive sexual education in communities	Number of awareness creation initiatives on comprehensive sexual education	Programmes reports		
		v. Provision of SRH products	Number of girls provided with SRH products	Programmes reports		
2. To advocate for lifting of the reservations placed by Kenyan Government under Article 14 2 (c)	Lifting Kenya's Reservation on Article 14(2)(c) of the Maputo Protocol	Awareness creation on laws and regulations related to reproductive rights are clear and accessible to both healthcare providers and the general public	Number of awareness creation initiatives conducted	Project reports		
		ii. Partner with other organisations to initiate the process of lifting the reservation under Article 14(2)(c) of the Maputo Protocol	Number of advocacy initiatives on lifting the reservation under Article 14(2)(c) of the Maputo Protocol	Project reports		
		iii. Conduct a comprehensive review of domestic laws	Report on domestic laws regarding lifting the reservation under Article 14(2)(c) of the Maputo Protocol	Project reports		

STRATEGIC AREA OF FOCUS 3: ACCESS TO JUSTICE (LEGAL, CLIMATE CHANGE, ECONOMIC AND GENDER JUSTICE)

Objective	Expected Outcome	Interventions	Output Indicator	Means of Verification	Assumptions	5-year Target
A. Legal justice						
1. To strengthen the policy and legal frameworks for women and girls	Amendment/ modification of policies & legal frameworks	Strategic litigation	An order that the provisions be amended, modified, repealed or abolished	i. Reports ii. Articles	Responsiveness of relevant government agencies	



Objective	Expected Outcome	Interventions	Output Indicator	Means of Verification	Assumptions	5-year Target
		ii. Advocacy and lobbying with duty bearers	Number of engagements with the speaker/MPs/ specific committees	i. Reports ii. Meetings/ seatings	Responsiveness of relevant government agencies	5
2. To enhance access to justice for survivors of SGBV	Reduction in the number of SGBV cases	Awareness creation	Number of awareness creation initiatives conducted	Project reports	Community embraces women empowerment initiatives	50
		ii. Provision of legal aid services to survivors of SGBV especially those with disability	i. Number of survivors who received legal redress ii. Number of cases reported	i. Annual reports ii. Case summaries	The survivors are willing to report the SGBV cases	500
		iii. Identification and capacity building/orientation of new and existing for pro bono lawyers	i. Number of pro bono lawyers' capacity built ii. Number of successful cases	i. Reports ii. Summary of number of cases taken up	Lawyers are willing to take up the cases on a pro bono basis	30

B. Climate Justice

3. To empower vulnerable women and girls to be resilient and adapt to climate change impacts	Reduced vulnerability to impacts of climate change	Enhance feminist leadership in climate change decision making platforms	Number of feminist leaders that have been capacity built Number of feminist leaders that have participated in climate change decision making platforms	Project reports	Government & political support	
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Objective	Expected Outcome	Interventions	Output Indicator	Means of Verification	Assumptions	5-year Target
		ii. Evidence building through research on how climate change affects women	Availability of data & information on how climate change affects women	Publications & reports	Adequate research resources exist.	
		iii. Advocate for laws & policies that are responsive to the climate needs of women and girls	Number of advocacy initiatives on climate change and women and girls	Project reports	County & national government responsiveness	
		iv. Promote more equitable funding for women-led climate change adaptation and mitigation initiatives	Number of initiatives on equitable funding for women-led climate adaptation & mitigation initiatives Number of organisation beneficiaries	Project reports	The community is willing to participate in the initiatives	
		v. Partner with humanitarian actors to offer basic needs interventions to vulnerable livelihoods	Number of basic needs interventions offered to vulnerable livelihoods	i. Reports from partners ii. Annual reports	Cooperation from different actors	

Objective	Expected Outcome	Interventions	Output Indicator	Means of Verification	Assumptions	5-year Target
C. Economic justice						
4. To enable women & girls have equal access and control over economic resources & opportunities	i. Increased access and control over economic resources by women & girls	Awareness creation on available economic opportunities and access mechanisms	Number of awareness creation and sensitization initiatives conducted	Programme reports	Community embraces women empowerment initiatives	300 Awareness creation & sensitization initiatives
			Number of community members sensitised on economic opportunities & access mechanisms	Participants list	Conducive environment exists for women to thrive economically	12,000 community members as direct targets & over 1 million as indirect targets
			Number of economic empowerment initiatives established	Economic initiatives supported		15 economic empowerment initiatives conducted
	ii. Increased women entrepreneurs & business owners in the society	Capacity building women on entrepreneurial skills	Number of women capacity build on entrepreneurial skills Number of capacity building initiatives conducted	i. Programme reports ii. Certification iii. Participants attendance lists	Women are willing to take up the entrepreneurial trainings	500 women capacity build on entrepreneurial skills 25 capacity building initiatives

Objective	Expected Outcome	Interventions	Output Indicator	Means of Verification	Assumptions	5-year Target
	iii. Increased change of perception around women's right to owning and controlling property & resources	Support innovative initiatives that increase women's access to, and control over economic assets	Number of innovative initiatives by women supported through the interventions	i. Programme/ Initiative reports ii. Participants list iii. Documented initiatives	Women will participate and bring out the innovations	15 innovative initiatives established
			Number of women supported	i. Programme/ Initiative reports ii. Participants list		45 women supported their businesses
		Advocate for inclusion of women in key socio political and economic spaces	Number of advocacy initiatives on inclusion of women in economic spaces conducted	Programme reports	Women are willing to participate in socio political and economic spaces	5 advocacy initiatives
			Number of partnerships formed in the socio political and economic spaces	Collective engagement agreements		100 partnerships formed in the socio political & economic spaces
	Increase in allocation of funding for women in the county and national governments	Advocate for increase in allocation of funds for women in the county and national governments	Number of advocacy initiatives in allocation of funds for women in the county and national governments	Programme reports	County & national government responsiveness	5 advocacy initiatives established

Objective	Expected Outcome	Interventions	Output Indicator	Means of Verification	Assumptions	5-year Target
	Increase in allocation of funding for women in the county and national governments	Advocate for increase in allocation of funds for women in the county and national governments	Number of policy briefs developed	Policy briefs	County & national government responsiveness	5 policy briefs developed
		Advocate for an increase in women's participation in the workforce and closure of the pay gap between women & men	Number of advocacy initiatives on women's participation in the workforce and closure of the pay gap	Programme reports		
		Empowering women & girls with disabilities and their organisations to claim their rights and seize opportunities to create change	Number of women & girls with disabilities supported in accessing available opportunities	Programme reports		
5. To increase access to education by girls and enhance their safety and protection from exploitation and abuse	Increased access to education girls to enhance their safeguarding and prevent exploitation & abuse	Support girls' education Linking girls to education scholarships	Number of girls supported in pursuing education	Database of girls supported	Community prioritises education of girls	50 girls supported in pursuing education
			Number of sponsorship initiatives conducted to enhance girls' safeguarding and prevent exploitation and abuse	Sponsorship initiatives documented		5 sponsorship initiatives

Objective	Expected Outcome	Interventions	Output Indicator	Means of Verification	Assumptions	5-year Target
		Creating awareness in communities on the importance of girls' education	Number of awareness creation initiatives conducted	i. Programme reports ii. Attendance lists iii. Awareness creation initiatives established	The community is willing to participate in the initiatives	500 Awareness raising initiatives conducted
			Number of participants sensitised on importance of girls' education	i. Programme reports ii. Attendance lists		15000 participants sensitized
		Mentorship Programmes	Number of mentorship programmes conducted	i. Mentorship programme established ii. Participants attendance list iii. Certification	Cooperation from different actors	15 mentorship programmes conducted
			Number of successful partnerships formed	Partnerships agreements		25 partnerships formed
			Number of mentees trained	Mentorship programme reports	Community embraces mentorship initiatives	600 mentees trained

Objective	Expected Outcome	Interventions	Output Indicator	Means of Verification	Assumptions	5-year Target
D. Gender justice						
6. To reduce the burden of unpaid care work and enable women participate in education, social, political and economic life	Increased recognition and value of unpaid care work in government policies	i. Create awareness on the rights of caseworkers & SGBV reporting mechanisms	Number of awareness creation initiatives conducted	i. Programme reports ii. Attendance lists iii. Awareness creation initiatives established	SGBV that affects caseworkers remains a priority issue	
		ii. Advocate for recognition and value of unpaid care work in government policies	Number of advocacy initiatives on recognition and value of unpaid care work	Programme reports	Conducive political environment Good collaboration amongst key actors	
		iii. Gathering knowledge & data to inform programming on unpaid care work	Availability of data & information of unpaid care work	Publications & reports		
		iv. Creating awareness on importance of valuing unpaid care work	Number of awareness creation initiatives conducted	i. Programme reports ii. Attendance lists iii. Awareness creation initiatives established		
		Advocate for recognition and value of unpaid care work in government policies	Number of advocacy initiatives on recognition of unpaid care work	Programme reports	National government responsiveness	5 advocacy initiatives established
			Number of policy briefs developed	Policy briefs		5 policy briefs

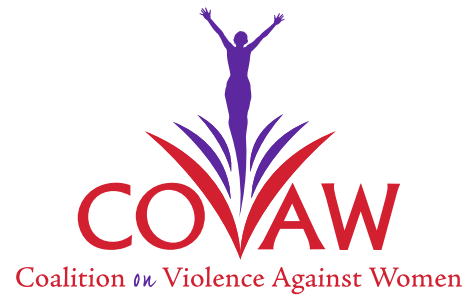


Objective	Expected Outcome	Interventions	Output Indicator	Means of Verification	Assumptions	5-year Target
		Gathering knowledge and data to inform the programming on unpaid care work	i. Number of research studies undertakings on unpaid care work ii. Number of research papers published	Research papers	Availability of up-to-date data	2 research studies conducted
		Creating awareness on importance of valuing unpaid care work	Number of awareness creation initiatives conducted on value of unpaid care work	i. Programme reports ii. Attendance list	Conducive operational context	50 awareness raising initiatives established
			Number of participants sensitised on importance and value of unpaid care work			100 participants sensitized

STRATEGIC AREA OF FOCUS 4: WOMEN'S LEADERSHIP AND GOVERNANCE

To address barriers for women's participation in decision making positions	i. Increased women occupation and meaningful participation in leadership and political process at all levels across all sectors	i. Advocacy for full implementation of the COK two thirds gender rule in target institutions	Number of advocacy initiatives on full implementation of two-thirds gender rule	i. Policy briefs ii. Advocacy initiatives developed	The government is willing to implement two thirds gender rule	5 advocacy initiatives conducted 5 policy briefs
	ii. Increased meaningful participation in leadership and political process at all levels	ii. Champion inclusion of women in key decision-making processes and spaces	i. Number of women leadership and governance initiatives developed	i. Leadership and governance initiatives established ii. Programmes reports iii. Attendance list	Women are willing to participate in key decision making processes	15 women leadership and governance initiatives

Objective	Expected Outcome	Interventions	Output Indicator	Means of Verification	Assumptions	5-year Target
	i. Increased women occupation and meaningful participation in leadership and political process at all levels across all sectors ii. Increased meaningful participation in leadership and political process at all levels	ii. Champion inclusion of women in key decision-making processes and spaces	ii. Number of women supported in the women leadership & governance initiatives to participate in key decision-making processes and spaces	i. Leadership and governance initiatives established ii. Programmes reports iii. Attendance list	Women are willing to participate in key decision making processes	600 women supported
		iii. Collaborate with other organisations on women's leadership and governance	Number of organisations COVAW partners with Number of women supported in leadership and governance	i. Programmes reports ii. Attendance list		
		iv. Conduct voters' education	Number of voters educated	i. Programmes reports ii. Attendance list		
		v. Capacity building of community workforce (paralegals, community activists)	No of paralegals, & community activists trained	i. Programmes reports ii. Attendance list		
		vi. Conduct leadership development of young and emerging leaders	No of young and emerging leaders trained	i. Programmes reports ii. Attendance list		



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