

COVAW-KENYA

Strategic Plan

2009-2013

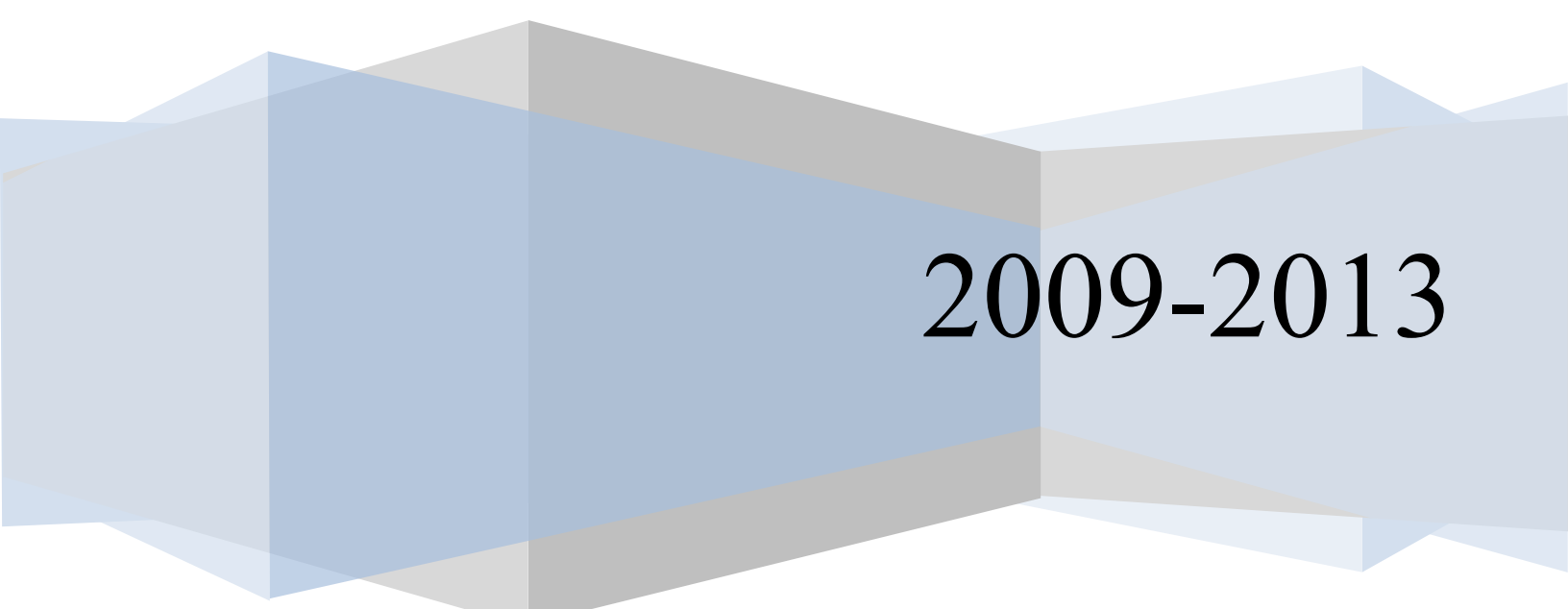


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Executive Summary

Amidst the continuing challenges of increased VAW, COVAW has recorded some positive results. This was made possible through the various strategic partnerships that COVAW is engaged with at sectoral, community, national, regional and international levels. The last five years have seen COVAW make substantial contribution and progress in addressing issues of Violence Against Women. This was achieved through the adoption of three strategies including- i) capacity building of communities, ii) engaging in policy reforms, iii) undertaking direct service delivery to survivors of violence.

In the next five years, COVAW will continue to focus its energies on “*Breaking the Cycle of Violence Against Women*”. This clarion call motivates and keeps COVAW focused on its current strategy as well as maintaining passion about its purpose. Advocacy and building social movements will be the main focus areas. The strategies applied by COVAW are informed by its theory of change which entails adopting a Circle of Change, Mapping and Collaboration as key elements. The organization also recognizes the fact that the circle of social change cannot be completed by any one organization or actor on their own rather by networking and partnering with other players working on the same issues through other interventions. Additionally, actors on VAW must find ways to break the generational cycle of VAW within families. In the family context VAW is like a generational virus that must be broken by all means.

The new strategy documents five strategic points informed by the organizations theory of change. These strategies are as follows:

- *Targeted research* on VAW generally and in specific communities;
- *Documentation and dissemination* of the information in forms appropriate for different constituencies;
- *Capacity building* in targeted communities to create social movements of advocates against VAW;
- *Advocacy* for legislative, policy, attitudinal and practice changes towards eradication of VAW and realization of the rights of women.

- *Institutional development* of COVAW to ensure its sustainability and perpetuation of its work towards its vision

The strategies will be important in fortifying the organizations work.

Implementation will entail identifying key collaborators in different sectors for the achievement of COVAWs goals.

PART 1

Introduction

1.1 COVAW Identity and Purpose

The Coalition Against Violence Against Women –Kenya (COVAW-K) is a registered, non-profit national women’s rights non-governmental organization.

COVAW (K) exists to promote and advance the realization of women’s human rights through working towards a society free from all forms of violence against women.

COVAW’s Vision is that of a society that is free from all forms of violence against women.

COVAW’s Mission is to contribute towards ending violence against women through advocacy, knowledge development and dissemination, while enhancing its organizational sustainability.

COVAW’s Mantra is *“Breaking the Cycle of Violence Against Women”*. This clarion call motivates and keeps COVAW focused on its current strategy and passionate about its purpose. It was couched as a natural progression from COVAW’s earlier mantra *“Breaking the Silence”* which informed and drove COVAW’s strategy and activities for the first decade of its existence. Having found that it, in collaboration with others, had broken the silence and brought to the fore of public awareness and debate the issue of violence against women, in 2005 COVAW changed its strategy to that of seeking to uproot the causes of violence against women in the Kenyan society, to making it one free of VAW.

COVAW’s Theory of Transformation. A theory of transformation is a rationalization of the choice of the issue of focus, the choice of methodology, and a projection of how it is expected to bring about change within prevailing context. COVAW believes that the underlying cause of VAW is the asymmetry of power between men and women that is ordained by patriarchy, and entrenched in all institutions of society by archaic and modern laws, policies, belief systems (both secular and religious), and traditional cultural beliefs and practices. To effectively end VAW, COVAW works to generate and disseminate knowledge around this power asymmetry, the oppressive institutions and the warped logic that translates it into VAW. It develops strategies that are buttressed by this knowledge to build social movements in communities that continually challenge such power asymmetry as they experience it and to nullify the logic that translates it into VAW in their communities. Further COVAW works to promote legislation, policy and practice that reflects a balance of power between men and women and that proscribes VAW.

2.1 COVAW's Work

Overall Objective

COVAW's Overall objective is to generate and disseminate knowledge about VAW in the construction of the Kenyan society and respective communities; and to catalyse and support the development of social movements that work to advance eradication of VAW in communities, and the realization of the human rights of women in Kenya.

Strategies

COVAW's strategies are informed by its theory of change and include:

- *Targeted research* on VAW generally and in specific communities;
- *Documentation and dissemination* of the information in forms appropriate for different constituencies;
- *Capacity building* in targeted communities to create social movements of advocates against VAW;
- *Advocacy* for legislative, policy, attitudinal and practice changes towards eradication of VAW and realization of the rights of women.
- *Institutional development* of COVAW to ensure its sustainability and perpetuation of its work towards its vision

In the application of these strategies, COVAW works with *strategic partners* at the sectoral, community, national, regional and international levels.

Framework of Reference for COVAW Work

COVAW's work is anchored in the human rights framework. The political construction of human rights brings efficacy to COVAW's focus on VAW. It represents an alternative logic in the regard and treatment of women that is backed by a broad legitimacy base from the international community through international human rights instruments, and that clearly nullifies the logic of VAW. For implementation purposes, the concept of women's right facilitates the simple illustration of the power maps in any community clearly illustrating the various duty bearers and the power bases where these relationships are anchored. Further the framework presents a platform for women to protest VAW and demand a peaceful life as an un-negotiable entitlement and not a favor from men or from society.

Programmes

Advocacy

COVAW's advocacy programme design is based on an appreciation of the different levels and sites for interventions that might combine to realise the program objectives. This is evidenced by the focus at the community, national, regional and international levels.

At the *national level* this two pronged programme works to influence formal public institutions, laws and policies with a view to reform those retrogressive ones that entrench VAW in their logic and practice, and make them promoting of the rights of women to protection, a peaceful life and bodily integrity. National advocacy also targets actors in public institutions and public service providers for sensitization on VAW, the rights of women, and on ways to respond to VAW. National advocacy is complemented by *regional* and *international* advocacy on VAW with a view to contribute to the formalization of women's rights norms at those levels and to lobby for their domestication by our government.

Community advocacy aims to build critical masses of change agents opposed to VAW in local communities. These critical masses would over time grow into social movements of community actors against VAW that would work to transform harmful traditional cultural beliefs and practices of VAW, and their modern manifestation and rationalization. The movements will coalesce through the creation of networks of community groups, organizations and supportive individuals working with members of public institutions and service providers such as the police and provincial administration, taking initiative to stop VAW and advocate for change in their communities. The social movements create the demand for the rights of women from VAW, and the changed attitudes of the perpetrators, and the reformed perpetrators in the communities, and the reformed laws and state actors supply those demands, leading to the realization of the rights of women to lives free from VAW.

In advocacy, COVAW pays keen attention to duty bearers in different contexts of the construction of VAW. COVAW believes that duty bearers need to understand the basis of the entitlement of women to a peaceful life. They also need to be assisted in thinking of ways to develop relevant capacities to fulfill their human rights obligations. Only then can the normalisation of the human rights framework in everyday considerations in regard to VAW begin. COVAW also recognizes that women as right holders do sometimes facilitate and perpetuate the logic of VAW by the beliefs they carry and the norms and ideas they pass onto their sons and daughters. The Advocacy programme is cognizant of these issues in its design.

Research, Information Dissemination & Communication

This programme is earmarked for development into the bequeathal and legacy programme of COVAW. COVAW believes that the eradication of VAW will be realized when all the factors that support its logic in the human race and in the various societies and communities has been invalidated. Such invalidation shall be realized when activism and advocacy are imbued with, informed by and driven by relevant knowledge and current information. This would lead to and facilitate a continuous and informed debate on VAW between stakeholders and at all possible levels of society facilitated by a continuous sharing of relevant information such as best practices, knowledge and proven skills. The continuous collation of information, formulation of frameworks of thoughts and effective theories of change and dissemination of the same, cannot be properly done in the context of the normal day to day advocacy and activism activities of an organization. There needs to be dedicated action and energy in this regard in the region. In its twelve years of work on VAW, COVAW has identified a gap in this regard.

After “Breaking the Silence’ for ten years and creating the environment for many other actors to work on VAW; and now entering the second half of a decade in setting the pace for ‘Breaking the Cycle’ through advocacy and social movements, COVAW plans through this research programme in this strategic period to begin the process of laying a foundation to become the knowledge generation and dissemination institute on VAW for the Africa region.

2.2 Geographical areas of Focus

COVAW works in Kenya, East Africa. Within Kenya, COVAW has worked with communities in Laikipia in Central province, Taita Taveta in Coast Province, and Kajiado in Rift Valley Province. In the proposed strategic period, COVAW will phase out of these communities and begin work in Kisumu in Nyanza province and Nakuru in Rift Valley province. In its advocacy work, COVAW collaborates with organizations and stakeholders at regional and international levels. In the future, COVAW plans to be involved in VAW knowledge generation and dissemination targeting the Africa region.

2.4 Partners

Local Communities

CBOs
Paralegal networks
School pupils
School teachers
Women groups
Youth Groups

Peer Organisations

FIDA-K
CREAW
ICJ

Donor s

Ford Foundation
UNIFEM
Christian Aid
Trocaire
HBF
Open Society Initiative (OSI)
GTZ

State Agencies

Law enforcement agents
Health workers
Magistrates
Prosecutors

2.5 Impact of COVAW work so far

- **Breaking the silence nationally.** In the first decade of its existence, COVAW contributed significantly to bringing VAW from the realms of 'private'/'domestic' where it found justification, to the fore of public awareness, conscience and concern where it began to be seen as a grave violation of women and their right to a peaceful life and bodily integrity. The argument that VAW is a domestic matter, though still made, does not go unchallenged by the public (individuals, police, government

- administration, religious organizations and opinion leaders among others). Previously that challenge would come from the COVAW and other civil society actors against VAW.
- **Breaking the silence in communities.** Through its community advocacy programme, COVAW has in the last five years got communities conversing about VAW in their midst and exposing and challenging practices and logic of VAW for instance in Kajiado and Laikipia where such were unquestionable, unchallenged norms of social-cultural gender relations among the Maasai. In Taita Taveta COVAW has worked with others to lift the cloak of 'family honor' behind which grave violations especially against girl children in the form of incest are carried out, hidden and condoned.
 - **Contributed to building a civil society movement on VAW in Kenya.** COVAW was among the first (with FIDA-K) organizations to act on VAW in Kenya. COVAW's passion, commitment, fearlessness and clarity of message opened up space in the sector for the growth of other actors both organizational and individual who together form an active movement whose results are being seen through such achievements as the Sexual Offences Act and other key policy changes such as counseling facilities and women officers at police stations and hospitals (such as Kenyatta National Hospital) to attend to victims of VAW. A community network of paralegals, women's CBOS, local chief's office, and police working in concert in Dol Dol, Laikipia are taking action to stop child molestation and rescue girls from early marriages and FGM leading to prosecutions against perpetrators and protection of victims.
 - **Sensitised key agents of social change on VAW** who have generated a demand for more skills and knowledge on how to deal with VAW in their work such as judicial officers, religious actors, media, educational institutions, police and administration officers among others. This conscientiousness among these agents of change provides a ripe foundation for COVAW's goal in this strategic period – Breaking the Cycle of Violence Against Women.
 - **Illustrated the effectiveness of campaigns** as a tool for social transformation. The consistency, effective organization and success of COVAW's flagship campaign "Breaking the Silence" (1995-2005) popularized public campaigns as a tool for social change in Kenya. As a result many organizations often have on-going campaigns on their issue of focus.
 - **Violated women demanding justice in the courts.** Training of victims and TOT to community women groups in Nairobi on legal aid and counseling skills, has led to increased number of cases followed up by victims in court, and a growing group of skilled and empowered women engaging the justice system and their perpetrators. Counseling has also assisted in breaking up the cycle of violence within personal relationships such as marriage where the women become more confident and assertive.

2.6 Important Lessons

COVAW's growth and outlook is progressively informed by key lessons derived from its experiences and its observations of the evolving environments which directly or indirectly affect its work. These are such as:

- **The political dangers of language use in social change work.** COVAW has learnt that social change agendas in furtherance of women's rights can easily be hijacked, sabotaged and co-opted through language manipulation. Whereas COVAW purpose is to eradicate Violence Against Women, as the issue had gained visibility, it has slowly been grown into Gender-Based Violence (GBV), which though is acknowledged by COVAW as an all-gender encompassing human rights issue dilutes COVAW's agenda of VAW. The two terms are often used interchangeably, yet politically GBV dilutes the focus on VAW and blurs and confuses logic around important VAW-anchoring institutions such as patriarchy trivialising them with the argument that men too are violated etc.
- **Women are co-perpetrators and default perpetrators of VAW.** Most focus on VAW is on women only as victims and right holders and men as perpetrators. COVAW, through its work in communities has learnt that women too are an anchor, custodian and perpetrator of VAW through the beliefs they hold about some of the VAW practices, their self-perceptions as inferior, and how they pass these beliefs and norms to their sons and daughters. Some women condone and support FGM, early marriages and even incest rationalising them through certain traditional cultural (often mythical) beliefs. Women also violate other women using logic anchored in power relationships with other women. Power in these instances is derived through employment, marriage, and age among others. Social change work on VAW must be cognizant of the complicated web of logic, pillars, custodians and perpetuation of VAW, and therefore identify all the critical sites of intervention- such as that of women as passive or active co-perpetrators.
- **The Men Question.** COVAW has learnt that to be effective in eradicating VAW, it must confront the question of men, patriarchy, masculinity and power. Men operate within a web of social-cultural constructions of which women are central factors. Society the world over is changing in patterns and variety of speeds that have thrown certain constituencies such as men into a crisis of identity, place (belonging), and roles. In order to engage the male for eradication of VAW, feminist actors must (without condoning VAW) understand them and the contexts that are informing their view and actions or lack thereof. Further, COVAW has learnt that there is a growing constituency of men who though they are still privileged by society are categorically against VAW and other forms of oppression of

women. These would form critical partners for COVAW in engaging men on VAW both as perpetrators and victims of the obtaining social-cultural male crises.

- **VAW as a generational 'virus'**. VAW in the family context is like a generational virus. COVAW has learnt that actors on VAW must find ways to break the generational cycle of VAW within families with VAW histories by networking with other actors such as child welfare officers to counsel children on VAW and minimize the likelihood of repeat of VAW in their lives as perpetrators or victims.
- **The Circle of Change and Collaboration**. The circle of social change cannot be completed by any one organization or actor on any issue. Because of the complexity of the process of change of social-cultural norms, COVAW has recognized the need to do a mapping of the circle of change around any issue it embarks on in order to identify the various sites for intervention and which actors may be making interventions at such sites. COVAW then identifies its competitive edge around the issue and identifies a site where it is likely to make the most impact. In making its intervention, COVAW recognizes that in order to realize its overall goal of breaking the cycle, it must support players working on other intervention sites to succeed in order to complete the circle of change on the issue. COVAW has therefore adopted Circle of Change Mapping and Collaboration as a key elements in its strategy.
- **Flexibility for Programming in unstable political contexts**. During and after the 2007/8 election violence, COVAW learnt that when working in fluid and potentially unstable political environments such as Kenya has become since 2002, it is important to build flexibility into programme budgets and modes of operating in order to be able to apply organizational resources to the women's need of the moment without endangering the gains and progress made in the normal programmes with erosion through total neglect. This calls for innovative fundraising and ingenious programming.
- **Donor methods and sustainability, independence**. At the global and local levels donor funding methodologies have changed. These changes have led to the re-allocation of the role of programme directing to donors through the basket funding for instance. COVAW has found itself spending more time that ever in donor meetings, writing proposals and reports and waiting for long periods of time for funds to come through UN agencies used as finance administrators by the donors. Bottom-line considerations of survival are seeing many organizations change their programme prioritization to 'fit' in with basket funding prescribed programmes This funding environment reduces drastically net resource flows to CSOs, erodes independence of thought and agenda, compromises authenticity of funded social action (motivation is funds not change), and erodes overall

effectiveness. This has led to COVAW taking strategic action to begin developing financial independence.

- **Foreign VAW perpetrators.** COVAW confronted the issue of repeated rapes of Samburu women in Laikipia by British soldiers in training camps there. Though the matter was widely publicized, no preventive state action on either side was taken, and the soldiers are now back in the same area training. COVAW learnt the importance of collaborating with partners from home countries of perpetrators to bring out the issue to the British public. Further that on matters of diplomacy and geo-political efficacy, campaigns against VAW must be broad based and persistent mobilized broader constituency so as to force policy protective positions in geo-political agreements. The COVAW campaign focused more of accessing justice to the women, than ensuring eradication of the practice or removing the perpetrators altogether.

Part II

The Context Informing COVAW Work

2.1 Environmental trends and factors

Political

The Kenyan parliament is male dominated. Driving through women's rights agenda will require intense awareness raising and lobbying and capacity building for the women parliamentarians. The grand coalition government power-sharing is delicate, and is threatened by concerted irresponsible, inciting and anti-peace utterances with ethnic content by politicians on both sides. The situation portends deterioration into ethnic and political strife and an early election. The fulfillment of Agenda 4 in the National Accord for Peace, on which the coalition was established, would most likely bring greater stability to the coalition. Imminence of an election in the context of no electoral commission portends a disintegration of the nation. A potentially conflictual political situation is always dangerous for women's rights especially as regards VAW. The process of the establishment of the TJRC & prosecution of perpetrators of violence during the election clashes are currently priority issues.

Social-Economic¹.

From available official records, the social-economic dimensions of Kenya exhibit the following situations that are relevant to COVAW work: There is increase of impoverishment with poverty indices showing over 50% below poverty line with 56.6% of population lacking access to adequate *food* and most accessing food of poor quality and nutritional value. There is gross inequality in access to *education* with a national gross enrolment rate of 87.6%, but with some areas such as NE province having a rate of only 17.8% compared to 106% in Central Province. Universal Primary Education policy as a positive step but which did not consider schools for the disabled and children in informal schools in slums and remote areas. Continued *environmental* degradation is recently illustrated by the deforestation of the Mau forest among others. Decreasing *health* standards are marked with increase in infant and under-five, and maternal mortality rates, reduction in life expectancy from 60 years in 1993 to 51 in 1998, increased

¹ References are:

- Republic of Kenya, (2004) Strategy for Revitalising Agriculture 2004-2014. Ministry of Agriculture and Ministry of Livestock Development.
- Republic of Kenya, (2002) National Development Plan 2002-2008: Effective Management for Sustainable Economic Growth and Poverty Reduction
- Republic of Kenya, (2003), Kenya Demographic and Health Survey, 2003. Preliminary Report, Nairobi. Government Printer.
- ROK, NDP, op cit, p54.
- Republic of Kenya, 1999 Population Census.
- Society for International Development (2004), Pulling Apart: Facts and Figures on Inequality in Kenya.

morbidity and illness especially in malaria and respiratory infections, breakdown of health infrastructure, HIV/AIDS pandemic with 2.13 million known cases in 2006. The family unit is in crisis with increased domestic violence, child abuse, sexual violence especially rape, incest and sodomy, neglect and desertions, divorce, polygamy, single parent households increasing and not recognized by the law, street families increasing, and an unsupportive legal framework. There is increased insecurity and crime across the country with the re-emergence of the outlawed sect *Mungiki* and increasing rates of unemployment. The global financial crisis is setting in with indications of significant job losses and slowing down of the economy and reduced estimates of growth. 50% of population is lacking access to adequate and safe *water and* there is *increased* homelessness with 3 million people in urban areas and 6 million in rural areas in urgent need of proper housing. General inequality is on the increase with a gini-co-efficient of 0.57 in 1999 ranking Kenya among the top ten most unequal countries in the world, and fifth in Africa. Many Kenyans are hurting from aftermath of the 2007/8 electoral violence, with large numbers of internally displaced persons, many dispossessed persons, violated, and many more kept or driven into poverty as a result of mismanagement and corruption.

Sectoral (Civil Society)

Civil society in Kenya has since 2002 been struggling against divisive forces of ethnicity, political alignment and corruption that have divided the nation. After losing the uniting face of their 'enemy' 'Moi' and celebrating the victory of what many believed was a progressive regime, and losing many of their core staff to the new regime, many began re-evaluating their strategies and goals and restructured their institutional functions. After 2002, with major changes in donor funding patterns, and focus going only to areas of imminent impact such as constitutional change, CSOs faced a resource crisis, with unprecedented difficulty in marketing their routine programs to donors. 2002-2007 was marked with the constitutional reform process at Bomas, and the difficult times 'fitting' into the new donor funding patterns. Faith-based organizations were core actors by now in the sector, and were providing keen leadership especially in the process towards a new constitution. The women's movement however grew in numbers of organizations, budgets and variety programmes outlay with many going into the area of violence against women. It however in the same period was affected by ethnic and political affiliations that brought divisions within and between organizations with some major organizations being completely ruptured and others extremely weakened by the dynamics. The 2007 elections and their violent aftermath further divided women's organizations with some personalities publicly taking political and ethnic sides. The wrangling that began at that time still challenges the women's movement and is a real threat to effective collaboration and the women's movement generally.

Donors

At the international level, aid harmonization continues to direct changes geared towards effectiveness of foreign aid with highlights of these gradual changes including; The Millennium Declaration (MDG #8) on Global Partnership for Development; the Monterrey Consensus (Report of the International Conference on Financing Development, March 2002 para.43); the Rome Declaration (2002) on Aid Effectiveness and Good Practice Principles; the Paris Declaration on among other things donor alignment with partner country development strategies, harmonized donor actions and mutual accountability for development results. These and related initiatives have resulted in the shifts in funding patterns witnessed on the local scene.

Locally, after 2007 post-election violence, the 'wait and see' attitude after 2007 persists albeit coupled with the basket funding and the effects on CSOs and the cause of building effective social movements continues to be seen.. Non-aligned donors however continue to fund innovative initiatives in social transformation and supporting the growth of the sector for social transformation. Many donors still have women's rights and VAW on their funding agenda both in and out of the basket. This is an opportunity for COVAW.

2.2 COVAW's Competitive Edge

- Established niche as a leader on VAW advocacy in the sector
- Distinguished expertise in long term campaigns and lobbying
- Proven ability for consistent action
- Wealth of experience and knowledge on VAW in the country
- Proven community advocacy model that is working

2.3 Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis

SWOT Analysis	
<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> • A network of collaborators in different sectors nationally • Recognition as leader on VAW by peer organizations • A pool of trained partners at the community levels resourcing the emerging movements against VAW there • A wealth of experience and knowledge on VAW • Proven consistency of vision and action 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> • Inadequate in-house staff capacity as a result of inadequate sore funding • Inadequate Monitoring and Evaluation model and practice • Outdated institutional policies and practices that do not match organizational growth and current trends in the sector. • Donor dependency as COVAW is fully donor dependant
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • International, regional and national reform mode is oportune for pushing institutional, policy and legislative reforms on VAW such as new UN agency to address women issues, reforming UN treaty bodies such as the Human Rights Committee,; the International Criminal Court.; constitutional reforms locally constitutional reforms locally • African Court of Human Rights and other developments in regional and sub-regional political and governance system such as SADC, EAC, ECOWAS present new sites for women to demand accountability and enforcement of regional commitments and instruments that advance women’s rights. • Positive products of globalization such as information technology that allows for advocacy on a global plane • Emergence of private sector lobbies such as The Kenya Private Sector Alliance (KEPSA) as sites for partnerships and advocacy against VAW • Rise of Corporate Social Responsibility as a site for advocacy and mobilization of resources for work against VAW • Undeveloped research and documentation potential which is critical for implementation of core objectives • Sustained donor interest in VAW • Emerging new sources of core funding such as Foundations 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • Evolving government structures, high turnover of decision makers, slow policy development and implementation slows down COVAW advocacy work • High staff turnover at COVAW • Changing donor priorities influenced by political winds and global policies on aid • Over-reliance on foreign donors and underdeveloped capacity for local fundraising which jeopardises organizational and programmatic sustainability • Donor conditionality • Imminence of conflict based on land issues and ethnic political claims in Kenya • Poor institutional development at COVAW • The delicate unity amongst women’s organizations in Kenya that compromises the effectiveness of the movement in pushing national women’s issues. • Volatile political environment

Part III

Implementation of COVAW Programmes

3.1 Core Assumptions and Risks

- That COVAW will secure full funding for all planned programme activities
- That the political environment will remain stable and not disrupt programme activities, or compromise gains made in form of outputs and outcomes as a result of programme activities
- That other players on different sites of the circle of change on VAW will be successful and therefore lead to realization of COVAW's core objective of breaking the cycle.

3.2 Monitoring & Evaluation of progress

As part of strategic tools, COVAW will develop an M&E tool tailored to this plan. The tool will develop core result measurement questions at output , outcome and impact levels that will guide continuous progress monitoring and impact evaluation periodically within the timeframe of the plan. COVAW will also document case studies and experience as part of learning during the programme period.

3.3 Important partnerships

COVAW plans to broaden its base of partners and collaborators as it has learnt of their importance in the achievements of its goals. It will develop a data base of its past collaborators on VAW for use as a reference resource and collaborations. Further in its Circle of Change Mapping exercise, COVAW will identify key collaborators in different sectors for the different activities in its programmes. COVAW values its partnerships with the following

- Community based organizations in the communities
- Paralegal networks in the communities
- Government departments such as health, education and local authorities
- Law enforcement agents such as chiefs, police
- Women groups
- Donors
- Pro bono lawyers
- Judiciary
- Prosecutors from State law office
- Civil society organisations
- Faith based organisations

3.4 Resourcing COVAW Programmes

Fund raising

COVAW has developed a fundraising strategy designed to raise KShsrequired for the successful implementation of the planned programmes. COVAW plans to grow the relationships it has with all its current donors numbers in order to meet its budget targets. Further COVAW’s fundraising strategy includes activities geared towards building future organizational sustainability.

Institutional Strengthening

COVAW is currently undergoing an institutional restructuring with a view to strengthen institutional systems and lay a foundation for growth into a stronger organization. This is geared to enable COVAW take its recognized place as a leader in the VAW movement in Kenya. The following structure resulting from that process is designed to provide a strong base for the implementation of this strategic plan.

