



## WOMEN'S VOICE AND LEADERSHIP (WVL) KENYA Project



### DRAFT BASELINE REPORT

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## **ACKNOWLEDGEMENTS**

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## ACRONYMS AND ABBREVIATIONS

COVID	Coronavirus Disease
CRAWN Trust	Community Advocacy And Awareness
CREAW	The Centre for Rights Education And Awareness
FGM	Female Genital Mutilation
GAC	Global Affairs Canada
GBV	Gender Based Violence
HIV	Human Immunodeficiency Virus
KIIs	Key Informant Interviews
LGBTQ	Lesbian, Gay, Bisexual, Transgender, And Questioning (Or Queer)
MEAL	Monitoring, Evaluation, Accountability and Learning
ODK	Open Data Kit
PARS	Pan African Research Services
PWDs	Persons with Disabilities
QA/QC	Quality Assurance/Quality Control
SPSS	Statistical Packages for Social Sciences
UAF-Africa	Urgent Action Fund-Africa
WROs	Women Rights Organizations
WVL - Kenya	Women's Voice and Leadership – Kenya project

## EXECUTIVE SUMMARY

This report presents a synthesis of findings from the baseline evaluation carried out for the Women's Voice and Leadership program in Kenya. This program is funded by Global Affairs Canada (GAC) and is being delivered by CARE Canada, CARE Kenya, Uraia Trust, The Centre for Rights Education and Awareness (CREAW), Community Advocacy and Awareness (CRAWN Trust) and Urgent Action Fund (UAF- Africa). The program's goal is to support the capacity and activities of local and national women's organizations and movements seeking to empower women and girls, advance the protection of women's and girls' rights, and achieve gender equality with the ultimate outcome being the "increased enjoyment of human rights by women and girls and the enjoyment of gender equality in Kenya". The overall objectives of the baseline were to provide: 1) the baseline data for the WVL Kenya project indicators against which progress will be measured, and 2) provide recommendations on improving the current project Performance Measurement Framework (PMF) and Monitoring, Evaluation, Accountability and Learning (MEAL) Plan.

The baseline employed a mixed methodology approach, combining both quantitative and qualitative approaches. The study was undertaken in a feasible manner given the COVID 19 reality and associated safety precautions, limitations on movement and convening. The study findings drew analysis from secondary data, self-assessment questionnaires, key informant interviews and quantitative interviews through phone calls. The study engaged a wide range of stakeholders including: women's rights organizations (WROs), women rights' network members, staff of the 4 partner organizations and CARE staff. All the network members engaged were female as well as 83% of representatives of WROs and partners. Slightly above half (53%) of WROs representatives engaged were organization leaders while 86% of partner representatives were staff.

### **Baseline status of WROs, partners and networks**

WROs and partners engaged an extensive range of vulnerable groups with most being the rural women (43% of partners and 38% of WROs). All partners and 23% of WROs targeted vulnerable persons in all age groups. Most WROs (62%) targeted the youth (18-35 years). Other groups targeted by WROs and partners included, people with disabilities (PWDs), youth, survivors of GBV, pastoralist, LGBTQI and persons living with HIV. None of the WROs targeted LGBTQI groups but about 7% of partners offered services to the groups. The average reach of partners in the previous year was about 727,655 vulnerable people while WROs served about 23,587 of them. WROs and partners offered all-encompassing services, but the main ones were on economic empowerment, resource mobilization, social education/access to justice and advocacy against gender-based violence/gender equality/women's rights.

Networks on the other hand had a wide reach with all the seven networks surveyed operating in 25 counties of Kenya and 23% of them having operations within the entire country. Overall, 77% of network members were aware of other relevant platforms and networks where they could engage in gender equality work including feminist work.

### **Governance, leadership of organizations and the participation of marginalized groups**

Board/management structures of WROs were mainly female members (81%). Similarly, 75% of board/management members were female. Youth presence in the board was 52% for WROs and 33% for partners. However, representation of youth females was as low as 17% for partners and 38% for WROs. Representation of PWDs in management/boards of WROs was at 14% while among the partners it was 25%. The founder members syndrome where founder members clung to power and were unwilling to involve the youth was a huge hindrance to the youths' participation.

### **Application of best practice in governance and management**

Only 14% of WROs had all the identified best practices in place. Main gaps in the use of best practices for WROs were in having emergency plans or risk management strategies in place, funding strategies, financial management practices, protection and safeguarding policies, communications plan and operating procedures for procurement. Qualitative data indicated that WROs were highly affected by lack of succession plans and are likely to collapse if the founder retired.

Overall, 56% of WROs' staff and 66% of partners' staff were confident of their ability in creating basic organizational systems. The main gaps were in sourcing and using evidence or data in their policy and advocacy work in a timely

and responsive manner, improving resource mobilization and fundraising, in developing strategic plans that are clear and aligned with priority needs of women and girls and in capacity to channel demands related to gender equality of marginalized citizens and engage in decision-making.

Generally, 52% of WROs' staff and 43% of partners' staff expressed a high level of self-efficacy. Lower self-efficacy was in negotiation and communication skills at advocacy, networking, or public events as well as communication skills when among colleagues.

### **Funding and programming quality**

Access to funds is a big problem to WROs because the funds are very meagre and when the funds are there, the issues that are prioritized are not always related to women's rights. WROs had an average of 3 donors in the previous year and about 27% of WROs had a funding level of USD 10,001-50,000 while most partners (70%) had a funding level of more than USD 100,000. Lack of technical expertise, understaffing and poor quality proposals affected the funding levels accessed by WROs.

Only 39% of WROs and 59% of partners rated their programming quality as excellent. The main areas where WROs and partners were weak in programming included; ability, systems, and processes to manage internal & external risks, influencing policy/advocacy and raising awareness. WROs' and Partners' ability to deliver quality programs to women and girls including marginalized and vulnerable groups was rated as excellent by 50% of partners and 56% of WROs. Slightly above half (57%) of partners' staff and 44% of WROs' staff were completely confident of creating, monitoring and or improving basic organizational processes and systems. In terms of making transparent, accountable, and sustainable decisions, processes and systems, 60% of WROs' staff and 64% of partners' staff were completely confident. Some of the sources of funding mentioned were development partners, the government, the private sector and individual members.

### **Achievement of objectives and targets**

Only 45% of partners and 32% of WROs had achieved all their targets and objectives in the year preceding this study. The highest areas of achievement for WROs was in service delivery where 45% had achieved all objectives and in programs for partners and 64% of WROs had completely achieved their targets. Strategic planning, resource mobilization, technical capacity building, and human resource management were the areas of lowest performance for WROs. Knowledge management, documentation and monitoring and evaluation, human resource management and administrative capacity were the spaces most partners fell short of achieving their targets.

### **Networking and advocacy for WROs and partners**

In terms of networking and advocacy, 93% of WROs had engaged in policy advocacy on gender equality in the year preceding this assessment and moreover, 93% of partners and 80% of WROs had influenced government policies, laws, and or plans. Influencing policies was done through networks and WROs had membership in about 3 networks per WROs. Networks' ability to work with others was rated as high by 80% of network members and 97% of the members rated their personal abilities in collaborating to achieve a common goal as high.

### **Status of Women's movements in terms of strength and Maturity**

About 43% of network members believed the women's movement in Kenya was strong and mature while 54% thought they it medium-strong and 3% saw it as weak. Furthermore, the cohesiveness of the women's movement was rated as average by members. Factors contributing to movements being weak and lacking cohesiveness included; easily losing focus and joining political agendas that do not necessarily aid in their primary role, women not voting for other women in political positions, existing gaps in uniting and empowering women, local women's voice not heard nor included in the leadership, meddling in women's organizations by politicians, and corruption.

### **Challenges facing WROs and partners**

There were many challenges facing WROs and partners. Some of the main challenges included; insufficient funding, lack of recognition of women's roles in planning and decision making, COVID 19 disrupting operations, lack of concrete succession plans, poor institutional structures and systems (financial systems & HR systems, documentation and knowledge management), poor governance and leadership, knowledge gaps on the rights of WROs and poor representation of women in political and leadership spaces.

## **Conclusion**

Given the status of WROs and networks in Kenya, we conclude that the WVW program is relevant and its objectives and targets are valid and achievable.

Overall, the women's movement in Kenya is not yet fully mature and strong and lacks high levels of cohesion. WROs face multiple huddles in financial capacity, technical capacity, lack of concrete succession plans, poor institutional structures and systems (financial systems & HR systems, documentation and knowledge management), poor governance and leadership, knowledge gap on the rights of WROs. These challenges affect their activities especially in influencing policies that support women's rights.

In this regard, WVW's support in the following will be vital: (1) Multi-year funding; (2) Fast, responsive funding for discrete activities / short projects to allow for nimble responses to unforeseen events and pilot innovative ideas; (3) Institutional capacity-building support; and (4) Network and alliance building (including intergenerational alliances to address the founder members syndrome and lack of youth engagement) for movement building to amplify WRO voices and foster an enabling environment where collective action can coalesce.

## **Recommendations**

The program's targets are valid and achievable. However, given the surprisingly positive self-reporting from WROs on some indicators despite a more negative picture in the qualitative findings, in-depth organizational capacity assessments are required to challenge WROs to self-reflect in a more critical way.

Most donors are interested in outcome WROs' projects as opposed to strengthening their capacity to implement such projects and carry out their mandate. In this regard, there is a need to create a conducive environment for WROs to flourish and space for them to be able to engage constructively.

Only 14% of WROs had all the best practices in place and thus development of these organizational tools is key, and the program needs to build the capacity of staff on how to develop them and well as put them into operation. This can be done through participatory approach and workshops. Capacity building could be done through web-based platforms where appropriate during COVID 19 restrictions, and through platforms for sharing experiences i.e. networking forums

One of the main challenges WROs faced was in fundraising. The program should capacity build WROs in developing viable fundraising strategies, improving technical capacity on developing quality proposals. Lack of records or evidence of work done was not attractive to donors and thus contributed to low funding levels. The project should thus help WROs develop robust monitoring, evaluation and learning systems to ensure regular data collection and storage of evidence.

In addressing the challenges of funds, the program should develop an access to grants component for WROs to be able to fund short term projects and fill in other capacity gaps such as in technology. Prior to offering grants, the program can train WROs on financial and administrative procedures. This will improve accountability. On long term and for sustainability purposes, the program needs to link WROs to donors and other key partners.

Youth participation in management/boards was low and the program needs to capacity build the youth on management through mentorship programmes and linking them to learning and skills sharing opportunities such as cross training. The sustainability of the WROs hinged on the founder being part of the WRO and without them they would collapse. In this regard the program needs to help WROs develop and operationalize succession plans and foster intergenerational mentorship. To avoid internal wrangles during implementation of the succession plans, founders can be afforded honorary positions such as mentors in the WROs.

WROs worked in competition as opposed to working together and this hindered their impact in policy influence and advocacy. The program should link them to networks and challenges the ultimate WROs to take lead roles in developing collective actions.

## BACKGROUND

### About the Women's Voice and Leadership (WVL) Project

Women's Voice and Leadership (WVL) Kenya Project funded by Global Affairs Canada (GAC) is being delivered by CARE Canada, CARE Kenya, Uraia Trust, The Centre for Rights Education and Awareness (CREAW), Community Advocacy and Awareness (CRAWN Trust) and Urgent Action Fund (UAF- Africa). Its goal is to support the capacity and activities of local and national women's organizations and movements seeking to empower women and girls, advance the protection of women's and girls' rights, and achieve gender equality with the ultimate outcome being the "increased enjoyment of human rights by women and girls and the enjoyment of gender equality in Kenya".

WVL offers the following four types of support to women's rights organizations (WROs): (1) Multi-year funding; (2) Fast, responsive funding for discrete activities / short projects to allow for nimble responses to unforeseen events and pilot innovative ideas; (3) Institutional capacity-building support; and (4) Network and alliance building (including intergenerational alliances) for movement building to amplify WRO voices and foster an enabling environment where collective action can coalesce.

The WVL project objectives include:

- Improved management and sustainability of local WROs.
- Enhanced performance of WROs programming and advocacy to advance gender equality and empower women and girls.
- Increased effectiveness of national and sub-national women's rights platforms, networks and alliances to affect policy, legal and social change.

### About the baseline study

Kenyan WROs range from large well established and internationally recognized organizations to small, county or youth start-ups. They focus on a gambit of issues, providing direct service delivery, linking women to legal aid and justice, raising awareness and undertaking political reform. Some are strongly aligned with international or Pan-African organizations and movements, while others work in relative isolation. Some have a strong ability to analyze and effect policy change, while others are skilled at mobilizing marginalized, grassroots women's groups to advocate for their own rights, and those of their constituency. The WVL-Kenya project is strengthening the capacities of these WROs, women networks and women rights leaders. In doing so, the project intends to improve quality of their work and service delivery in their various thematic areas of intervention.

To achieve this, there is a need to establish the current baseline state of the WROs in terms of policies, processes, leadership, governance, strategic direction, technical capacity, program interventions, advocacy work, networks, collaboration, financial and resource base, internal controls, monitoring and tracking mechanisms.

### Objectives of the Baseline study

The overall objectives of this baseline study are to provide:

- 1) Data for the baseline indicators against which future project progress will be measured, and
- 2) Provide recommendations on improving the current project Performance Measurement Framework (PMF) and Monitoring, Evaluation, Accountability and Learning (MEAL) Plan.

The baseline evaluation was to establish the state at which targeted WROs and women's networks are at with regard to the project indicators prior to project implementation. The baseline data will be used throughout the project as a basis against which to measure progress, learning and impact. The baseline will provide a robust set of measures that subsequent MEAL milestones will be able to follow up from thus ensuring consistent and comparable impact measurement over time. The baseline study will give a snapshot analysis of the current state of selected WROs as outlined in the methodology section.

## METHODOLOGY

### Approach

PARS worked closely with CARE's WVL project team who also provided overarching strategic guidance and advice to the entire baseline process. The CARE Kenya team and PARS team held an inception meeting aimed at providing a better understanding of the requirements for the baseline. Relevant documents were shared with the consultant to support preparation of the inception report.

In addition to the desk review, the consultant led a desk-based data collection exercise of:

- **Qualitative data collection with key stakeholders.** This included conducting virtual key informant interviews with staff from CARE and the 4 project partners.
- **Quantitative data collection with the 4 implementing partners.** This involved virtual and phone-based surveys with staff of the 4 implementing WRO partners, linked to the project's performance indicators.
- **Quantitative data collection with the first round (year 2020) 25 ultimate recipient/beneficiary WROs and the 7 networks.** This involved conducting virtual and phone-based surveys with staff / members of 25 WROs selected to receive multi-year grants from the project and 7 national or regional women's rights networks that have been shortlisted to be among the around 5 selected networks receiving support by the project.

### Methodology

The baseline study was undertaken in a feasible manner given the current COVID-19 reality and associated safety precautions, limitations on movement and convening. This study took up both quantitative and qualitative data collection methods. Triangulation, that is, employing mixed methods of data collection and building on strategies to verify or cross-check data using several pieces of evidence rather than relying only on one, was used.

### Inception phase

During the inception phase, the consultant reviewed the literature and prepared data collection tools which **were then shared for review and approval by the CARE team. The quantitative questionnaires** (one for WROs staff/members and a second for women's network members) was then scripted into the Open Data Kit (ODK) platform. Recruitment of the enumerators was also done at this phase. PARS reviewed a wide range of relevant internal and external document sources.

### Documents Reviewed

A wide range of relevant internal and external documents were reviewed including but not limited to the following:

- Organizational Capacity Assessments and capacity building plans of the 4 principal Partners
- The WRO Mapping report and Directory
- The Project Implementation Plan
- The Gender Analysis
- Rapid Gender Analysis of COVID-19
- Policy documents
- Work plans
- Budgets
- Risk register
- Communication Strategy
- WVL Kenya Project Profile
- Multi- year and Rapid Response Fund Granting guidelines
- Governance structure
- CARE International Kenya program related documents

Findings from the literature review were triangulated with primary data findings to inform the baseline report.

### Primary Data collection Phase

Primary data collection was conducted after approval of data collection tools by the WVLC CARE team. In consideration of the COVID-19 pandemic and restrictions imposed on travel and meetings, these discussions were done virtually by use of technology (by Skype / Zoom / WhatsApp / or phone voice-based communication systems). CARE Kenya provided PARS with an introduction letter informing the relevant partners, WROs and networks of the study and this was sent to potential respondents. The introduction letter is annexed to this report.

### Qualitative Key Informant Interviews (KIIs)

A total of 11 KIIs were achieved, as detailed in the table below.

Table 1: Key Informants Interviews achieved

Organization	Key Informants
Care International Kenya staff	Program Director
	Program Quality Learning and Accountability Sector Manager
	Women Voice and Leadership Program Manager
	Women Voice and Leadership Program Grants Coordinator
	Women Voice and Leadership Program MEAL Coordinator
	Finance Manager
	HR Manager
Uraia Trust	Executive Director
CREAW	Executive Director
CRAWN Trust	Executive Director
UAF Africa	Programme Coordinator Grant Making
Total	<b>11 Key Informants</b>

### Quantitative Data Collection

Quantitative interviews employed two structured survey questionnaires. One questionnaire was used for WROs and partners while the other was used for interviews with women's network members. PARS scripted the questionnaires using the Open Data Kit (ODK) on a secure online server of ONA. Subsequently, a link was created and was sent to the leaders and staff of WROs on their email addresses for self-completion. Phone call interviews were provided as an alternative to respondents who did not prefer online self-completion.

The targeted population for the quantitative phase of the survey were individuals from the 4 program partners, the 25 ultimate recipient organizations and members of the 7 women's networks.

About 49 respondents filled in the survey online by responding to the link shared. Following the low response rate and acknowledging technology/connectivity challenges faced by many WROs in Kenya, telephone interviews were done with 101 further respondents to boost the sample. The final sample size achieved was 150 (129 female and 21 male) out of the target of 171.

Table 2: Quantitative Interviews achieved

Category	Link	Calls	Male	Female	Total
Network members	17	13	0	30	30
Partners	13	1	3	11	14
WROs	19	87	18	88	106
Total	49	101	21	129	150

## Quality Control

Quality Assurance/Quality Control (QA/QC) is paramount as it ensures that data quality measures are implemented correctly and consistently throughout the evaluation. For this survey all qualitative interviews were conducted by senior PARS consultants. CARE staff provided contact details for their staff and those of partner organizations who were called up and interviews secured at their convenience. Quantitative data was collected using a structured questionnaire administered online and hosted by the Open Data Kit (ODK) software.

Separate data collection tools for WROs/ Partners and for network members were designed for this study and encrypted into the ODK Collect and a link (English supported) shared by email with the respective stakeholders. Quality control was done from the scripting in the skip routines guiding the respondents on the next questions depending on the responses selected in the previous question. The data manager checked the data on a daily basis to validate the responses given. No anomalies were found. Data coding of all open-end responses was done to make sense of different types of responses given by the respondents.

The survey engaged 3 research assistants who were trained internally for 2 days. The training featured a briefing on the WVVL program, questionnaires, ethics and data collection skills. Mock interviews were done internally prior to data collection to improve the interviewing process. Informed consent was sought with all stakeholders prior to engagement in the survey.

## Data analysis

### Qualitative data analysis

Qualitative information was analyzed and validated within the PARS team on a daily basis, allowing collective reflection on the information gathered. The daily analysis also helped to triangulate data from different sources and to offset any tendency towards biases and fragmented data at the end of the survey. Further analysis was done using NVIVO software and gridding.

### Quantitative data analysis

The quantitative data collected through questionnaires was summarized and analyzed using Excel and SPSS after cleaning and coding. Based on the objectives of the survey, most of the analysis organized the data in terms of means, frequencies, median and standard deviation. The data has been presented in the form of charts and tables in this report. This information is useful as it will provide project insights to the implementing team. Most of the information collected has been incorporated in the main report, and used to generate the findings, conclusions and recommendations.

## Survey limitations

Given the COVID-19 situation, the entire study had to be conducted at a distance without face-to-face interactions that would have simplified the process. The survey was designed in such a way that respondents would respond directly to an online link. However, in addition to that, and due to low/poor internet access, some WROs and network members requested telephone interviews. PARS used experienced interviewers to conduct the interviews by phone. PARS and CARE Kenya agreed to extend the timelines for the study due to various factors including low and slow response rates of the WROs and network members and other issues related to internet access.

Another data limitation was due to self-reporting where WROs who are new to the project and whose partnership agreements have not yet been signed, seemed to overrate their capacities as opposed to their reality in order to be viewed positively by the project and to be formally confirmed as partners. Survey results for the WROs on questions of ability, systems, quality of work etc. showed a more positive picture than that of the document review and qualitative discussions with other stakeholder about WRO capacity. This overrating of ultimate recipient WRO capacities at baseline may cause project results appear to be less significant than the reality. At midline and endline, the WROs will have signed partnership agreements, more experience with critical self-reflection, and likely less fear of exposing their weaknesses.

## FINDINGS

### Socio-demographic characteristics

The table below shows the sociodemographic characteristics of the population of this survey.

Table 3: Socio-demographics

		WROs (n=106)	Partners (n=14)	Network Members (n=30)
Age	18-25	10%	7%	0%
	26-35	36%	50%	20%
	36-45	28%	21%	37%
	Above 45	25%	21%	43%
Gender	Male	17%	21%	-
	Female	83%	79%	100%
With Disability	Yes (Overall)	7%	0%	13%
	No	93%	100%	87%
	Male	0%	0%	0%
	Female	100%	0%	0%
	18-25	14%	0%	0%
	26-35	14%	0%	0%
	36-45	71%	0%	50%
	Above 45	0%	0%	50%
<b>Involvement in organization</b>				
Organization leader	Female	89%	50%	-
	Male	11%	50%	-
Staff	Female	77%	83%	-
	Male	13%	17%	-
Volunteer	Female	89%	-	-
	Male	11%	-	-
Board member	Female	60%	-	-
	Male	40%	-	-

### Baseline status of WROs and partners

#### Organizational characteristics

Overall, ultimate recipient WROs and partners targeted a wide range of marginalized groups in the community. In terms of age groups, the greatest number of WROs targeted youth (18 to 35 years) and the least targeted those above 55 years of age. Notably, all partner organizations and 26% of WROs targeted persons from all age groups.

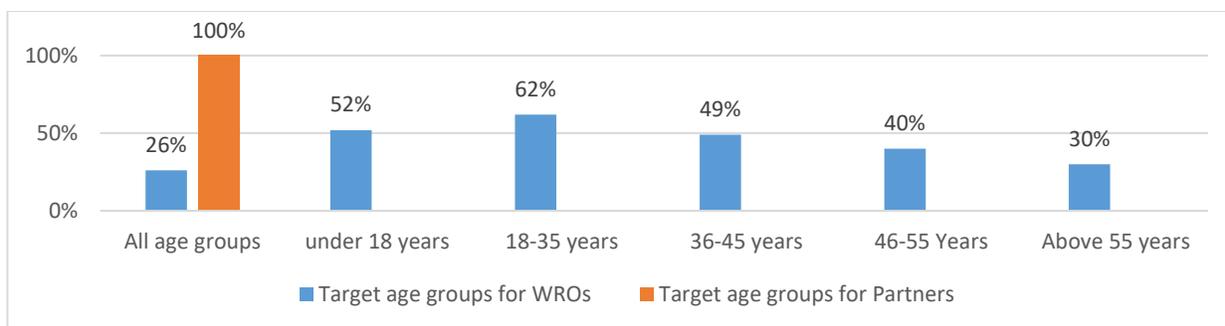


Figure 1: Age of target groups

Specifically, groups mostly targeted by partners and WROs were rural women. Other groups targeted included persons with disability (PWDs), youth, survivors of GBV, pastoralists, LGBTQI and persons living with HIV as shown below.

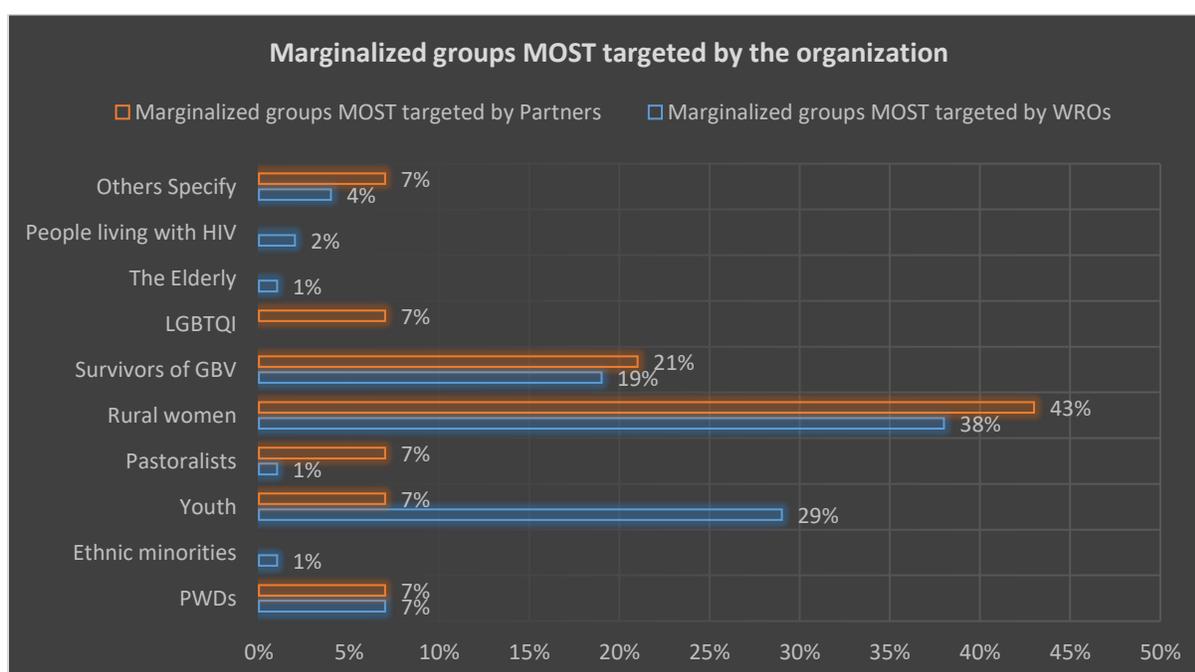


Figure 2: Specific groups targeted by WROs and partners

### Services offered by organizations

The services or programming most offered by WROs and partners were economic empowerment, resource mobilization and social education/access to justice as shown in the table below.

Table 4: Services offered by WROs and partners

	Services offered by the 25 ultimate WROs (% of WRO respondents)	Services offered by the 4 principal partners (% of partner respondents)
Advocating against FGM	29%	-

Economic empowerment and resource mobilization	46%	29%
Social education/access to justice	42%	57%
Institutional/political transformation	4%	-
Mental health	4%	14%
Reproductive/health hygiene/family planning	8%	-
Leadership skills	6%	7%
Advocate against gender-based violence/Gender equality/Women rights	25%	29%
Advocating against harmful cultural practices	1%	7%
Education on drugs	7%	-
Guidance and counselling	13%	-
Provide sanitary towels	6%	-
Advocate against teenage marriage	11%	-
Mentorship Program	7%	-
Food security, Community outreach/inclusion and diversity, Enhance community in the role of Governance, Advocate in environmental protection and management.	9%	-
Team building	2%	-
Mediate between communities when need arises.	8%	-
Community resilience, Child protection, Volunteer in community work, Educating girls and women on behavior change, Land Rights on women	8%	-
Grant support to CSOs	-	7%
Institutional/political transformation		14%

Overall, the average number of people served by partners was 727,655 in the year preceding this survey. On the other hand, 77% of WROs had served between 1 and 2000 people and 23% served above 2000 people within the previous year.

### Governance and leadership of Organizations

The board/management structure of the ultimate recipient WROs comprised 21 members out of which 81% were female. This trend was similar among the partners with 75% of the management/board being female. Youth presence in the board was 52% in WROs and 67% of the youth were female. Among partners, 33% of the board/management composition was youth and 50% of the youth were female. Representation of female youth in the entire management was as low as 17% for partners and 38% for WROs. Representation of PWDs in management/boards of WROs was 14% while among the partners it was 25%.

Table 5: Organizational structure

Board/Management structure composition	Partners		WROs	
	Male	Female	Male	Female
Number of members	3	9	4	17
Number of Youth (below 35 years)	2	2	3	8
Number of persons with disabilities/marginalized groups	1	2	1	2

The low participation of the youth in management/boards was influenced by several factors. Qualitative data revealed that in WROs, the founder members syndrome was a huge hindrance towards youths' participation.

“...representation is still very, very minimal. And the point that you expect that they can rise to a level that they can represent others adequately; they need to be mentored. And the mentorship is not so forthcoming more so in organizations that have the founder syndrome. That is, the founder of the organization formed an organization and they want to grow with it or just run with it, so they don't take their time to mentor young people.” - CARE

Despite the participation of PWDs being similarly low, qualitative data showed they had higher chances of participation compared to other marginalized groups. This is because they were recognized and well accepted as a vulnerable group hence deliberate structures are put in place to include them. LGBTQI individuals are less well accepted in Kenya, given the laws and taboos around this topic and hence LGBTQI inclusion and support is not viewed as one of the top challenges facing women in Kenya.

“When you think about the issues that are really affecting women in Kenya, LGBTQI is not currently one of them.” - Anonymous

### Application of best practice in governance and management

Overall, 73% of all ultimate recipient WROs and 72% of partners had at least one of the best practices in place. However, only 14% of the partners and 20% of the WROs had all the best practices in place. All the WROs had missions aligned to the priority needs of women and girls but only 54% had an emergency plan in place. Only 45% of partners had succession plans, 43% had participant protection and safeguarding policies, 50% had a funding diversification strategy, and 50% had a gender policy/strategy/statement.

Ultimate recipient WROs had fewer best practices in the areas of emergency/risk management plans, funding diversification plans, and revised financial management practices. Despite 72% of WROs citing to have a succession plan in place, qualitative data indicated that WROs were highly affected by lack of succession plans and are likely to collapse if the founder retired.

The capacity assessment reports undertaken in 2019 indicate that the 4 partners were at different stages of development or implementation of succession plans. While Uraia Trust did not have a well understood and documented succession plan, CRAWN Trust used an intergenerational approach to ensure adequate succession but lacked a documented succession plan. For UAF, a succession policy was in the process of being developed and there was a mentorship program in place where every staff member's capacity was built. CREAW had a demonstrated succession plan for the Executive Director position and encouraged upward staff development especially for its women leaders.

Table 6: Best practices used in management

	WROs (% of WRO respondents)	Partners(% of partner respondents)
Mission aligned with the priority needs of women and girls	100%	86%
Vision aligned with the priority needs of women and girls	96%	93%
Strategic Plan aligned with the priority needs of women and girls	80%	93%
A result tracking and reporting system	73%	93%
An emergency plan or risk management strategy	54%	57%
A succession plan	72%	43%
A resource mobilization plan	81%	57%
A strategy for funding diversification	63%	50%
Revised human resources practices	70%	93%
Revised financial management practices	63%	86%
An annual work plan	75%	93%
A communications plan	64%	71%
Standard Operating Procedures for procurement	64%	79%
Participant protection and safeguarding policy	64%	43%

Gender Policy/ strategy / Statement	80%	50%
<b>Average</b>	<b>73%</b>	<b>72%</b>
<b>Have all the best practices in place</b>	<b>14%</b>	<b>20%</b>

Missions, visions and strategic plans are vital in organizations and most of the ultimate recipient WROs reported to have all of them in place. Vision statements describe the future of the organizations, mission statements describe the current state of an organization and its primary goals or objectives and the strategic plan helps to set priorities, allocate resources, and ensure that everyone is working towards common goals and objectives. Given their importance, it is crucial that they are precise for each organization. A review of the capacity assessment reports showed that all 4 partners had a strategic plan with a clear vision, mission and objectives well understood by staff.

Most of the ultimate recipient WROs (92%) had precise mission statements similarly to most partners (79%). The trend was similar for vision statements with 91% of WROs and 79% of partners having precise vision statements as shown below. 63% of WROs and 71% of partners had strategic plans, showing room for improvement.

Table 7: Clarity of missions, visions and strategy

	Mission Statement		Vision Statement		Strategy /Strategic plan	
	WROs	Partners	WROs	Partners	WROs	Partners
Unclear	-	-	-	-	3%	
Somehow unclear	2%	0%	1%	0%	2%	7%
Somehow clear	6%	7%	8%	7%	23%	7%
Very clear/Precise	92%	79%	91%	79%	63%	71%
Not applicable	-	14%		14%	9%	14%

### Capacity and self-efficacy of WROs' and partners' staff

Overall, most of ultimate recipient WROs and partner staff/members were completely confident of creating missions (78% WROs/71% partners) and visions (80% WROs and 71% partners) that are clear and aligned to the priority of women and girls. Key capacity gaps for ultimate recipient WROs' staff were on strategic planning (46%), resource mobilization and fundraising (41%), channelling demands / engaging in decision-making (46%) and sourcing and using evidence or data in their policy and advocacy work in a timely and responsive manner (40%). Among partner organizations, the main gap was on resource mobilization and fundraising (50%) as shown below. These findings showed that ultimate recipient WROs and partner WROs were confident about setting high level missions, visions, objectives and goals for their organizations, but less confident **in reaching those goals**.

Table 8: Confidence levels

Ability		Completely confident
Creating mission that is clear and aligned with priority needs of women and girls	WROs	78%
	Partners	71%
Creating vision that is clear and aligned with priority needs of women and girls	WROs	80%
	Partners	71%
Developing strategic plans that are clear and aligned with priority needs of women and girls	WROs	46%
	Partners	71%
Ability in making transparent, accountable and sustainable decisions, processes and systems	WROs	58%
	Partners	64%
Ability to improve resource mobilization and fundraising	WROs	41%
	Partners	50%

Capacity to channel demands related to gender equality of marginalized citizens and engage in decision-making	WROs	46%
	Partners	71%
Ability to source and use evidence or data in their policy and advocacy work in a timely and responsive manner	WROs	40%
	Partners	64%
Overall Confidence	WROs	<b>56%</b>
	Partners	<b>66%</b>

Self-efficacy reflects confidence in the ability to exert control over one's own motivation, behavior, and social environment. Overall, most of the ultimate recipient WROs' staff (87%) and partners' staff (86%) felt strong and independent. Ultimate recipient WROs' staff had an average 79% self-efficacy score while partners had 69%. However, only 52% of WROs and 43% of partners strongly agreed to have all the aspects of self-efficacy. Notably, the confidence of partners' staff in negotiation and communication skills at advocacy, networking, or public events and when with their colleagues was lower compared to when in their own households.

Table 9: Self efficacy

	Strongly Agree	
<b>I feel confident in my own negotiation and communication skills</b>	WROs	77%
	Partners	57%
<b>I can set my own personal goals and ambitions and I feel confident that I can achieve them</b>	WROs	81%
	Partners	79%
<b>I can plan my own professional career goals and feel confident that I can achieve them</b>	WROs	75%
	Partners	79%
<b>I am a strong and independent person</b>	WROs	87%
	Partners	86%
<b>Average</b>	WROs	79%
	Partners	69%
<b>Overall self-efficacy (strongly agrees to have all the above)</b>	WROs	52%
	Partners	43%

**Funding and programming**

From the capacity assessment reports, the 4 WVL partners had varied funding bases and different capacities in resources required for sourcing and securing funding. Uraia Trust for example had a wide donor base, the capacity to write winning proposals and was in the process of developing a resource mobilization strategy. CRAWN Trust was noted to have a limited funding base and the capacity to write winning proposals was still a gap as there was a need to use consultants to develop and review proposals. The organisation did not also have a clearly defined resource mobilization strategy and lacked the capacity to undertake resource mobilization as well. UAF and CREAM were noted as having a wide funding base, had a resource mobilization plan that was operational and the capacity to write winning proposals. However, there was a need for a more robust and diversified funding base and support to navigate through various donor requirements and adjust to the changing context to improve on the success rate.

Over the 12 months preceding the survey, WROs had received funding from an average of 3 donors. About 27% of ultimate recipient WROs had a funding level of USD 10,001-50,000 and 30% had less than USD 10,000 while most partners (70%) had a funding level of more than USD 100,000.

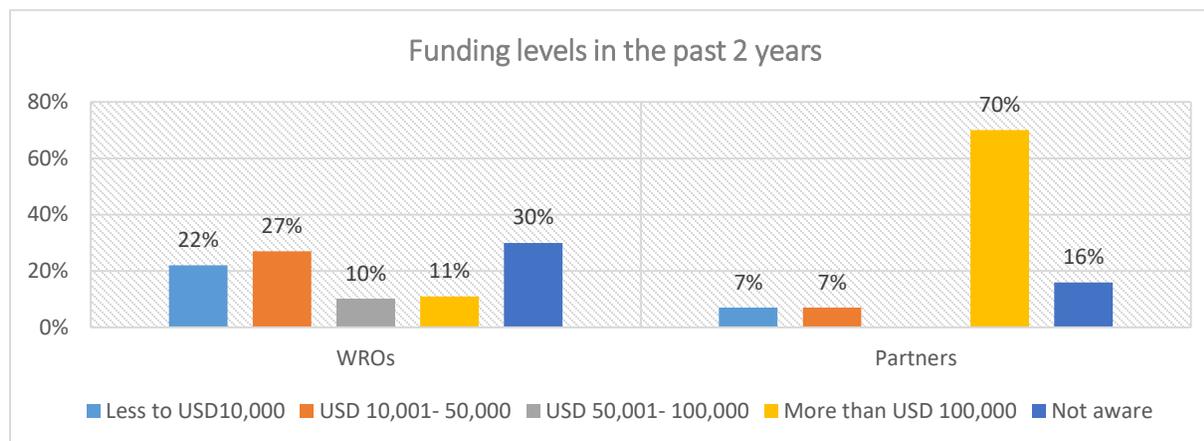


Figure 3: Funding levels of WROs and partners

The qualitative information found that access to funds is a big problem to all WROs (ultimate recipients and partners) because the funds are very meagre and when the funds are there, the issues that are prioritized are seldom related to women rights. The WROs were also said to be in competition with Civil Society Organizations that address all these women rights issue for example GBV, FGM, economic empowerment of women and other issues affecting women's rights. Given the gap in knowledge management, the majority of WROs lack technical expertise to help them build a strong case of what they are willing to do or even what they have done for donors to invest in. Hence there is a need for capacity building of WROs on progressive partnership building engagement processes (for example, accessing networking opportunities, capacity building on how to develop collective actions, engaging appropriate partners and documentation of their activities) which will ultimately culminate in their receiving funding. Some of the sources for funding as mentioned by KII participants included development partners, the Government (women and youth funds), the private sector and the WROs themselves. The capacity assessment reports indicated that international aid agencies and multilaterals were some of the sources of funding for some of the partners.

*“...Looking at the way women rights organizations have been doing, majority of them have a gap when it comes to documenting whatever they are willing to do, they have done, even building what you call very strong cases. In that you have to build a case, you have to have a very strong compelling journey that you want to invest in and to show the results. That's a gap that actually technically, here we are talking of technical expertise, a lot of women rights organizations are lacking when it comes to issues to do with very strong, compelling strategies and how they even want to do their work...” - CARE*

*“The funding cycle keeps shifting; for me, a lot of the project funding is looking to do activities. Most of it is looking at how many workshops are you going to do for the community; it's not looking at how stronger can we make this organization so that it can be resilient, how else can we be able to mobilize the resources?” - CREAW*

As reported in the capacity assessment reports and confirmed from qualitative interviews, there is a lack of staff capacity and resources for development of high-quality proposals that can be sent out to donors. Low literacy levels are a contributing factor for some of the WROs who are lacking in that capacity. The weak accountability systems of some WROs also makes them to become disqualified by donors who are worried about fraud prevention, as well as lack of structures / policies for example human resource policies and procurement policies.

*“Because they are small more often than not, they don't have the technical in house task capacity to write good proposals and so when it's a competitive process you'll find that they don't succeed and then that's not it all. The competitive processes are not friendly to them.” - Uraia Trust*

*“There is also the lack of funding because the funding just gets to these structured organizations. In summary, it is capacity, illiteracy, lack of structures and lack of opportunity...” - CARE*

## Programming quality

About 59% of partners rated the quality of their overall programming as excellent while only 39% of WROs rated theirs so. The main weaknesses in partners' and WROs' programming were in ability, systems, and processes to manage risks (43% partners/18% WROs stated excellent), and influencing policy/advocacy and raising awareness (excellent in 43% partners / 35% WROs). Partners' ability to manage their organizations as well as the ability to engage networks was higher compared to that of WROs as shown below.

Table 10: Quality of programs

		Very poor	poor	Average	Good	Excellent
The quality of your organization's services and awareness raising programming	Partners	-	-	14%	36%	50%
	WROs	-	2%	6%	46%	46%
The quality of your organization's quality in influencing policy/advocacy	Partners	-	-	7%	50%	43%
	WROs	1%		8%	56%	35%
Your organization's ability to manage and/or govern the organization	Partners	-	-	-	29%	71%
	WROs	1%		10%	41%	48%
Your Organization's ability to engage in networks/alliances/platforms/movement	Partners	-	-	-	14%	86%
	WROs	1%	-	14%	36%	49%
Your organization's ability, systems, and processes to manage internal risks ability, systems, and processes to manage external risks	Partners	-	-	1%	50%	43%
	WROs	1%	2%	30%	49%	18%

## Organization's ability to deliver quality programs to women and girls including marginalized and vulnerable groups

Overall, the ability to deliver quality programs of 56% of WROs and half of the partners was rated as excellent as shown in figure 4. This means almost half of WROs and half of partners were not yet perfect and thus there is more room to improve in the delivery of quality programs for women, girls marginalized and vulnerable groups.

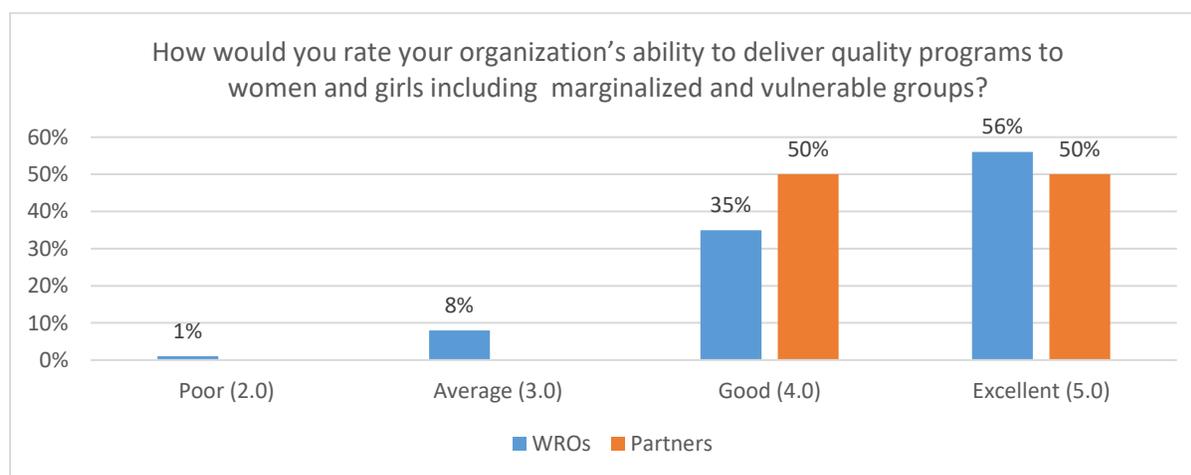


Figure 4: Ability to deliver quality programming

At a personal level, 57% of partners' staff were completely confident of creating, monitoring and or improving basic organizational processes and systems compared to 44% of ultimate recipient WROs. In terms of making transparent, accountable, and sustainable decisions, processes and systems, 60% of WROs' staff and 64% of partners' staff were completely confident. Given the ideal situation is having the staff/representatives completely confident, more capacity building is still required on these aspects.

Table 11: self confidence

	To create, monitor and/or improve basic organizational processes and systems (resource mobilization, external relationship management, HR, etc.)		To make transparent, accountable, and sustainable decisions, processes and systems	
	WROs	Partners	WROs	Partners
Slightly confident	4%	7%	1%	7%
Somewhat confident	4%	-	5%	-
Fairly confident	48%	36%	34%	29%
Completely confident	44%	57%	60%	64%

### Capacity building methods

Both the WROs and partners used multiple methods for their capacity building work. However, in person training was the most common approach for both WROs (91%) and Partners (100%). Given the COVID-19 situation, it is interesting to see 38% of WROs and 64% of partners using web-based education systems. The lower use among WROs may be attributable to levels of technology, human and financial capacity as well as the target group. Further analysis showed the use of web-based education systems among WROs targeting PWDs was 86% but the method was not used by WROs targeting ethnic minorities and the elderly. In person training, communities of practice and peer to peer cohorts were used by all WROs. Pro bono skilled volunteers were used by all WROs except those targeting ethnic minorities. Documentaries were only used by WROs targeting rural women.

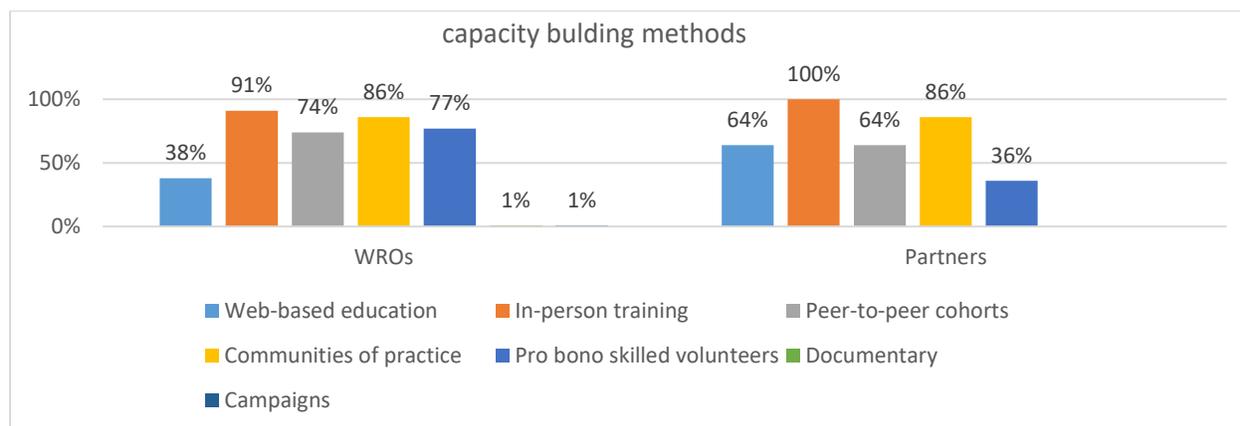


Figure 5: Capacity building methods

### Organization's ability to source information

Good information is essential to the success of an organization as it improves decision making and enhances efficiency. The ability to source the information that it needs for MEAL, reporting, communications, program design and other purposes when needed was rated as good by 58% of WROs and half of the partners. In terms of sourcing and using data for policy and advocacy work, 57% of partners rated their abilities as excellent compared to only 30% of WROs. Overall, the abilities of the both WROs and partners at sourcing the information were rated as good (4.4) but not excellent (5) as shown below. Overall, only 22% of WROs had excellent abilities in sourcing data for policy

and advocacy work as well as for MEAL, reporting, communications, program design and other purposes when needed. The trend was similar among WROs offering services to different marginalized groups.

Table 12: ability to source and use information

	Ability to source the information that it needs for MEAL, reporting, communications, program design and other purposes when needed		Sourcing and using Data for policy and advocacy work	
	WROs	Partners	WROs	Partners
Poor	-	-	2%	-
Average	8%	7%	16%	14%
Good	58%	50%	52%	29%
Excellent	34%	43%	30%	57%
Overall rating	<b>4.3 (good)</b>	<b>4.4 (good)</b>	<b>4.2 (good)</b>	<b>4.4 (good)</b>

### Achievement of objectives and targets

Overall, 32% of ultimate recipient WROs and 45% of partners had totally achieved their objectives and targets as described in their original key objectives within the year preceding this survey. The highest area in the achievement of objectives and targets for WROs was in service delivery where 45% of WROs had completely achieved all objectives and targets. For most other areas they were not close to achieving their key objectives. For partners, the highest area of achievement was programs where 64% of partners had totally achieved all the objectives and targets. Knowledge management, documentation and monitoring and evaluation, administrative capacity and human resources management were the areas with larger gaps in total achievement of objectives and targets for partners. There was no significant variance in terms of WROs targeting different vulnerable groups. From the qualitative data, WROs had poor knowledge management practices. There was lack of documentation of organizational experience and references and without that, the evidence on key activities of the organization was missing.

Table 13: Levels of achieving targets and objectives

Over the last year, to what extent were you able to achieve all your organization's key objectives in the following areas?						
		Not achieved to any Extent	Partially achieved	Average	Mostly Achieved	Totally achieved
Strategic planning/ development or review	WROs	6%	5%	30%	37%	21%
	Partners			14%	36%	50%
Programs	WROs	0%	6%	22%	38%	34%
	Partners			7%	29%	64%
Service Delivery	WROs			14%	39%	45%
	Partners				36%	57%
Technical Capacity building	WROs	1%	1%	34%	37%	26%
	Partners			7%	36%	43%
Advocacy and policy influencing capacity building objectives and targets	WROs		1%	29%	26%	42%
	Partners				57%	43%

Financial capacity	WROs	3%	15%	33%	26%	23%
	Partners				50%	50%
Administrative capacity	WROs	1%	1%	24%	31%	42%
	Partners				50%	36%
Resource mobilization	WROs		1%	36%	39%	22%
	Partners			7%	50%	43%
Human resource management	WROs	1%	3%	32%	38%	25%
	Partners			14%	43%	36%
Knowledge management, documentation and monitoring and evaluation	WROs	3%	1%	15%	43%	36%
	Partners			7%	57%	29%
Overall Average	WROs	2%	4%	27%	35%	32%
	Partners			10%	44%	45%

### Networking and advocacy for WROs and partners

Networking and advocacy for policy change were key activities for both ultimate recipient WROs and partners. All the partners and 93% of WROs had engaged in policy advocacy on gender equality in the year preceding this assessment. Furthermore, 93% of partners and 80% of WROs had influenced government policies, laws, and/or plans as shown in the chart below.

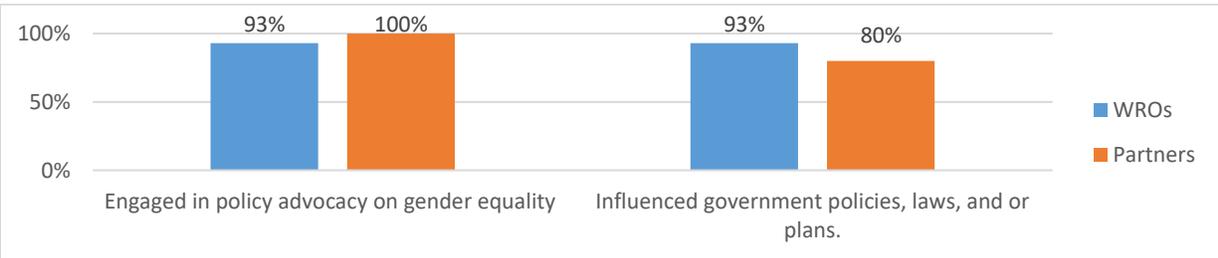


Figure 6: Advocacy and influence on policies and laws

Influencing policies was mainly done collaboratively and WROs belonged to an average of 4 networks. Similarly, 86% of partners belonged to below 50 networks while 14% belong to 50 and more networks. Capacity assessment reports reviewed showed partners to be highly engaged in networks at international, regional, national and county level and thus able to push for reforms on issues of women voices and leadership through these relationships, networks and sector working groups.

Through these partnerships, WROs and partners got involved in 3 and 4 collective actions respectively in the past year. 65% of WROs and 93% of partners said that “to a great extent” they were able to work collaboratively with others to achieve a common goal. Moreover, “to a great extent”, 50% of WROs and 57% of partners had been involved in cross-learning with other organizations on community awareness of national policies, statutes and legislation affecting women and girls. Working together and cross learning for ultimate recipient WROs was lower due to these organizations working independently or in competition as opposed to working together. Working together would give the WROs mutual support and collective strength. It would offer a platform on which to share experiences and support each other to be heard.

The capacity assessment reports showed that the 4 partner WROs had made progress with regards to policy influencing and legal support. Uraia Trust for example had provided both technical and financial support to CSOs both at National and County level to undertake research, develop policy position papers and advocate for legislative reforms to promote women rights including support of the 2/3rd gender principle. UAF had access to legal support especially for its Women Human Rights Defenders initiative, had influenced policy and advocacy and had participated in development of petitions / statements for justice. CRAWN Trust was reported to have taken the lead in conducting the groundbreaking research on the cost of implementing the 2/3rd gender principle which would be useful for the WVVL project. CREAM's advocacy engagements were reported to have influenced Gender / SGBV policy formulation in Narok, Kilifi, and Meru Counties using existing data.

### Challenges facing WROs and Partners

The WRO survey for ultimate recipient WROs and partners included an open-ended question about what challenges these organizations faced. The main challenges faced by WROs and partners were insufficient funding, lack of recognition of women's roles in planning and decision making and COVID-19 among others as shown in the chart below.

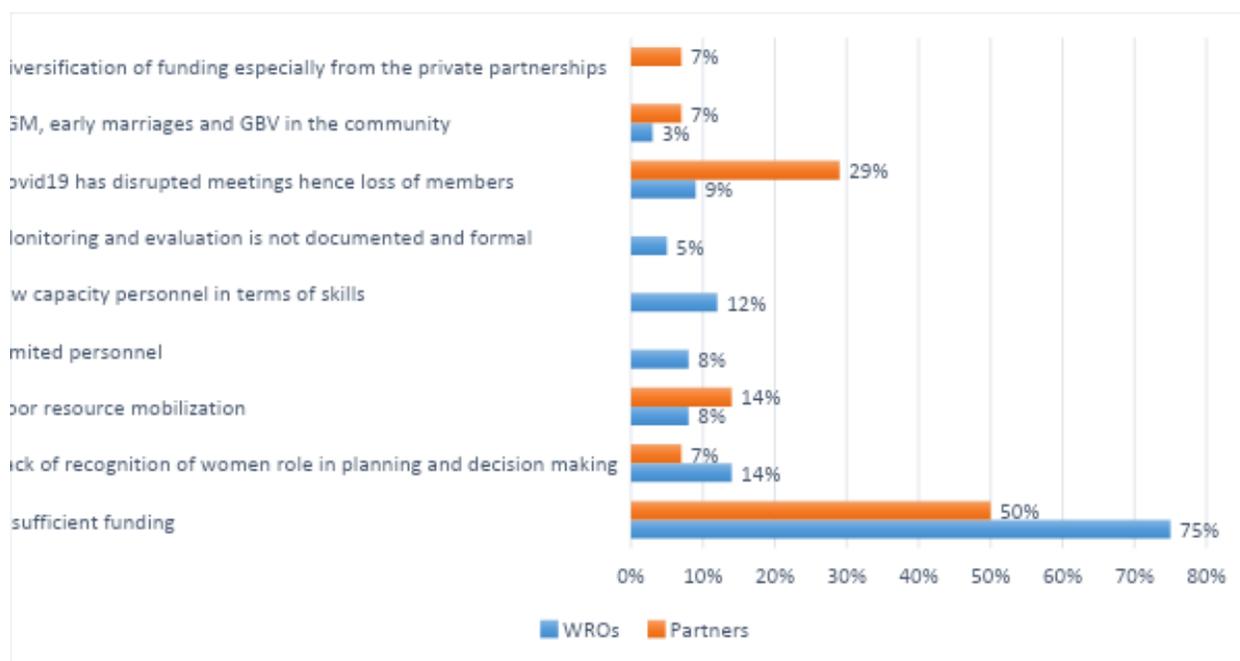


Figure 7: Challenges facing WROs and partners

Lack of a succession plan was also identified through qualitative data, i.e. the risk of WRO's collapsing once the founder retired. Qualitative data established the need for WROs to invest in building institutional structures and systems (financial systems, HR systems, documentation and knowledge management) to enable smooth running. As a result of donor funding being restricted to project support as opposed to institutional support, the baseline found that many WROs faced the challenge of not being able to attract the best expertise because the remuneration was poor. The ripple effect was that the quality of reports and proposals were poor and thus not able to compete well for funding. Also, on resource mobilization, WROs were said to be reactive as opposed to proactive.

*"We have those women who are there in the beginning, those who have driven this, I'll call it a vehicle. Then there is this new entrance of young women. The young women actually need a lot of mentorship, coaching. They need support and even to appreciate the older generation of women leaders who have taken this forward. Them speaking to each other that is intergenerational support, network, dialog, that interaction, those are things which are missing a lot..." - CARE Kenya*

*"Also because of the restrictions of institutional support. You know, you'll find money, going to project support and not institutional support. Many organizations are not able to attract the best expertise to come and work for them because salaries*

are so small, you know, Yeah, there's no institutional capacity to be able to, you know, hire an office and you have to work from home.....” - **CRAWN TRUST**

Poor knowledge management practice was also identified as a key challenge. Although WROs accomplished a lot, there was lack of documentation for reference with stakeholders noting that what was done and not documented was as good as that not done in the first place. Hence the WROs require capacity building on knowledge management which includes documentation and storage systems as well as knowledge sharing especially of best practices.

“There is a lot that happens. These things actually just fizzle, or they're not even put somewhere where people can be able to read and get.... Her story is missing. People want to know these women drove these things from here to here, this is where they are, these are gaps, and these are the areas of investment.” - **CARE Kenya**

Right now, we've seen a very hostile government that doesn't entertain civil society. So, you find some of them have not been registered. Some don't have bank accounts. Their knowledge management is very poor, so you're not building up on what you've been able to do. We've got so many women rights organizations that do amazing work. But because it's not been documented, it's not an archive, it just goes like that, you know. So there's a need for us to be able to learn how to do these things, you know, how to do the knowledge management, how to organize ourselves to be able to document the work that we're doing, the impact that it is having, being able to share that impact also with the communities that we work with” - **CRAWN Trust**

The WROs were also said to work independent of each other and in competition with each other. Working together would give the WROs support from each other for collective action and sharing best practices.

“...we are also trying to look into ways of also building networks and alliances because we do realize that of course, for efforts to bear any fruit we need, of course to establish, alliances and networks...” - **CARE Kenya**

Furthermore, WROs were said to experience poor governance, lack of professionalism in their management, lack of accountability and transparency in their operations due to poor skills and lack of training and the capacity to run an organization. This presents a huge challenge when it comes to resource mobilization as donors demand accountability and clear reporting on activities.

“... Lack of capacity to achieve their mandates which they are very passionate about. One, it could be either human resources in terms of capacity or also it could be in terms of funding. And also, at times, it could even be in how they carry out their mandate...” - **UAF Africa**

“The funding that is available requires a lot of systems in place. So, they will want your audited accounts, they need you to have a board of directors in place, you need to have a physical office, a desk, a computer and so on and that becomes very difficult especially for women rights organizations at the grassroots level, community based organization...” - **UAF Africa**

Very few donors were seen to be keen on strengthening WROs and ensure their mandates are refined and processes are streamlined.

“...very few organizations, are really looking at strengthening women rights organizations beyond just talking about GBV, and you know, stuff like that.... And how to support their processes and how they go about the processes and to ensure that the thoughts are refined, the processes are streamlined is something completely unique...” - **UAF Africa**

Another key challenge noted was on the political and leadership front. Although Kenya's constitution mandates that all appointed and elected bodies contain at least one-third women, women's actual representation often falls short of that threshold. For example, women account for just 23% of the National Assembly and Senate, a figure that includes seats reserved exclusively for women representatives<sup>1</sup>. Also, the implementation of the two thirds principle has been delayed and there has been little action in terms of demanding and lobbying to ensure that a mechanism for its implementation is worked out<sup>2</sup>.

“One of our partners CRAWN Trust, has really been championing for the two-third gender policy to be implemented as it is enshrined in the Constitution...” - **CARE Kenya**

<sup>1</sup> <https://www.ndi.org/our-stories/record-number-women-elected-kenya-s-2017-general-elections-women-s-representation>

<sup>2</sup> Pathways to African Feminism and Development- Journal of African Women Studies Centre, University of Nairobi (<http://www.uonbi.ac.ke/journals/>) 1 Volume 1, Issue 5, May 2017

“...There is a need to build the capacities of these institutions that are fighting for women's rights to a level that they can adequately articulate issues around policy changes that can actually in the long run benefit women and girls even at the grassroots level.” - **CARE Kenya**

### Status of Networks

Overall, all 30 network members engaged in this survey were female and represented 7 different networks as shown below.

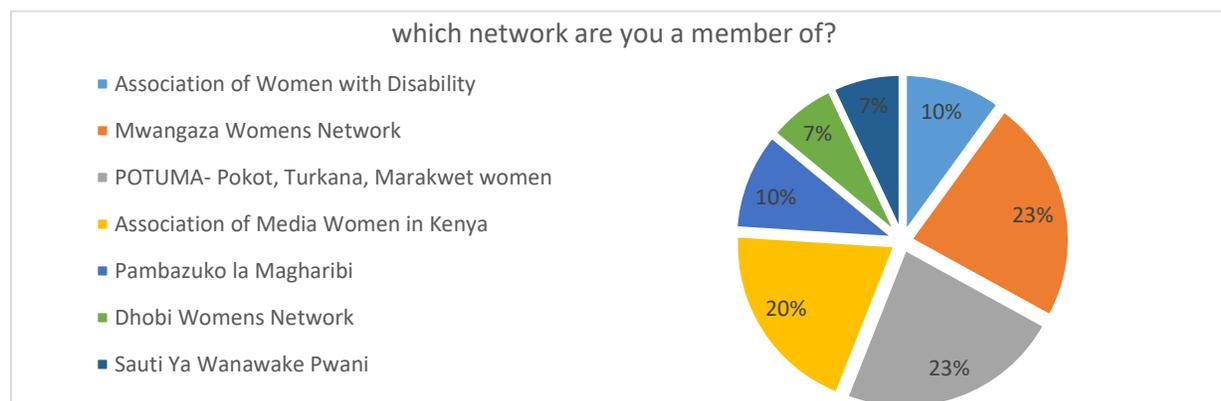


Figure 8: membership of networks

Two of these networks operated in all counties of Kenya and only one network operated in a single county. The spread of the networks across Kenya is shown in the table below.

Table 14: Networks counties of operation

Network	No. of Counties they operate in	The Counties they operate in
Association of Women with Disability	3	Kiambu, Kakamega and Nairobi
Mwangaza Women's Network	1	Embu
POTUMA- Pokot, Turkana, Marakwet women	4	Turkana, West Pokot, Elgeyo Marakwet and Baringo
Association of Media Women in Kenya	47	All counties in Kenya
Pambazuko la Magharibi	47	All counties in Kenya
Dhobi Women's Network	4	Kisumu, Mombasa, Nakuru, Murang'a
Sauti Ya Wanawake Pwani	7	Mombasa, Kilifi, Tana River, Kwale, Lamu and Taita Taveta

### Awareness of other networks

Apart from the networks they held memberships in, 77% of the network members were aware of other relevant platforms and networks where they could engage in gender equality work including women's rights. On average, members knew of up to 3 other networks and platforms. The most popular of these networks and platforms were National Women Steering Committee (26%), Federation International De Abogadas (FIDA) (22%), The African Women's Development and Communications Network (FEMNET) (17%), United Nations Women (9%), CRAWN Trust (9%), The United Nations Educational, Scientific and Cultural Organisation (UNESCO, 9%) and Equality Now (9%).

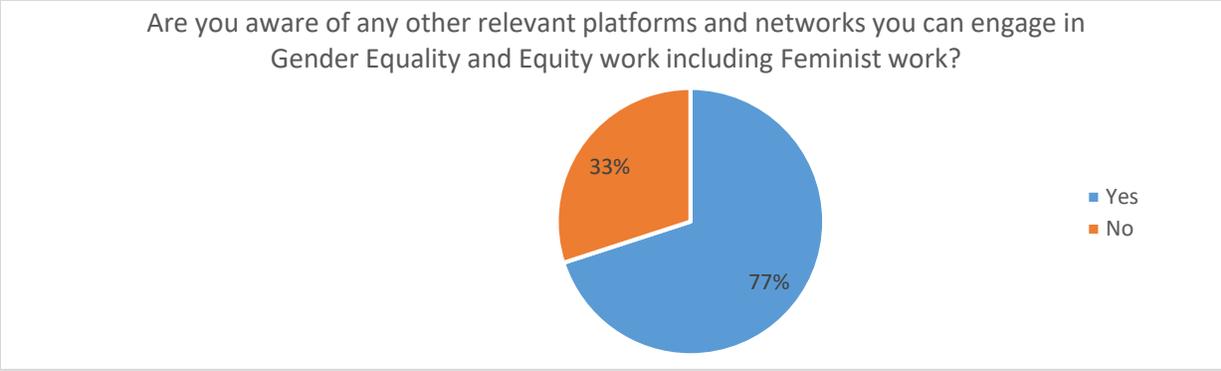


Figure 9: Awareness of relevant platforms and networks for networking

**Key Elements of Networks**

Most of the network member respondents believed their networks had basic operational elements in place. These included lists of members, elected leaders and policies on election of leaders. All network members interviewed were aware of the network leaders and had adequately participated in their election. Notably, access to decision making spaces for network members was higher at the community level compared to the national and regional levels.

Table 15: Elements of networks

Network Elements	Yes	No	Don't Know
The Network has clear membership policies or guidelines	93%	7%	-
The Network has a clear list of members	100%	0%	-
Network has clear roles and responsibilities of network members and committees.	97%	3%	-
Network has policies on selection/ election process and terms of office of leaders	100%	0%	-
Network has mechanism on conflict resolution	87%	13%	-
There is clear communications and feedback mechanism between the leaders/executives and members	93%	7%	-
Has the network chosen its leaders / executives?	100%	0%	-
Do you know who your network leaders/executives are?	100%	0%	-
Do you feel that you participated adequately in the choice of leaders/executives?	100%	0%	-
Does your network have links with women's networks in other counties?	80%	17%	3%
If yes, do you feel like your network is influenced by your views?	87%	10%	3%
As a network do you work with external partner/s in advocacy?	83%	14%	3%
Women network members have access to decision making spaces within the community	97%	3%	-
Women network members have access to decision making spaces within the Region	83%	17%	-
Women network members have access to decision making spaces within the Nationally	83%	17%	-

## Networks' Capacity

The network's main capacity gaps were in financial resources for the network, engaging in policy influencing and advocacy, capacity to channel demands related to gender equity of marginalized citizens and engagement in decision-making, and quality and buy-in for advocacy plans /planning as shown in the table below. The gaps were affirmed by qualitative data which showed that low member organizations' participation in the networks and poor access to finance hindered the networks' activities. Poor quality of advocacy plans was a hurdle to influencing policy.

Table 16: Networks' capacity assessment

Network's capacity	High	Average	Low
Capacity to channel demands related to gender equity of marginalized citizens and engage in decision-making	43%	53%	3%
Capacity to engage in policy influencing and advocacy	37%	53%	10%
Regularity and adequacy of meetings	70%	27%	3%
Organization of meetings (ex. agreed agendas, good timekeeping, clear action points, etc.)	80%	20%	0%
Communication with network members by email / phone / WhatsApp or other	90%	10%	0%
Inclusion and diversity of membership	87%	13%	0%
Participation of all network members in discussions and decision-making	77%	23%	0%
Strength as a network	53%	47%	0%
Strong active membership	70%	30%	0%
Financial resources for the network	23%	47%	30%
Quality of network plans / planning	53%	47%	0%
Quality and buy-in for advocacy plans /planning	43%	50%	7%
Quality of collaboration	67%	33%	0%
Ability of women's organizations to engage in networks/alliances/platforms/movements	70%	30%	0%
Engagement with media	67%	27%	7%

## Networking and advocacy

Within the twelve months preceding this survey, 87% of the networks engaged in policy advocacy on gender equality and 73% believed they had influenced government laws and policies. All the networks that engaged in policy advocacy felt that the contributions were appreciated.

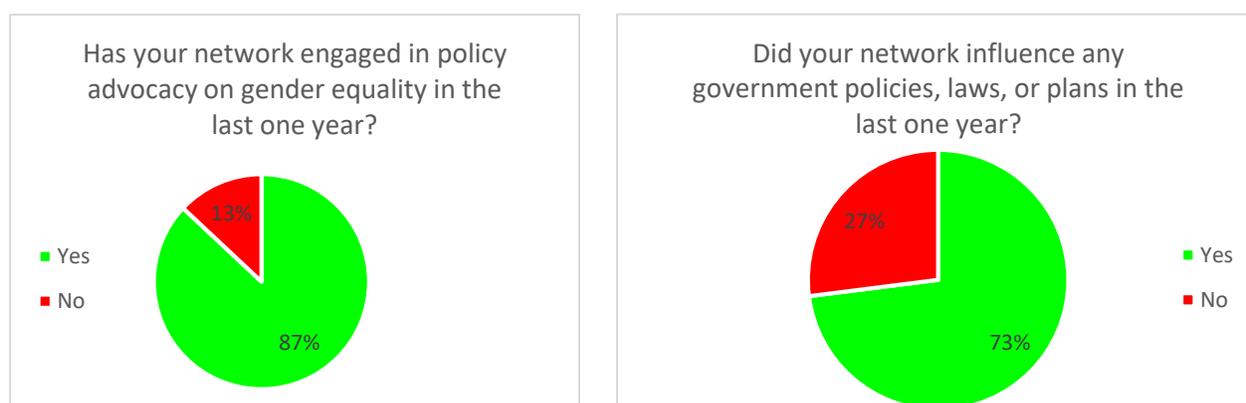


Figure 10: Networks' engagement in policy advocacy and influence on policies

The networks' influence on policy and advocacy was mainly achieved through joint campaigns or major events related to gender issues in national policy and legislation, state building and peace building. In this regard, the networks had organized an average of 2 successful joint campaigns or major events. In the year preceding this survey, networks had been involved in an average of 3 collective actions with other women's organizations or women's networks.

Most of the collective actions were on key women’s rights issues such as gender equality/women rights, FGM, legal issues and on women’s security.

In terms of collaborating with other networks and platforms, to a great extent, 80% of the networks were able and willing to work collaboratively with others to achieve a common goal as shown below.

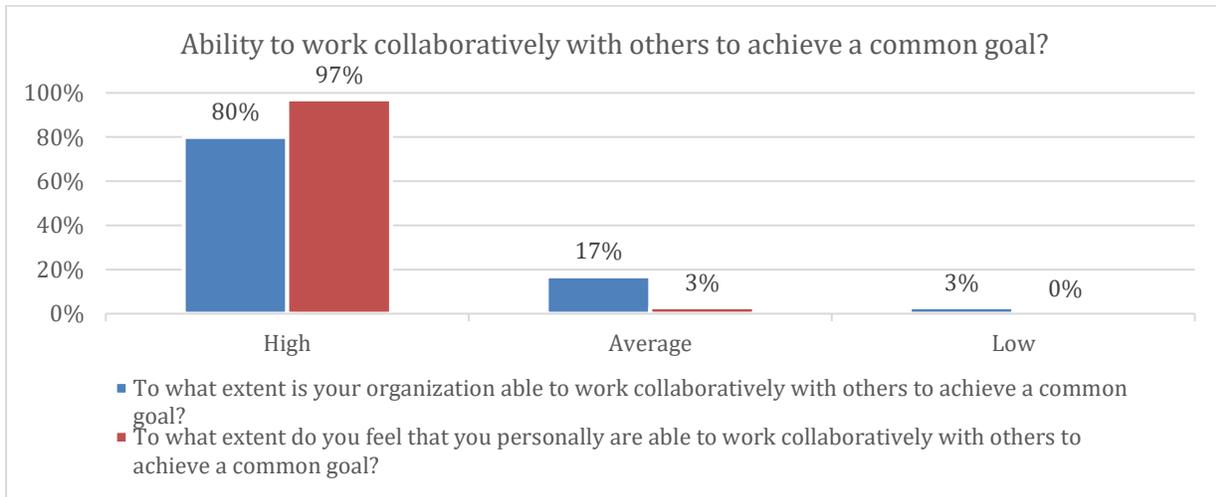


Figure 11: ability to work collaboratively towards achieving a common goal

At a personal level, 97% of the members had high ability and willingness to collaborate with others to achieve a common goal. Additionally, 80% of the members felt they were to a great extent linked to multiple generations of activists from different age groups and 73% felt confident to engage in networks/alliances/platforms/movements.

### Status of women’s movements in terms of strength and Maturity

Overall, 43% network members believed the women’s movement in Kenya was strong and mature while 54% thought it was medium strong and 3% saw it as weak.

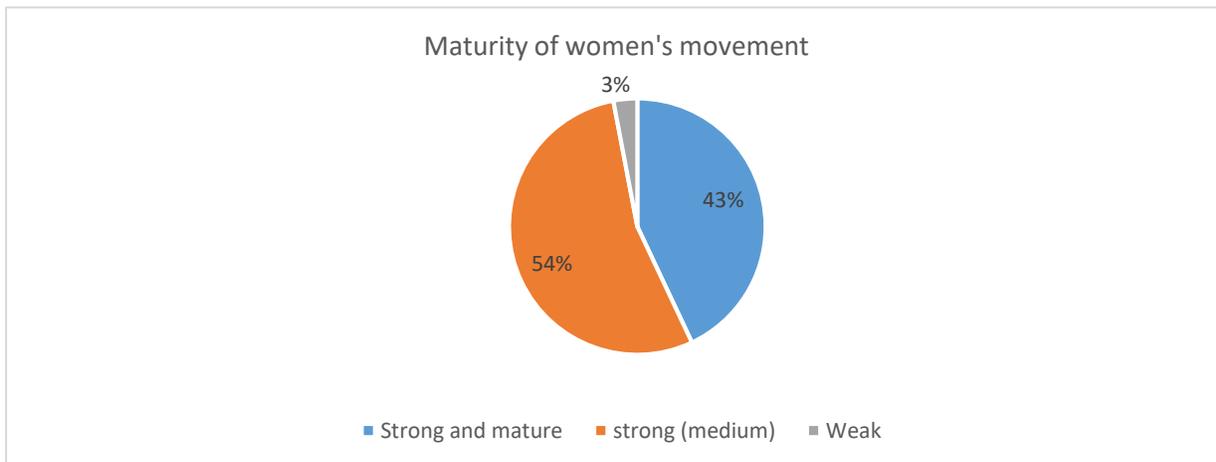


Figure 12: Maturity of women’s movements

Most of those who deemed the women’s movement as strong and mature cited that women were more enlightened compared to previous years. Others believed the movement was strong and mature because:

- The networks have the confidence to speak for women in a country ruled by men
- There are many groups that help the community
- Women are more united
- Networks deliver services countrywide

- Networks are now well known

Those who believed the movement was weak cited that the networks and movements easily lose focus and join political agendas that do not necessarily aid in their primary role.

Cohesiveness is one of the key success factors of movements. On a scale of 1 to 5 where 1 was very poor and 5 excellent, network members were asked to rate the cohesiveness/unity/togetherness of the women’s movement in Kenya. Overall, the cohesiveness of the movement was rated as average (3.5 on the scale) as 47% rated it as average (3.0), 30% as excellent, 10% as good, 10% as poor and 3% as very poor as shown in the table below.

Table 17: Cohesiveness/unity/Togetherness of women’s movement in Kenya?

How would you rate the cohesiveness/unity/Togetherness of women’s movement in Kenya?	Rating
Very Poor (1.0)	3%
Poor (2.0)	10%
Average (3.0)	47%
Good (4.0)	10%
Excellent (5.0)	30%
Mean Rating	3.5

Network members who rated the cohesiveness of women’s movement in Kenya as excellent felt so because of the existence of many networks linked together to achieve the goal of empowering the girl child and women. On the other hand, those who rated it as poor, very poor and average claimed that women did not vote for other women in political positions, there were still gaps in uniting and empowering women, local women's voice was not heard nor included in the leadership, meddling in women’s organizations by politicians, and corruption.

### Participation in Network Activities and Events

The network members had participated in an average of 3 network events in the preceding year. When asked to what extent respondents think network members get invited to events, policy dialogues and decision-making sessions by government departments, most said average (77%), 13% said high and 10% said low. At a personal level, 63% mentioned to have participated in or accessed spaces related to policy generation, legislation/ law making and implementation.

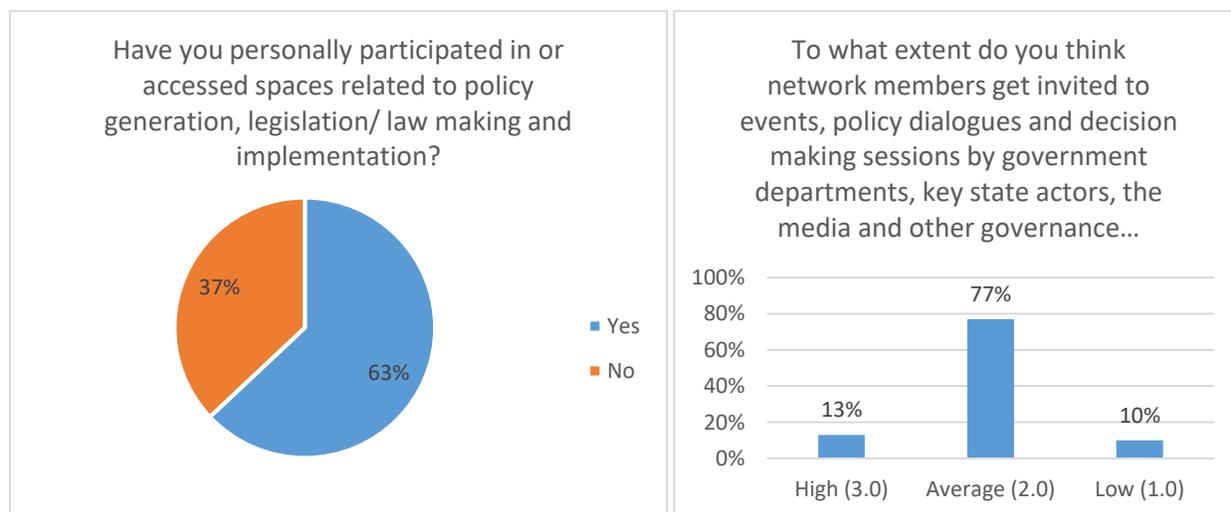


Figure 13: Extent of invitations to events/dialogues

Network members' confidence to participate in local and national networks and forums was high, with 80% strongly agreeing to be confident as shown below.

Table 18: Levels of confidence to participate in local and national networks and forums

I feel confident to participate in local and national networks and forums	
Strongly agree	80%
Agree	20%

### Perception and the participation of women in the community processes

Overall, 85% of respondents from WROs, 93% of partners' representatives and 90% of network members believed women participated in community processes such as local governance, planning and budgeting processes. Additionally, most respondents from WROs, and partner organizations and networks believed women were effective in raising their voices at the community level. Similarly, it was at this level that they effectively influenced decisions the most compared to at the national, county and sub county levels.

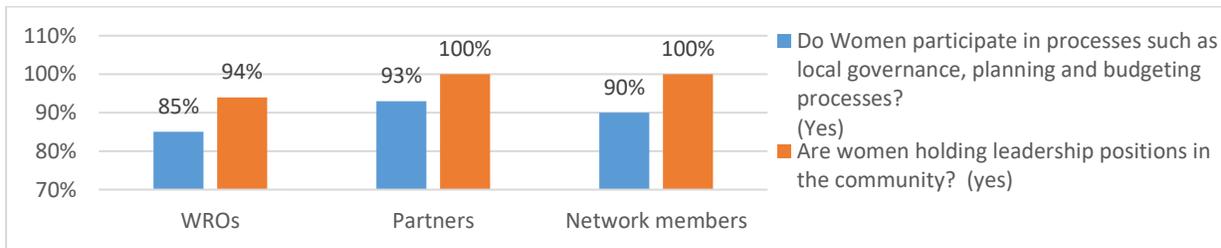


Figure 1: Women participation in processes such as local governance, planning and budgeting & holding positions

At the organizational level, women led organizations and networks had been influencing decision making spaces in the previous year from the household to the national levels. Respondents believed these organizations were most effective at the county, community and sub county levels. However, their influence at the household level was lowest. Influence at the household and community levels was mainly done through awareness creation while at the county and national level was done through collective actions.

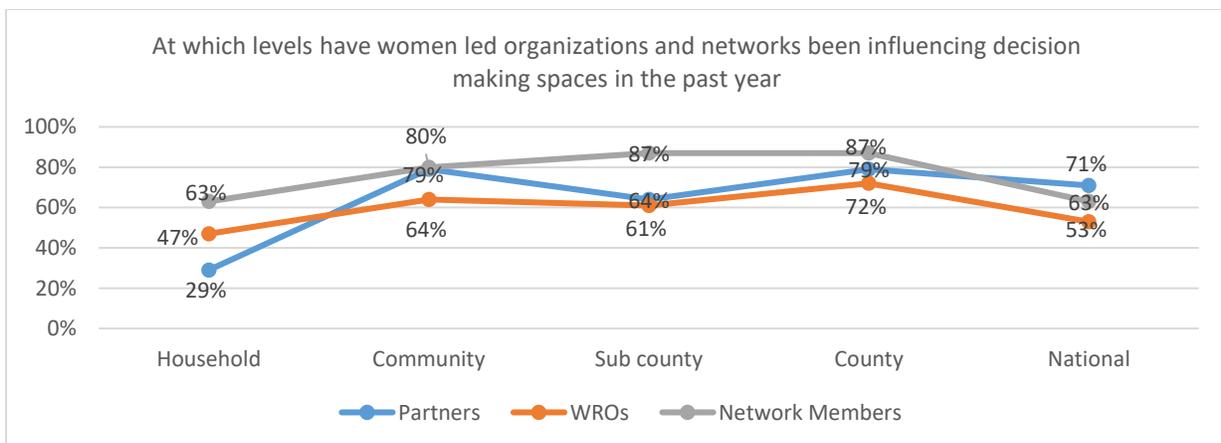


Figure 2: women led organizations' and networks' influence in decision making spaces

In terms of decision making at the household level, most respondents disagreed with the statement that women have the last word in decision making. Particularly, despite all respondents from networks being female, majority (56%, 33% strongly disagree, 23% disagree) disagree with the statement. In terms of having rights respected and promoted, most respondents from WROs and networks agreed but overall, most respondents did not believe women owned and controlled family assets as shown in the table below. Overall, over 90% of all respondents felt that women in the community worked together to establish and achieve common goals.

*Table 1: Perception of women and decision making*

		Strongly Agree	Agree	Disagree	Strongly Disagree
Women have the final word about decision in their home/households.	WROs	8%	17%	31%	43%
	Partners	7%	7%	71%	14%
	Network members	10%	33%	23%	33%
Women report having their rights respected and promoted	WROs	12%	58%	27%	3%
	Partners	7%	29%	57%	7%
	Network members	23%	47%	30%	
Women own and control family assets	WROs	4%	30%	40%	26%
	Partners	7%	14%	57%	21%
	Network members	10%	50%	27%	13%

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

#### Status of project indicators

This study determined the baseline values against the project's indicators. The Performance Measurement Framework was populated with the baseline information in Annex I.

#### Status of WROs and partners

Ultimate recipient WROs and partners targeted a wide range of vulnerable groups. However, the most targeted groups were rural women, survivors of GBV and youth. LGBTQI groups were only targeted by partners. The main services offered by WROs and partners were economic empowerment, resource mobilization and social education/access to justice. Overall, 77% of WROs reached between 1 and 2000 people and 23% served over 2000 people in the year preceding the survey. The boards/managements of WROs and partners were mainly women. However, representation of young women was low. Overall, the quality of programming for WROs was low (39%) while that of partners was 59%. Overall, only 32% of WROs and 45% of partners had totally achieved their objectives and targets as described in their original capacity development within the year preceding this survey.

#### Challenges facing WROs and partners

The main challenges faced by WROs and networks were; insufficient funding, lack of recognition of women's roles in planning and decision making, COVID-19 disrupting operations, lack of concrete succession plans, poor institutional structures and systems (financial systems & HR systems, documentation and knowledge management), poor governance and leadership, knowledge gaps on the rights of WROs and poor representation of women in political and leadership spaces.

#### Status of networks

Networks had a vast reach with 23% operating in all the counties of Kenya and the rest operating in up to 25 counties. Most of the network members believed networks had basic operational elements such as lists of members, elected leaders and policies on election of leaders in place. Participation in the election of leaders was high.

#### Status of the Kenyan women's movement

Almost half (43%) of network members surveyed believed the women's movement in Kenya was strong and mature. The main reasons why they felt this was because women were more enlightened compared to previous years, network members had confidence to speak for women in a country ruled by men, because networks help the community and deliver services countrywide, women are more united, and networks are now well known.

### Recommendations

As a result of positive self-reporting from WROs on some indicators, an in-depth capacity assessment is required to critically analyse and also provide a process for WROs to self-reflect. This will also identify deep lying issues in terms of capacity and provide a tailored approach for the WROs.

Most donors are interested in the outcome WROs' projects as opposed to strengthening their capacity to implement such projects and carry out their mandate. In this regard, there is a need to create a conducive environment for WROs to flourish and space for them to be able to engage constructively.

About 14% of WROs had all the best practices in place and thus development of these organizational tools is key, and the program needs to capacity build staff on how to develop them and well as put them into operation. This can be done through participatory approaches and workshops. Capacity building could be done through web-based platforms where appropriate during COVID-19 restrictions, and through platforms for sharing experiences i.e. networking forums

One of the main challenges WROs faced was in fundraising. The program should capacity build WROs in developing viable fundraising strategies, improving technical capacity on developing quality proposals. Lack of records or evidence of work done was not attractive to donors and thus contributed to low funding levels. The project should

thus help WROs develop robust monitoring, evaluation and learning systems to ensure regular data collection and storage of evidence. A database can also be established for long term storage of lessons and data.

In addressing the challenges of funds, the program should develop an access to grants component for WROs to be able to fund short term projects and fill in other capacity gaps such as in technology. Prior to offering grants, the program can train WROs on financial and administrative procedures. This will improve accountability. On long term and for sustainability purposes, the program needs to link WROs to donors and other key partners.

Youth participation in management/boards was low and the program needs to capacity build the youth on management through mentorship programmes and linking them to learning and skills sharing opportunities such as cross training. The sustainability of the WROs hinged on the founder being part of the WRO and without them they would collapse. In this regard the program needs to help WROs develop and operationalize succession plans and mentor young leader. To avoid internal wrangles during implementation of the succession plans, founders can be afforded honorary positions such as mentors in the WROs.

WROs worked in competition as opposed to working together and this hindered their impact in policy influence and advocacy. The program should link them to networks and challenges the ultimate WROs to take lead roles in developing collective actions.

## ANNEX I: Performance Measurement Framework populated with baseline figures

Expected Results	Indicators	Baseline Status
<b>ULTIMATE OUTCOME</b> 1000 - Increased enjoyment of human rights by women and girls and the enjoyment of gender equality in Kenya	Score and rank in Global Gender Gap Report	Score 0.649 Rank 76
	Respondents of women's movement self-assessment who believe that the movement is at 'mature' and 'coalescing' levels	43% of network members
<b>INTERMEDIATE OUTCOMES</b> 1100 - Improved management, programming and sustainability of local women's rights organisations in Kenya, particularly those representing vulnerable and marginalised women and girls.	(GAC INDICATOR) #/% total of supported partners and ultimate recipient women's rights organizations who are now using best-practice governance and management practices such as: -missions, visions, strategic plans aligned with the priority needs of women and girls - A results tracking and reporting system - An emergency plan or risk management strategy - A succession plan - A resource mobilization plan - A strategy for funding diversification - Revised human resources practices - Revised financial management practices - An annual work plan - A communications plan - Standard Operating Procedures for procurement - A participant protection and safeguarding policy - Others TBD (disaggregated where possible by WROs that represent different marginalised and vulnerable groups ex. age, ethnicity, religion, disability, LGBTQI)	<i>Partners: Total</i> 72% best practices being used 14% partners using all best practices  <i>WROs: Total</i> 73% best practices being used 20% WROs using all best practices <i>Disaggregated by WROs that serve:</i> Persons with Disabilities=75%, Ethnic minorities=7% Youth=74% Rural women=77%, GBV survivors=65%, The Elderly=87%, People living with HIV=63%
	#/% of partners and WROs involved with this project who have diversified their funding sources since the start of the project (# of donors in the past year) (disaggregated where possible by WROs that represent different marginalised and vulnerable groups ex. age, ethnicity, religion, disability, LGBTQI)	Partners: 1 donor in the past year  <i>WROs: Total</i> 3 donors in the past year <i>Disaggregated by WROs that serve:</i> Persons with Disabilities=4, Ethnic minorities=1 Youth=3 Rural women=3, GBV survivors=4, The Elderly=1, People living with HIV=1
	#/% of partners and WROs that have strengthened the presence of young women (below 35) in leadership positions (defined as Senior Management Team member or Board Member) since the start of the project (disaggregated where possible by WROs that represent different marginalised and vulnerable groups ex. age, ethnicity, religion, disability, LGBTQI) (Gender Strategy Indicator)	Partners: Total 17%  WROs: Total 38% <i>Disaggregated by WROs that serve:</i> PWDs 38% Ethnic minorities 24% Youth 24% Pastoralists 0% Rural women 19% GBV survivors 24% LGBTQI 0% The Elderly 14%

		PLWHIV 12%
	% of individuals reporting high self-efficacy (SADD) (disaggregated where possible by WROs that represent different marginalised and vulnerable groups ex. age, ethnicity, religion, disability, LGBTQI) (Gender Strategy Indicator)	Partners: Total 66% WROs: Total 56% <i>Disaggregated by individual characteristics of respondent:</i> Male - 78% Female - 80% 18-25 - 87% 26-35 - 81% 36-45 - 76% Above 45 - 80% PWDs - 82%
	% of staff who indicate that "they feel that their organisation has a clear mission, vision and strategy" (disaggregated where possible by age, ethnicity, disability, LGBTQI)	Partners: Overall=76% WROs: Overall=82% <i>Disaggregated by WROs that serve:</i> PWD=81% Ethnic minority= 67% Youth=85% Rural Women=82% Survivors of GBV=78% The elderly=100% PLW=50% <i>Disaggregated by individual characteristics of respondent:</i> Male - 59% Female - 55% 18-25 - 69% 26-35 - 65% 36-46 - 47% Above 45 - 47% PWDs - 57%
I200 - Enhanced delivery of quality services and advocacy by women's rights organizations to advance gender equality in Kenya.	(GAC INDICATOR) #/total of grantees reporting greater reach of programs (Reach - The entity (ies) that a given program or organization is intended to influence, including individuals and organizations, clients, partners, and other stakeholders. In the context of this indicator, "greater reach" would imply that their programs	Reach(no. of people) for Partners: 1-2000 -7% 2001-4000-7% 4001-6000-7% 8001-10000-29% above 10,000- 50%

	<p>and interventions are reaching more individuals, clients, partner and/or other stakeholders than before.)          (disaggregated where possible by WROs that represent different marginalised and vulnerable groups ex. age, ethnicity, religion, disability, LGBTQI)</p>	<p>Total Reach(no. of people) for WROs:          1-2000-77%          2001-4000-7%          4001-6000-5%          6001-8000-2%          8001-10,000-4%          Above 10000-6%  <i>Disaggregated by WROs that serve:</i>          PWDs          1-2000-71%          2001-4000-14%          4001-6000-14%          Ethnic minorities          1-2000-100%          Youth          1-2000-68%          2001-4000-10%          6001-8000-6%          Above 10000-16%          Rural women          1-2000-73%          2001-4000-8%          4001-6000-5%          8001-10,000-10%          Above 10000-5%          GBV          1-2000-90%          4001-6000-10%          The Elderly          1-2000-100%          PLWHIV          1-2000-100%</p>
	<p>(GAC INDICATOR) #/%/total supported of partners and ultimate recipient women's rights organizations who have met objectives and targets as stated in their planning documents (e.g. annual or multi-year workplans; plans of action; prioritization documents) (disaggregated by programming/service delivery objectives and advocacy objectives)          (disaggregated where possible by WROs that represent different marginalised and vulnerable groups ex. age, ethnicity, religion, disability, LGBTQI)</p>	<p>45% of objectives "totally achieved"          44% "mostly achieved"</p> <hr/> <p>32% of objectives "totally achieved"          35% "mostly achieved"</p>



	(disaggregated where possible by age, ethnicity, disability, LGBTI) (Gender Strategy Indicator)	
	# of platforms/ networks working on women's/girls' rights and gender equality revived, strengthened or established by the project	N/A
	# collective actions on women's/girls' rights and gender equality undertaken by supported WROs platforms, networks, alliances, in the past year to present common problems and demands to power-holders (ALIGNED WITH CI GI3)	Average 2 reported per network member
<b>IMMEDIATE OUTCOMES (DO NOT INCLUDE INDICATORS FOR IMMEDIATE OUTCOMES)</b>		
I110 - Increased ability of WROs to create missions, visions and strategic plans that are clear and aligned with priority needs of women and girls.	(GAC INDICATOR) #/%/total supported partners and women's rights organizations reporting increased ability to manage and/or govern their organisation (organisational development). (Gender Strategy Indicator)	Partners: 71% rating excellent, 29% rating good
		WROs: 48% rating excellent, 41% rating good
	#/% total of partners and ultimate recipient WROs that meet 80% the strategic planning capacity building objectives and targets, plan (disaggregated where possible by WROs that represent different marginalised and vulnerable groups ex. age, ethnicity, religion, disability, LGBTQI)	Partners 50% WROs Total 21% <i>Disaggregated by WROs that serve:</i> PWDs=14%, Ethnic minorities=0%, Youth=26% Rural women=23%, GBV survivors=10%, The Elderly=10%, People living with HIV=100%
	#/% total of partners and WRO's leaders including young feminists reporting feeling more confident in their ability to create missions, visions and strategic plans that are clear and aligned with priority needs of women and girls (disaggregated where possible ex. by age, ethnicity, religion, disability, LGBTQI) (Gender Strategy Indicator)	Partners: Total 71% WROs: Total 68% <i>Disaggregated by Individual characteristics</i> 18-25 years-73% 26-35 years-82% 36-45 years-57% Above 45 years-59% PWDs -62%
	% of individuals who report confidence in their own negotiation and communication skills (SADD) (disaggregated where possible ex. by age, ethnicity, religion, disability, LGBTQI) (Gender Strategy Indicator)	Partners: Overall 57% WROs: Total 77% <i>Disaggregated by Individual characteristics</i> 18-25 years-85% 26-35 years-80% 36-45 years-80% above 45 years-68% PWDs -90%
I120 Increased ability of WRO and activists to	(Family member of GAC INDICATOR) #/% /total supported partners and women's rights	Partners: 64% completely confident 29% fairly confident

<p>make transparent, accountable, and sustainable decisions, processes and systems and to manage internal and external risks</p>	<p>organizations reporting increased ability to make transparent, accountable, and sustainable decisions, processes and systems (disaggregated where possible by WROs that represent different marginalised and vulnerable groups ex. age, ethnicity, religion, disability, LGBTQI) (Gender Strategy Indicator)</p>	<p>WROs: Overall 60% completely confident 34% fairly confident <i>Disaggregated by WROs that serve:</i> PWDs:71% completely confident 29% fairly confident Ethnic minorities 100% fairly confident, Youth 58% completely confident 32% fairly confident Rural women 58% completely confident 35% fairly confident GBV survivors 60% completely confident 40% fairly confident The Elderly 100% completely confident People living with HIV 100% completely confident</p>
	<p>(Family member of GAC INDICATOR) #/%total supported partners and ultimate recipient women’s rights organizations reporting increased ability, processes and systems to manage internal and external risks (disaggregated where possible by WROs that represent different marginalised and vulnerable groups ex. age, ethnicity, religion, disability, LGBTQI) (Gender Strategy Indicator)</p>	<p>Partners: 43% rating excellent 50% rating good</p> <hr/> <p>WROs: Overall 18% rating excellent 49% rating good <i>Disaggregated by WROs that serve:</i> PWDs:43% rating excellent 29% rating good, Ethnic minorities: 0% rating excellent, 0% rating good Youth:19% rating excellent, 55% rating good Rural women:10% rating excellent, 50% rating good GBV survivors:10% rating excellent, 60% rating good The Elderly:100% rating good People living with HIV: 100% rating excellent</p>
<p>I 130 Increased ability of WROs to create, monitor and improve basic organizational processes and systems (resource mobilisation, external relationship management, HR, etc.)</p>	<p>(Family member of GAC INDICATOR) #/% total supported partners and ultimate recipient women’s rights organizations reporting increased ability to create, monitor and improve basic organizational processes and systems (resource mobilisation, external relationship management, HR, etc.) (disaggregated where possible by WROs that represent different marginalised and vulnerable groups ex. age, ethnicity, religion, disability, LGBTQI)</p>	<p>Partners: 57% rating excellent, 36% rating good</p> <hr/> <p>WROs: 44% rating excellent 48% rating good <i>Disaggregated by WROs that serve:</i> PWDs: 57% rating excellent, 29% rating good Ethnic minorities: 100% rating good, Youth: 52% rating excellent, 35% rating good Rural women: 30% rating excellent 65% good GBV survivors: 45% rating excellent, 50% rating good The Elderly:100% rating excellent People living with HIV:100% rating excellent</p>

	% of WROs that report that they use at least 2 new techniques during the project (disaggregated where possible by WROs that represent different marginalised and vulnerable groups ex. age, ethnicity, religion, disability, LGBTQI)	N/A
	% of ultimate recipient WROs that meet their capacity building objectives and targets, as described in original capacity development plan, pertaining to: - financial and administrative capacity - resource mobilization - Human resource management - Knowledge management, and documentation (including M&E) (disaggregated where possible by WROs that represent different marginalised and vulnerable groups ex. age, ethnicity, religion, disability, LGBTQI)	(Met all Objectives and targets) WROs Total 6% <i>Disaggregated by WROs that serve:</i> Rural women-5% Youth-6% Survivors of Gender based Violence-5% All others =0%
	#/% of partners and ultimate recipient WROs that report that their organization is able to source the information that it needs for MEAL, reporting, communications, program design and other purposes when needed (disaggregated where possible by WROs that represent different marginalised and vulnerable groups ex. age, ethnicity, religion, disability, LGBTQI)	Partners: 43%
		WROs: Total 34% <i>Disaggregated by WROs that serve:</i> Persons with Disabilities=29%, Ethnic minorities=0%, Youth=39% Rural women=23%, GBV survivors=40%, The Elderly=100%, People living with HIV=50%
1210 Strengthened ability of WROs to reach grassroots marginalized and vulnerable groups constituents with high quality services and support to claim rights.	(GAC INDICATOR) #/%/total supported partners and women's rights organizations reporting increased ability to deliver quality* programming (each WRO respondent using their own definition of quality) (disaggregated where possible by WROs that represent different marginalised and vulnerable groups ex. age, ethnicity, religion, disability, LGBTQI) (Gender Strategy Indicator)	Partners: 50% rating excellent 50% rating good
		WROs: 56% rating excellent 35% rating good <i>Disaggregated by WROs that serve:</i> PWDs: 71% rating excellent, 14% rating good Ethnic minorities: 100% rating good Youth: 65% rating excellent, 32% rating good Rural women: 48% rating excellent, 43% rating good GBV survivors; 60% rating excellent, 30% rating good The Elderly: 100% rating excellent People living with HIV: 50% rating excellent 50% rating good
	#/% of partners and local WROs that meet all the programmatic / service delivery / technical skill capacity building objectives and targets outlined in their plans (disaggregated where possible by WROs that represent different marginalised and vulnerable groups ex. age, ethnicity, religion, disability, LGBTQI)	(Met all objectives) Partners: 29% WROs: Overall 14% <i>Disaggregated by WROs that serve:</i> rural women -13% Survivors of Gender based Violence – 10% Elderly -100%; Youth- 23%

I220 Strengthened ability of WROs to undertake policy and advocacy activities as identified by strategic plan and their constituency	#/% of partners and local WROs with strengthened capacities to channel demands of marginalized citizens related to gender equality and engage in decision-making (CI GI 2) (FOR CALCULATION: % of WROs that meet at least x% of the advocacy and policy influence capacity building objectives and targets if they have any outlined in the capacity building plan) (disaggregated where possible by WROs that represent different marginalised and vulnerable groups ex. age, ethnicity, religion, disability, LGBTQI)	Partners: 71% WROs: 42% <i>Disaggregated by WROs that serve:</i> Persons with Disabilities=29%, Ethnic minorities=0%, Youth=52% Rural women=43%, GBV survivors=30%, The Elderly=0%, People living with HIV=50%
	#/% of WROs who report an increased number of links with government officials, decision and policy makers at all levels (at least 4 new relationships with government officials by the end of the project) (disaggregated where possible by WROs that represent different marginalised and vulnerable groups ex. age, ethnicity, religion, disability, LGBTQI)	N/A
	% of ultimate recipient WROs documenting at least two new and useful techniques that they have applied to their organization's policy, advocacy or government relations work (disaggregated where possible by WROs that represent different marginalised and vulnerable groups ex. age, ethnicity, religion, disability, LGBTQI)	N/A
	% of ultimate recipient WROs report that they are able to source and use evidence or data in their policy and advocacy work in a timely and responsive manner (disaggregated where possible by WROs that represent different marginalised and vulnerable groups ex. age, ethnicity, religion, disability, LGBTQI)	WROs: 40% <i>Disaggregated by WROs that serve:</i> Persons with Disabilities=57%, Ethnic minorities=0%, Youth=42% Rural women=35%, GBV survivors=40%, The Elderly=0%, People living with HIV=100%
I310 Strengthened ability of WROs and activists to coalesce behind mutually prioritized women's and girls' rights agendas and influence gender-sensitive policy change and implementation	% of intergenerational forum attendees reporting report that they feel more strongly linked to multiple generations of activists. (disaggregated where possible by age, ethnicity, religion, disability, sexual identity of respondent)	N/A
	% of women including young women / feminists who report improved knowledge of/ awareness of relevant platforms and networks to advance their work (disaggregated where possible by WROs that represent different marginalised and vulnerable groups ex. age, ethnicity, religion, disability, LGBTQI) (Gender strategy Indicator)	77% aware of other networks On average know of up to 3 other networks
	# of research or policy reports produced and shared by the partners / WROs / activist / networks by the end of the project	N/A
	% of network members that describe increased participation in or access to spaces related to policy generation, legislation/ law making and implementation	Network members: 63% <i>Disaggregated by Individual characteristics</i> PWDs= 75%, 26 – 35 Yrs = 67%,

	(disaggregated where possible ex. by age, ethnicity, religion, disability, LGBTQI)	36 – 45 Yrs = 45%, Above 46 Yrs = 77%
I320 Increased capacity of the WROs and activists that CARE works with to sustainably maintain strong networks, alliances and coalitions at multiple levels.	(GAC Indicator) #/total supported women's rights organizations and activists including youth activists reporting increased ability to engage in networks/alliances/platforms/movements (disaggregated where possible by WROs that represent different marginalised and vulnerable groups ex. age, ethnicity, religion, disability, LGBTQI)	Partners: 86% 49% WROs 70% Network members Networks PWDs= 75%, 26 – 35 Yrs = 83%, 36 – 45 Yrs = 82%, Above 46 Yrs = 54% WROs <i>Disaggregated by WROs that serve:</i> Persons with Disabilities=71%, Ethnic minorities=0%, Youth=48% Rural women=45%, GBV survivors=45%, The Elderly=100%, People living with HIV=50%
	GEVV 7. #/ % of WROs and activists reporting that they are able to work collectively with others to achieve a common goal (disaggregated where possible ex. by age, ethnicity, religion, disability, LGBTQI) (Gender Strategy Indicator)	Network members: 65% with high ability <i>Disaggregated by Individual characteristics</i> Male = 89%, Female = 60%, 18 – 25 = 64%, 26 – 35 = 71%, 36 – 45 = 73%, Above 45 = 48%, PWDs = 14%
	% of women including young women and feminists who report improved confidence to participate in local and national networks and forums (disaggregated where possible ex. by age, ethnicity, religion, disability, LGBTQI) (Gender Strategy Indicator)	Network members: 80% with high ability <i>Disaggregated by Individual characteristics</i> PWDs= 25%, 26 – 35 Yrs = 100%, 36 – 45 Yrs = 73%, Above 46 Yrs = 77%