



# **STRATEGIC PLAN 2019 - 2023**



**Changing You, Transforming All!**

**Abridged version**



25 years  
POWER.VOICE.AGENCY





## ACKNOWLEDGEMENT

CREAW is grateful to the networks and communities, more so to the women who we work with and who give meaning to our work. It is our hope that this Strategic Plan will be a noble reference towards achieving CREAW's Vision A just society where women and girls enjoy full rights and live in dignity and Mission To champion, expand and actualise women's and girls' rights and social justice.

Our special acknowledgement goes to the following external consultants; Mr. Tom, for facilitating the preparation and compilation of the Strategic Plan, Prof Wambui Mwangi and Mr. Donald Mogeni who greatly contributed to reviewing the plan, making it the document that it is today.

We acknowledge the visionary leadership of the CREAW Board of Directors led by the Chairperson, Ms. Rukia Yassin and the tireless input, efforts and dedication of CREAW's staff members, in particular the strategic plan committee Mike Gachanja, Angelina Cikanda, Joshua Ayuo, Dennis Hombe, Christine Ogutu, Dinah Saisi, Mercy Jelimo, Isabella Mwangi, David Kyalo, Beatrice Njeri and Antonia Wanjiku Musunga through their active participation and contribution towards the development, review and finalization of the plan.

The development and production of the Centre for Rights, Education and Awareness (CREAW) Strategic Plan 2019-2023 was through the invaluable support of it's development partners; Open Society for East Africa OSIEA, Embassy of the Kingdom of Netherlands, UNWomen, ForumSyd, Amkeni- Wakenya, Wellsprings Philanthropic Fund and UN Trust Fund to whom we are deeply indebted and hereby acknowledge. We look forward to greater collaboration in the future.

A handwritten signature in black ink, appearing to read 'Wangechi'.

**Ms. Wangechi Wachira**  
Executive Director

## FOREWORD

**Established in 1999, the Centre for Rights Education and Awareness (CREAW) is a national, feminist women's rights Non-Governmental Organization (NGO) operating in Kenya. CREAW envisions a just society where women and girls enjoy full rights and live in dignity. The mission of CREAW is to champion, expand and actualise women and girls' rights and social justice.**

CREAW understands that gender inequality violates women's and girls' rights, constrains their choices and voices and impacts negatively on their ability to fully participate in and benefit from development processes. We also believe that gender equality is not only a basic human right, but also a crucial element in accelerating sustainable development.

It comes as a great pleasure to present the CREAW Strategic Plan 2019–2023. The Plan outlines CREAW's vision and ambitions and key interventions for achieving them. The choices contained in the Plan are largely informed by the lessons learnt, conclusions and recommendations from the analysis of CREAW's operating context.

Drawing from lessons learnt from our past practice, and building on our track record, this Strategic Plan seeks to effectively position CREAW within the emerging operating context as a basis of ensuring greater relevance and effectiveness. The Plan sets out broad parameters that will guide the development of more specific annual work plans and program documents.

CREAW will continue its work towards elimination of gender inequality and all forms of discrimination against women and girls. This is based on our philosophy that empowering women demands that we address unfair cultural norms and attitudes, enhance competencies of women and their institutions and advocate for the development and implementation of progressive legal, policy and institutional frameworks that promote/sustain gender equality.

This strategy is the outcome of a co-creation process between the CREAW Team and several stakeholders. We deeply appreciate their contribution to this process. We especially wish to extend sincere gratitude to our board members, partners and peers for the moral, financial and material support accorded to us during the Strategic Plan development process.

We also wish to thank in advance our partners and peers who will continue to subscribe to our vision by collaborating with us towards the operationalisation of this Plan. In particular, we call upon our valued partners to join hands with us as we venture into this exiting, ambitious and equally challenging phase of our journey. We believe that with your confidence and support, we shall attain our goals, and make a meaningful difference in the quality of life of women and girls in Kenya.

We look forward to a period of unlimited possibilities, courage, and most importantly, the advancement of women's human rights.



**Ms. Rukia Yassin**  
Chair, Board of Directors



**Wangechi L. Wachira**  
Executive Director

## 1. Our roadmap to social change / philosophy

Our work is premised on the foundation that everyone deserves a dignified life, and that this is attainable. We thus dedicate resources and capabilities to protect, promote and actualize women's and girls' rights and freedoms as a basis of addressing prevailing systemic gendered inequalities, oppression, exploitation and discrimination.

As catalysts of the change we want to see, we support strategic and innovative initiatives, and collaborate with progressive thinkers - irrespective of gender, age, race, class, education or affiliations - to reach these ideals. Our work draws from universal human rights principles and protocols. We pursue social justice as an approach to engineering transformation in the spaces we seek to influence

## 2. Who we are

The Center for Rights Education and Awareness (CREAW) is a feminist organization with a national presence in Kenya.

Since its establishment in 1999, CREAW has worked eliminate the gender norms and barriers that perpetuate inequality among women and men. We are driven by the drive to see women and girls able to lead, move freely in their communities and have access to equal opportunities.



## 3. Organizational identity

**Vision:** A just society where women and girls enjoy full rights and live in dignity.

**Mission:** To champion, expand and actualise women's and girls' rights and social justice.





### 1.3 Our offer: Value proposition

We propose to add value to various actors in promoting free and just society as follows:

Constituency	Value proposition
Women and Girls	<p>These are our core constituents, for whom we will:</p> <ol style="list-style-type: none"> <li>1. Collaborate to strategically confront institutionalised systems that perpetuate the dispossession of women of their rights, opportunities and resources.</li> <li>2. Strengthen voice and agency<sup>2</sup> including through knowledge &amp; information sharing, movement building and general capacity development.</li> <li>3. Facilitate access to comprehensive services, opportunities and freedoms (as a response to various emerging needs).</li> <li>4. Establish working relations with gatekeepers of culture to address patriarchy and other cultural norms and practices that perpetuate women and girls' disempowerment.</li> </ol>
CREAW team (board, staff, interns, volunteers)	<p>Guided by the principle of love, we will offer the following to the CREAW team.</p> <ol style="list-style-type: none"> <li>1. Opportunities &amp; resources to pursue their passion of serving women's and girls' wellbeing</li> <li>2. Safe and supportive environment to unlock their potential and nurture their talents.</li> <li>3. Appropriate compensation, motivation and recognition for their efforts and inputs.</li> <li>4. Access to an expansive range of strategic contacts and networks.</li> <li>5. Association with the respected (CREAW) brand and great team.</li> </ol>

<sup>1</sup> Voice refers to being able to speak up and be heard, and to shape and share in discussions and decisions. Agency is about ability to make choices about one's own life and act upon them without violence, retribution or fear.

Service Providers (State, Private Sector, Peers, knowledge institutions, Media etc.)	<p>We will closely collaborate with complementary actors, whom we shall offer:</p> <ol style="list-style-type: none"> <li>1. Expert knowledge on issues related to women's and girls' rights/development.</li> <li>2. Support towards strengthening existing service delivery systems for women and girls.</li> <li>3. Possible use of CREAW networks, spaces or platforms to realise complementary goals.</li> <li>4. Well-researched evidence, new knowledge and/or solutions.</li> <li>5. Opportunities to leverage resources for complementary/integrated programming as a basis of securing holistic support and scaled sustainable impact.</li> </ol>
Funders	<p>Within the development chain, we offer our funders the following:</p> <ol style="list-style-type: none"> <li>1. Complementary partnership to enable comprehensive support to women's and girls' wellbeing</li> <li>2. Delivery of sustainable long-term positive change</li> <li>3. Use of our extensive reach/networks, systems, structures and platforms to realise complementary mandates/goals.</li> <li>4. Possibilities to share new knowledge, evidence and innovative solutions, and be a speaking partner on what constitutes development practice.</li> <li>5. Assurance of value for money, good stewardship and accountability over resources entrusted to us (based on our strong brand and track record with large grants).</li> </ol>

## 4. The operational context

### External context analysis

#### Operational context

**Regulatory and institutional frameworks** - Kenya has made notable strides in establishing regulatory and institutional frameworks in efforts to ensure gender equality. These provisions include the Constitution of Kenya (CoK) 2010, enactment of laws focusing on gender and equality, and the ratification of several international and regional protocols that address gender inequality. There also exists a robust system of agencies responsible for coordinating gender mainstreaming in policies and programs within the government, among them the Department of Gender affairs within the ministry of Public Service, Youth and Gender affairs. Despite the existence of these robust regulatory and institutional frameworks, there exists a major challenge in implementing and operationalizing them.

**Gendered inequality** remains robust as many women and girls in Kenya still lack access to opportunities and resources in various sectors such as education, health, and leadership. This is due to patriarchal customary practices, structural and institutionalized barriers, and socialization of women's primary roles as wives and/or mothers.

**Social and cultural norms/perceptions** Patriarchal interpretations of cultural practices still assert male dominance and perpetuate harmful stereotypes that portray women negatively. Patriarchal notions of male dominance commonly manifest in VAWG, with SGBV being the most widespread socially tolerated human rights violation.

**General capacity constraints** - The millennium Project Task Force on Education and Gender Equality identified three critical dimensions of women empowerment; intrinsic competencies, agency and voice, and access to opportunities and resources. Additionally, there exists structural

challenges around gender-insensitive fiscal policies and discriminatory social norms. Collective action plays a pivotal role in building momentum for progressive reform.

**Women and Technology** Access to and the ability to understand and use technologies can have a positive impact on women's freedom of expression, education and employment opportunities. In Sub-Saharan Africa, women are 45% less likely to have access to the internet than men. Low connectivity and cultural limitations are prevents women and girls from maximizing the use of technology. Other barriers include high cost of access, illiteracy and regressive cultural norms. There is therefore need to break these barriers as ICT can provide women with innovative pathways to meaningful participation in the economy, improved safety, and access to financial services. Further, digital media can make it easier for women to amplify each other's ideas, whilst social networking sites are useful tools for social activism and movement building.



## 5. Strengths and Opportunities

STRENGTHS	OPPORTUNITIES
<ol style="list-style-type: none"> <li>1. Efficient &amp; open stewardship of resources.</li> <li>2. Suitably qualified and committed mixed team.</li> <li>3. Good staff stability (low turnover).</li> <li>4. Innovative programming by staff.</li> <li>5. High levels of compliance with regulatory or donors' requirements and own policy.</li> <li>6. Good reputation, relations and existence of goodwill with relevant actors</li> <li>7. Existence of a robust M&amp;E system, including regular reflections and reviews (tracking).</li> <li>8. Competent committed leadership.</li> <li>9. Useful networks/ linkages.</li> <li>10. Good track record with managing large programs on women's human rights.</li> </ol>	<ol style="list-style-type: none"> <li>1. Possibility to forge closer working relations with County government (policy, resourcing)</li> <li>2. Potential to play a collaborative leadership role for movement building</li> <li>3. Opportunities to use lived experiences to build / document &amp; share knowledge &amp; evidence</li> <li>4. Engagement with knowledge institutions (research, academia) to link theory to practice</li> <li>5. Options to grow alternative sources of funding (local, own generated, other financiers)</li> <li>6. CREAM's presence in key spaces is useful for influencing thought, practice &amp; policy</li> <li>7. Potential for more exploitation of Information and communication Technology (ICT).</li> <li>8. Collaborations with others to assure holistic seamless support to clients/ beneficiaries</li> <li>9. Potential for replication, acceleration or scale up of models proved to work</li> </ol>

## 6. Priorities and key strategies

Premised on our theory of change CREAM – together with its partners - will promote women's and girls' rights, freedoms and entitlements by addressing the intersecting structural barriers to women's and girl's wellbeing, rather than merely meeting their needs.

Appreciating the need for greater depth of focus, we will pay attention to four thematic areas that we not only have a track record in, but which we believe hold the potential to bring the greatest impact to the wellbeing of women and girls, granted the Kenyan operational context.

The four areas are:



Three overarching strategies will be explored across the four critical pathways of change. These will be

- Influencing institutional/regulatory frameworks and cultural norms
- Systems Strengthening and Capacity Development:
- Solidarity/movement building



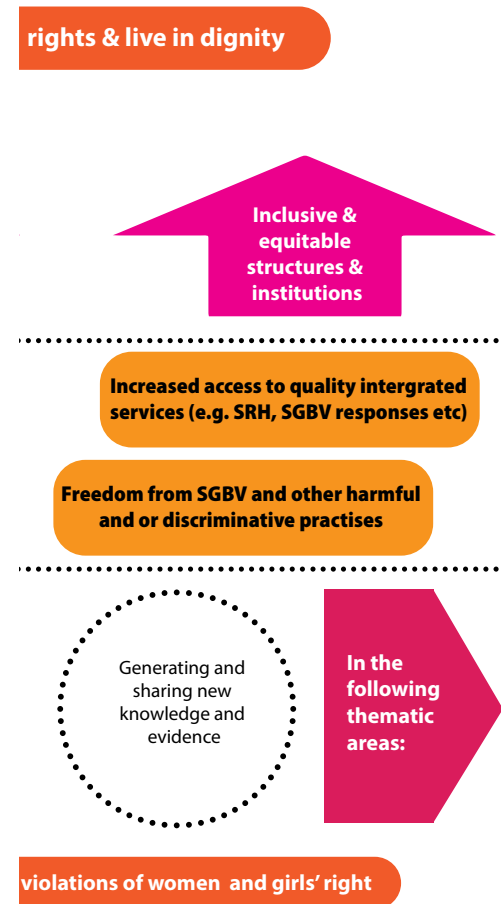
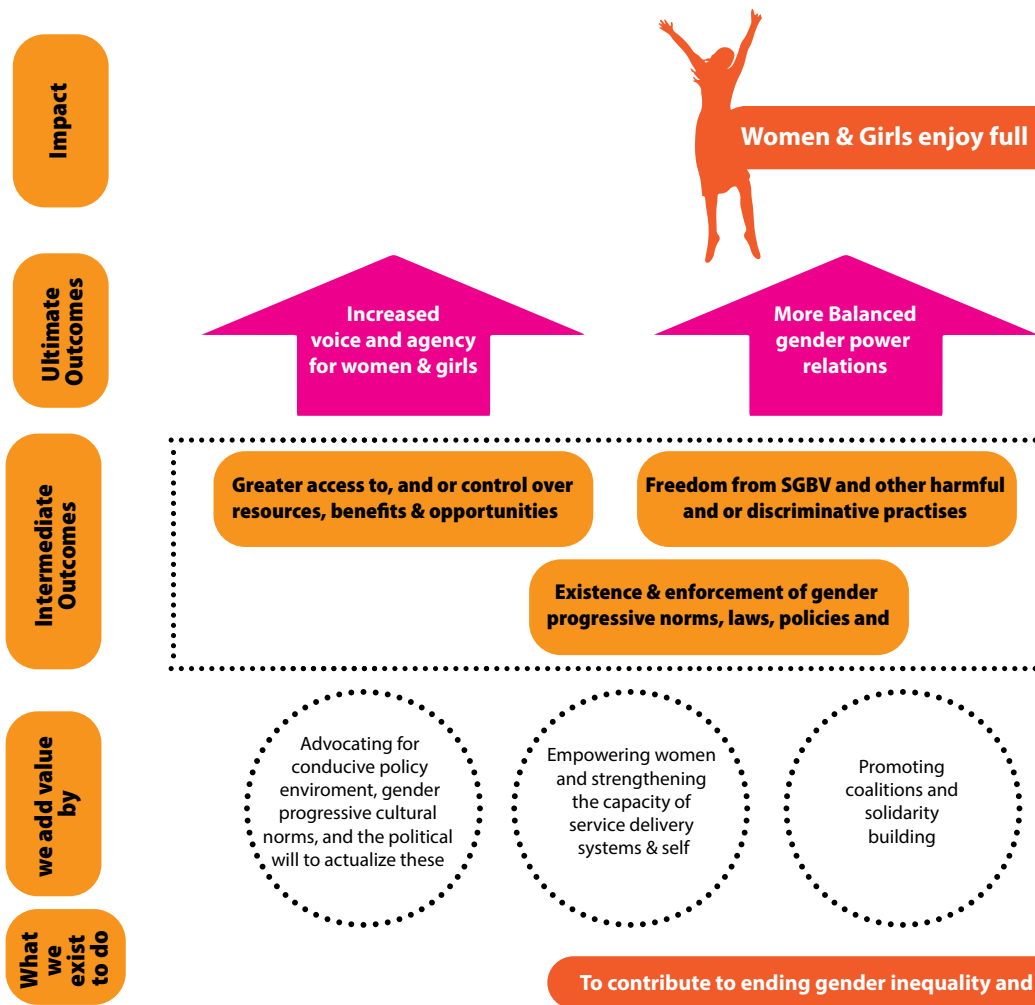
Joseph Mborugu (Left) Senior Prosecution Counsel,  
ODPP and Hon. Samuel Mungai (Right) Chief  
Magistrate, Isiolo Law Courts



We commit to the realization of this dream by contributing to:

- Existence of gender responsive regulatory and institutional structures and the political will to fully implement these;
- Ending gender discriminatory practices, harmful social norms and unequal access to decision-making power; and
- Investing in empowering (capacity development of) women, girls and their organizations to (better) claim their rights and seize opportunities to create change.





### Assumptions

CREAW believes that elimination of gender inequality and discrimination is a long-term process that requires changes in social norms, especially power relations, at individual community and institutional levels.

We understand that sustainable systems level changes in this regard will require collective power and engagements across sectors, levels and generations. We hope that all concerned actors/leaders will have enough political willpower towards such change, and subsequently make the necessary investments needed to confront gender inequalities and in turn empower women and girls.

1. Elimination of economic & Social-Cultural discrimination.
2. Eradication of VAWG and harmful practices.
3. Women in Leadership
4. Universal access to SRHR

## 8. Strategies

### 8.1 Thematic areas of focus

Premised on our theory of change CREAM – together with its partners – will promote securing of women's and girls' rights, freedoms and entitlements by addressing the intersecting structural barriers to women's and girl's wellbeing, acting on four areas:

1. Elimination of economic and social-cultural discrimination
2. Ending all forms of violence against women and girls;
3. Promoting effective participation of women and girls; and
4. Ensuring universal access to SRHR.

### 8.2 Thematic area 1: Elimination of economic and social-cultural discrimination

**Overview:** Gender inequality not only affects women socially, but also impedes their economic and social development. According to the African Development Bank (AfDB), eliminating gender inequality could raise the productive potential of one billion Africans.<sup>1</sup> Thus, gender mainstreaming of policy formulation is essential for sustainable growth and poverty reduction<sup>2</sup>. This pillar will focus on eliminating inequalities that deprive women and girls of basic rights, resources and opportunities.

Regarding economic empowerment, we will play an enabler role, rather than direct implementation. The aim shall be to position women and girls to access economic resources

<sup>1</sup> [https://www.bsr.org/reports/BSR\\_Womens\\_Empowerment\\_Africa\\_Main\\_Report.pdf](https://www.bsr.org/reports/BSR_Womens_Empowerment_Africa_Main_Report.pdf)

<sup>2</sup> <https://daogewe.org/index.php/publications/studies/107-gender-based-violence-in-kenya-the-economic-burden-on-survivors/file>

and opportunities, as well as to strengthen their enterprise initiatives. In all cases, CREAM shall attend to both the demand and supply sides of applicable business relations.

#### Objective

- i: To contribute to securing of women's equal access to rights and opportunities.
- ii: To contribute to securing of women's equal access to, ownership and use of economic resources and or opportunities.

### 8.3 Thematic area 2: Ending violence against women and girls

**Overview:** VAWG is among the most oppressive forms of gender inequality and a fundamental barrier to equal participation of women in social, economic and political spheres. According to UN Women the best way of addressing VAWG is to prevent it from happening in the first place<sup>3</sup>.

**Objective:** To contribute to prevention of VAWG and and response for survivors of VAWG.

### 8.4 Thematic area 3: Effective participation of women in leadership

**Overview:** Patriarchal underpinnings of the African society undermine prospects of women's leadership in social, economic and political spaces. This thematic focus areas seeks to increase presence of women leaders at all decision-making levels across all spheres, as well as promotion of an environment where women are encouraged to lead and succeed. Besides political leadership, CREAM will facilitate establishment of pipelines of women leaders to take up leadership in public and private spaces such as private sector, SACCOs, market associations and boards of various State institutions.

<sup>3</sup> <http://www.unwomen.org/en/what-we-do/ending-violence-against-women/prevention>



**Objective:** To contribute to ensuring equal opportunities for, and full participation of women in leadership positions across all spheres and spaces.



## 8.5 Thematic area 4: Supporting universal access to SRHR

**Overview:** SRHR implies that people can have a fulfilling and safe sex life and that they have the capability to reproduce and the freedom to decide, if, when and how often to do so. This thematic area seeks to contribute to creating an enabling environment for the realization of SRHR of women and girls by addressing barriers of such as limited access to, stigmatisation of and or discrimination of users and providers of SRHR services.

**Objective:** To facilitate increased access to comprehensive and integrated SRHR services.  
Strategic Interventions

## 8.6 Thematic area 5: Institutional development

This strategic pillar will mainly focus on internal well-being of CREAM. It is inward looking and seeks to address the gaps identified in the SWOT analysis of CREAM.

The overall objective of this pillar is 'to become an effective, resilient and sustainable organization'. Several institutional areas will be addressed under this pillar amongst them the following:

### 8.6.1 Resource mobilization, marketing and partnerships development

**Objective:** To acquire and reserve adequate resources to assure CREAM's sustainably.

### 8.6.2 Research and monitoring evaluation research & learning (MERL)

**Objective:** To generate, document and share quality data for organisational learning,

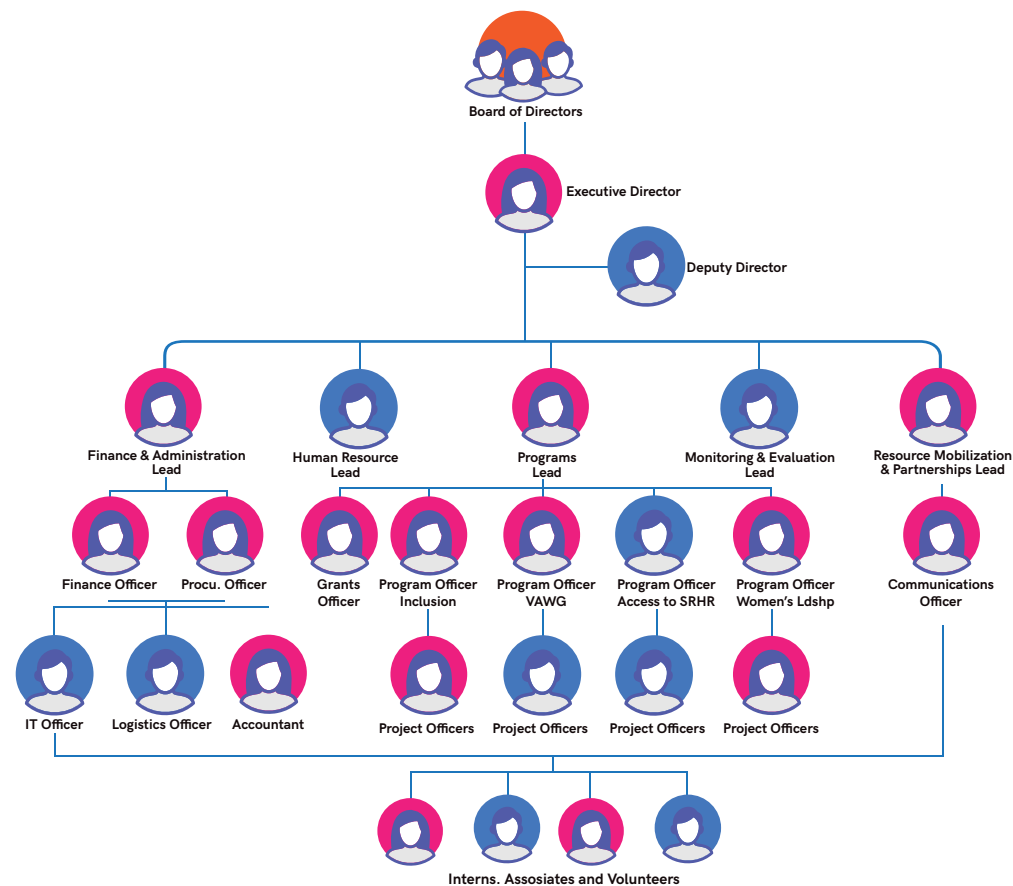
accountability and influencing.

### 8.6.3 Human Resources Management

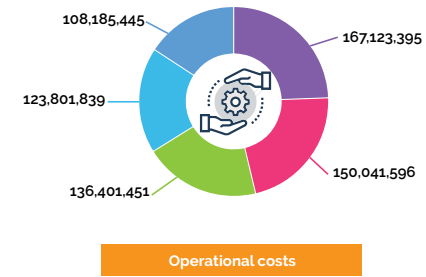
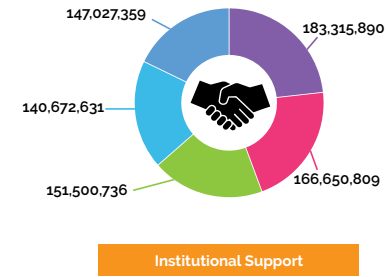
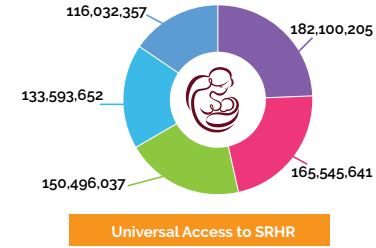
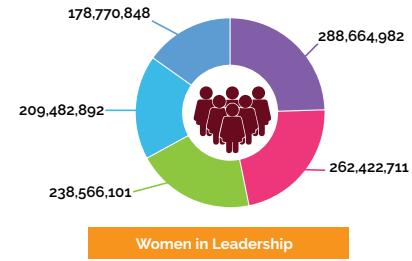
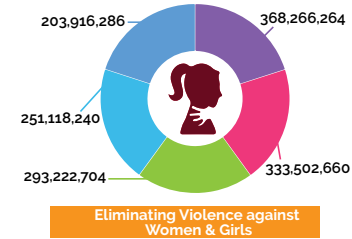
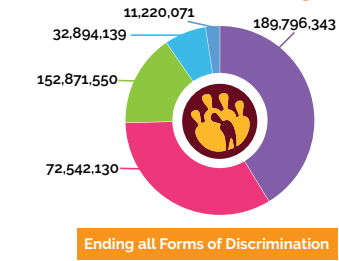
**Objective:** To attract and retain required numbers of high-quality staff and leaders.



## 5.3 Organisation Structure



Annex 2: Indicative Budgets



NB: All amounts are in Kenya Shillings (KES)

2019 2020 2021 2022 2023



# To champion, expand and actualise women and girl's rights and social justice

## Social Media



@creawkenya

### **Main Office (Nairobi)**

Elgeyo Marakwet Close off Elgeyo Marakwet Road

Hse No. 1 (on the Left), Kilimani.

P.O. Box 35470 – 00100

Nairobi, Kenya.

Mobile. 254 720 357664 | Office Tel. 254 020 2378271

Email: [info@creaw.org](mailto:info@creaw.org)

Website: [www.creawkenya.org](http://www.creawkenya.org)

### **Kibera Satellite Office**

Kibera Drive, next to KBS Driving School

Kibera, Nairobi

Mobile: +254 0719 437 286

### **Kilifi County Offices**

Off Malindi Road Mnarani, Kilifi – (Moving the GoalPosts Offices)

Mobile: +254 798 98 55 42

### **Meru County Office**

MAKUTANO – ST. PETER'S Anglican Church Compound

Opp. Kinoru Stadium

Mobile: +254 798 98 56 07

### **Isiolo County Offices**

My Space Building (Former KRA Offices) Ground Floor

### **Narok County Offices**

Anglican Church, along Prison Rd, Narok County