

2025-2030



Changing You, Transforming All!

# CREAW Strategic Plan

Advancing Gender Equality, Justice, and  
Dignity for Women and Girls

Abridged Version



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# ABBREVIATIONS & ACRONYMS

AI	Artificial Intelligence
ASALs	Arid and Semi-Arid Lands
CARE	Cooperative for Assistance and Relief Everywhere
CBK	Central Bank of Kenya
CBOs	Community-Based Organizations
CREAW	Centre for Rights Education and Awareness
CSOs	Civil Society Organizations
EMB	Engaging Men and Boys
FGM	Female Genital Mutilation
GBV	Gender-Based Violence
GALS	Gender Action Learning Systems
GIMAC	Gender is My Agenda Campaign
HIV	Human Immunodeficiency Virus
HR	Human Resources
IPV	Intimate Partner Violence
KDHS	Kenya Demographic and Health Survey
MERL	Monitoring, Evaluation, Research, and Learning
NGO	Non-Governmental Organization
POLICARE	Integrated One-Stop Centre for GBV Response
SASA	Start, Awareness, Support, Action
SAA	Social Analysis and Action
SDGs	Sustainable Development Goals
SOPs	Standard Operating Procedures
SRHR	Sexual and Reproductive Health and Rights
VAWG	Violence Against Women and Girls
VCAT	Values Clarification and Attitude Transformation
WROs	Women's Rights Organizations

# OUR VISION, MISSION, AND VALUES

## Our Vision and Mission



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



**Mission:** To transform the lives of all women and girls through championing gender equality

## Our underlying principle: LOVE

Our underlying guiding principle is LOVE, grounded in the belief that we nurture and enhance an enabling and dynamic environment through care, respect, accountability and kindness. While strongly embracing accountability, the principle of LOVE prompts us to:



## The Values We Will Promote

The values and behaviours we aspire to live serve as a foundational framework, guiding the organization toward a culture of excellence and impact.

<b>Integrity</b>	We act with honesty, responsibility and accountability, safeguarding people and resources
<b>Professionalism</b>	We commit to high standards of performance by responsibly using our skills, adhering to policies and procedures, and striving for excellence in every task.
<b>Respect</b>	We listen and act with empathy, valuing diverse perspectives, and treating one another with dignity.
<b>Trust</b>	We believe in each other's' intentions and abilities, honoring commitments, embracing openness and autonomy.
<b>Synergy</b>	We aim to foster a spirit of collaboration that upholds teamwork, participation, and mutual respect.

# FOREWORD

The Centre for Rights Education and Awareness (CREAW) has, since 1999, championed the rights, dignity, and empowerment of women and girls in Kenya. Throughout this journey, CREAW has remained steadfast in addressing structural inequalities, advancing feminist leadership, and promoting transformative social change. The 2026–2030 Strategic Plan marks a renewed commitment to realizing a just society where women and girls are valued, respected, enjoy full rights, and live in dignity. The strategy reflects lessons learned from previous programs, evolving national and global gender equality priorities, and extensive consultations with a variety of stakeholders, key among them communities, women’s rights organizations, government institutions, and development partners.

This strategic plan positions CREAW as a key champion in ending violence against women and girls, advancing sexual and reproductive health and rights, strengthening women’s economic justice, promoting

women’s leadership, participation in governance, and deepening its impact through integrated programming in these areas. The strategy further recognizes climate change, shrinking civic space, digital transformation, and persistent gender inequalities as defining contextual realities that require adaptive, innovative, and intersectional responses. The plan places women and girls at the center of change while strengthening systems, institutions, and partnerships that can sustain long-term transformation. It also reflects CREAW’s commitment to evidence-based programming, movement building, feminist solidarity, and accountability to the communities we serve.

As we embark on this important phase, we call upon our valued partners to join hands as we venture into this exciting, ambitious, and equally challenging phase of our journey. We believe that with your support, we shall attain our goals and make a meaningful difference in the lives of women and girls in Kenya and Africa.



**Rukia Yassin Männikkö**  
CREAW Board Chair



**Wangechi L. Wachira**  
CREAW Executive Director



**...with your support, we shall attain our goals,  
and make meaningful difference in the life of  
women and girls in Kenya and Africa.**

# ACKNOWLEDGEMENT

The development of the CREAM Strategic Plan 2026–2030 was made possible through an inclusive, participatory, and consultative process involving the commitment and contribution of many stakeholders.

CREAW extends profound appreciation to its visionary Board of Directors for their strategic leadership, guidance, and stewardship throughout the process. Special gratitude goes to the Board Chair, Ms. Rukia Yassin Männikkö, and Board members Ms. Wairu Kinyori, Ms. Anzette Were, Ms. Rachel Wanyoike, Ms. Maureen Michieka, Ms. Grace Wanjiru, Ms. Ruth Nashipae, and Mr. Samuel Gichohi. We also sincerely acknowledge Ms. Wangechi L. Wachira, CREAM's Executive Director and Secretary to the Board, for her leadership, technical direction, and commitment to the successful development and finalization of this plan.

We deeply appreciate the dedication and contribution of CREAM staff members, whose insights, reflections, and technical input enriched the strategy. Special recognition goes to Mike Gachanja, Angelina Cikanda, Sharon Wambui, Leah Mutumbu, David Kyallo, Mercy Jelimo, Evelyn Apondi, Isabella Mwangi, Moses Okello, Noel Akinyi, Njambi Mungai, Louisa Lavina, and Grace Onjala for their active participation in the development, review, and refinement of the plan.

CREAW acknowledges the invaluable contribution of its development partners, networks, peer organizations, community partners, and women's rights organizations, whose continued partnership and solidarity have

strengthened CREAM's work over the years. Specifically, we appreciate the support from the Hewlett Foundation, the Embassy of Sweden, and ForumCiv for their support in the development of this strategic plan and their continued partnership in advancing gender equality, women's rights, and social justice.

We further recognize the technical expertise and facilitation support provided by Donald Mogeni and Wendy Okolo during the initial strategy development process, as well as Ronald Horstman, whose review and insights greatly enriched the strategic plan. We also thank McSmart Consulting Centre for their support in editing this strategic plan.

We are equally grateful to the grassroots women's rights organizations, community-based partners, county and national government institutions, development partners, peer civil society organizations, networks, and other stakeholders who participated in consultations, reflection sessions, and validation processes. Their voices, experiences, and recommendations helped ensure that this strategy is grounded in the lived realities, priorities, and aspirations of women and girls. There are individuals and organizations that contributed directly or indirectly to the development of this Strategic Plan, and we extend our heartfelt appreciation to them all. This strategy reflects a shared commitment to building a just, inclusive, and equitable society where women and girls are valued, respected, enjoy full rights, and live in dignity.



# 1. WHO WE ARE

Founded in 1999, the Centre for Rights Education and Awareness (CREAW) is a national feminist women's rights organization based in Kenya. CREAW advances gender equality and women's rights through transformative, rights-based, and intersectional approaches that challenge structural discrimination and harmful social norms.

Our work seeks to strengthen women's agency, promote accountability, and influence systems and institutions to uphold the rights of women and girls. We combine

advocacy, survivor-centered services, strategic litigation, movement building, research, community mobilization, and policy engagement to drive sustainable social change.

We work with women, girls, men, boys, communities, state actors, civil society organizations, women's rights movements, development partners, and private sector actors to advance inclusive and gender-responsive development. We are an active member of several national, regional, and international platforms advocating for gender equality, social justice, and women's rights.



# 2. OUR STRATEGIC VALUE PROPOSITION

CREAW is recognized as a leading feminist organization in Kenya that utilizes interconnected and evidence-based approaches to address the barriers facing vulnerable and marginalized women and girls.

CREAW's distinct value lies in:



# 3. KEY ACHIEVEMENTS FROM THE 2019-2023 +2 STRATEGIC PLAN

CREAW is not only a service provider, but also a convener, movement builder, and catalyst for social transformation.

During the 2019-2023 strategic period, and additional 2 years of transition, CREAW demonstrated resilience, innovation, and transformative impact despite disruptions caused by the COVID-19 pandemic. Through integrated and evidence-based interventions, we expanded access to justice, strengthened women's economic resilience, advanced Sexual and Reproductive Health Rights (SRHR), influenced gender-responsive policies, and catalyzed the growth of feminist movement building across Kenya. Our achievements during this period are as follows

## 3.1 Ending Violence Against Women and Girls

**3,498**

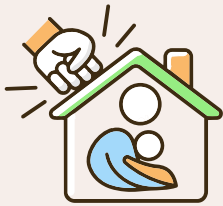
survivors reached with legal aid, psychosocial support, and survivor-centered services.



Established a toll-free GBV helpline during the COVID-19 pandemic that enabled approximately **16,961 survivors** of GBV access psychosocial support through both toll-free line counselling services and walk in sessions.



In partnership with Nairobi City County Government, we established our second GBV outreach office at the Mukuru Health centre which serves informal settlement of Mukuru.



Supported shelters that provided temporary accommodation and recovery support to **1,458 Gender Based Violence (GBV)** survivors across six counties.



Partnered with the judiciary to set up frameworks for gender justice courts in Kibra and Shanzu.



Established an in-house Public Interest Litigation Unit to advance strategic litigation and access to justice for women and girls



Empowered **26,450** program participants to address harmful social norms and practices, through the use of SAA and SASA!, both evidence-based community engagement models designed to prevent violence against women and girls.



Supported the National Police Service in the development of **Standard Operating Procedures (SOPs)** for integrated GBV services through POLICARE

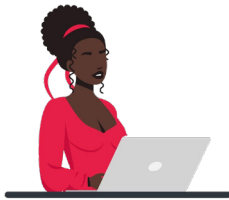
## 3.2 Women's Economic Empowerment



Enhanced women's economic resilience through entrepreneurship support, financial inclusion, and livelihood interventions.



Implemented cash transfer interventions reaching **3,948** vulnerable women and GBV survivors across five counties.



Together with partners GROOTS Kenya , Collaborative Centre for Gender and Development and Kenya Women Finance Trust , supported over 900 vulnerable women entrepreneurs across ten counties to access financial literacy training and concessionary loans through the Jasiri Fund

### 3.3 Sexual and Reproductive Health and Rights



Empowered **34,170** program participants on addressing harmful social norms and practices through the use of SAA and SASA ! which are evidence-based community engagement models on gender equality, SRHR, and maternal and newborn health.

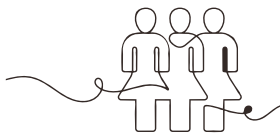


Distributed **dignity kits to over 10,000 vulnerable women** and girls during the COVID-19 pandemic.



Improved **access to SRHR** and maternal health services in Isiolo and Narok counties.

### 3.4 Leadership, Governance, and Policy Influence



Strengthened county women caucuses and women-led accountability groups.



Participated in the Generation Equality Forum and national gender policy processes to advocate for implementation of Kenya's gender equality commitments.



Played a leading role in advocacy around implementation of the constitutional two-thirds gender principle.



Supported eight county governments in Meru, Narok, Kilifi, Nairobi, Isiolo, Kwale, Kitui, and Nyeri, to develop gender-responsive policies.

### 3.5 Movement Building and Organizational Growth

Sub-granted **55 nascent women's rights organizations** across 19 counties through flexible grants and institutional capacity strengthening which enabled them to them to challenge negative social norms and advocate for enactment of key gender policies in their counties

Received **national recognition** including the GIMAC Gender Award, the CHUI Devolution Warrior Award, and the Sustainable Development Goals (SDG) Kenya Award for advancing Gender Equality.

**Strengthened feminist movement** building, advocacy, and coalition engagement nationally and regionally particularly on women's leadership and political participation



## 4. CONTEXTUAL ANALYSIS

### 4.1 Violence Against Women and Girls

Violence against women and girls (VAWG) remains one of the most pervasive human rights violations in Kenya despite the existence of progressive legal and policy frameworks. Intimate partner violence, sexual violence, femicide, technology-facilitated abuse, child marriage, and harmful practices such as female genital mutilation continue to undermine the rights, safety, and wellbeing of women and girls.

Between 2023 and 2025, reported cases of VAWG increased significantly, with over 7,100 cases documented nationally by early 2025 and nearly 100 women reportedly killed within a four-month period. According to the 2022 Kenya Demographic and Health Survey (KDHS), **20% of women have experienced intimate partner violence**, while in some counties up to **34% of women have experienced physical violence** since the age of 15.

Despite strong legal and policy frameworks, implementation gaps persist, including limited survivor services, stigma, weak investigations, and inadequate access to justice. These realities underscore the need for survivor-centered, multisectoral, and prevention-focused approaches that address the structural drivers of violence.

### 4.2 Women's Economic Justice

Women's economic justice remains central to inclusive growth, social justice, and sustainable development in Kenya. **Women constitute nearly half of Kenya's labour force and provide approximately 75% of labour on smallholder farms.** However, they account for only about 34% of the formal sector workforce and remain concentrated in lower-paying and vulnerable sectors.

Women continue to face systemic barriers, including limited access to finance, productive assets, land ownership, markets, decent work opportunities, and leadership within economic systems. Women are also disproportionately burdened by unpaid care work and informal employment, limiting their economic mobility and resilience.

Access to affordable financing remains a major challenge, particularly for women entrepreneurs and women-led enterprises. Yet evidence consistently demonstrates that women are reliable borrowers and key drivers of household and community resilience, underscoring the importance of gender-responsive financial inclusion.

According to the Central Bank of Kenya's National Financial Inclusion Strategy 2025-2028, persistent gender, rural-urban, and youth disparities remain central to Kenya's financial inclusion agenda, with proposed solutions including scaling women-friendly products and mobile ID registration units (Central Bank of Kenya & The National Treasury, 2025).

### 4.3 Sexual and Reproductive Health and Rights

Significant gaps remain in access to quality, inclusive, and rights-based sexual and reproductive health SRHR services in Kenya, particularly among marginalized communities. Teenage pregnancy remains a major concern, with **14.8% of girls aged 15-19 reported pregnant in 2022.** Modern contraceptive use among married women reached 57% in 2022; however, the unmet need for contraception remains high at 14%. Kenya also continues to record high maternal mortality rates estimated at 355 deaths per 100,000 live births.

**Women remain disproportionately affected by HIV, with a prevalence rate of 4.4% compared to 2.1% among men.** Cervical cancer remains one of the leading causes of cancer-related deaths among women, with over 5,000 new cases and more than 3,000 deaths reported annually.

Although Kenya has established progressive SRHR legal and policy frameworks, implementation remains uneven due to stigma, harmful social norms, unequal access to services, and emerging anti-rights movements that threaten progress on gender equality and bodily autonomy.

#### 4.4 Women's Leadership and Governance

The 2010 Constitution of Kenya introduced significant reforms aimed at addressing historical exclusion of women from leadership and governance, including the constitutional two-thirds gender principle. Despite these gains, women remain underrepresented in political and decision-making spaces. In the 2022 general elections, women constituted approximately 11% of all gazetted candidates, while women currently account for only 23% of members of the National Assembly, below the constitutional threshold of one-third representation<sup>1</sup>. Although the number of women contesting gubernatorial positions increased from nine in 2017 to twenty-two in 2022, only seven women were elected governors. Entrenched patriarchal norms, gender stereotypes, political violence, discriminatory party structures, and weak implementation of gender-responsive laws continue to limit women's participation, influence, and leadership across political, economic, and social spheres.

#### 4.5 Climate Change and Gender Equality

Climate change is not gender neutral. Women and girls disproportionately bear the impacts of climate-related shocks including droughts, floods, food insecurity, displacement, and economic disruption. Women in arid and semi-arid lands, informal settlements, and low-income rural communities face heightened vulnerabilities. Climate-induced pressures have also been linked to increased gender-based violence, early and forced marriage, transactional sex, and disruptions in access to healthcare and SRHR services. Women working in climate-sensitive sectors such as agriculture, fisheries, and informal trade continue to experience reduced productivity and income insecurity. Despite bearing disproportionate impacts, women remain underrepresented in climate decision-making processes. This underscores the importance of integrating gender-responsive climate resilience and justice approaches across all strategic priorities.



**Violence against women and girls (VAWG) remains one of the most pervasive human rights violations in Kenya despite the existence of progressive legal and policy frameworks.**

<sup>1</sup> **Inter-Parliamentary Union.** (2025a). *Kenya: National Assembly - Data on women.* IPU Parline: Global data on national parliaments.

# 5. BARRIERS WE WILL ADDRESS IN THIS STRATEGIC PERIOD

1

## Harmful Gender Norms and Discriminatory Attitudes



Deeply entrenched patriarchal norms, harmful social practices, and unequal power relations continue to perpetuate violence, exclusion, and discrimination against women and girls across households, communities, and institutions.

2

## Limited Access to Gender-Responsive Services and Justice



Vulnerable and marginalized women and girls, continue to face barriers in accessing inclusive, survivor-centered, affordable, and quality services, including legal aid, protection, health-care, and SRHR services.

3

## Economic Exclusion and Limited Agency



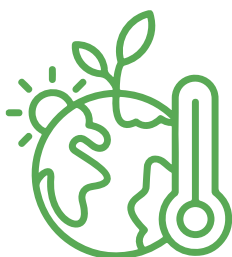
Women and girls often lack equitable access to resources, information, opportunities, productive assets, and financial systems necessary to make informed choices, achieve economic independence, and participate meaningfully in society.

4

## Weak Institutional Accountability and Governance Systems



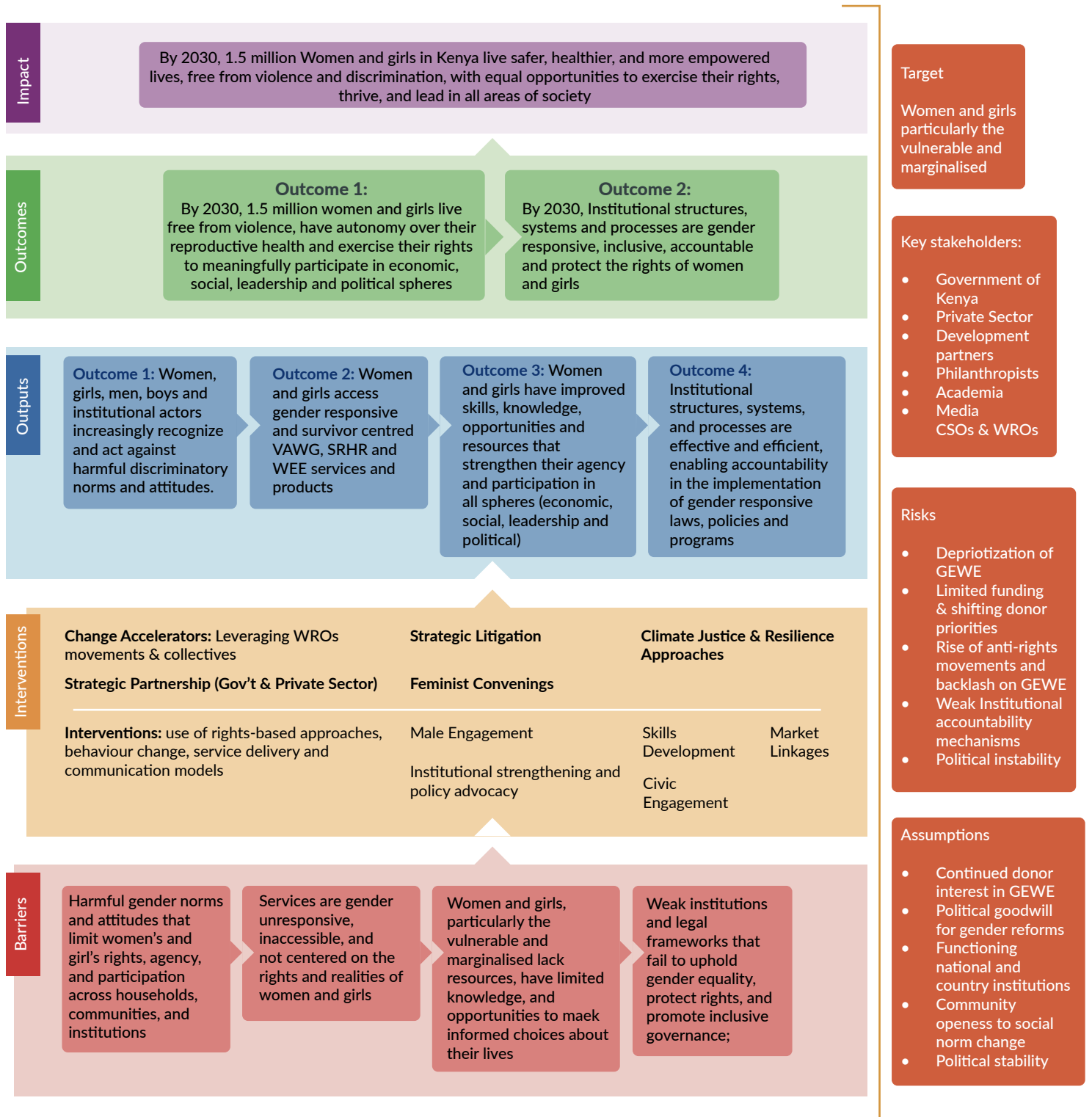
Gaps in implementation and enforcement of gender-responsive laws, policies, and institutional frameworks continue to undermine protection of women's rights, inclusive governance, and accountability.



## 5.1 Cross-Cutting Challenge: Climate Change

CREAW recognizes climate change as a cross-cutting challenge that exacerbates existing gender inequalities and disproportionately affects the safety, health, livelihoods, and resilience of women and girls. The strategy therefore, integrates gender-responsive climate justice and resilience approaches across all thematic priorities.

# 6. OUR THEORY OF CHANGE



**We aim to achieve the following high-level outcomes by 2030**

**Outcome 1**

By 2030,  
1,500,000 Women  
and girls

Live free from violence,  
have autonomy over their  
reproductive health and exercise  
their right to meaningfully  
participate in economic, social,  
leadership and political spheres.

Live free from  
violence

Have autonomy over  
their reproductive  
health

Economic  
participation and  
opportunity

Leadership and  
political participation

Meaningful  
participation in  
social spheres

**Outcome 2**

By 2030,

Institutional structures,  
systems and processes are  
gender responsive, inclusive,  
accountable and protect the  
rights of women and girls.

Gender-responsive laws,  
policies and frameworks

Inclusive institutional  
structures and  
capacities

Accountable  
systems and  
processes

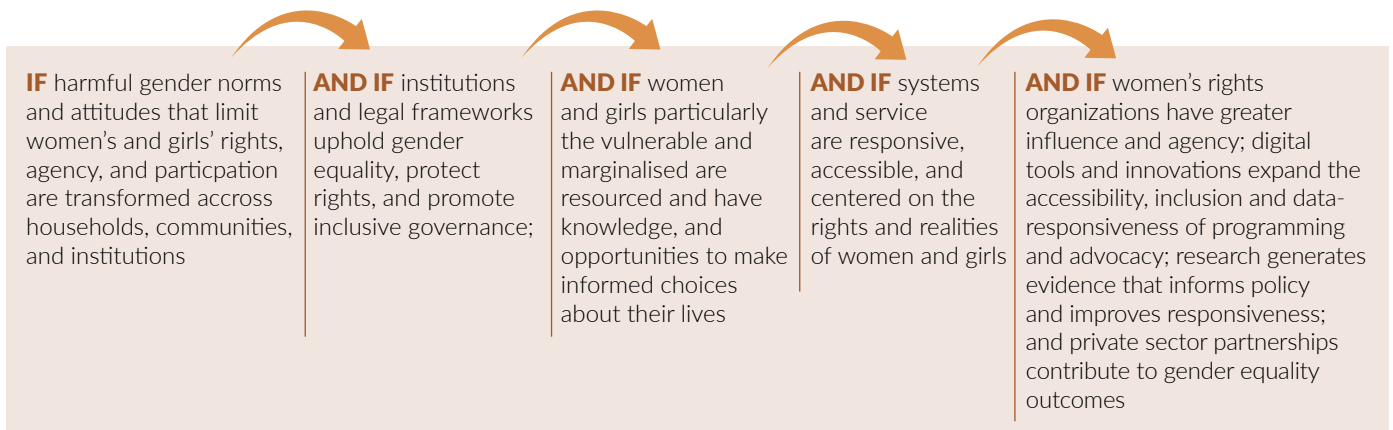
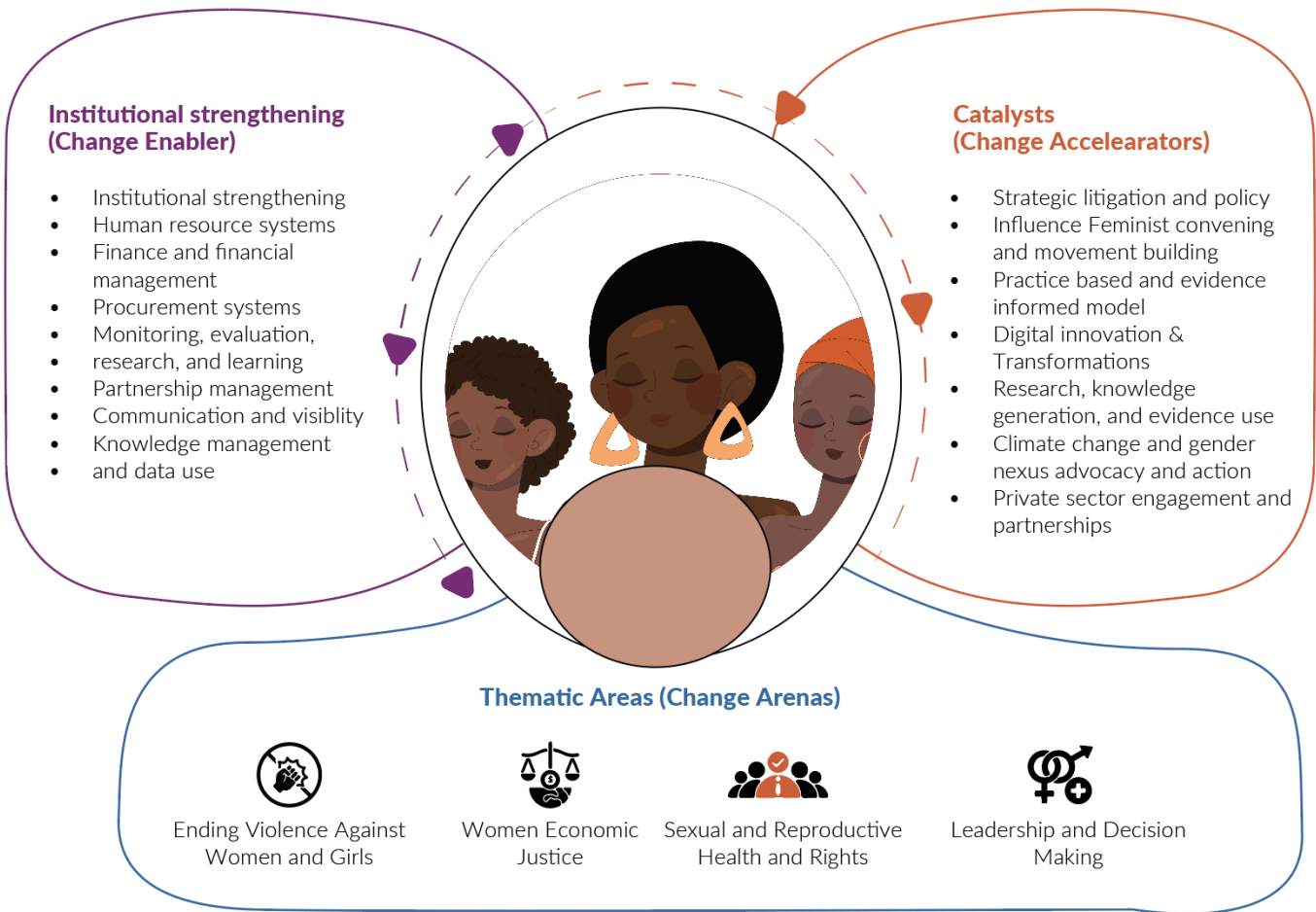
Protection and  
promotion of the  
rights of women and  
girls



**Empowered, Safe, Healthy and Equitable  
Women and Girls**

**Stronger Institutions that Advance  
Justice, Equity and Inclusion**

## 6.1 CREAW's Triad of Transformative Pathway



**BECAUSE** transformative change requires dismantling the social, legal, systemic and economic barriers that perpetuate gender inequality



**THEN** women and girls in Kenya will live empowered lives, free from violence and discrimination, with equal opportunities to exercise their rights

# 7. RESULT AREAS

## RESULT AREA 1: Ending Violence Against Women and Girls

Outcome 1: By 2030, 228,957 women and girls live free from violence, access survivor-centred services, and benefit from gender-equitable laws, policies, and progressive social norms.

Output 1: Services are survivor centred women, girls, men, boys, and institutional actors increasingly recognize and act against harmful discriminatory norms.

**Sub-output: 1.1** Survivors of GBV have increased awareness of their rights, seek and receive responsive services

**Sub-output: 1.2:** Institutions and duty bearers have enhanced capacity to develop, enforce, and monitor laws and policies that address violence against women and girls

**Sub-output: 1.3:** Communities challenge harmful norms and promote behaviors that prevent VAWG

### Implementation Strategies

Expand women's knowledge on rights and referral pathways  
Deliver legal, psychosocial, and mediation support services

Advocate for laws and policies to address VAWG  
Leverage sub-grants to WROs and advance accountability of GBV duty bearers.  
Use litigation to expand protective legal precedents to address VAWG  
Build institutional capacity to apply survivor-centred legal frameworks

Promote respectful relationships through Imarisha Mahusiano model  
Working with men and boys as a gender transformative approach  
Use SAA and SASA to challenge harmful norms

Figure 1: Addressing Violence Against Women And Girls



## Result Area 2: Comprehensive Sexual And Reproductive Health And Rights

Outcome 2: By 2030, 207,840 women and girls access accurate information and quality SRHR services, make informed choices, and are supported by responsive systems and communities that uphold their rights.

Output 2: Women and girls have enhanced knowledge, agency and access to responsive SRHR services

**Sub-output: 2.1:** Women and girls, gain knowledge and awareness on sexual and reproductive health and rights, and services

**Sub-output: 2.2:** Duty bearers and service providers deliver inclusive, rights-based, and gender-responsive SRHR services that address the diverse needs of women and girls

**Sub-output: 2.3:** Communities, boys, and men demonstrate more supportive attitudes and practices toward women's and girls' SRHR, contributing to positive shifts in social norms

### Implementation Strategies

Expand life skills and SRHR education among adolescents  
Leverage sub grants to WROs and strengthen SRHR knowledge and agency among women and girls

Utilize Community Scorecards to enhance accountability in SRHR services  
Conduct VCAT to shift attitudes and perception on SRHR  
Apply LIVES for survivor support  
Use strategic litigation to expand protective legal precedent to advance SRHR

Use practice based knowledge and evidence based models (Engaging Men & Boys (EMB, SAA, IGD) to shift norms  
Promote activism and storytelling to challenge stigma and silence around unmet SRHR needs

Figure 2: Advancing Comprehensive Sexual And Reproductive Health



### Result Area 3: Investing In Women And Girls' Economic Justice

Outcome 3: By 2030, 61,605 women and girls access and control productive resources, engage in decent work and income-generating opportunities, and participate equitably in economic systems

Output 3: Women have access to economic resources, skills and market-enabling opportunities that support women's financial resilience.

**Sub-output: 3.1:** Women and girls have improved skills, knowledge, and opportunities to access dignified work and income-generating opportunities.

**Sub-output: 3.2:** Institutions and stakeholders have strengthened capacity to promote and implement policies that support women's economic rights and participation

**Sub-output: 3.3:** Community members have increased awareness and capacity to shift norms that limit women's economic independence

#### Implementation Strategies

Deliver entrepreneurship and financial literacy training

Facilitate women's access to grants and concessionary loans

Provide vocational, digital, and life skills development

Link Women to market opportunities and mentorship opportunities

Advocate for policy reforms that promote economic justice for women

Support implementation of care-sensitive labour and employment policies

Equip local governments to prioritize women's economic inclusion

Use strategic litigation to expand protective legal precedent to advance women's economic justice

Leverage sub-grants to WROs and facilitate community engagements that promote equitable norms

Role modelling and social influence

Documentation and dissemination of human-interest stories

Figure 3: Investing In Women And Girls' Economic Justice

### Result Area 4: Women Leadership And Decision Making

Outcome 4: By 2030, 49,962 women and girls participate meaningfully in leadership and decision-making processes, supported by enabling laws, inclusive institutions and recognition of the voice and agency

Output 4: Enhance capacities of women and girls to participate in leadership and decision-making processes in leadership and decision making processes in private and public sectors

**Sub-output 1:** Women and girls have strengthened capacity and confidence to engage in leadership and decision-making processes

**Sub-output 4.2:** Legal frameworks and institutional practices are strengthened to support women's participation and leadership in public and private spheres

#### Implementation Strategies

Facilitate leadership and mentorship programs for women and girls

Promote intergenerational dialogue to sustain women's leadership pipelines

Leverage sub-grants to WROs and advance community-level initiatives to challenge restrictive gender norms

Advocate for enforcement of inclusive laws, including the two-thirds principle

Uses strategic litigation to advance women's political rights

Convene actors to promote accountability and gender-transformative governance

Figure 4: Women Leadership And Decision Making

## RESULT AREAS 5: Institutional Effectiveness and Efficiency

Output 5: CREAW's Institutional structures, systems, and processes are effective and efficient, enabling accountability, sustainability, and the delivery of impactful feminist programming.



**Output 5.1:** CREAW has structured and responsive human resource management systems that support staff development performance



**Output 5.2:** CREAW operates sound financial management systems that ensure accountability, compliance, and effective resource management



**Output 5.3:** CREAW has strengthened Resource Mobilization and protection strategies to diversify and sustain funding



**Output 5.4:** CREAW applies results-based monitoring and evaluation system to track, learn from, and report on programme performance



**Output 5.5:** CREAW implements strategic communication to enhance visibility, influence public discourse, and amplify voices and action for gender equality and women's rights.

### Implementation Strategies

Review and adapt HR systems to align with CREAW's growth

Strengthen staff care wellbeing systems continuously

Clarify CREAW's identity as a feminist rights-based organization

Mobilize resources to effectively support HR functions across the organization

Digitalize financial processes and reporting systems

Conduct regular internal finance audits, capacity building of staff on financial compliance

Operationalize resource mobilization strategy aligned with organizational goals

Implement communication strategy to strengthen brand and visibility

Grow resources, build assets, reserves and endowments

Strengthens partnerships with funders, communities, media and government

Research and share knowledge on emerging women's rights issues

Strengthen MERL for quality, evidence and impact sharing

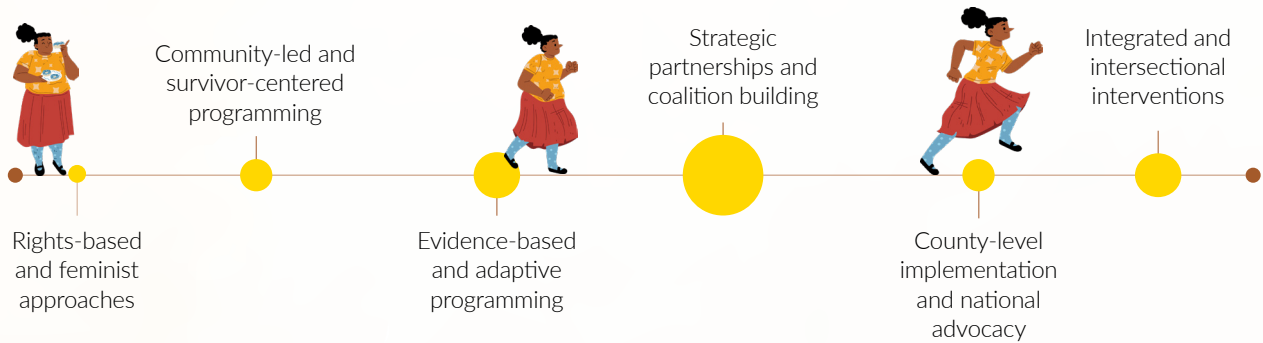
Document and scale lessons, best practices and innovations

Figure 5: Institutional Strengthening



# 8. IMPLEMENTATION APPROACH

CREAW will implement this strategy through:

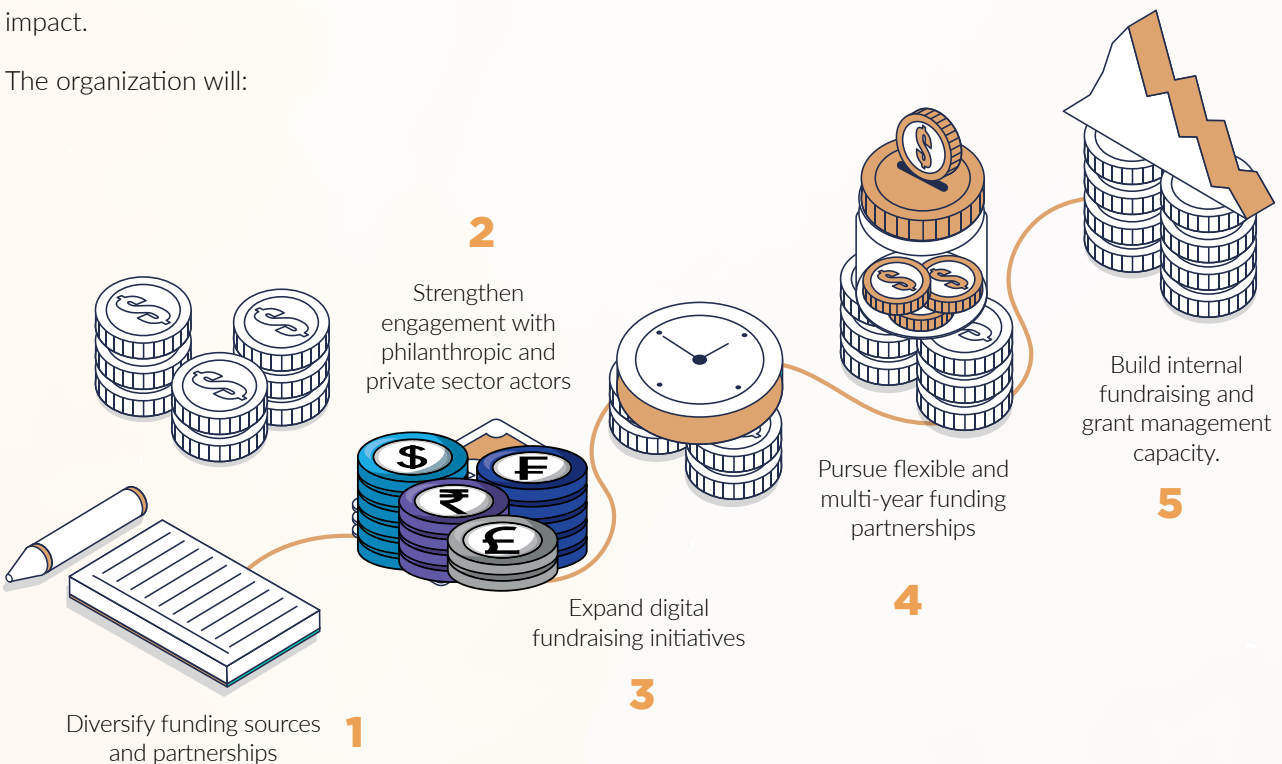


The organization will deepen partnerships with women’s rights organizations through flexible and trust-based sub-granting models and capacity strengthening initiatives.

# 9. RESOURCE MOBILIZATION AND FINANCIAL SUSTAINABILITY

CREAW recognizes the need for diversified and sustainable financing to deliver transformative and long-term impact.

The organization will:



# 10. MONITORING, EVALUATION, RESEARCH AND LEARNING

CREAW will utilize a robust Monitoring, Evaluation, Research and Learning framework to track progress, measure outcomes, strengthen adaptive programming, and demonstrate impact.

The framework will include:



Evidence generated will support advocacy, institutional learning, donor accountability, and continuous improvement.

# 11. RISKS AND MITIGATION

The strategy recognizes several risks that may affect implementation, including:

Political and ideological backlash against gender equality work

Entrenched patriarchal norms and resistance to social change

Weak enforcement of laws and policies

Over-reliance on donor funding

Shrinking civic space

## Implementation

CREAW will mitigate these risks through:

Strengthening safeguarding and organizational resilience

Continuous contextual analysis and adaptive programming

Strategic alliances and coalition building

Evidence-based advocacy

Diversified financing strategies

## Mitigation



# OUR COMMITMENT

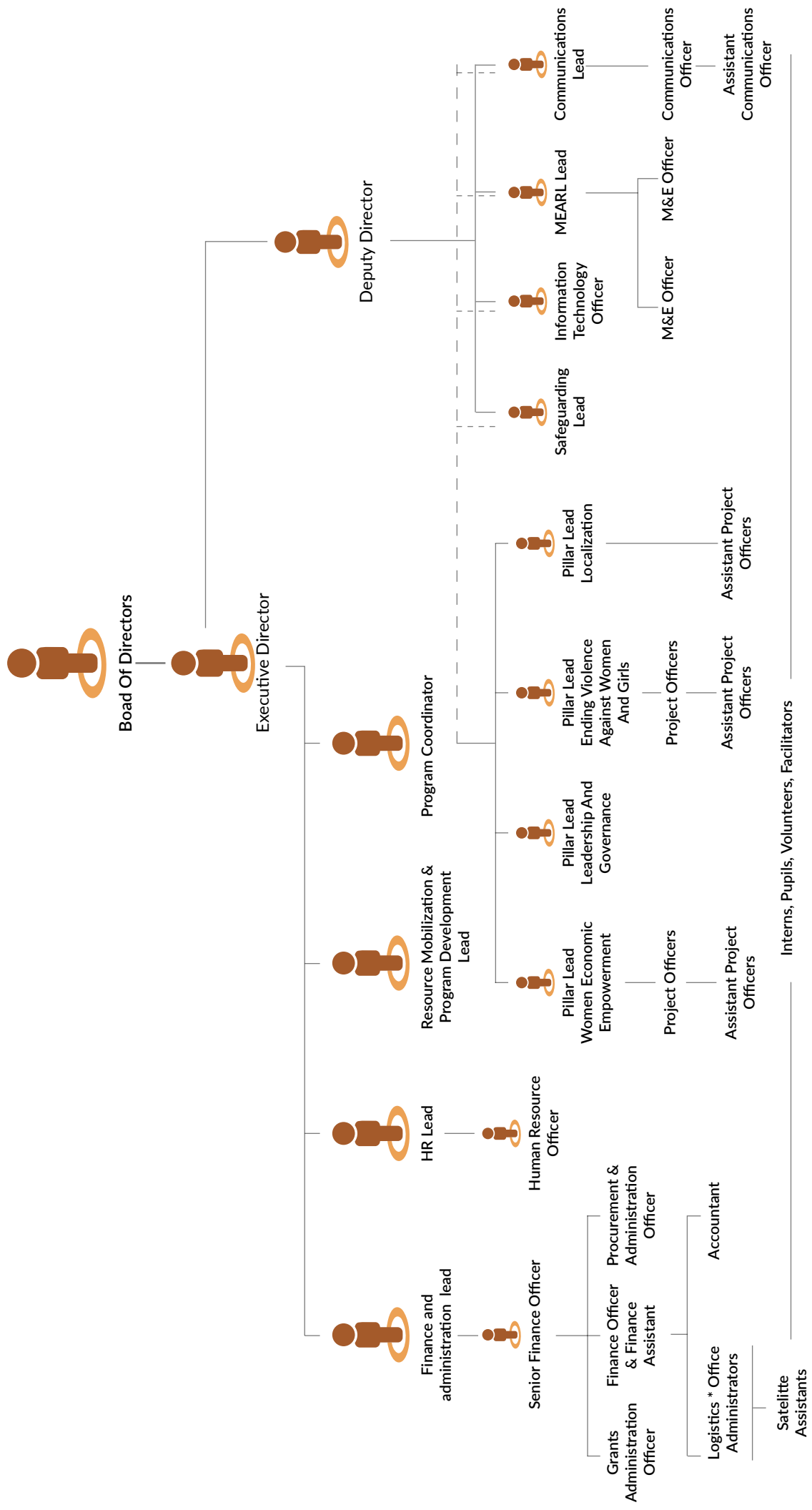
The CREAM Strategic Plan 2026–2030 reflects an ambitious yet practical commitment to advancing gender equality, justice, and dignity for women and girls in Kenya.

**Together, we can accelerate progress toward a future where every woman and girl can live free from violence, exercise her rights, and realize her full potential.**

Grounded in feminist development principles of inclusion, participation and empowerment in programming, grant making, supporting intergenerational approach, mentorship and guidance, evidence-based programming, and movement building, the strategy positions CREAM to respond to emerging challenges while strengthening long-term systems change. Through strategic partnerships, innovation, advocacy, survivor-centered approaches, and sustained investment in women's rights movements, CREAM seeks to contribute to a more just, inclusive, and equitable society. The successful implementation of this strategy will require collaboration, solidarity, and shared commitment among government institutions, development partners, civil society, communities, and women and girls themselves.



# CREAW ORGANOGRAM





Changing You, Transforming All!

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We uphold the highest safeguarding standards.

Report any abuse, exploitation  
safely on our toll free line +254 704338759,  
Email: [Safeguarding@creawkenya.org](mailto:Safeguarding@creawkenya.org)

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Strategic Plan 2026-2030  
(Abridged Version)

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