

REPORT
ON
MAPPING OF WOMEN'S RIGHTS
ORGANIZATIONS (WROs) IN KENYA



Women's Voice and Leadership – Kenya Project

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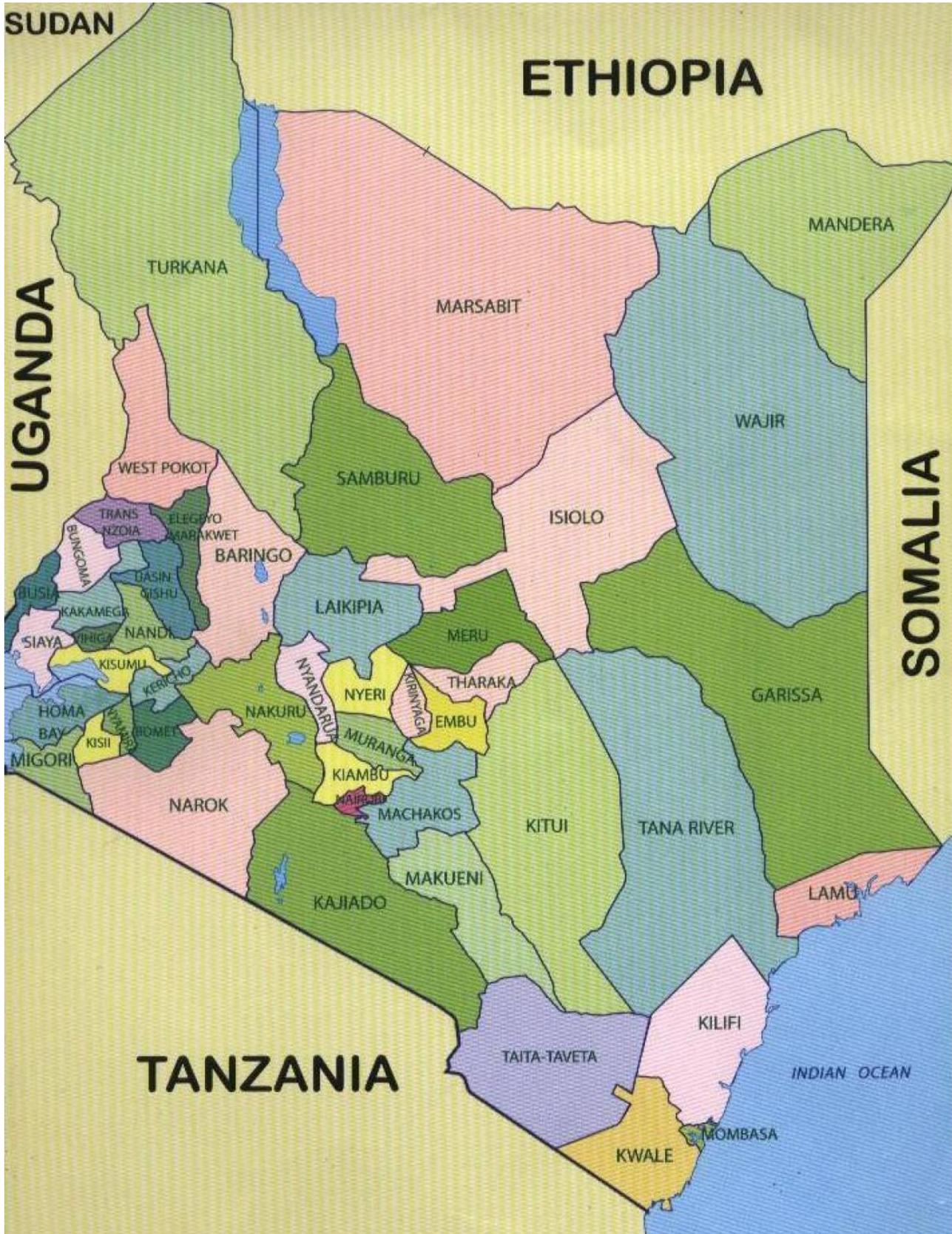
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Cover photo: Members of Lulu Women Group in Vihiga County during Focus Group Discussion.

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LOCATION OF WROs MAPPING EXERCISE



Source: Tourist Map Kenya Limited (www.touristmapkenya.com)

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ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
ASAL	Arid and Semi-Arid Land
CARE	Cooperative for Assistance and Relief Everywhere
CBO	Community Based Organization
CEO	Chief Executive Officer
CRAWN Trust	Community Advocacy and Awareness Trust
CREAW	Centre for Rights Education
FBO	Faith Based Organization
FGD	Focus Group Discussion
FGM	Female Genital Mutilation
GBV	Gender Based Violence
HIV	Human Immunodeficiency Virus
ICT	Information Communication and Technology
INGO	International Non-Governmental Organization
KEWOPA	Kenya Women Parliamentarians Association
KII	Key Informant Interviews
LGBTQIA+	Lesbian; Gay; Bisexual; Transgender; Queer; Intersex; Asexual; + (meaning "not limited to")
MEAL	Monitoring Evaluation Accountability and Learning
MS Excel	Microsoft Excel
NGO	Non-Governmental Organization
ONA/ODK	Open Data Kit
PLHIV	Person Living with Human Immunodeficiency Virus
SDG	Sustainable Development Goals
SPSS	Statistical Package for the Social Sciences
UAF Africa	Urgent Action Fund Africa
UN	United Nations
UNICEF	United Nations Children's Fund
WROs	Women's Rights Organizations
WVL	Women's Voice and Leadership

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Background

CARE Kenya has been operating in Kenya since 1968 to facilitate processes that eradicate poverty and ensure social justice through development programmes, local institutional capacity building and public policy influencing. Drawing strength from its global diversity, resources and experience, CARE promotes innovative solutions and advocates for global responsibility. The Women's Voice and Leadership (WVL) - Kenya project, is being funded by Global Affairs Canada (GAC) and is being delivered by CARE Canada, CARE Kenya, Uraia Trust, and Centre for Rights Education (CREAW), Community Advocacy and Awareness (CRAWN Trust) and Urgent Action Fund (UAF- Africa). It is a part of the Women's Voice and Leadership Programme that is funded by the Government of Canada through its Feminist International Assistance Policy. WVL- Kenya intends to support approximately 120 women's rights organizations across Kenya and 230 women rights leaders and networks. The project will help these chosen organizations improve their structures, programming and capacity to deliver quality services in order to promote women and girls' rights, through initiatives that promote equal opportunities.

The Objective and Scope of the WROs Mapping Exercise in Kenya

CARE and its partners recognize that Kenyan women's rights organizations (WROs) are diverse and dynamic. They range from large, well established and internationally recognized organizations to small, county or youth-female start-ups. They focus on women and girls' rights, empowerment, provide direct services, link women to legal aid and justice, raise awareness and undertake political reforms and leadership, while also influencing policy and programmes through advocacy. CARE Kenya and its partners commissioned this mapping exercise with the aim of obtaining an update of the current organizations doing women's rights work across Kenya, and their typology, from grassroots levels to the national level. The mapping of the WROs aimed to capture sufficient detail about the particular organizations to enable compilation of a database for future reference by CARE and the WVL main implementing partner WROs (Uraia Trust, CREAW, CRAWN Trust and UAF-Africa). The database will also be available to government agencies, NGOs, WROs and other interested actors for future engagement on advocacy issues touching on gender equality; women's rights and empowerment. The database of WROs across Kenya will be maintained on a web-based gender resource platform for safe custody, utilization and functional access by authorized users.

The mapping exercise ensured that it included:

- WROs representing/targeting marginalized women/girls of different ages, languages, religions, geographic areas, ethnic groups, disability, people living with HIV (PLHIV), lesbian, gay; bisexual, transgender, intersex individuals (LGBTIA+), ethnic minorities, refugees, conflict-affected, youth, sex workers, pastoralists, women with mental illness, etc.)
- A mixture of large, medium and small WROs (based on geographical reach / resources)
- Groups of feminist men / boys focused on supporting women's rights and gender equality were included in the mapping, but these was kept at less than 30% of the sample because the project focuses mainly on women-led organizations.

The WROs Mapping Exercise Methodology

The mapping exercise was conducted across Kenya in all the 47 counties from 11th to 27th February 2020 and 607 WROs were identified and reached during the exercise. Data collection involved the use of appropriate qualitative and quantitative data collection tools and techniques including semi-structured questionnaires, focus group discussions (FGD) guides and key informant interviews (KII) guides with identified respondents. It targeted a diversity of WROs, such as those that are strongly aligned with international or pan-African organizations who have the ability to analyze and harness international women's rights instruments to effect policy change, those that are skilled at mobilizing marginalized, grassroots women to advocate their own rights, and those who work in relative isolation.

Summary of Findings of Women Rights organization

a) Structure and Identity of WROs

Type of Identities of Women Rights Organization in Kenya: The study established that the majority of the organizations, which is 56.6% (339) of the WROs reached during the mapping exercise in the 47 counties identified as community based organizations working at the grassroots level. Other categories of identification included women's organizations 36.4% (218), non-governmental organizations 21.9% (131), youth organizations (9.5%), network organizations (3.3%), educational institutions (2.8%), faith based organizations (1.3%) and cooperatives (1.1%)

Women's Rights Organizations' Organizational Structure: From the mapping exercise it was established that 37.4% (227) of the WROs have a vertical structure, where the organization is like a pyramid where information flows from top to the bottom. 30.6% (186) have horizontal structure where employees in the organization (both female and male, young and old) have the authority to make decisions. Another 30.6% (186) are trying to become more horizontal, where employees are consulted and have a say in the decisions made by the organization.

Women's Rights Organizations' Geographic Coverage: The study also established that most of the WROs' operations and footprints according to geographic coverage are as follows; 32.2% (261) mentioned that they work at sub county level; 27.5% work at county level, 8% work at national level covering more than one county, 13.6% at ward level and 7% at village level. WROs reached that cover beyond national level and operate at Africa regional level are at 7.4% and with global reach are at 4.2%.

b) Leadership and management style

Gender/Sex of the CEO/Directors of WROs: Evidence from the mapping exercise established that 68.2% (414) of the WROs reached through the survey have women leadership at the position of Chief Executive Officer/Executive Director while only 29.8% (181) have male leadership. The majority 62.6% (380) of WROs are led by leaders who are 35 years and above while 20.7% (125) are led by leaders who are 31-35 years and 7.7% (47) are led by leaders aged 21-25 years old.

Classification of Leadership Structure and Management Style: The study established that 45.5% (276) of the organisations self-identify as feminist, are known as being feminist, and have feminist ways of working. 27.2% (165) of the organisations are somewhat feminist or aiming to be more feminist. The study also established that there are at least 17.3% (105) of the organization that are non-feminist as they are more hierarchical, traditional, and may reinforce patriarchal norms and structures. Around 10.1% (61) of WROs indicated that they did not know the classification of their leadership structure.

Composition of the Boards of Management of WROs: The study established that 56.8% (345) of the WROs have boards, 37.1% (225) of the WROs do not have a board while 6.1% (37) were not aware of the existence of their boards.

c) Programming Focus Area for WROs in Kenya

Focus: The majority of the organizations (86.7%) focus on socio-economic rights. There are also 81.1% of WROs involved in advocacy on women's rights; 80.9% of WROs implement activities and programmes that focus on gender equality. There are also WROs that implement programmes that focus on minority rights such as LGBTIA+ rights (15%), sex workers rights (15%) and disability and inclusion (60.6%). 69.7% focus their activities on combating early child and forced marriages

Categories of Programme Beneficiaries: Some of the populations targeted by the WROs include (may overlap): Adolescent girls 10 to 18 years (46.8%), adult women-aged 25 years and above (56%), survivors of gender based violence GBV (35.6%), women and men living with HIV (58.4%), LGBTIA+ (16.9%), ethnic minorities (32.5%), sex workers (27.4%) and young women/youth aged 19 to 24 years (52.6%).

Human Rights Based Approach to gender equality programming: The study established that 16.9% of WROs focus on promoting human rights for LGBTIA+; 30.9% promote programmes that address the rights of marginalized communities such as sex workers, irregular migrants, and internally displaced persons; 55.9% promote rights of persons with disabilities; 73.8% work with the government to ensure policies concerned with human rights and equality are instituted and upheld; 61.7% work

to address the historical political marginalization of women, youth, persons with disabilities and minority communities in Kenya.

Addressing gender in programmes: The study established that most WROs are addressing gender in their programmes and operations. For example, the study established that 73.3% of WROs reported mainstreaming gender into their project management cycle; 55.4% reported conducting programme gender audits; 65.15% conduct gender analysis and apply the findings to address gender inequality and women empowerment.

Gender Transformative Advocacy Programmes: According to the mapping exercise, 76.3% (448) of WROs implement gender transformative programmes that promote more equal participation of women and girls as decision makers. 79.6% (467) implement advocacy programmes that advocate for women and girls to realize their full human rights. 58.9%, (346) advocate for reduced inequalities between women and men in access to and control over resources, 57.1% (335) implement advocacy programmes that focus on provision of services and support to women, girls in particular, and 49.1% (288) implement advocacy programmes that focus on provision of services and support to both women, men, boys and girls.

d) Partnership and Networking

The mapping exercise established that around 43% of WROs are members of networks and alliances while 51% do not belong to any networks or alliances. WROs mentioned that competition, organizational interests, and lack of capacity building were challenges to partnerships and networking.

(e) Challenges facing Women's Rights Organization in Kenya

During the WROs mapping exercise, the following challenges were identified by WROs: financial stability 92.3% (550); inadequate staff with the right skills 89.9% (536); lack of office space/address 48.8% (291); lack of accountability/transparency 26.2% (156); support from community leaders 20.8% (128), political interference 16.1% (96); and community hostility/mistrust 14.3% (85).

(f) Existing Opportunities for WROs' Gender Equality Work in Kenya

The WROs reported the following opportunities: Existing policies and legislative frameworks, and the Constitution; the devolved governance system; institutions mandated to promote gender equality; government social protection programmes, network and partnership platforms to promote the rights of women and gender equality in Kenya.

1.0. INTRODUCTION

1.1 About the Women's Voice and Leadership (WVL) Project in Kenya

The Women's Voice and Leadership (WVL) Project Kenya, is being funded by Global Affairs Canada and is being delivered by CARE Canada, CARE Kenya, Uraia Trust, and Centre for Rights Education (CREAW), Community Advocacy and Awareness (CRAWN Trust) and Urgent Action Fund (UAF-Africa). It is a part of the Women's Voice and Leadership Programme that is funded by the Government of Canada through its Feminist International Assistance Policy. The programme supports local and regional women's rights organizations (WROs) and networks that are working to promote women's rights, and advance women's empowerment and gender equality in developing countries, through interventions that include; building institutional capacity, and promoting network and alliance-building of women's rights and feminist organizations as critical agents of change.

WVL-Kenya intends to support approximately 120 women's rights organizations across Kenya and 230 women rights leaders and networks. The project will help these chosen organizations improve their structures, programming and capacity to deliver quality services and advocacy in order to promote women and girls' rights, through initiatives that promote equal opportunities. The project also aims to strengthen the effectiveness of women's rights networks in Kenya. It will provide the following four types of support to 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 WROs' voices and foster an enabling environment where collective action can coalesce.

The envisaged outcomes of these interventions will be to achieve;

- (1) An improved management and sustainability of local WROs;
- (2) Enhanced performance of WRO's programming and advocacy to advance gender equality and empower women and girls;
- (3) Increased effectiveness of national and sub-national women's rights platforms, networks and alliances to affect policy, legal and social change.

1.2 Background of the Organizations Undertaking WVL project

1.2.1 CARE International

CARE Canada is a registered Canadian charity and member of the CARE International confederation. CARE International is a confederation of 18 CARE member organizations and affiliates committed to supporting communities in over 90 countries to achieve lasting solutions to poverty. Founded in 1945, the organization's mission is to work with individuals, communities and partners to save lives, defeat poverty and achieve social justice. Strengthening gender equality, inclusive governance, resilience, and women's voice are fundamental pillars of CARE's programme strategy.

CARE Kenya has been operating in Kenya since 1968 to facilitate processes that eradicate poverty and ensure social justice through development programmes, local institutional capacity building and public policy influencing. Drawing strength from its global diversity, resources and experience, CARE promotes innovative solutions and advocates for global responsibility. CARE Kenya supports programme interventions in gender equality, sustainable development, humanitarian action, advocacy and partnerships. CARE uses its Gender Equality Policy and CARE's Gender Equality and Women's Voice Strategy to promote and observe positive progress towards gender equality in three domains of change (Agency, Relationships and Structure) in order to witness the improved empowerment of women and girls.

1.2.2 Community Advocacy and Awareness Trust (CRAWN Trust)

CRAWN Trust is a non-profit multidisciplinary organization that specializes in civic education, community empowerment, training, research, advocacy, consulting and sustainable development approaches. CRAWN Trust develops its interventions from the gaps in development work which include sustainability of intervention and coordinated information and practice. CRAWN Trust responds to the needs of communities, and other development actors to ensure optimum interaction amongst these development actors. CRAWN Trust partners with other like-minded civil society organizations countrywide to facilitate social, economic and political community empowerment. Its mission is to empower people, especially women, with necessary information and skills to influence policies and decision making at all levels that will promote an equitable society in the socio-economic and political sphere.

1.2.3 Centre for Rights Education and Awareness (CREAW)

CREAW is a feminist national non-governmental organization whose vision is a just society where women and girls enjoy full rights and live in dignity. For more than 20 years CREAW has continued to champion, expand and actualize women's and girl's rights and social justice through advocating for shifts in legislation and policies that promote and protect women's and girl's rights, as well as building the capacity of women to demand for these rights. CREAW's mission is to champion, expand and actualize the human rights of women.

1.2.4 Uraia Trust

Uraia Trust is a national organization that supports democratic transformation processes in Kenya. Uraia Trust's work is informed by its four Key Focus Areas, which are:

- Entrenching constitutionalism;
- Promoting free and fair elections;
- Addressing the historical political marginalization of women, youth, persons with disabilities and minority communities in Kenya;
- Internal excellence.

In order to achieve these results under its third key focal area, Uraia Trust supports work that is aimed at promoting the realization of rights for marginalized groups such as women, youth, persons with disabilities (PWDs) and minority communities.

1.2.5 Urgent Action Fund–Africa (UAF-Africa)

Urgent Action Fund – Africa is a consciously feminist and women's human rights pan-African Fund. It was established in 2001 in Nairobi, Kenya, as the first rapid response fund on the continent. UAF-Africa adds value to the work of activists and civil society organizations focusing on women's active socio-political participation and visibility by leveraging resources and opportunities for critical engagements that advance women's rights. Committed to working across Africa, UAF- Africa builds broad alliances with partners at national, regional, and international levels. UAF- Africa provides urgent and timely financial and technical support for strategic interventions that take advantage of opportunities to advance women's human rights. The core programmes upon which UAF-Africa undertakes interventions include:

- Rapid Response Grant making;
- Advocacy and alliance building;
- Learning and innovations;
- Communications and knowledge management;
- Partnerships and development.

1.3 The Objective and Scope of the WROs Mapping Exercise in Kenya

CARE and its partners recognize that Kenyan WROs are diverse and dynamic. They range from large, well established and internationally recognized organizations to small, county or youth-female start-ups. They focus on women and girls' rights, empowerment, provide direct services, link women to legal aid and justice, raise awareness and undertake political reforms and leadership, while also influencing policy and programmes through advocacy.

Therefore, in line with the WVW-Kenya project, which intends to strengthen the institutional and technical capacities of WROs and women's rights networks, CARE Kenya commissioned this mapping exercise with the aim of obtaining an update of the current organizations doing women's rights work across Kenya, and their typology, from grassroots to the national level. This document is a mapping of WROs, and the respondents are categorized and called WROs throughout this document. The WROs assessed include:

- (1) **Feminist organizations;** Feminist organizations work on advancing women's rights and gender equality. They are concerned with ending female oppression, and are responsible for promoting local, national, and international policies that address sexual harassment, rape, gender discrimination, and female poverty among other major social issues;
- (2) **Women-led organizations;** Organizations whose management positions are held by women and mostly focus on women's issues, and promoting women's empowerment and advancement;
- (3) **Working for women organizations;** Organizations which are specifically focused on improving women's issues in terms of promoting women's equality, fairness, and empowerment;
- (4) **Womens' Right Organizations working with vulnerable and key populations;** Organizations which work with marginalized populations such as orphans, persons with disabilities, LGBTIA+ individuals, commercial sex workers, the poorest of the poor, young women feminists and those who are hard to reach.

The mapping of WROs aimed to capture sufficient detail about the particular organizations to enable compilation into a database for future reference by CARE and the WVW main implementing partner WROs (Uraia Trust, CREAM, CRAWN Trust and UAF- Africa). It will also be available to government agencies, NGOs, WROs and other interested actors for future engagement on advocacy issues touching on gender equality; women's rights and empowerment. The database of WROs across Kenya, which is available as a separate document to this report, will be maintained on a web-based gender resource platform for safe custody, utilization and functional access by authorized users. This will be a simple live ICT-based database open to the public and will allow users to:

- Report when an organization's information is no longer up to date (To be validated by the organisations in question);
- Update their information and interact with other users e.g. via chat, e-mail or through links with social media handles;
- Add new WROs and their information;
- Search for WROs based on various parameters including geographic coverage area, thematic focus, different sub-groups of women / girls;
- Apply security features e.g. varied user rights, user permission/ by access by registered members/ subscription; Track activity logs.

The detailed information captured about the WROs in the database includes:

- Name of the organization
- Contact info
- Registration status
- Geographical coverage
- Number of members / staff / volunteers
- Objectives
- Activities
- Memberships in networks
- Donors
- Target beneficiaries
- Size of organization
- Whether the organization is women-led

The data collected about the WROs was also analyzed in this report to enable understanding of the typology of the WROs, thematic programmes and organizational structures among others as discussed in the findings section of this report. The mapping exercise ensured that it included:

- WROs representing/targeting marginalized women/girls of different ages, languages, religion, geographic area, ethnic groups, disability, PLHIV, LGBTQIA+, ethnic minorities, refugees, conflict-affected, youth, commercial sex workers, pastoralists, women with mental illness, etc.)
- A mixture of large, medium and small WROs (based on geographical reach / resources / nature of interventions)
- Groups of feminist men / boys focused on supporting women's rights and gender equality were included in the mapping, but the consultant team keep these below 30% of the sample because the project focuses mainly on women-led organizations.

The mapping exercise was conducted across Kenya in all the 47 counties from 11th to 27th February 2020. Data collection involved the use of appropriate qualitative and quantitative data collection tools and techniques including semi-structured questionnaires, focus group discussions (FGD) guides and key informant interviews (KII) guides with identified respondents.

1.4 Description of the WRO's Mapping Criteria

The table below summarizes how the mapping exercise identified WROs to be mapped. This process helped identify at least 607 WROs active at the grassroots, county, regional, or national level, with an overt women's or girls' rights, gender equality or feminist purpose, and that play a central role in spearheading change in support of the empowerment of women and girls and gender equality. The criteria for inclusion in the mapping are outlined below:

Criteria	Description
Focus on rights	<ul style="list-style-type: none"> • An organization that targets women and girls as the main beneficiaries. • An organization that can demonstrate, through its activities and actions, a belief in the full realization of women's and girls' empowerment. • The organization's current mission, values, and the profile of the activities focus on addressing gender inequalities and women's rights. • Organizations' focus and activities aim at making systematic changes to improve women's/girls' lives, including by engaging men/ boys. • An organization that applies feminist principals in programming. This does not include community women groups that only do savings, crafts, church groups or other non-rights organizations.
Are a not-for-profit	<ul style="list-style-type: none"> • Not-for-profit, non-partisan, organization.
Exist for one year	<ul style="list-style-type: none"> • Those that had been in existence for at least 1 year plus. • Those that have had active programmes for at least 1 year.
Are a group	<ul style="list-style-type: none"> • Have two or more staff/volunteers/members. • Individuals are not eligible.
Targets women/girls	<ul style="list-style-type: none"> • The majority of beneficiaries are vulnerable women and girls.

Table 1: Description of WROs mapping criteria

1.5 The Approach to Determining the WROs' Typology

The categorization and understanding of the of WROs typology in this mapping exercise was predefined within three thematic parameters that include:

- (1) **Leadership** – the extent to which organizations are women-led: this categorized the organization on the basis of its leadership steering composition vis-à-vis the gender; and thus determined if the organization was fully steered by women, or were partly helped by men or steered by men and partly helped by women, or almost totally steered by men. The three criterion for being categorized as women/girl-led (females occupy more that 50% of leadership roles, more than 50% of board members, and at least 2/3 of staff are female) were proposed by CARE and the four main implementing partner, agreed by the Project Steering Committee, and included among the eligibility criteria for the selection of the WROs to receive Women's Voice and Leadership multi-year grants.
- (2) **Structure & Identity** – the extent to which the organizations are feminist in terms of structure and identity: this categorized the organizations that self-identify as feminist, or non-feminist, and their information flow structure. Organizational structure and identity was assessed in terms of

information flow and classified as either having horizontal structure (most feminist) whereby employees have the authority to make decisions without having to obtain executive approval, and observe teamwork, collaboration and the exchange of ideas; organizations trying to become more horizontal (somewhat feminist) whereby employees are consulted and have a say in the decisions of the organization; or vertical organizational structure, whereby the organizations' information flows from top to bottom like a pyramid scheme.

- (3) **Programming** – Extent to which organizations have gender transformational programming; this categorized the organizations' typology based on how they self-identify their programme's focus in terms of women's rights, transforming gender norms and relations, advancement of gender equality and empowerment.

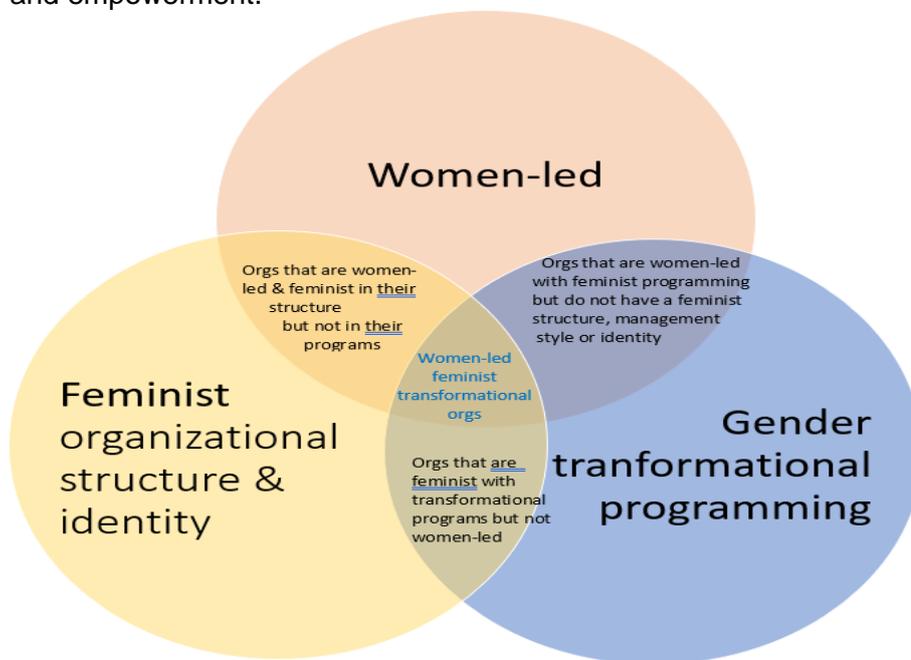


Figure 1: Possible WRO typology

2.0. STUDY METHODOLOGY

2.1. Description of Data Collection Approach

The mapping assessment used participatory and innovative ways to identify and profile WROs. Both quantitative and qualitative approaches were used to collect primary and secondary data. Quantitative data collection methods were used to identify and map the number of WROs in all the 47 Counties in Kenya. WRO mapping questionnaire were used to understand the typology and classify organizations based on how their programmes address gender equality and women's rights issues. Qualitative methods were used, through key informant interviews, secondary data analysis and focus group discussions with different WROs to assess their views on how WROs are working towards addressing gender equality issues in their community and the challenges experienced while implementing programmes that seek to promote the rights of women in society.

2.1.1. Quantitative Data Collection Approach

The mapping exercise for the WROs was conducted in all the 47. This was done by a team of 3 consultants (Male 1 and Female 2); 6 field supervisors (Male 3 and Female 3); and 47 research assistants (Male 22 and Female 25) (one in each County). For ease of data collection, all the 47 counties were grouped into 7 regional blocks (Coast, Eastern, North Eastern, Central, Rift Valley, Western and Nyanza). The following data collection methods were used:

a) Identification of the 47 Principal Research Assistants

To identify the principal research assistants, the consultants relied on their own database of research assistants used in previous research work. The research assistants were mainly recruited from trusted and experienced field data collectors who are university graduates or diploma graduates with good understanding of research work and who had been involved in conducting both qualitative and quantitative research work related to gender equality assessments. To ensure proper representation the research assistants were recruited from the specific counties where they would be designated to conduct the mapping exercise. This ensured that there was diversity and that the research assistants were mainly self-identified feminist youth volunteers who understood the local context and already knew some of the organizations that work to promote the rights of women in their county. The research assistants recruited were mainly aged between 20-35 years.

b) Training of the 47 Principal Research Assistants

The second step after the identification of the research assistants involved conducting a two days training workshop, to prepare the research assistants on how to carry out the mapping exercise. The training workshop was done at a central location for each of the regions. The training focused on (a) background information about the mapping exercise (b) data collection methods, including interview skills, observation techniques, note-taking, and documentation of information at the field level (c) safeguarding, safety and ethical considerations, and (d) familiarization with the data collection tools. The table below shows how the training for the research assistants was organized.

Regions	Counties	Enumerators
Nairobi and Eastern	Nairobi, Kiambu, Nyeri, Kajiado, Murangá, Kirinyaga, Machakos, Kitui, Makueni	9
North Eastern	Isiolo, Garissa, Wajir, Mandera, Marsabit, Samburu, Meru, Embu, Tharaka, Laikipia	10
Coast	Mombasa, Kilifi, Lamu, Taita taveta, Kwale, Tana River	6
Rift Valley	Nakuru, Nyandarua, Baringo, Kericho, Bomet, Narok,	6
Nyanza	Kisumu, Homabay, Kisii, Migori, Vihiga, Siaya, Busia, Nyamira	8
Western	Trans Nzoia, Elgeyo Marakwet, Uasin Gishu, Nandi, Kakamega, Turkana, West Pokot, Bungoma	8
	Total	47

Table 2: List of research assistants

c) Pre-test of Data Collection Tools

Proper piloting of study tools allows for testing of its format, flow and phrasing of questions. After the training of the research assistants, on the second day, the WROs questionnaire was piloted by

targeting at least two WROs in each region. The pre-test team included all the trained research assistants and their field supervisors. The pre-test exercise provided opportunity for the research assistants to gain “hands-on” experience with the study tools prior to commencing field work. Representatives of CARE’s programme team were invited and observed the pre- test of the study tools in Nairobi region. At the close of the pre-test, some of the emerging issues and problems with the study tools were addressed to modify and improve the tools.

d) Identification of the Women Rights Organizations

The secondary data review helped in obtaining complimentary information for the already more established organizations that had websites and a presence online. This was done using online tools such as websites and review of existing directories such as Mazingira Institute’s Directory of Women’s organizations in Kenya (1984), Guide to Women’s Organizations and Agencies Serving Women in Kenya (1985), and Women & Development: a Kenyan Guide (1992). A desk review was done of National government NGO/CBO registration information, National and County lists of civil society organizations and networks, existing databases, lists and e-lists of WROs and network members, including the contact lists of CARE, Uraia, CREAM, UAF-Africa and CRAWN Trust. From the desk review, 198 organizations working on gender equality and addressing women’s rights issues were identified and contacted by the study team through phone calls, emails and physical visits. The identification of the WROs also used snowballing whereby the consultants inquired from WROs that had been identified about the existence of other WROs working in their regions. This approach was mainly used to identify harder to reach organizations that are small, unregistered, and nascent and/or underground.

e) Use of Structured Questionnaire to Map Information on WROs

A semi-structured questionnaire developed by the consultants, reviewed and approved by the CARE programme team, was used to enable understanding of the typology of the WROs. The questionnaire was used to interview key respondents who were identified as representatives of the identified WROs. The respondents had the authority to speak and share information about their organizations. The semi-structured questionnaire was embedded on an online data collection platform, ONA, on mobile SMART android phones to ensure real time data collection, protection and analysis.

2.1.2. Qualitative data collection Approach

Qualitative data collection involved the use of participatory data collection techniques through the use of key informant guides, focus group discussion guides and review of secondary reports and policies on gender equality and the promotion of women rights issues. The qualitative data collection approach provided the consultant with a better understanding of the nature of activities undertaken by the majority of the WROs and the emerging areas of programme focus; challenges and opportunities faced by WROs in Kenya and type of donor support and funding sources for supporting gender equality and women rights programmes. The following is a description of the qualitative data collection techniques were used:

a) Use of Key informant Interviews

Key in-depth interviews are one-to-one interviews with the respondents and are suitable where there is need to understand better issues under investigation from individual with authority, experience and knowledge on the topic of discussion. This process enabled a more in-depth process of inquiry with selected respondents purposively sampled to share insights around the issues under discussion. An interview guide was used to conduct face-to-face interviews with selected respondents who had been identified during the inception meeting and listed as working to promote gender equality and women rights issues and considered to understand the programmatic activities of WROs in Kenya. The key in-depth interview technique enabled the interviewers to set up appointments and interview the respondents at the most appropriate times. Appointments were made via telephone, letter and emails where necessary.

The respondents were mainly drawn from respondents working with national and county government line ministries and departments’ supporting programmes in gender equality and the promotion of women’s rights; representatives from national and international Non-Governmental Organizations (NGOs); and community-based and civil society organizations. The respondents provided data in the form of opinions, experiences and recommendations. The identification of key informant respondents adopted the approach stipulated below:

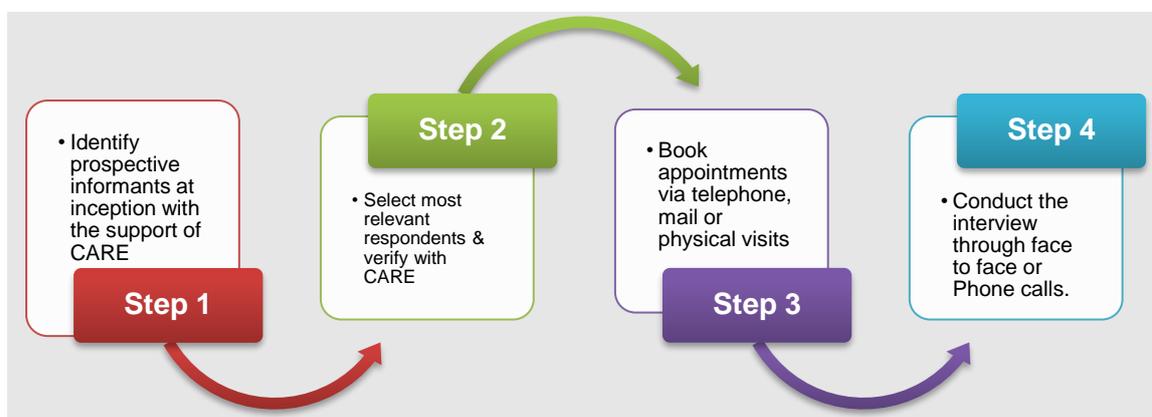


Figure 2: Key informant Interview process

A total of 33 (Male 10, Female 23) key informants were reached during the study as indicated in the below table:

#	Key Informant respondents	Gender		County
		Male	Female	
1	Youth officer County Department of Education and Youth	1		Laikipia
2	Programme officer for Gender-Groots Kenya		1	Laikipia
3	Chairperson Laikipia County Women Congress		1	Laikipia
4	Gender and Social service development officer	1		Mombasa
5	Gender and Social services development officer		1	Kwale
6	Youth and Culture Officer		1	Kwale
7	Community Health Volunteer		1	Kilifi
8	Programme Manager-Kwale Human Rights Network	1		Kwale
9	County Probation Officer		1	Nakuru
10	Assistant County Director of Gender		1	Nakuru
11	County Director of Gender	1		Garissa
12	Youth Officer County Department of Education	1		Isiolo
13	County Youth Officer	1		Nairobi
14	Social Development Officer	1		Migori
15	Executive Director Free Afrika Organization		1	Kakamega
16	Women Enterprise Fund development officer		1	Kakamega
18	CRAWN Trust- Executive Director		1	Nairobi
19	CRAWN Trust- Programme Officer		1	Nairobi
20	CREAW- Executive Director		1	Nairobi
21	UAF Africa- Finance and Operations Director		1	Nairobi
22	Reproductive Health Network Kenya- Executive Director		1	Nairobi
23	URAIA- Programme Director		1	Nairobi
24	Africa Alive- Programme Manager		1	Migori
25	A wendo Social Development Officer	1		Migori
26	Social Services Officer, Homabay County		1	Homabay
27	Eastern African Collaboration for Socioeconomic Rights- Field Officer		1	Kisumu
28	National Gender and Equality Commission Officer		1	Kisii
29	Assistant Director of Social Development	1		Kisii
30	Programmes Manager: The Eagles For Life		1	Siaya
31	Tembea Youth Empowerment Center, Deputy Director	1		Vihiga

32	Magharibi CBO, Chief Executive Officer		1	Vihiga
33	Jifhamu Kenya Foundation, Chief Executive Officer		1	Migori

Table 3: List of Key Informants

f) Use of focus group discussions

Focus group discussions (FGD) were undertaken with target respondents classified in various categories. FGDs were a key source of primary qualitative data with beneficiaries and members of different grass root WROs. In undertaking the focus group discussions, a deliberate decision was made to target harder to reach organizations that are small, unregistered, and nascent and/or are underground and are at the grassroots in the community.

The study team developed a comprehensive FGD guide which had predominantly open-ended questions to allow for deep probing of the issues affecting and impacting on gender equality programmes undertaken by WROs. Using this guide, a well-trained facilitator from the team of research assistants moderated the groups in a non-structured and natural manner to collect the views of the FGD participants. Mobilization of participants for the FGDs was done by the respective WROs that had already been mapped and identified. Participants in the FGDs were between 6 and 12 people on average. A total of 11 FGDs were conducted reaching a total of 90 (Male 25 and Female 65) participants. The below table shows a list of groups reached during the FGDs:

Category of FGD	Category of respondents	County	Participants		Total
			M	F	
LGBTQIA+ Community	LGBTQIA+	Nairobi	Non binary		6
Narok Integrated Women Development Group	Pastoralist women	Narok	3	5	8
Groots Kenya CBO	Women rights advocates	Laikipia	3	3	6
Rural Education and Economic Enhancement Programme	Sex workers	Busia	3	4	7
Maendeleo ya Wanawake - Kilifi Chapter	Women's movement	Kilifi	-	6	6
Toto Centre Initiative CBO	Women's rights advocates	Lamu	4	4	8
Women of Faith FBO	Women's rights advocate	Kwale	-	8	8
Precious Women Organization.	GBV survivors	Migori		12	12
Lulu Women Group	Women's rights advocates	Vihiga	-	7	7
Blue Cross organization	HIV/AIDs women group	Migori	-	8	8
Undugu Society of Kenya	Violence against women and girls	Kisumu	3	8	11
Total			16	65	87

Table 4: List of focus group discussion respondents

g) Literature Review of Secondary Reports and Policies

The study also benefited from a thorough review of secondary documentation and literature material and other related documentation on gender equality and promotion of women's rights issues. Review of secondary reports and policies provided opportunity to understand the progress made in addressing gender equality and women's rights issues in Kenya. This literature included national and county government programme reports, policies and legislations; reports by CARE, partner's organizations and other national civil society organization. The reference list provides some of the reports and polices that were reviewed during the study.

2.2. Description of Data Analysis, Management and Reporting

2.2.1. Quantitative Data Analysis

a) Data Quality Assurance

Data quality assurance was ensured through the following processes:

- **Training:** Training of the research assistants on data collection tools, field protocol and ethical consideration
- **Pre-test:** Pre-test of data collection tools to ensure validity and reliability.

- **Supervision:** Research assistants in each regional team had direct supervision from field supervisors, ensuring that fieldwork was conducted properly and within the agreed timelines. The supervisor kept the lead consultants updated on the progress of data collection processes and provided daily briefs.
- **Accompaniments:** The consultants accompanied some of the research assistants during the data collection and the purpose of this was to ensure that the interviewers followed the instructions and procedures of administering the questionnaires.
- **Checking Questionnaires:** 100% checking of the mapping questionnaires was done and verified on a daily basis by the data manager to ensure that answers were recorded and that there were no problems with the online submission of the data collected.

b) Data Coding of the Typology of WROs

The typology of WROs was based on a coding exercise that used a predetermined scheme categorized in three areas; organization are women/girl led; somewhat female led and Male-led as follows:

Typology Spectrum 1: Extent to which organizations are women-led			
	Women/girl-led	Some female leadership	Male-led
Gender of CEO/ Director	Female	-	Male
Classification of Leadership / Management	Females occupy more than 50% of the leadership roles (senior managers/ equivalent and higher)	Females and males are represented approximately equally in leadership positions (senior managers/equivalent and higher)	Males occupy more than 50% of the leadership roles including (senior managers/equivalent and higher)
Composition of the board of the organization	More than 50% of board members female	Around 50%/50% female/male board members	More than 50% of board members male
Composition of the employees and the volunteers	At least 2/3 non-leadership staff/ members female	Around 50% non-leadership staff/members female	At least 2/3 non-leadership staff/members male
Points per answer	Responses above were given 3 points each	Responses above were given 2 points each	Responses above were given 1 point each
Total points	10+ points on this section = women/girl-led 6-9 points = some female leadership 1-5 points = male-led		

Table 5: Extent to which organization are women led

Typology Spectrum 2: Extent to which organizations have a feminist organizational structure, management style and identity			
	Feminist	Somewhat feminist	Not feminist
How would you classify the structure of your WRO	Horizontal: (employees in your organization have the authority to make decisions without having to obtain executive approval. Teamwork, collaboration and the exchange of ideas are the hallmarks of a horizontal organization).	Trying to become more horizontal: Employees are frequently consulted and have a say in the decisions of the organisations. The organization is trying to reduce hierarchy and improve teamwork and collaboration but has not done so completely.	Vertical: Your organization is structured like a pyramid where information flows from top to bottom
Does the WRO consider itself feminist	Yes. The organization self-identifies as feminist.	Somewhat. The organization is somehow feminist or aiming to be more feminist.	No. The organization does not consider itself feminist.
Does the WRO capacity in the following	Have 4-7 out of the following: a. Provide litigation and legal expertise	Have 2-3 out of the following: a. Provide litigation and legal expertise	Have 0-1 out of the following: a. Provide litigation and legal expertise

	<ul style="list-style-type: none"> b. Conduct gender analysis and applies the findings c. Gender transformative or feminist monitoring & evaluation d. Understanding of feminist principles e. Understanding of the difference between gender sensitive, gender responsive and transformative f. A gender equality expert as part of its staff g. Practicing gender mainstreaming in programming 	<ul style="list-style-type: none"> b. Conduct gender analysis and applies the findings c. Gender transformative or feminist monitoring & evaluation d. Understanding of feminist principles e. Understanding of the difference between gender sensitive, gender responsive and transformative f. A gender equality expert as part of its staff g. Practicing gender mainstreaming in programming 	<ul style="list-style-type: none"> b. Conduct gender analysis and applies the findings c. Gender transformative or feminist monitoring & evaluation d. Understanding of feminist principles e. Understanding of the difference between gender sensitive, gender responsive and transformative f. A gender equality expert as part of its staff g. Practicing gender mainstreaming in programming
Does the WRO have the following policies or plans	<p>Have 2-3 out of the following:</p> <ul style="list-style-type: none"> a. A succession plan to enhance effective intergenerational growth and mentorship of young women leaders b. Institutionalized gender policy statement c. Policies that promote a zero tolerance for harassment, and sexual and gender-based violence 	<p>Have 1 out of the following:</p> <ul style="list-style-type: none"> a. A succession plan to enhance effective intergenerational growth and mentorship of young women leaders b. Institutionalized gender policy statement c. Policies that promote a zero tolerance for harassment, and sexual and gender-based violence 	<p>Have 0 out of the following:</p> <ul style="list-style-type: none"> a. A succession plan to enhance effective intergenerational growth and mentorship of young women leaders b. Institutionalized gender policy statement c. Policies that promote a zero tolerance for harassment, and sexual and gender-based violence
Points per answer	Responses above were given 3 points each	Responses above were given 2 points each	Responses above were given 1 point each
Total points:	10+ points on this section = feminist 6-9 points = somewhat feminist 1-5 points = not feminist		

Table 6: Extent to which organizations have feminist organizational structure

Typology Spectrum 3: Extent to which organizations have feminist, gender transformational programming			
	Programming/advocacy is gender transformative	Programming/advocacy provides service & support to women/girls but is not transformative	Women/girl inclusive but is not transformative
Focus in terms of programmes	Programming/advocacy is gender transformative <ul style="list-style-type: none"> a. Focus on advancing gender equality and women's rights. b. Work to transform the individuals, families, communities, governments. c. Challenges gender norms, roles and root causes. 	Programming/advocacy provides service & support to women/girls <ul style="list-style-type: none"> a. Responding to the immediate needs of women and girls b. Does not empower women or transform gender equality c. Not challenging the root causes of inequality. 	Women/girl inclusive service & support <ul style="list-style-type: none"> a. Focus on women/girls/men and boys equally. b. Does not empower women or transform gender equality c. Not challenging the root causes of inequality
Points per answer	Responses above were given 3 points each	Responses above were given 2 points each	Responses above were given 1 point each
Total points:	10+ points on this section = gender transformative 6-9 points = supports women/girls but not transformative 1-5 points = includes women but not transformative		

Table 7: Extent to which organizations have feminist, gender transformative programming

c) Data Entry, Analysis and Presentation of Quantitative Data

Quantitative data entry was carried out via mobile phones. The questionnaire was programmed to include logic and consistency checks, including ensuring that responses entered were within valid ranges, responses between questions were consistent, and skip patterns were followed as required by the questionnaire. Thus, the use of smart android mobile phone technology ensured the required data quality at collection and entry level were achieved. The graphic chart below illustrates a step-by-step procedure that was used in data collection using mobile technology.

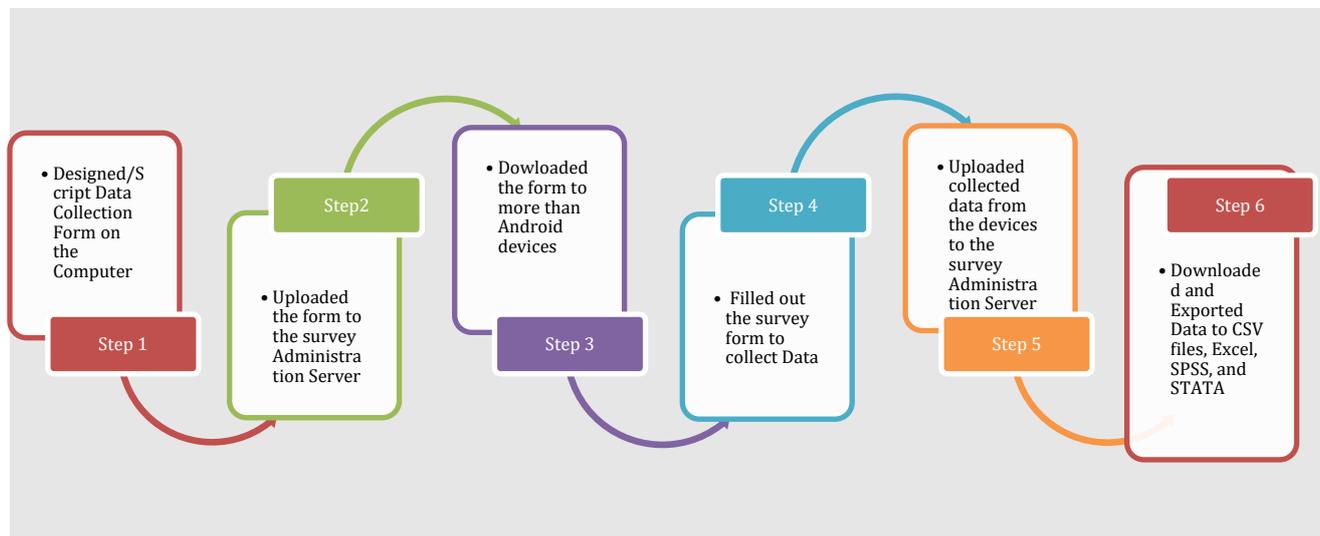


Figure 3: Data entry, analysis and presentation of quantitative data

Statistical Package for Social Sciences (SPSS) was the main programme for data analysis.

2.2.2. Qualitative Analysis

MS Excel was used in conducting data entry of qualitative data. Qualitative data analysis was based on themes. The following qualitative techniques were used:

- The first stage involved identifying the common themes around which the analysis should be carried out. This entailed listing criterion around which the analysis was to be done based on the WRO mapping exercise.
- The qualitative analysis involved transcription of the KIIs and the FGDs. Transcribed field notes on FGDs were reviewed according to topical areas based on the objectives of the study and the identified themes along which systematic and rigorous analysis was conducted.
- A methodological triangulation approach was adopted where the theme-based consolidated and extracted data from the qualitative analysis served to provide explanatory notes for the reported data captured through quantitative analysis.

2.3. Ethical Considerations

The following ethical consideration was observed during the study:

- Informed consent and confidentiality:** This entailed explaining the objective of the mapping exercise, the kind of information required and the intended use, and, providing reasons for identifying the organizations. It also involved informing the respondents that this information would be widely published on an online database that would be accessible to the public. Participants answering questions on behalf of the organization who agreed to sign the consent forms were provided with the forms. For those who refused to sign the consent forms, and also refused to provide information about their organization, the interview was terminated. Those who declined to sign consent and agreed verbally to share their information, their details would be included as part of the database subject to validation exercise. From the mapping exercise, 560 organization signed consent, 47 provided their information without signing consent (to be validated before publishing) while 30 refused to sign the consent and so their details were not captured. Thus, the total number reached with results captured were 607.
- Privacy and safety:** To ensure privacy and safety, research participants were given fair, clear, honest explanations of what will be done with information that has been gathered about their

organization. The research team ensured informed consent, maintained confidentiality of data collected from the organizations by using online data collection processes. Study respondents targeted for FGDs were interviewed at venues identified by the research assistants, and which were safe and accessible for both men and women. KIs were conducted in safe places free of people and interruptions as instructed by the study respondent.

- c) **Responsibility for study participants:** Participants were made aware of how to contact the mapping team within a reasonable time period should they wish to confirm what information about their organizations will be put in the database or published. The study team also assured the respondents that a validation of the information to be included in the online database would be conducted before the information about their organization is published online. The consultants took all the necessary steps to ensure that information about the WROs was kept confidential. This was achieved through collecting information about the WROs using the online mobile based platforms that transmitted data to a secure server.

2.4. Study Limitations and Challenges

The following study limitations were identified:

1. **Non response by some of the targeted organizations:** The study team mapped out and identified organizations that work to promote gender equality and women's rights. The organizations were contacted through telephone calls, emails, online tools shared, and official letters addressed to them by the CARE Kenya Country Director, explaining the objective of the mapping exercise. Despite this multipronged approach, there were organizations that failed to respond within the period of the data collection and as such their details were not captured.
2. **Denial of access to lists of WROs by government authorities:** During the study, there were counties where the county and/or national government officials refused to provide the research team with a list of existing WROs in their counties, insisting on a research permit from National Commission on Science and Technology. To mitigate this limitation, the CARE programme team and the consultants wrote formal letters seeking the list of WROs from the county authorities. In some counties, the team was provided the list of existing WROs while in some of the counties the team was denied access to the list of organizations working on women's rights issues. Where access was totally denied, the study team used referrals from already identified WROs to reach out to WROs through the snowball approach.
3. **Written consent forms:** Counties like Tana River, Mandera, Wajir, Garissa and Lamu experience insecurity due to clan-based conflict and terrorist activities by Al-Shabaab. Accessing groups in the interior and remote places was not possible due to insecurity and long distances and poor road networks. Counties in Arid and Semi-arid land (ASAL) areas have wide geographical coverage which require extensive travels. Where face to face interviews were not possible due to distance, the WROs were either interviewed by phone or sent the online questionnaire. Some organizations verbally agreed to provide information about their organization but did not provide written consent. Part of the reason as to why some WROs did not sign consent was due to communication challenges in use of internet and emails to send through their consent forms.

3.0. FINDINGS ON WOMEN RIGHTS ORGANIZATION IN KENYA

At overview level, the below table indicates the proportion of the organizations that are women led, feminist and implementing gender transformative programmes, and those that are all three things.

Female Led	Feminist	Gender transformative programmes
400	285	492
66%	47.3	80.9%

3.1. Structure and Identity of Women's Rights Organization in Kenya

WROs are organizations that focus on addressing gender inequality and rights issues that affect vulnerable women, men, girls and boys in the community. This section provides a summary of the structure and identify of the 607 WROs reached by the mapping exercise.

Table 8: Structure and Identity of the WROs

3.1.1. Type of Identities of Women Rights Organization in Kenya

The study established that the women's rights organizations have different identities and often fall under more than one category. This can be influenced by their type of registration, membership into the organization, and nature of activities. The study established that 56.6% (339) of the WROs identified and categorized themselves as community-based organizations working at the grassroots level. Other categories of identification included non-governmental organizations 21.9% (131), women's organizations 36.4% (218), and youth organizations 9.5% (57), and network organizations 4.7% (28). Further details can be found in Table 8 below.

Type of women's rights organization	Responses	
	N ¹	Percent of cases ²
Community based organization	339	56.6%
Women organization	218	36.4%
Non-governmental organisation	131	21.9%
Youth organization	57	9.5%
Faith based organization	30	5.0%
Network organization- umbrella organization	28	4.7%

Table 9: Types of Women's Rights Organizations in Kenya

3.1.2. Registration Status

The study established that the majority of the 607 WROs that is 59.0% (358) are registered as community-based organizations while 18.6% (113) of the organizations are registered as non-governmental organizations. Those registered as faith-based organizations are 4.6% (28), while WROs not registered legally were 10.4% (63).

Registration status	N ³	Percent
Legally registered community based organization	358	59%
Legally registered as a non-profit/non-government organization	113	18.6%

¹ Frequency of responses including multiple responses

² These are the valid percentages for multiple response questions. The respondents had the leeway of giving more than one response. Since not all gave equal number or responses, the percent (sum=100%) is not statistically correct. So in all multiple cases for the study the reporting was based on percentage of cases.

³ Where N is the total number of WROs organizations reached as per the mapping exercise.

Not legally registered community based organization	54	8.9%
Other (specify)	37	6.1%
Legally registered faith based organization	28	4.6%
Not legally registered faith based organization	9	1.5%
Missing System ⁴	8	1.3%
Total	607	100%

Table 10: Registration status of WROs

3.1.3. Women's Rights Organizations' Organizational Structure

From the mapping exercise it was established that only 37.4% (227) of the 607 WROs have a vertical structure, where the organization is like a pyramid where information flows from top to the bottom. 30.6% (186) have a more feminist horizontal structure where employees in the organization (both female and male, young and old) have the authority to make decisions. Another 30.6 % (186) are trying to become more horizontal, where employees are consulted and have a say in the decisions made by the organization.

How would you classify the structure of your organization	N	Percent
Horizontal: Employees in your organization (both female and male, young and old) have the authority to make decisions	186	30.6%
Trying to become more horizontal: Employees are consulted and have a say in the decisions of the organization.	186	30.6%
Vertical: Your organization is structured like a pyramid where information flows from top to bottom	227	37.4%
No response	8	1.3%
Total	607	100.0%

Table 11: Classification of WROs by structure

a) Feminist organizational identity

The mapping exercise also sought to understand the extent to which the 607 WROs have a feminist organizational identity. As indicated in the table below, the findings indicate that 47.3% (287) of the organizations identified as feminist; 28.3% (171) somewhat identify as feminist and are aiming to be more feminist. The study also established that 18% (109) of the organizations do not consider themselves as feminist. Those who indicated they do not know were 6.5% (40).

⁴ The respondents of the 8 organizations did not respond to the questions conclusively.

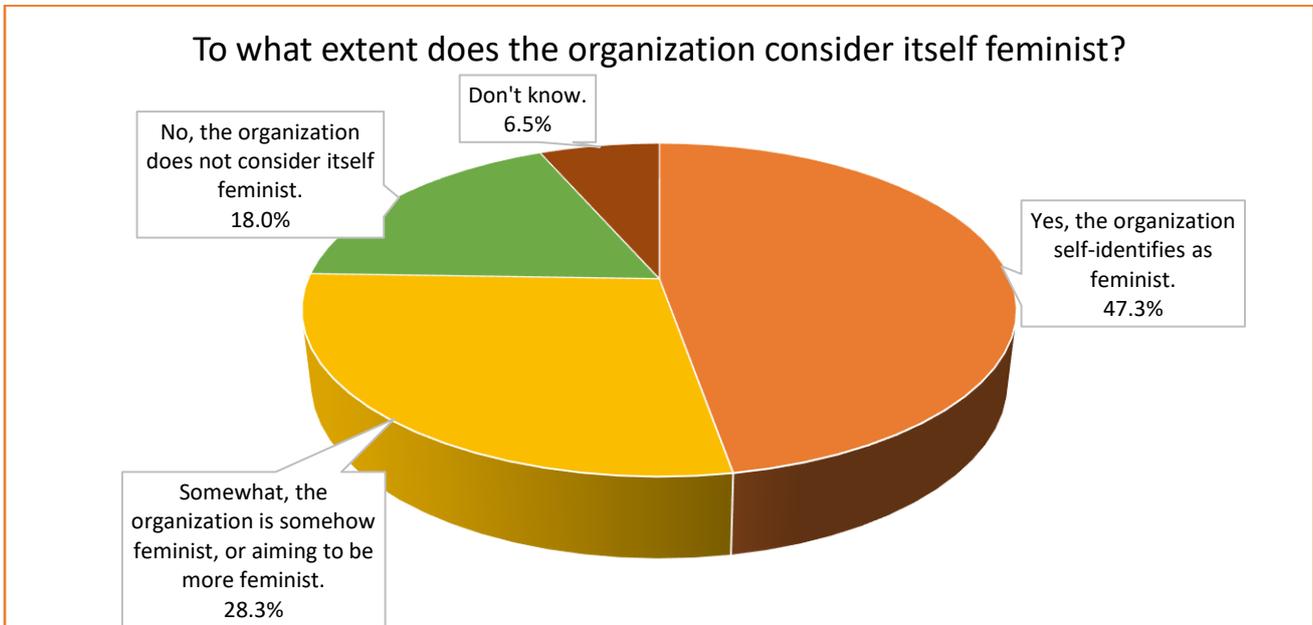


Figure 4: WROs that identify as feminist

3.1.4. Women's Rights Organizations Geographic Coverage

To understand the geographical coverage, programme beneficiaries and members of WROs participating in the FGDs were asked about the geographic reach of their programming. The respondents indicated that the majority of WROs are located and operate in urban areas. Some of the reasons provided as to why the majority of WROs are in urban areas was because it is easy to find office space, the urban areas are prone to poverty, inequality, violence against women (especially in the slum areas), and sexual and gender based violence, and while in the urban areas, some said it is easy for them to pool resources to share office space and utilities.

*“WROs are located and operate in urban areas because it is easier to find a place to rent unlike in rural areas, mobility and accessibility of offices by visitors and potential donors. However, it is common to find organizations implementing their programmes in the rural areas as much as their offices are based in the urban”-. **Response during FGD with women rights advocate in Kwale County***

The study also established the 607 WROs' operations and footprints according to geographical coverage as follows; 32.2% (195) mentioned that they work at sub county level; 27.5% (167) work at county level, 8% (48) work at national level covering more than one county, 13.6% (83) at ward level and 7% (43) at village level. Those that cover beyond national level and operate at regional level are at 7.4% (46) and both international/global level combined are at 4.2% (25) as indicated in the table below:

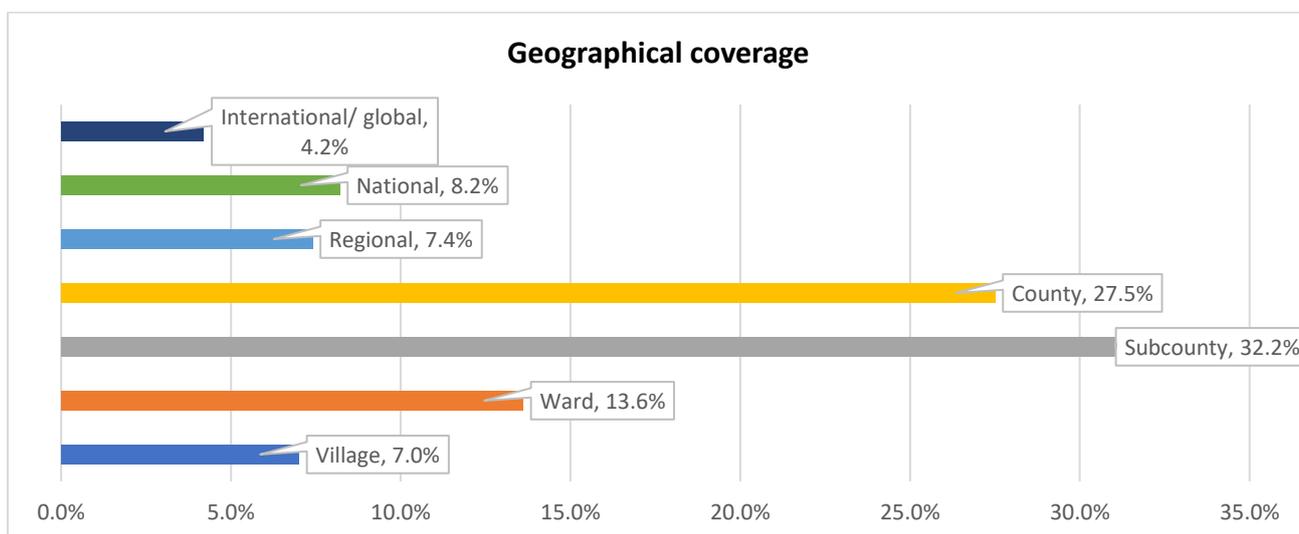


Figure 5: Geographical coverage of women's rights organizations

3.2. Leadership and Governance Structures of WROs in Kenya

Leadership by women is vital to increase the pace of societal transformation at home and in the workplace. Women leaders are likely to provide an integrated view of work and family, resulting in an engaged and promising personal and professional future. Gender parity in leadership is important because true progress cannot happen without a diversity of perspective in leadership roles⁵.

3.2.1. Gender/Sex of the CEO/Directors of WROs

Evidence from the mapping exercise established that 68.2% (414) of the 607 WROs reached through the survey have women leadership while only 29.8% (181) have male leadership at the position of Chief Executive Officer/Executive Director. Two organizational leaders were non-binary. The majority 62.6% (380) of WROs are led by leaders who are 35 years and above while 20.7% (125) are led by leaders who are 31-35 years and 7.7% (47) are led by leaders aged 26-30 years old.

Gender/sex of CEO/Directors of WROs		
Gender	N	Percent
Male	181	29.8%
Female	414	68.2%
Non-binary	2	0.3%
Missing System	10	1.6%
Total	607	100.0%
Age	N	Percent
15-20 years	14	2.3%
21-25 years	31	5.1%
26-30 years	47	7.7%
31-35 years	125	20.6%
Older than 35 years	380	62.6%
Missing System	10	1.6%
Total	607	100.0%

Table 12: Percentage of WROs that have women as Directors/CEOs

During focus group discussion with participants who are beneficiaries of programmes supported by WROs it was further reported that the leadership of WROs organization are mainly dominated by women as holding the chief executive positions.

⁵ https://www.tutorialspoint.com/women_in_leadership/women_in_leadership_introduction.htm accessed on 8th April 2020

“In the majority of the women’s rights organization, it is common to find the organizations being headed by women leaders. Founders are women and implementers women.” -Response during FGD with Women of Faith FBO in Kwale

The mapping exercise established that the majority of WROs are women-led organisations working to advance gender equality. Respondents participating in the FGDs also identified that the leaders of their organizations have the following leadership traits as indicated in the text box below:

Characteristics of leaders of WROs

- *Well-motivated, empowered, focused, and committed to the communal work*
- *Vibrant and a lioness, versatile, industrious humble, aggressive and networked*
- *The CEO of our organization is a lady who is well organized and conducts herself well*
- *Team oriented, democratic, passionate*
- *Strong communication skills and have good experience on management of organization*
- *Strong and charismatic leader*
- *Someone who is honest, transparent and with integrity*
- *Sociable with good interpersonal skills, hardworking and selfless*
- *She's very open minded and able to solve disputes amicably*
- *She is passionate self-driven woman committed to women empowerment and fights and promotes the rights of indigenous women*
- *She is one person who is very determined in making sure that things run as they are supposed. She carries the name of the organization, she does all her best in bringing the team together and deliberate*
- *She is disabled but not limited to conducting activities*
- *She is a strong leader with a good understanding of her staff capabilities*
- *She is a role model to the other employees*
- *She is a champion on issues of women rights, open and democratic*
- *Queer, feminist, young, and radical*

3.2.2. Extent to which WROS are female-led

Based on the typology analysis, the study established that 66.1% (401) of WROs are female led while 26.5% (161) are somewhat female led and that only 7.4% (45) are male led. The study also established that there are fewer numbers of WROs that are led by men. The study also established during focus group discussions that among those organizations that are male led, there are a few that undertake transformative gender equality programmes that seek to promote rights of women and girls in their societies. A few such organizations led by men mentioned during key informant interviews with various respondents include:

Example of WROs that are led by men and self-identify as feminist

- *Kwale Youth and Governance Consortium*
- *Kwale women focus initiative*
- *Jamii Action Centre*
- *Umma Initiative*
- *Sauti ya Wanawake Kenya*
- *Garden Hope Foundation*
- *Kwacha Africa*
- *Manyatta Youth Entertainment*
- *Haki Yetu*

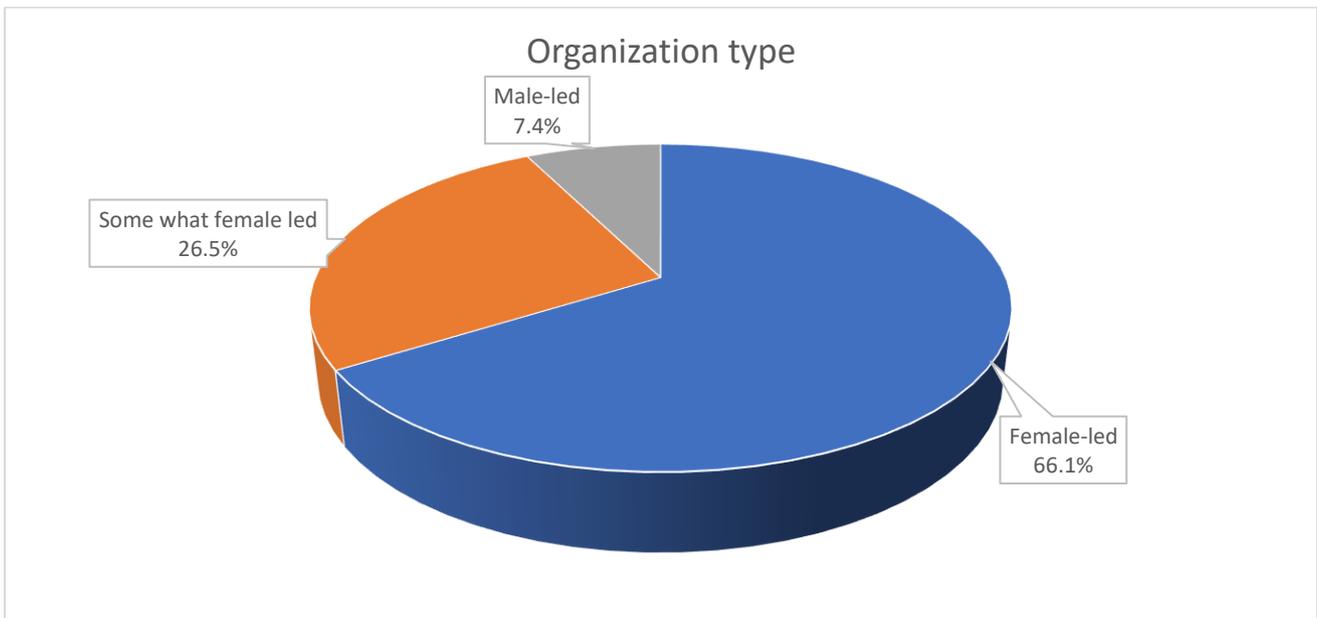


Figure 6: Extent to which WROs are female-led

3.2.3. Classification of Leadership Structure and Management Style

Gender is an individual difference characteristic that is relevant to how people think about themselves, are thought about by others, and act in various situations. Gender, therefore, is relevant to consider with regard to how it relates to perceived leadership effectiveness⁶. A feminist style of leadership approach according to the literature review tends to: encourage participation among group members, show flexibility, maintain a non-hierarchical work environment⁷, show genuine care and understanding towards their employees, communicate well, and listen to multiple perspectives before making decisions⁸.

The WROs mapping exercise established that the majority of the WROs view themselves as having a feminist organizational structure, management style and identity. The study established that 45.5% (276) of the organisations self-identify as feminist. The study further established that 27.2% (165) of the organisations are somewhat feminist or aim to be more feminist. The study also established that there are at least 17.3% (105) of the organization that do not themselves as feminist.

6 Aida Alvinus (Eds.), Gender Differences in Different Contexts, February 2017 <https://doi.org/10.5772/65457>

7 Questioning the notion of feminine leadership: a critical perspective on the gender labeling of leadership, Yvonne Due Billing & Mats Alvesson, Gender, Work and Organization, 7(3), 2000, pp 144-157 16

8 "Women Leaders Study: The Qualities That Distinguish Women Leaders." Caliperonline.com



Figure 7: Extent to which WROs self-identify as feminist

Discussion with various key informants also confirmed that many of the WROs have more feminist approaches to leadership management and have the opportunity to mainstream feminist values, governance mechanisms, and principles in the day-to-day management of their organizations activities.

3.2.4. Composition of the Boards of Management of WROs

A board of directors monitors the activities of an organization or company. It sets the corporate strategy, appoints and supervises senior management, and functions as the main corporate governance mechanism. The role of the board in determining the organization's strategy therefore influences its performance⁹.

The study established that 56.8% (345) of the WROs have boards while 37.1% (225) of the WROs do not have a board while 6.1% (37) did not know. This is indicated in the figure below.

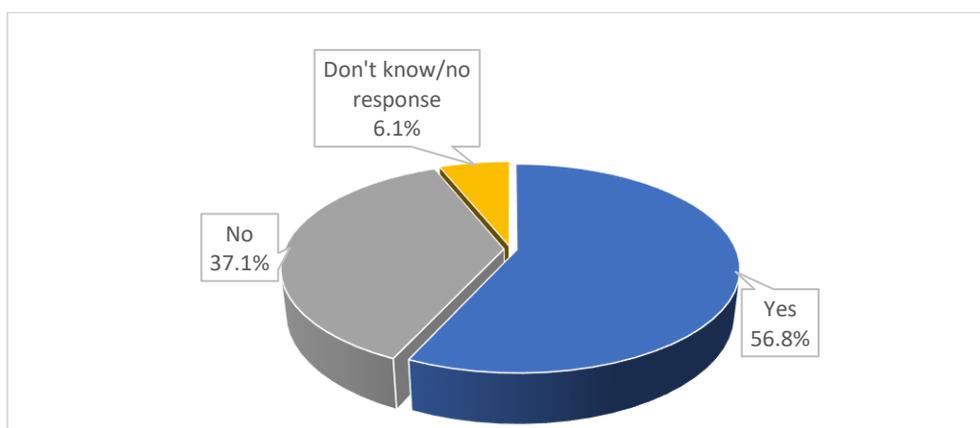


Figure 8 Proportion of women's rights organizations with governance boards

The study further established that 34.6% (210) of the 607 WROs have more than half of their board members as female, 16.6% (101) of the organizations have equal representation of both men and women in their boards of management while only 5.4% (33) have more males than females in their boards of directors.

⁹ Does Gender Matter? Female Representation on Corporate Boards and Firm Financial Performance - A Meta-Analysis Jan Luca Pletzer, Romina Nikolova, Karina Karolina Kedzior, Sven Constantin Voelpel PLoS One. 2015; 10(6): e0130005. Published online 2015 Jun 18. doi: 10.1371/journal.pone.0130005 PMID: PMC4473005

Gender make-up of board	N	Percent
c. More than 50% of board members male	33	5.4%
b. Around 50%/50% female/male	101	16.6%
a. More than 50% of board members female	210	34.6%
a. No board	263	43.3%
Total	607	100%

Table 13: Percentage composition of board members by gender

The mapping assessment established that the chairperson of 36.2% (220) of the organizations with boards of management are female, 18.1% (110) are male, while 0.5% (3) are non-binary.

Gender of the chairperson of the board	N	Percent
Male	110	18.1%
Female	220	36.2%
Non-binary	3	0.5%
No board	274	%
Total	607	100.0

Table 14: Proportion of organizations with female as chairpersons of the board

The study findings show that apart from the WROs organization being female led at director level, the board composition and chairpersons of the majority of the WROs are also predominantly female.

3.2.5. Composition of Employees and Volunteers

The mapping assessment looked not only at the top leadership and board members, but also other staff and volunteers. The data is outlined below:

a) Gender of Non- Leadership Employees and Volunteers

Not all of the WROs interviewed have staff and volunteers apart from the leadership. Among those who do, the majority of the WROs, that is 62.5% (379) have at least 2/3 non-leadership female staff/members; 29.9% (182) have 50% non-leadership female staff/members while 7.6% (46) of the WROs have at least 2/3 non-leadership staff/members as male employees. This is indicated in figure 9 below.

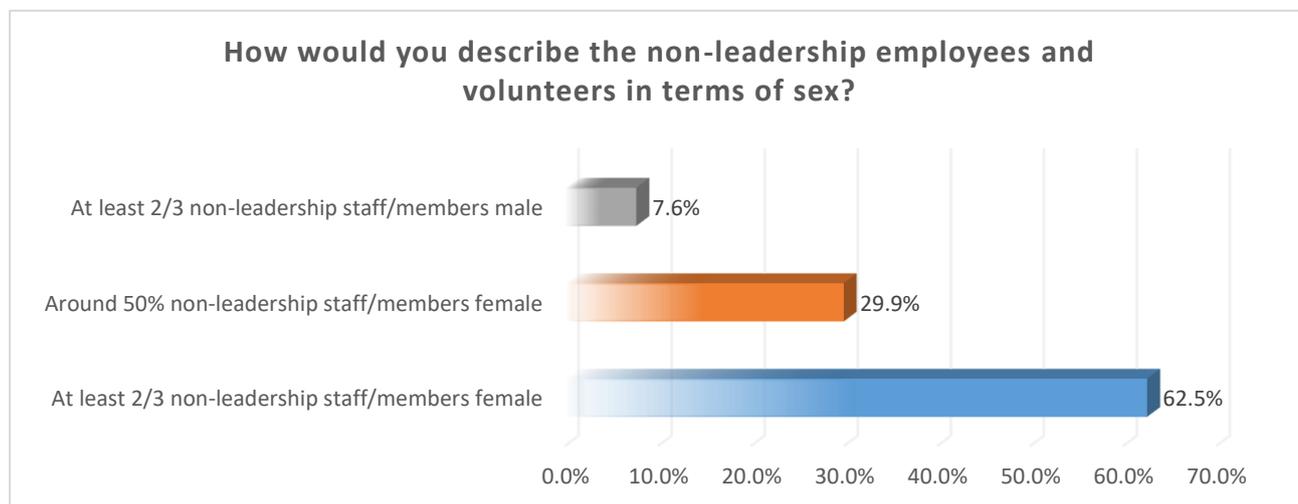


Figure 9: Proportion of non-leadership employees by gender

b) Other identities of Non- Leadership Employees and Volunteers

The study established that the employees and volunteers of the 607 WROs studied include those who self-identify as youth aged 18 years to 24 years at 38.8%, followed by persons with disability at 34.3%, persons living with HIV/AIDS at 30.3%, those who are elderly at 29.1%, pastoralists at 14.9% and LGBTQIA+ at 5.7%. This may be an indication of diversity in Kenyan WROs as a whole, with the understanding that some WROs may be more homogenous than others (ex. disability focused WROs may be staffed only be people with disabilities). Table 22 below indicates the proportion of non-leadership employees and how they self-identify along different categories.

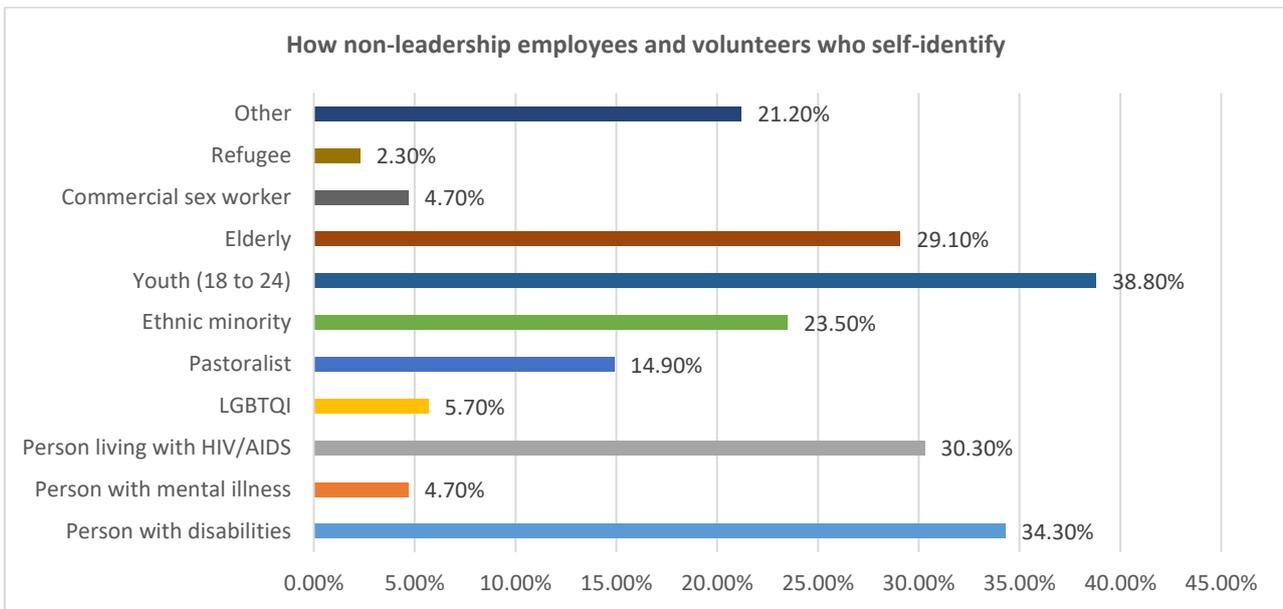


Figure 10: How non-leadership employees and volunteers of WROs self-identify

3.3. Programme Capacity of Women’s Rights Organization in Kenya

Gender-transformative programming is aimed at promoting gender equality and women's empowerment with the objective of transforming power structures that underlie unequal gender relations and norms. In SDG-5, the world has committed to ending all forms of discrimination against all women and girls everywhere. Many organizations today strive to work for a gender-equitable world¹⁰.

The mapping of WROs in Kenya has revealed that WROs engage in various gender transformative programmes that are aimed at promoting gender equality and rights among women, girls and other vulnerable groups. Some of the transformative programme areas in which they engage include empowerment of women through (education and) rights awareness, socio-economic empowerment, elimination of negative cultural practices, inclusion in leadership positions at organizational, support for political positions, provision of counseling services and psychosocial support to survivors of abuse, legal redress, response to humanitarian emergencies and advocating for policy change. WROs often engage in more than one transformative activity concurrently in order to make tangible impact.

3.3.1. Programming Focus Area for WROs in Kenya

Table 23 below indicates some of the common programming focus areas targeted by WROs in Kenya, with overlaps given that many organizations work on more than one theme. The table below indicates that the majority of the organizations (86.7%) focus their programmes on women’s economic empowerment focusing on socio-economic rights. There are also 81.1% of WROs involved in advocacy on women’s rights; 80.9% WROs implement activities and programmes that focus on gender equality. There are also WROs that implement programmes that focus on minority rights such as LGBTIA+ rights (15%), commercial sex workers rights (15%) and disability and inclusion (60.6%). 69.7% focus their activities on combating early child and forced marriages.

During discussions with various respondents from KIIs and FGDs, it was established that the level of knowledge on human rights is increasing, and that more and more special groups that were initially unheard of and certainly not accepted especially in the African society are now gaining more vocal space and claiming their rights in the society. The study established that WROs are taking up programmes that work towards promoting the rights of minority groups such as LGBTIA+ persons.

¹⁰ <https://www.un.org/sustainabledevelopment/gender-equality/>

The support for rights of minority groups is gaining popularity at a fast pace not only among human rights activists and organizations, but also within the donor community with a bid to promote equality and rights at all levels in the society.

Programme focus areas	Percent
Women's economic empowerment	86.7%
Advocacy on women rights	81.1%
Gender equality	80.9%
Advocacy for women's rights	80.7%
Gender based violence, sexual harassment, rape	79.7%
Prevention on violence against women/ GBV	79.1%
Participation of women in leadership decision making	77.1%
Gender discrimination	76.4%
Sustainable development Goals	76.3%
Child protection	75.9%
Health	73.3%
Social justice	73%
Education	72.3%
Sexual and Reproductive Health Rights	70.5%
Early child and forced marriage	69.7%
Food security and resilience	62.8%
Women's right to inheritance	61%
Disability inclusion	60.6%
Litigation on women rights	60.3%
Humanitarian needs	54.9%
Female genital mutilation (FGM)	53.9%
Natural resource management	52.2%
Countering violence extremism	51.1%
LGBTIA+ Rights	15%
Commercial sex worker's rights	15%

Table 15: Programme focus for WROs

a) Target beneficiaries by gender

The study established that from a gender perspective, 57.2% (347) of WROs organization target mainly women and girls with their programme while 36.9% (224) of WROs target approximately 50/50 women and girl's vs men and boys. Only 5.3% (32) target mainly men and boys alone. During FGDs it was established that most organizations that targeted men and boys alone are more involved in the fight against child labour, programmes for pastoralists, children in conflict with the law in conflict affected areas with high insecurity where young boys are recruited in armed conflict, and terrorist activities, yet these organizations say they also promote gender equality and women empowerment.

Target beneficiaries	N	Percent
Targeting mainly women/girls	347	57.2%
Targeting approximately 50/50 women/girls vs. men/boys	224	36.9%
Targeting mainly men/boys	4	0.7%
Don't know	32	5.3%
Total	607	100.0%

Table 16: Target beneficiaries by gender

b) Other Identifies of Programme Beneficiaries

Some of the populations targeted by the WROs include: Adolescent girls 10 to 18 years (46.8%), adult women-aged 25 years and above (56%), survivors of sexual gender based violence- (35.6%), women and men living with HIV (58.4%), LGBTIA+ individuals (65.9%), ethnic minorities (32.5%), commercial sex workers (27.4%) and young women/youth aged 19 to 24 years (52.6%) among others as indicated in the table below.

Target Programme Beneficiaries	Responses	
	Frequency	Percentage cases
Women and girls	555	94.5%
Lesbians Gays Bisexual, Transgender and Intersex	387	65.9%
Men and boys	343	58.4%
PLHIV	343	58.4%
Women-aged 25 years and above	329	56.0%
Young women aged 19 to 24 years	309	52.6%
Adolescent girls-aged 10 to 18 years	275	46.8%
Person with Disability	213	36.3%
Refugees	213	36.3%
Survivors of sexual gender based violence	209	35.6%
Conflict-affected persons	203	34.6%
Religion	191	32.5%
Ethnic minorities	191	32.5%
Extremely poor persons living below 1 dollar a day	180	30.7%
Commercial sex workers	161	27.4%
Pastoralists	87	14.8%
Persons with mental illness	47	8.0%
Prisoners	39	6.6%
Non-Kenyans	17	2.9%

Table 17: Categories of target programme beneficiaries

“Almost all the women rights organizations advocate for women rights in the assumption that they are the most vulnerable groups and again some of the organizations dive deep into issues of youth and children especially girl child and young mothers who are prone to violence and not getting their rights. Other organizations go an extra mile to even support women empowerment on matters of politics for them to assume elective and nominated seats as their male counterparts. It’s through this they perceive that being fully represented they can be capable to address their grievances at the floor of the house through initiation and support of bills which call for gender equality and inclusivity on matters governance”-University Student technical University of Mombasa

Marginalized groups in Kenya refer to vulnerable people or groups who by virtue of gender, ethnicity, age, physical or mental disability, economic disadvantage, or social status are excluded (i.e., are "marginalized") from the prevalent systems of protection and integration, so limiting their opportunities and means for survival. The study established that WROs’ programme target beneficiaries have expanded over time. With the increased support for human rights activities, many organizations have taken up programmes that not only serve the general population but also target special interest groups that have been marginalized and their rights neglected for long. During focus group discussions, programme beneficiaries highlighted that many WROs implement programmes that address the plight of marginalized and vulnerable groups. See example below:

“Most women rights organization work towards protecting women against gender based violence, provide after care services for GBV victims, empower women and enlighten them on reproductive health rights, work with partners to promote policy changes for reproductive health rights, protect widows, orphans, girls and women rights, survivors of violence against women. Conduct women rights advocacy by fighting for women representation in leadership position; fighting against female genital mutilation and fighting against early child marriage.” Response during FGD with women rights advocate in Laikipia and Kwale County

3.3.2. WRO's Target Programme Beneficiaries

Discussions with various respondents established that as perspectives and attitudes change and with the extensive human rights activities that openly defend the rights of all members of society, other populations which otherwise remained silent and faced all manner of stigma and discrimination are now able to come out and declare their position and fight for their rights. LGBTIA+ individuals are now increasingly targeted with programmes, as we see in the assessment data above.

3.3.3. Gender Based Violence

Gender-based violence (GBV) takes many forms, including sexual violence, domestic violence, and sex trafficking and child marriage. GBV disproportionately harms women and girls because of their historically subordinate status¹¹. The study established that WROs 79.7% of organizations are working towards the prevention of GBV (Table 13). During discussion with FGD participants, the issue of GBV was often raised, for example:

“Cases of violence targeting women is very common especially in the low income areas, where the rate of poverty is very high. This community lacks access to basic services and women are battered by their husband due to disagreements. Rape cases and sexual harassment are reported for girls as young as 13 years old. Despite efforts by non-governmental organizations, lack of policy enforcement by the chiefs and police has always slowed down the fight against gender based violence”. - County Youth officer Nairobi

3.3.4. Feminist Programming Approach

Using a feminist approach to gender equality programming is an important strategy to increase targeted programming for transformative change, and to address root causes of gender inequality through an intersectional power analysis. Global Affairs Canada's Feminist International Assistance Policy's core premise is that promoting gender equality and the empowerment of women and girls in all their diversity is the right thing to do and the smart way to reduce poverty and inequality and build prosperity¹².

Gender equality means that women and men, and girls and boys, enjoy the same rights, resources, opportunities and protections. It also means that girls and women have agency to use those rights, capabilities, resources and opportunities to make strategic choices and decisions about the course of their lives “without the fear of coercion and violence¹³. Gender-transformative approaches aim to move beyond individual self-improvement among women and toward transforming the underlying power dynamics and structures that serve to reinforce gendered inequalities.

The study established that a number of WROs are working towards feminist approaches to their gender equality programming to help address the existing inequalities in their communities. 67.8% implement programmes that focus on ending female oppression; 77.2% mentorship for young women (emerging leaders); 88.1% economic empowerment of women and girls; 82% social justice for women and girls, among other focus areas. This was further re-emphasized during focus group discussions and key informant interviews where participants reported that WROs have been involved in fighting for women's representation in leadership positions, training women on reproductive health, training women on life skills, and advancing women rights. The table below show how WROs incorporate feminist programming in their organizations:

¹¹ Operational Guidance on Promoting Gender Equality through © United Nations Children's Fund (UNICEF)

¹²https://www.international.gc.ca/world-monde/issues_development_enjeux_developpement/priorities-priorites/fiap_ie-paif_ie.aspx?lang=eng

¹³ Task Force on Education and Gender Equality, Taking Action: Achieving gender equality and empowering women, UN Millennium Project, New York, January 2005, p. 33.

Area of focus	Yes	No	Don't know
Ending female oppression, including but not limited to addressing the root causes of inequality and discrimination	67.6	29.2	3.2
Has a mentorship plan/process for young (emerging) women leaders	77.2	20.5	2.3
Responding to the immediate needs of women and girls	83.9	15.1	1.0
Economic empowerment of women and girls	88.1	10.6	1.3
Social justice for women and girls	82.0	16.8	1.2
Is a member of an active network/sector working group	62.1	35.4	2.5
Our organization is a feminist men/boys organization focusing on supporting women's rights and gender equality	45.8	51.2	3.0
Applying feminist development approaches in programming/project implementation	68.1	28.4	3.5
Has working knowledge of feminist principles which is applied to MEAL	58.1	32.7	9.2
Has more than two thirds of women representation in decision-making and leadership positions	75.3	23.7	1.0

Table 18: WROs' feminist approach to gender equality programming

3.3.5. Human Rights Based Approaches to gender equality programming

Gender equality is a human right that is enshrined in a number of declarations and conventions, including the legally binding Convention on the Elimination of All Forms of Discrimination against Women¹⁴. This study established that many WROs are tackling gender-based violations of human rights of women and girls, with special attention to marginalized groups. Several organizations apply human rights- and gender-based approach in protecting human rights, promoting and defending human dignity, and tackling the root causes of gender inequality exacerbated by underlying violations of human rights.

This was evidenced by the responses as indicated in the table below. The study established that 16.9% of WROs focus on promoting human rights for LGBTIA+; 30.9% promote programmes that address the rights of marginalized communities such as sex workers, irregular migrants, or internally displaced persons; 55.9% support the rights of persons with disabilities; 73.8% work with the government to ensure policies concerned with human rights and equality are instituted and upheld; 61.7% work to address the historical political marginalization of women, youth, persons with disabilities and minority communities in Kenya.

Human Rights Areas of Focus	Yes	No	Don't know
Promoting human rights for Lesbians Gays Bisexuals Transgender and Intersex (LGBTIA+)	16.9	78.7	4.4
Representing marginalized communities such as sex workers, irregular migrants, internally displaced persons, etc.)	30.9	64.1	5.0
Representing persons with disabilities	55.9	41.3	2.9
Has the capacity to provide litigation and legal expertise	48.5	47.1	4.4
Works with the government to ensure policies concerned with human rights and equality are instituted and upheld	73.8	23.8	2.3
Prevention of bias against sexual orientation	64.1	33.4	2.5

¹⁴ Gender mainstreaming and a human rights-based approach "Guidelines for technical officers" Food and Agriculture Organization of the United Nations Budapest, 2017

Works with individuals of diverse gender identities and sexual orientation	59.7	34.2	6.0
Addressing the historical political marginalization of women, youth, persons with disabilities and minority communities in Kenya	61.7	33.4	4.9

Table 19: WROs implementing human rights approaches to gender equality programming

3.3.6. Addressing Gender in programmes

Factoring gender into programming involves integration of a gender perspective into the preparation, design, implementation, monitoring and evaluation of policies, regulatory measures and spending programmes¹⁵.

The study established that the majority of 607 WROs in the study are focusing on gender in their programmes and operations. For example, 73.3% of WROs reported mainstreaming gender into their project management cycle; 55.4% reported conducting gender audits; and 65.15% conduct gender analyses and apply the findings to address gender inequality and women’s empowerment. In 58.6% WROs surveyed, senior management embraced gender transformative high-quality monitoring evaluation accountability and learning (MEAL).

Approaches used for addressing gender	Yes	No	Don't know
Gender mainstreaming in programming and project cycle management	73.3	23.3	3.4
Gender audits and financial audits	55.4	39.8	4.9
Gender analyses and application of the findings to address gender inequality and women’s empowerment	65.1	31.7	3.2
Institutionalized gender equality/ empowerment of women and girls policy statement	70.6	25.7	3.7
Employing a gender equality expert as part of its staff to ensure women's and girls' rights are upheld	61.9	36.1	2.0
Senior management buy-in for gender transformative high-quality monitoring evaluation accountability and learning (MEAL)	58.6	31.5	9.9
Our organization understands the difference between gender sensitive, gender responsive and transformative and applies them to the project cycle and activities	74.2	21.1	4.7

Table 20: WROs mainstreaming gender into their programme design

Overall the figure below shows the summary of how the 607 WROs studied fared towards implementation of gender transformative programmes that address gender inequalities that affect women, men, girls and boys in Kenya.

¹⁵ Operational Guidance on Promoting Gender Equality through © United Nations Children’s Fund (UNICEF) June 2011

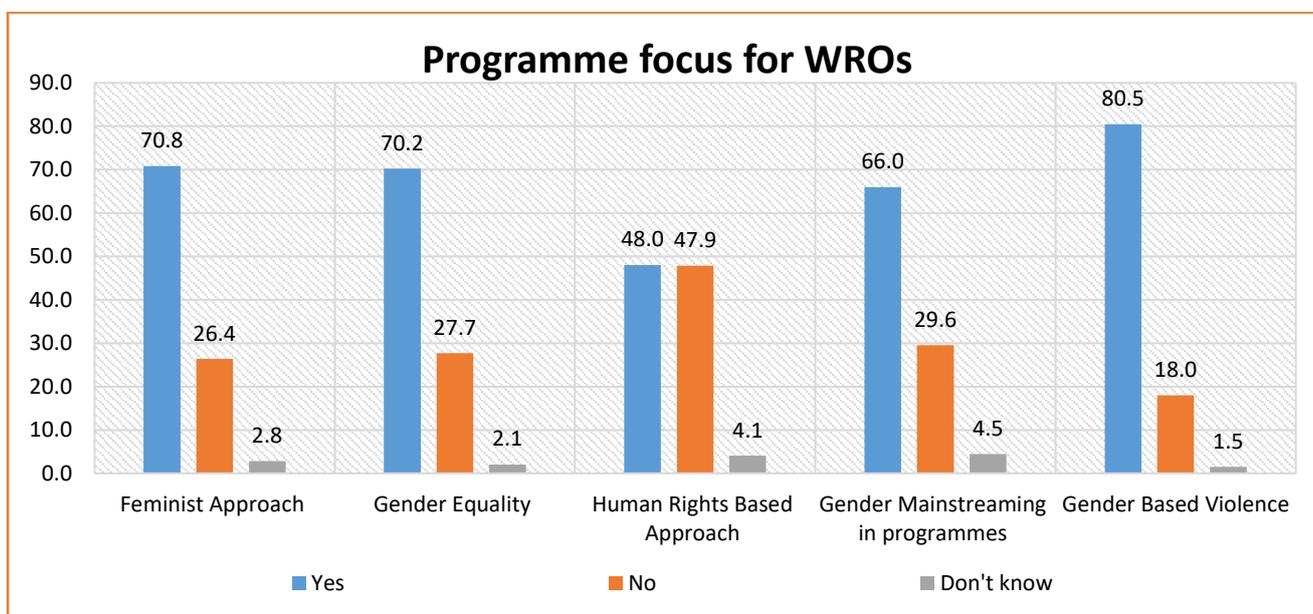


Figure 11: Programme focus of WROs

3.3.7. Gender Transformative Advocacy Programmes

The study established from discussion with various respondents and review of available literature that WROs engage in advocacy programmes to ensure that women, girls, men and boys, particularly those who are most vulnerable in the society, are able to realize their rights: have their voice heard on issues that affect them, and have their views and wishes genuinely considered when decisions are made on how to address their needs and priorities. Some of the core advocacy objectives of WROs are highlighted in the table below:

Examples of core advocacy objectives highlighted by FGD respondents:

- *Confronting challenges of human rights violations and discrimination based on gender, as well as stereotyping and unequal power relations between women, men, boys and girls to promote rights and gender equality.*
- *Engaging in advocacy to affect policy processes to ensure women's human rights are respected.*
- *Facilitating spaces for women's political voices at local, national and international levels.*
- *Promoting sexual and reproductive health and rights.*
- *Increasing HIV and AIDS prevention and treatment.*
- *Ending GBV, advocating for LGBTQIA+ rights, reducing forms of violence between men and boys, preventing child sexual exploitation, sexual abuse and trafficking,*
- *Advocating for implementation of laws that guarantee access to justice to women who are victims of violence.*
- *Advocating for adoption of new laws that protect women's rights and demands an end to*

According to the mapping exercise, 76.3% (448) of WROs implement gender transformative advocacy work that promotes more equal participation of women, girls as decision makers. 79.6% (467) advocate for women, girls to realize their full human rights. 58.9%, (346) advocate for reduced inequalities between women and men in access to and control over resources, 57.1% (335) implement advocacy programmes that focus on provision of services and support to women and girls in particular, and 49.1% (288) implement advocacy work that focuses on provision of services equally for women, men, boys and girls.

Area of Advocacy Focus	Responses	
	N	Percentage cases
More equal participation of women, girls as decision makers	448	76.3%
Women, girls more able to realize their full human rights	467	79.6%
Reduced inequalities between women and men in access to and control over resources	346	58.9%
Provision of services and support to women, girls in particular	335	57.1%
Provision of services and support to both women, men, boys, and girls	288	49.1%

Table 21: Transformative gender advocacy programmes

3.4. Women's Rights Organization Networks in Kenya

Marginalized and oppressed groups tend to generally flock together in a bid to give and get support from each other. In this way, numbers and trusted relationships for collective action have given women a platform on which to share experiences, support each other in times of need, and conduct joint advocacy¹⁶.

The mapping exercise established that around 43% of WROs are members of networks and alliances while 51% do not belong to any networks or alliances. According to various respondents, the formation of consortiums and partnerships is seen as a great way to harness their strengths when competing for limited resources and effectively implementing programmes where synergies can be created. Networks and alliances are seen to foster ease of communication and a way to share the views and programmes that affect WROs.

According to WROs interviewed, through networks and coalitions, WROs are able to form movements that: champion specific issues through collective voice and mobilize resources to respond to the issues that affect marginalized and vulnerable populations. The organizations further reported that through working together, in broad networks and coalitions, WROs have pushed for increased participation of women in decision making structures, advancing gender justice, human rights and social justice. Some of the challenges or weakness mentioned around working in networks and coalitions and why some of the WROs are not members of networks identified by respondents during KIIs and FGDs are as listed below.

Challenges of working in coalitions

- *Limited funding opportunities*
- *Increased poverty that further perpetuates deprivation of women, men boys and girls in most marginalized communities*
- *Negative partnerships*
- *Sometimes individual organization interests supersede the network interests*
- *Require capacity building for strong cohesion*
- *Joint reporting system has been a great challenge*
- *The government does not support the network financially*
- *No website for the network*
- *Only a few individual partners support the network operations*
- *Low participation by member organizations*
- *Lack of financial support for network activities*
- *Lack of clear vision to bind network members*

¹⁶ Rosemary Wanjiku Mbugua (2017); "Women's Organizations and Collective Action in Kenya: Opportunities and Challenges - The Case of the Maendeleo ya Wanawake Organization: Pathways to African Feminism and Development- Journal of African Women Studies Centre, University of Nairobi (<http://www.uonbi.ac.ke/journals/>) Volume 1, Issue 5, May 2017 ISSN 2309-3625

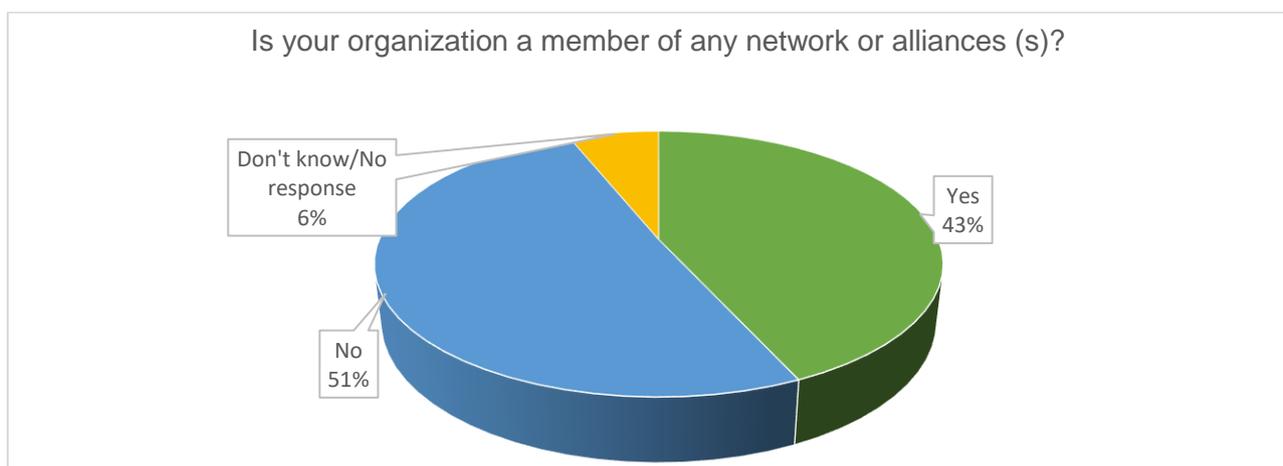


Figure 12: Proportion of WROs in networks or alliances

From desk review and discussion with various respondents, some of the networks identified are listed in the table below:

Network/Alliances		Geographical scope
1	Reproductive Health Network Kenya (RHNK)	National
2	She Decides	International
3	National Women's Steering Committee	National
4	Association of Media Women in Kenya	National
5	Sauti ya Wanawake	Coast Region
6	Pambazuko la Magharibi	Western and Nyanza
7	Rural Peace Network	In conflict areas
8	League of Pastoralists	National
9	League of Muslim Women	National
10	Association of Women with Disability	National
11	Kenya Women Teachers Association	National
12	Africa Unite	National
13	Women Deliver	International
14	Femicide - 2019	National
15	Technical Working Groups	Kilifi
16	Women Deliver	Global
17	SISARI Women	National
18	Sexual Reproductive health Rights Alliance of Kenya	National
19	Kenya Men engage Alliance	National
20	Maendeleo Ya Wanawake	National
21	Kwale women Focus Initiatives	County
22	Kwale Youth Governance Consortiums	County
23	Women in Governance	National
24	Laikipia Girl's Heart	County
25	Drawing Dreams initiative	County
26	Laikipia Women Congress	County
27	Nyanza Rift Valley and Western Kenya Network	National
28	Rainbow Women of Kenya	National
29	The Africa women's Development and Communication Network	Regional
30	Women Concern Center	National
31	Gay and Lesbian Coalition of Kenya	National

32	Groots Kenya	National
33	Federation of Women Lawyers of Kenya	National

Table 22: List of women’s rights networks and alliances

3.5 Funding Sources for Women’s Rights organization In Kenya

Getting financial support is arguably one of the most important and difficult challenges facing WROs. As competition for national, regional international grants increases, WRO are often left behind because of the lack of accessibility to information and resources¹⁷. WROs need funding and support to scale up their work, but even funding for gender equality work is difficult for them to access. In most cases direct funding covering core costs has been replaced by short-term, project-based funding. This low level, fragmented support means that WROs are often unable to scale up their work and build their organizational capacity for the long-term.

Being reliant on project funding also means that WROs must pour their resources into work programmes which reflect the priorities of funders rather than their own. Often, they must set aside the work they know to be the most urgent and effective, or the difficult, long-term work of changing attitudes and challenging social norms which is essential for equality. WROs have also raised concerns about increasing competition for in-country funding between local organisations and international organizations (INGOs). They describe how INGOs often access funds and then sub-contract local organizations to deliver the work – treating them as contractors and limiting their ability to apply their experience and expertise to the programme design¹⁸.

The table below indicates that most of the 607 WROs access the majority of their funding from NGOs and INGOS at 28.9% and 26.1% respectively, 9.2% from well-wishers (private donations), 10.7% from county governments, and 10.2% from national government agencies.

Category of donors	Responses	
	N	Percentage cases
NGOs	116	28.9%
INGO	105	26.1%
County, local government	43	10.7%
Community, CBO	54	13.4%
International community	41	10.2%
National Government	41	10.2%
Well-wishers (private donations)	37	9.2%
Religion, FBO	18	4.5%
UN bodies	14	3.5%
Private sector	2	0.5%
Professional bodies	2	0.4%

Table 23: List of donors supporting WROs

During the key informant and focus group discussions, it was reported anecdotally that WROs face the following limitations in accessing funding opportunities for advancing their gender equality work: (a) short term funding opportunities which leaves the project mission unaccomplished, (b) donor preference of specific project theme(s) and implementation location and which are often out of some organizations mandate. (c) Requirements for co-funding which may not be possible for small and medium sized organizations. (d) Donors do not fund administrative costs which makes it difficult for many organizations to execute their programme activities because they are not able to pay staff salaries, pay for other basic administrative costs that enable an office to run. (e) Other donors commit a limited percentage of the grant for staff salaries. This often results in programmes not being

¹⁷http://makeeverywomancount.org/index.php?option=com_content&view=article&id=566&Itemid

¹⁸ http://makeeverywomancount.org/index.php?option=com_content&view=article&id=566&Itemid

adequately staffed in terms of numbers and qualifications, which in turn leads to inefficient delivery of programmes activities and sometimes high staff turnover. Top priority challenges mentioned during the mapping exercise by the organizations are listed in the table below

Challenges limiting access to funding opportunities	Responses	
	Frequency	Percentage Cases
Inadequate expertise in proposal writing	98	16.2%
Competition from other organizations	82	13.5%
Limited funding to realize impact	66	10.8%
Donor apathy/ donor freeze	66	10.8%
Discrimination	49	8.1%
Strict conditions by donors/ bureaucracy	49	8.1%
Lacking visibility	33	5.4%
Lack resource mobilization skills/defending	33	5.4%
Organization not registered/ no office	33	5.4%
Lack of employed staff/experienter personnel	33	5.4%
Lack social research data on females with disability	16	2.7%
Funders not keen on albinism	16	2.7%
Lack of finances required in developing a proposal	16	2.7%
Insecurity barring donors from reaching the ground	16	2.7%
Poor infrastructure/ logistics	16	2.7%
Lack of gender policy at the county level	16	2.7%
Government policies	16	2.7%

Table 24: List of challenges preventing access to funding opportunities

Some of the suggested approaches by respondents on how WROs can improve their strategic fundraising opportunities included: (a) online fundraising opportunities which involve identifying and contacting granting bodies through the Internet without waiting for calls for proposals or based on online calls. (b) Advertising of programmes carried out in social media. (c) Direct sourcing of funds from the government by tapping on the available funding opportunities.

3.6 Challenges facing Women's Rights Organization in Kenya

During the WROs mapping exercise, the following challenges were identified by various respondents as impacting of WROs' capacity to deliver gender equality and women rights programmes in Kenya:

1. **Inadequate personnel:** The study established that 89.9% (536) of the WROs reported that one of the key challenges impacting on their capacity to deliver gender equality programmes was an inadequate number of personnel with the right skills. This was further echoed by programme beneficiaries during a focus group discussion with WROs in Kwale, Laikipia and Embu County. According to the respondents. *“Most of the WROs lack qualified staffs with skills to implement gender responsive programmes. Small WROs face challenges of inadequate personnel and expertise to manage the organization; limited personnel-qualified and willing to volunteer their services.”*
2. **Lack of financial stability:** The study established that 92.3% (550) of WROs reported that one of the key challenges impacting on their capacity to deliver programmes was lack of financial stability. During discussions with various respondents it was further reported that the majority of WROs face financial difficulties that hinder their gender equality work. A lack of adequate resources was highlighted as the major challenges impeding on the work of WROs. Most of the WROs rely on granting from external donors to support their programme interventions and which was highlighted as not sustainable due to the shrinking donor environment in Kenya.

“There are hardly available funding for organizations to respond to urgent issues such as gender based violence against women and girls – To address this, donors willing to support women rights organizations should appreciate that many problems women face need urgent intervention.”
Response for key informant (Technical University of Mombasa)

3. **Lack of transparency and accountability:** During focus group discussions with WROs, it was reported that corrupt practices by some of the WROs has led, in some cases, to project beneficiaries not being targeted with interventions that change their lives. The mapping exercise established that 26.2% (156) organizations reported that a lack of accountability and transparency is a major challenge for many of the WROs. It was also established that 11.1% (66) of WROs indicated poor financial management as a challenge; 9.2% (55) WROs indicated poor governance and 8.2% (49) indicated inefficient leadership as some of the other challenges faced by the organizations.
4. **Lack of physical address and inadequate office spaces:** The mapping exercise established that 48.8% (291) of the 607 WROs reported that lack of physical address and inadequate office space is a major challenge. Respondents interviewed during the focus group discussions and key informant interviews also observed that WROs lack resources to rent or establish their own offices where they can be able to coordinate their programmes activities. According to the study respondents, some WROs share offices to address this challenge.
5. **Lack of support:** The other challenge mentioned by some respondents was a lack of support from community leaders at 20.8% (128), political interferences at 16.1% (96), and hostility and mistrust by the community at 14.3% (85). According to various respondents, political interference by politicians and community leaders negatively impacts on the gender work by WROs. Political interference can make communities turn against the organizations limiting their ability to advocate for the rights of women and girls. Mistrust by some communities has been witnessed where the community suspects that the WROs are using the communities and development programmes to make money for individuals or employees.
6. **Retrogressive cultural practices:** Due to patriarchal societies in which WROs work, it was established in many of the discussions with various respondents that cultural practices such as female genital mutilation, child marriage, and beliefs of different communities on their traditional practices, makes it more difficult to implement gender equality programmes. The retrogressive culture also denies women from assuming leadership roles in some communities due to discrimination.

*“Cultural practices and tradition is one of the bigger challenge if not the biggest towards ensuring we create a society for all and has made implementation of gender projects a hard nut to crack in the perception that not a single day shall a woman be equal to man and always a woman shall and should be submissive in all fronts. But up and until we conduct series of civic education forums to the whole society on the importance of women empowerment and constant advice for people to shy away from stereotypes then is when we shall conquer all the inequities”- **Response for key informant (Kwale Human Rights Network)***

7. The respondents reported that, it takes a lot of effort, tact and time to create relationships with both the county and national government’s line Ministries. The gains made as a result of such partnerships becomes eroded due to high government turnover, for example as indicated below:

“A case in point is when a police officer, who has received comprehensive training on gender issues is promoted to the traffic department. This leads to direct loss to the programme and the gender station at the police office. Sometimes change of leadership erodes the vision of a program, for example a child protection unit constructed and supported at a police station in one of the counties is now stalled after change of leadership. This also poses huge loses for programmes that are designed to incorporate a multi-stakeholder approach to programming.”
Response from Key informant- Eastern African Collaboration for Socioeconomic Rights

The table below shows a list of some of the challenges identified by respondents during the mapping exercise with the WROs in Kenya.

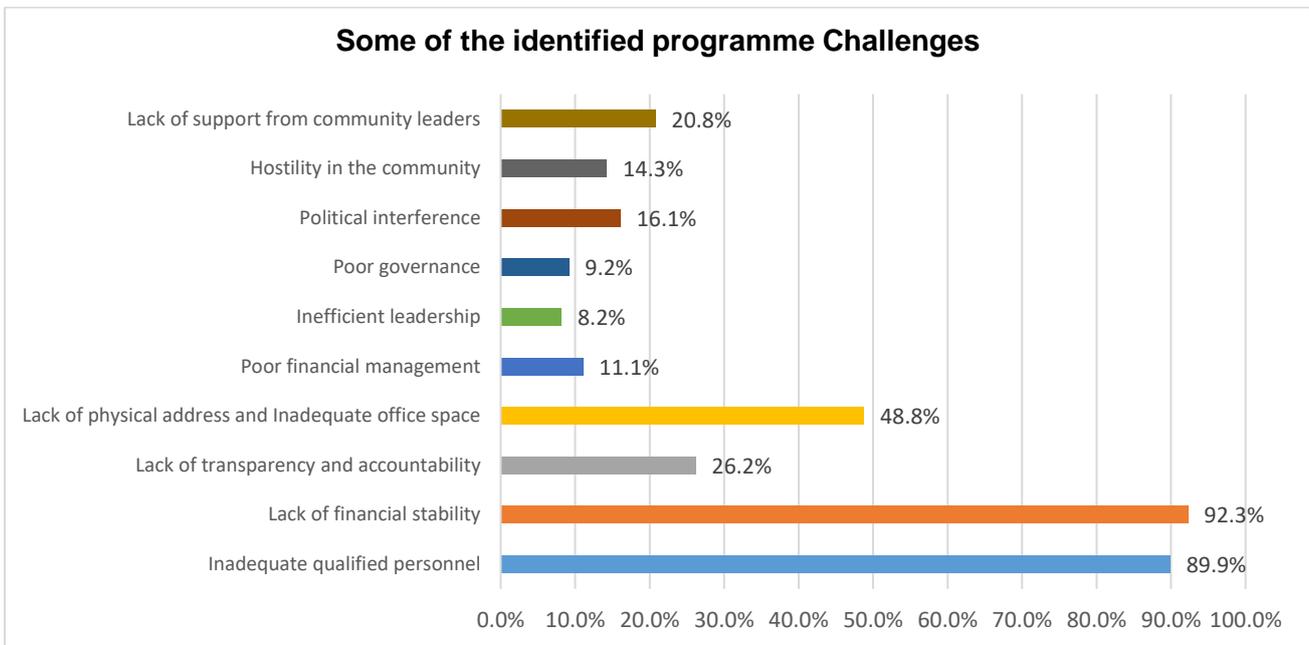


Figure 13: List of challenges faced by WROs in Kenya

3.7 Existing Opportunities WROs Gender Equality work in Kenya

During the mapping exercise respondents identified through key informant interviews and focus group discussions some of the existing opportunities that WROs utilize to advance gender equality and women's rights issues. Some of the opportunities mentioned during the discussion with various respondents include:

1. **Progressive constitution of Kenya:** During discussions with study respondents, the Kenya Constitution 2010 was mentioned as one of the policy frameworks that is progressive and giving opportunity for WROs to advance gender work in Kenya. The Constitution 2010 recognizes dignity, economic, social and cultural rights including the right to education, housing and right to health including reproductive health care, as mentioned below:

“Opportunities are in the Constitution of Kenya particularly in the Bill of Rights. The same Constitution can also be exploited by women rights organizations to provide consistent civic and political education to women and girls so that they can seek space in the political elective and appointive positions. Women also have opportunities in terms of their large numbers. This is one aspect that has largely remained untapped.”

–Response from Key Informant Kwale Human Rights Network

2. **Existing polices and legislative frameworks:** Policies and laws enacted by parliament and government agencies both at the national and county level were mentioned as providing opportunity for WROs to work in an enabling environment that ensures that the rights of women, girl's men and boys are protected. Some the policies include:
 - a. Marriage Act (No. 4 of 2014)
 - b. Protection Against Domestic Violence Act (No. 21 of 2015)
 - c. Basic Education Act
 - d. Matrimonial Property Act (No. 49 of 2013)
 - e. Employment and Labour Relations Court Act
 - f. The prohibition of Female Genital Mutilation Act 2011
 - g. Counter Trafficking in Persons Act 2010
 - h. Sexual Offences Act 2006
 - i. National Gender and Equality Act 2011
 - j. National Gender and Development Policy
 - k. National Policy for Response to Gender Based Violence
 - l. National Policy for the Abandonment of Female Genital Mutilation

3. **Devolved governance system:** Discussion with respondents also revealed that devolution has provided opportunities for WROs to design projects and programmes that address gender equality and women's empowerment at the county level. Devolution has created opportunity for public participation, and WROs can tap into the opportunity to promote the participation of women, girls, men and boys into decision making structures at the county level. Women have had the opportunity to be elected as members of county assembly and nominated and appointed to leadership positions at the county level.
4. **Creation of institutions mandated to promote gender equality and women rights.** The government has created several institutions mandated to promote gender equality and women's empowerment. According to the study respondents, such institutions have been responsible for coordinating the work of WROs and supporting the WROs through trainings and capacity buildings. Some of the institutions identified include: National Gender and Equality, State Department of Gender under the Ministry of Public Service, Youth and Gender; Anti-FGM Board; Kenya Women Parliamentarians Association and the Kenya Women Senators.
5. **Government programmes on social protection targeting vulnerable and marginalized groups.** The study also identified that some of the government programmes on social protection for vulnerable and marginalized groups were identified by respondents as providing opportunity for promoting women rights. There are special Government of Kenya catalytic funds dedicated to women, persons with disabilities and the youth for development programmes, such as:
 - Women Enterprise Fund that provides micro-finance credit and other financial support for women;
 - The Youth Enterprise Development Fund that provides credit for young men and women to establish businesses;
 - The Uwezo Fund that empowers women, persons with disabilities and youth with seed money as startup capital for businesses;
 - The Social Protection Fund is given as credit and cash transfers to older members of society and people with severe disability;
 - The National Government Affirmative Action Fund (NGAAF);
 - 30% procurement reservation affirmative action to Special Interest Groups (SIG) that include women, persons with disabilities and the youth.
6. **Networks and partnership platforms.** The study further established that small WROs have the opportunity to work with medium and large WROs through networks, coalitions and alliances. Discussion with various respondents established that through networks and partnership platforms, smaller WROs acquire technical skills through capacity building in implementing gender equality programmes, advocacy on women rights issues and resource mobilization.

4.0. CONCLUSIONS

4.1 The mapping

CARE Kenya and its partners commissioned this mapping exercise with the aim of obtaining an update of the current organizations doing women's rights work across Kenya, and their typology, from grassroots levels to the national level. The mapping of the WROs aimed to capture sufficient detail about the particular organizations to enable compilation of a database for future reference by CARE and the WVL main implementing partner WROs (Uraia Trust, CREAM, CRAWN Trust and UAF-Africa). The database will also be available to government agencies, NGOs, WROs and other interested actors for future engagement on advocacy issues touching on gender equality; women's rights and empowerment. The database of WROs across Kenya will be maintained on a web-based gender resource platform for safe custody, utilization and functional access by authorized users. The mapping exercise was conducted across Kenya in all the 47 counties from 11th to 27th February 2020 and 607 WROs were identified and reached during the exercise.

4.2 The summary of findings

This mapping found that women's rights organizations (WROs) are diverse and dynamic. They range from large, well established and internationally recognized organizations to small, county or youth-female start-ups. They focus on women and girls' rights, empowerment, provide direct services, link women to legal aid and justice, raise awareness and undertake political reforms and leadership, while also influencing policy and programmes through advocacy.

Evidence from the mapping exercise established that 68.2% (414) of the WROs reached through the survey have women leadership at the position of Chief Executive Officers/Executive Director, while only 29.8% (181) have male leadership, and 0.3% (2) two have non-binary leaders. 30.6% (186) have horizontal structure where employees in the organization (both female and male, young and old) have the authority to make decision, and another 30.6% (186) are trying to become more horizontal, where employees are consulted and have a say in the decisions made by the organization. The study established that 45.5% (276) of the organisations self-identify as feminist, are known as being feminist, and have feminist ways of working. 27.2% (165) of the organisations are somewhat feminist in terms of identity, structure, and methods.

The study has established that despite the challenges faced by women's rights organizations, there are deliberate efforts to implement transformative gender programmes that address the underlying causes of gender inequality. The majority of the organizations (86.7%) focus on socio-economic rights. There are also (81.1%) of WROs involved in advocacy on women's rights; 80.9% of WROs implement activities and programmes that focus on gender equality. There are also WROs that implement programmes that focus on minority rights such as LGBTQIA + rights (15%), commercial sex workers rights (15%) and disability and inclusion rights (60.6%) and 69.7% focus their activities on combating early child and forced marriages.

The target groups are spread across marginalized and vulnerable groups such as ethnic minorities, LGBTQIA +, sex workers, PLWD, sexual and gender based survivors and women and men living with HIV and AIDS. Some of the populations targeted by the WROs include (categories may overlap): LGBTQIA + individuals (65.9%); adult women-aged 25 years and above (56%); women and men living with HIV (58.4%); and young women/youth aged 19 to 24 years (52.6%); adolescent girls 10 to 18 years (46.8%); survivors of GBV (35.6%); ethnic minorities (32.5%), and commercial sex workers (27.4%)

The mapping exercise established that around 43% of WROs are members of networks and alliances while 51% do not belong to any networks or alliances. WROs mentioned that competition, organizational interests, and lack of capacity building were challenges to partnerships and networking.

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