SUSTAINABLE NETWORKING AND ALLIANCE BUILDING

A Strategy For:
Women's Rights Organizations and Movements in Kenya

CRAWN TRUST
Community Advocacy and Awareness Trust

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Community Advocacy and Awareness Trust (CRAWN Trust)

About CRAWN Trust:

The Community Advocacy and Awareness (CRAWN) Trust is a change catalyst providing African women and girls with the tools, voice, and platforms in which they can effect change at individual, family, community, regional, national, and continental levels in economic, social, and political spheres. CRAWN Trust is the host organization and permanent secretariat for the National Women's Steering Committee, a coalition platform that brings together individuals and organizations working for women's political and economic emancipation.

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EXECUTIVE SUMMARY

This strategy has been developed as a utility for Women Rights Organizations and Movements in forming sustainable networks and alliances through which they can advance the women's human rights agenda. It has taken into account that the contribution of women is significant and cannot be ignored and that women's voice should not be left out in shaping the direction of any society.

Historically, the women's role in society has generally been marginalized. Women's organization continue to encounter numerous challenges which act as setbacks for the full enjoyment of human rights among women and girls. For example, many women's organizations are weak and ineffective in driving their agenda due to cultural setbacks, lack of resources, limited capacities and lack of knowhow, social awkwardness, lack of strong internal governance and leadership structures, patriarchy, and political patronage. There has also been poor identification of right people to work with due to the lack of forums where like-minded women's organizations can collaborate.

Therefore, there has been need to address these challenges so that women can succeed in their efforts to advance their human rights and gender equality. This is fundamental for the full enjoyment of human rights by women and girls in Kenya.

This strategy contextualizes women's networking and alliance building in Kenya by looking into its global perspectives, historical evolution of Women's Rights Organizations, definitive features, as well as challenges and their recommendations.

Various approaches to equip women's organizations and movements have been recommended under this strategy. This will help in establishing strong, resilient, and sustainable women's rights organizations and networks which will help to advance their human rights agenda.

It realigns with the constitution of Kenya, 2010 which enshrines the social, political, and economic rights of all groups of the citizenry where women and girls are included. This resonates with SDG five that encourages all nations to work towards realization of gender equality on empowerment of women and girls.

This strategy is an asset for women who intend to establish organizations where they can advance their social, economic, or political rights. It is also useful for the Women Rights Organizations and Movements seeking to form networks or alliances or strengthening the existing ones.

Daisy Amdany
Executive Director, CRAWN Trust

ACRONYMS

AMWIK: Association of Media Women in Kenya

CEDAW: Convention on the Elimination of all forms of Discrimination Against Women

COVAW: Coalition on Violence Against Women

ECWD: Education Centre for Women and Democracy

FIDA: International Federation of Women Lawyers

LKWV: League of Kenya Women Voters

MYWO: Maendeleo ya Wanawake Organization

NCSW: National Council on the Status of Women

NWSC: National Women Steering Committee

NGOs: Non-Governmental Organizations

SGDs: Sustainable Development Goals

UN: United Nations

UNDHR: Universal Declaration for Human Rights

WERK: Women Educational Researchers of Kenya

WROs: Women Rights Organizations

GLOSSARY

Advocacy:

It is the process where women express their views to get support from stakeholders and actors on issues affecting their rights. It is any action by women that speaks in favor of their activities, pleads for them, proposing what needs to be done, arguing for their cause, and supporting them.

Alliance:

An alliance is a group of organizations which come together to achieve common goals over a short period of time. It is a union or a coalition formed for mutual benefit among women groups or organizations that lasts till their objective is realized.

Alliance Building:

It is the process of bringing together women groups in one platform to make them function as a united team. Alliance building invests on commitment, effort, and time, of individual members.

Human Rights:

These are the privileges or entitlements that are inherent to all human beings, regardless of race, sex, nationality, ethnicity, language, religion, or any other status. Human rights are standards that recognize and protect the dignity of all human beings. Human rights govern how individual human beings live in society with each other, as well as their relationship with the State and their responsibilities, and obligations that the State have towards them.

Networking:

It is the process of developing linkages among the like-minded women's rights organizations with the common objective of addressing collective social, economic, and political women interests.

Strategy:

It is a plan of action designed to achieve a certain goal. It is an action that leaders of organizations take to attain the common goal. A strategy provides a general direction which an organization can follow to achieve a desired state of affairs in the future.

Women's Movement:

A women's movement is a group of women formed to promote women's human rights. Members in a movement share the same beliefs, ideas, or aims in their quest for human rights.

Women's Rights Organizations:

These are groups of women who meet regularly to organize themselves for their human rights agenda. They are groups whose policies and standards uphold women's social, economic, and political rights and ensure that every woman and girl enjoys them to the fullest.

INTRODUCTION

The objective of this strategy is realization of sustainable women's rights networks and alliances through which women will be equipped with the capacities necessary in advocacy for their rights and interests and to impact societies.

1.0 Definitions

1.1.1 Women's Organizations

Women's organizations are groups of women who are brought together by common issues or interests requiring a deliberate collective and collaborative action to address. For human rights, women's organizations are founded around social, economic and political human rights issues affecting women. Therefore, they congregate around issues such as self-help, farming, welfare, religion, business, legal issues, education and professional development, leadership, community development, and other women's issues depending with the environment where they operate from. For example, marginalized and oppressed women generally come together with the purpose of mobilizing support from each other.

A common feature among women's organizations is that they have established formal or informal structures which outline basic rules on how they conduct their business with regulations and laid- out leadership structures. As a result, they exist on the basis of relationships molded along mutual trust and a collective action by members. Women's organizations provide a solid platform where women from diverse social, economic, religious, cultural, and political orientations share experiences, knowledge and support each other in fulfillment of their common interests.

Notes:

Who is the woman?

The woman in this context is the individual who has been denied the full enjoyment of social, economic, and political human rights. such as education, property ownership, access to healthcare, political representation, or employment.

What is a women's organization?

A women's organization is a group of women coming together for a common objective e.g. farming, table banking, merry-go-round, or doing business.

What is a women's rights organization?

A women's rights organization is a group of women coming together to promote different women's human rights interests.

These include political rights like: right to vote, right to be elected, and right to petition. Economic rights like: right to own property such as domestic animals, land, and houses; right to inherit property, and right for employment.

Social rights like; protection against gender-based violence (GBV), protection against FGM, girl child education, and good healthcare.

1.1.2 Women's Movement

A women's movement involves women drawn from different individuals and women's organizations to collectively bring about change in society by advocating for women's human rights in the social, economic, and political realms. It is defined by, a common objective, continuity, unity of purpose, collaboration, and coordination as key elements.

Movements are established and their objectives defined by the members who determine the standard rules of operations and procedures, focus, who to join (membership), the reason for their existence, and the scope of operation. These individuals can be affiliated to similar ideas or fragmented ways of delivering their interest as they can be drawn from different social spectra such as activists, researchers, public figures, or service providers. Overall, it is individuals who shape the direction and agenda of their movements.

Movements and organizations have complex symbiotic relations in their quest for advancing the human rights agenda in societies where they operate. These can be religious organizations, trade unions, academic unions, business organizations, political parties, NGOs or civil society organizations.

1.1.3 Networks and Networking

A network is a set of relations, linkages, or ties among individuals or organizations. 6 Networks are brought

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Notes:

What is a women's movement?

A women's movement is a group of women formed to promote women's human rights. Examples of women's movement include: the Greenbelt movement and Maendeleo ya Wanawake Organization.

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forth by the need to drive positive change in society. A network brings individuals from different spheres of life and organizations together so that they can collectively address issues of common interest through joint efforts. This enables individual groups to subsequently deliver their mandates through collaboration, which is the essence of networking and alliance building. Therefore, networks are associations of groups and organizations which are brought together by a common interest to share ideas, information, and resources so that they can achieve a common goal.

Networking on the other hand derives its meaning from this process of building linkages among groups and organizations to acquire the resources needed and to build power to synergize their efforts to achieve a common goal. It is the process of contacting or being contacted by the others and maintaining linkages and relationships with the like-minded partners within a wider social, economic, or political set-up.

1.1.4 Alliances

One of the ways of operationalizing networking for organizations and movements is through alliance

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Notes:

What is a Network?

A network is an association of groups and organizations which come together to share resources and achieve a common goal.

Examples of women's networks include: commonwealth business women network Kenya; Kenyan Women's Network, and Dhobi Women Network.

What is Networking?

Networking is when different groups and organizations share resources and together for a common goal.

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building. Alliances refer to short-erm relationships existing among organizations and groups that are limited to time and goal to achieve a common objective. An alliance connects two or more organizations to build a collective power to broaden their impact. They are bound by a common vision and seek to achieve a bigger societal impact. Operationally, the members in an alliance maintain their independent organizational structures and identities.

Forming an alliance involves establishing linkages among like-minded organizations and groups to achieve common interests. This can also extend to incorporate cases where organizations come together for different and diverse purposes under similar circumstances. While the objective and purpose for networking and alliance building is universally to achieve a common goal, alliances are also understood as coalitions. However, structures and procedures ascribed to different groups and organizations forming alliances in this case can vary between different social orientations and countries.

1.2 Networks and Alliances

Functionally, networks and alliances are diverse and they include a wide range of stakeholders who are united by a common purpose derived from a shared perceived need for action. They connect different organizations

> **Notes:**
>
> *What is an Alliance?*
>
> An alliance is a group of organizations which come together to achieve common goals over a short period of time.
>
> Examples of women's rights alliances in Kenya include: Kenya Women in Health Alliance; White Ribbon Alliance; and Women Political Alliance

sharing similar or different organizational form and purpose. They also accommodate the diversity among different women's rights organizations in terms of formality and interdependence among WROs.

They are denoted by the following features:

i. They are defined with clear objectives and focus;

ii. They have a non-hierarchical leadership and management structure;

iii. Membership is by voluntary participation and commitment;

iv. The input of resources by members it for the benefit of all;

v. Benefit is derived from participation and linking members and organizations; and

vi. They facilitate shared space for capacity building through knowledge exchange and learning.

1.3 Importance of Women's Rights Organizations and Movements

Women have faced exclusion from the social, political and economic spaces throughout the history as a result of gendered discrimination. The coming together of women has therefore been necessary for the strengthening

> **Notes:**
>
> *What do women's rights networks and alliances have in common?*
>
> i. They have clear objectives;
>
> ii. A non-hierarchical leadership structure;
>
> iii. Membership and participation is voluntary;
>
> iv. Share ideas and resources for collective benefit;
>
> v. They establish links among like-mined organizations; and
>
> vi. Promotion of social, economic, and political women's human rights.

of the women's rights in the society. The need to foster women inclusivity is based upon realization that women are intrinsic pillars of the society.

In the promotion of women's rights, diverse women's groups provide a collective support base and therefore are important in multiple ways. For example; they empower women's independence by creating a space where they can make decisions on issues affecting their political, economic, and social landscape themselves. Women's networks through women's rights organizations provide the basis for professional growth and support among women where they share knowledge and experiences through learning. They also promote the women's voice in leadership by championing for their participation in the society through active engagement in politics and governance hence placing women at the center of policy making, implementation, oversight, and decision making.

In addition, women's groups are pillars for the promotion of gender equality where they champion for even distribution of roles in the society. These groups lead in promotion of education for the girls in societies where their education is not prioritized while also assisting women embrace economic opportunities by helping them take positions in businesses.

According to Horn (2013), women's human rights organizations and movements emerge as a result of structural inequality, historical and cultural factors, power relations, and institutional practice. They are established as platforms for collective action to deal with social, economic, and political inequalities,

oppression and other demands related to women's human rights in society. Therefore, they are integral for dealing with inequalities and exclusion, and advocating for new models and approaches to promote equal enjoyment of social, economic, and political rights in a society

1.4 Why Networking and Alliance Building?

Networks brings together groups or organizations that share certain objectives or values. For women's

Notes:

Why are Women's rights organizations and movements important?
- they empower women's independence
- they provide collective support for women's human rights
- they empower women to make decisions affecting their social, political, and economic issues
- they uplift women's voices in leadership
- they promote gender equality
- they promote collective action by women
- they promote capacities of individuals by giving new skills
- they encourage girl child education

rights organization, there is a common consensus about shared objectives which involve satisfaction of women's human rights. Such objectives are however diverse depending with the influence by circumstances surrounding the societies where they are being sought as well as inputs by the individual members. For example, the purpose for networking among women's rights organizations can be the need for political emancipation by gaining access to elective positions and decision making, financial empowerment, social welfare, or information sharing and professional development.

Owing to their diversity, realigning these movements to their goals can be a dividing or a connecting tool. In situations where different movements encounter similar challenges, operational, environmental problems or objectives, common strategies can be a tool to help them strengthen their resilience by enhanced engagement and joint effort. Such helps in influencing, awareness creation, advocacy, and subsequently in alliance formation for organizations and movements. Strong alliances enhance information sharing, solidarity, and subsequently the building of strong organizational memberships. This contributes to success in women's rights advocacy due to enhanced support and mobilization of capacities for organizations.

By the help of a holistic strategy, alliances are able to establish a platform that acknowledges or recognizes different identities and addresses inequalities and fragmentation. Alliances create avenues for collective action and arguments, where diverse issues relating to women's human rights are addressed.

Therefore, networking and alliance building is influenced by the following premises:

i. Development of a forum of updating issues between different organizations;

ii. Furnishing member organizations with new ideas and expertise;

iii. Pooling together and consolidating resources existing within the different organizations;

iv. Building capacities of individual members in achieving common benefits such as the full enjoyment of human rights;

v. Protection and mentorship of smaller organizations and other emerging groups within the networks;

vi. Creating wider recognition for their advocacy activities for action;

vii. Provision of a framework for carrying out organizational activities for sustainable development;

viii. To develop systematic mechanisms for strengthening horizontal and vertical relationships among different women's rights organizations' and

ix. Learning from each others' experiences through benchmarks, technology transfer and knowledge sharing.

Methodology involves a systematic scientific process through which information needed to solve

a given problem is collected. It is a scientific and systematic search for pertinent information about a certain issue.

2.O METHODOLOGY

2.1. Methods of Data Collection

The process of development of this strategy was guided by the objectives of the Sustainable Networking and Alliance Building program. The methodology involved the use of various data collection and analysis tools

> **Notes:**
>
> *Networking and Alliance Building is important because:*
> - It brings together WROs sharing the same vision
> - It promotes advocacy for women's rights
> - Putting together resources and skills
> - Strengthening WROs
> - It promotes collective action by women
> - It promotes the women's voice in leadership
> - Members can learn new ideas from each other

which facilitated the gathering of information that was necessary for the development of this strategy as well as its interpretation.

This involved two stakeholder interactive working sessions which provided the primary data. Each of the stakeholder working session involved a total of 20 individuals who were selected on the basis of representative sampling of various organizations dealing with women's and girls' human rights. As such, stakeholders were identified through purposive sampling depending with their capacities to offer information about women's rights organizations and movements.15 This was also enhanced with secondary data that was obtained from publications and other written materials.

During stakeholders working sessions, the engagements were structured in such a way that the meeting provided opportunity for information gathering. The strength in working sessions is that they provide a platform for learning new knowledge, and creative problem solving. It is also an innovative way of learning about specific issue by producing a reliable authentic and valid data about the subject in question. They fulfil the expectations and interests of stakeholders and satisfy a research purpose. As a result, various techniques were used to obtain the primary data. These included; face-to-face interactive discussions with stakeholders where they made responses individually, question and answer sessions, and group discussions and presentations within the working sessions. Both group discussions and presentations were helpful for the development of this strategy. The advantage is that they encouraged participation from all members and they generated information on great number of topics. In addition, analysis of project documents and other written available scholarly texts touching on the same themes were also included.

2.2 Data Analysis

The data analysis process was guided by Graue (2015), who describe qualitative data analysis as a process of describing, classification, and interconnection of phenomena with the researcher's concepts. The consultant recorded all the verbatims and also took detailed notes arising from the discussions with the stakeholders while paying attention to the issues that were raised from the discussions. The verbatims were then transcribed for ease of analysis and translations.

Thereafter, data was coded for qualitative analysis. Each research questions analyzed corresponded with the objective issues underlying this strategy. A similar case also applied to the findings which were generated from the interpretation of the data collected.

To facilitate interpretation of findings and generation of research outputs, the researcher adopted

a qualitative approach in analysis. This was necessitated by the small number of the research respondents involved in data collection. [18]

3.0 BACKGROUND AND CONTEXTUAL ANALYSIS OF NETWORKING AND ALLIANCE BUILDING

3.1 The Focus of Women's Rights Organizations and Movements: How and Why they Emerge

The premise for establishment of women's rights organizations, movements and networks is that the world is socially constructed and therefore necessary to achieve a society where social, cultural, economic, religious, technological, developmental, and political relations, imbalances and injustices are addressed.

As noted by Wendy (2004), diverse groups of women's organization who are often marginalized or invisible in the mainstream societies resort to the use of networks as strategies to assist them develop frameworks for shaping and confronting challenges. Therefore, the purpose for the partnerships among women networks is anchored on the need to share experiences and information, to collectively formulate strategy with greater understanding of prevailing situations, to lobby governments, and to advocate their position at the national, regional, and international level.

Based on this premise, networking helps to address the challenges that women face. For example, it facilitates access to information, development of strategies, and collective power to act against subjugation of rights. A common feature about networks is that they are united by shared interests, which can diversify in terms of multiplicity of reasons and purposes. To effectively enhance realization of human rights therefore, there has been need to enhance partnerships among the like-minded players to promote advocacy for human rights within the society. This is the basis for the women's rights organizations and networks. It is also the cause for the need for a new and innovative strategy on sustainable networking and alliance building so that the activities of women rights organizations and movements are enhanced.

Notes:

Why are WROs formed?

- To assist the marginalized women to advocate for their human rights
- To help women lobby for inclusion
- To promote women's collective power for action
- To help in forming networks and alliances
- To make it easy for women to carry out their activities in WROs such as meetings to improve their livelihoods

3.2 International Approaches and Best Practices in Effective Networking and Alliance Building:

International regimes such as the United Nations and its member states through their respective national human rights organizations accords women's human rights a special priority. Due to their vulnerability, international regimes team up to protect the women's human rights in all spheres of life. These include access to education, political representation, property ownership, freedoms, access to employment, and economic opportunities. As a result, networking and alliance building among women's organizations and movements within the global lens has taken the form of international conferences and conventions surrounding the UN processes. To this extent, the international approaches in effective networking and alliance building for women's human rights is better understood through a historical overview of the different milestones the women's movement has undergone.

3.3.1 Historical Evolution of WROs and Networking and Alliance Building

Since ancient time, women have generally been excluded and denied equal treatment in the society. They are considered minors and accorded peripheral roles in the society when compared to their male counterparts, hence necessitating for action. Beginning from the 15th century, the clamor for women's rights started being felt across the Roman empire. Also, Horn (2013) traces the genesis of women's organizations and movements dealing with women's human rights from the 16th century.

Throughout the 18th century, the women's human rights agenda became topical in the political discourse in France and Britain. Indeed, prominent scholars and philosophers during this period such as John Stuart Mill acknowledged the role of women in society. An essay by Mary Wollenstonecraft in 1792 advocating for women's inclusion, equality, and access to education was a breakthrough in the history women's rights advocacy. It is considered to be among the first foundations for the contemporary women's human rights movements.

Later on, the women's rights organizations evolved in a movement to end the transatlantic slave trade and subsequently as organizations for industrial workers' rights in the 19th century. By early 20th century, the women's human rights movement had spread into most parts to the modern world. Throughout the century, it was occasioned with an energized call for women's emancipation and inclusion in access to education, employment opportunities, and politics in most parts of the global north. In Africa, Asia, and Latin America however, women's movements were preoccupied with liberation from colonialism. This was largely influenced by nationalism and the demand for labour rights and property ownership since post-19th century. Towards the mid-twentieth century, international conferences and conventions about women's human rights became prominent. During this period, various international agreements involving protection of women were signed by states across the world. In 1948, the Universal Declaration for Human Rights (UNDHR)32 was adopted by the United Nations General Assembly. This multilateral convention accorded equal rights to all based on equality and equity irrespective of gender and other affiliations.

Other important international women's human rights regimes under the United Nations platform include the Commission on the Status of Women in 1946, the United Nations Convention on the Elimination of Discrimination Against Women in 1967, the United Nations Division for the Advancement of Women in 1982, and the United Nations Development Fund for Women in 1996.

Also, in furtherance of advocacy for women's human rights at the international space, conferencing has been a dominant feature of the networking and alliance building. Notable international conferences about the women's human rights include; International Year of Women in 1975, First Women Conference in 1975, World Conference on Women in Mexico City in 1975, and Convention on the Elimination of all Forms of Discrimination Against Women in 1979.

The 1970s, was an epoch of renewed growth of the women's movement where networking and alliance building for women's rights organizations and movements established a tangible foundation. It is during the 1970s that the women's network was propelled as a tool for empowerment of women groups to advocate for women's human rights at the grass roots levels in the wake of globalization. There was a gradual development of women-based organizations and movements across the globe involved with self-awareness and knowledge development arising from divergent specific societal social, economic and political contexts. Importantly, the 1979 Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) awakened the realization of women's human rights in the social, political, education, cultural, and economic realms in the subsequent decades.

The decades post 1980s have been occasioned with increased visibility of women's advocacy globally. The women's rights movement has taken a center stage at the United Nations (UN) processes and earned a key feature of its intergovernmental negotiations and agreements. Illustratively, Harcourt (2006) provided a detailed periodization the global women's movement for the period beginning from the 1980s in three phases. These included the late 1980s to early 1990s, the period between 1992 and 1999, and the period post 1999.

The late 1980s to early 1990s, was occasioned with the different movements becoming more engaged in UN conference processes and other global processes which opened up horizon for feminization of human rights issues. Notable of these included the World Conference of the United Nations Decade for Women in Copenhagen in 1980, and the Third World Conference on Women in Nairobi in 1985.

The period up to 1999 represented major global shifts in international approach towards lobbying and advocacy for women's human rights under the espionage of the United Nations and governments. This period was largely a shift to a much broader discourse which was modelled alongside sustainable development. Here, the focus on women's human rights deliberated gender, development and health, as well as sexual and reproductive rights. Other human rights issues which formed the agenda included, advocacy for fair pay, fight against violence against women, advocacy for legal rights, advocacy for land and property ownership, advocacy for inclusion in political decision making, advocacy for peace and stability, and advocacy for basic needs of the economic poor. This evolved into the emergence of gender mainstreaming and gender budget affirmative. It also led into improved presence of the civil society as an actor in politics and governance and increased presence of women in NGOs.

Various UN and regional processes and other international fora prepared the basis where diverse women networks converged to develop common international agenda on women's rights issues. Specifically, the Vienna 1994 World Conference on Human Rights emphasized women's health and reproductive rights; the Conference on Population and Development in Cairo in 1994 was concerned with gender-centered development as well as women's trade and labour interests. The Beijin 1994 Fourth World Conference on Women emphasized about sexual and violence against women, acceptable peace, and women's political representation. The Earth Summit in Rio de Janeiro in 1992 was involved with women's work rights, and the need for collective voice, action, strategy, networking and partnerships among women for sustainable development. It also acknowledged the power of women, diversity and differences, and emphasized the need for consensus building. The Miami conference provided for social, economic, and political discourse among women's networks which brought together trade unions, peace movements, youth organizations, NGOs, and local community groups.

The post 1999 era emerged with advocacy of women's economic rights under the influence of globalization. This was a shift from the neoconservative agenda which had surrounded the UN processes and the professionalism of the women movement. After year 2000, there was a mass walk-out from local environmental and peace movements, workers' rights movements, and consume campaigns. The women's movement teamed up for struggle against neoliberal globalization in defence of the community and the common people.

Therefore, the global women's strategy diversified to include the new forms of global politics. For example, the women's movement teamed up to protest the neoliberal globalization. After the September 11 attack on the United States, the women's movement formed antiwar protest coalitions against the Iraq war and aggressive implementation of the economic and political intervention policies by the international financial institutions. As a result, broad alliances emerged out of the World Social Forum processes to diversify change and reforms in the global politics revolving around women's social, economic, and political rights.

The global South has for example witnessed outstanding marginalization which has been manifested through gendered inequality as a result of colonization. This has influenced women human rights organizations and movements to focus on the visible colonial legacies of uneven distribution of resources, lack of recognition of identities, marginalization, and limited political space for women which has been dominant over the years.44 The clamor for reforms has been influenced by the North-South inequalities and women's discrimination in economics and development hence forming part of the women's agenda during the UN processes. There also under and social movements: overview report. emerged discursive fora where issues about women's inclusion in different spheres of development and policy became paramount.

3.3.2. The Global Perspective of Networking and Alliance Building

While the approach varies across different parts of the world, women's rights organizations and movements identify themselves by confronting patriarchal dominance and other forms of gendered oppression. This involve lobbying for policy support, empowerment through enhanced access to information, capacity building, as well as judicial mechanisms against perpetrators of women's human rights abuses transnationally. Due to the complexity of women's rights issues that are raised by the different women's organizations throughout the UN processes, alliances of women's rights organizations collectively voice their interests with the aim to subsequently achieve their goal of full enjoyment of human rights among women globally. Therefore, women's rights organizations have been staged for change in the global agenda through regional and global caucusing and thematic focus. As a result, there has been a common consensus that the women's rights issues which have been defined by the global women's rights networks working closely with the UN and governments cannot be neglected. This has helped to bridge the local women's rights needs with the global policy regime. At the UN conferences, the global women's rights network has laid out issues which are pertinent to women's human rights such as women's empowerment. There has been a push for a "gender perspective" in all spheres of development such as trade and politics in most countries. This has resulted into the becoming of women's presence in the public sphere of the development discourse. As a result, women's organizations and movements have tremendously impacted change through policy and legal reforms by advancing their agendas on equality and the full enjoyment of human rights by women and girls. They have continually stamped their presence in challenging gender-biased social and cultural norms in institutional practice through advocacy for legal and policy reforms. Their impact has yielded tremendous strides and hence established formal equality in social practice in the past half century.

Holistically, the women's rights society through different women's rights networks and alliances have effectively strategized on how to enter the global policy debates with the purpose of converging diverse women's needs and incorporating them into the international policy. They assist women's rights organizations from diverse orientations in lobbying for the women's voice to be heard. They have given rise for spaces where women converge to share, debate, and push for their agenda through advocacy. They have also created an avenue where human rights injustices against women are addressed. This has also helped specific women rights organizations in developing action plans to be implemented at respective home countries for local action. Also, global women's networks have given credibility to the women issues which had been ignored for long by the mainstream administration. Women's rights organizations have focused on advocacy for gender-aware policy and its inclusivity in the global development discourse. This has been aided by the increased visibility, presence of women's activism for human rights, and their engagement in global politics.

In devising better way to work together, the World Social Forum has pooled different women's rights movements together to develop a working consensus and adopt an approach where all groups listen to each other by wiping out the power structures that may be existing among them. This has helped to deal with the rigidity and complexity surrounding society, culture, politics, economy, and subjectivity; hence enhancing inclusion of women's rights agenda by organizations and movements.

The global women's rights regime has enhanced effective and progressive advocacy for the women's voices and inclusion of their issues in the decision-making processes. Through various global processes, the women's rights regime has effectively enhanced solidarity and unity of purpose among women's rights organizations and movements.

In regard to development and policy, the global women's movement has rekindled a reform process aimed at empowering women by addressing gender-based inequalities in development. In the spirit of mainstreaming gender in development for example, the global-led United Nations discourse has recognized women as key pillars in realization of sustainable development. It has therefore prioritized the making of women's work in development visible by acknowledging and considering women's rights as priority, ensuring that women in the marginalized communities enjoy full access to economic resources, and that women participate in decision making by playing active roles.

3.4 Importance of Networking and Alliance Building

Networking and alliance building is a critical aspect for the enjoyment of human rights among women and girls. The women's rights groups and organizations forming such networks primarily are the small caucuses which are created by women as platforms where members are empowered with skills and awareness to address the socio-economic and political issues affecting their well- being through collective efforts.

These networks establish platforms where different interest groups such as social movement activists, researchers, Non-Ggovernmental Organizations, Community-Based Organizations and policy-makers converge. Therefore, networking and alliance building is the basis upon which women rights-based movements and organizations are founded as instruments for promoting capacity, advocacy, and inclusion of women in decision making on matters relating to social, economic and political rights.

Strong alliances between women's organizations and movements are important tools for building progressive force for pooling efforts together to collaboratively leverage a social transformation of the wider society. It solidifies the movement through inclusion and representation of diversities, sharing of norms and roles, reinforcing advocacy by enhancing visibility, a common consensus and approach in advocacy, and mobilization for change for all.

Networking and Alliance Building promotes a collective understanding and a joint vision among WROs. Specifically, joint approach enhances the sharing of information and resources hence enabling organizations to consolidate efforts for their action. It also provides credibility and legitimacy of WROs as governments and donors are more inclined to listen to a network of various stakeholders as opposed to individual organization.

Networking and Alliance Building is also a premise for collective intention and action. Through joint programming of activities and operations, organization establish a space for collective action and effectively impact at the national or subnational level. This is connected to joint strategic positioning and advocacy for common goals towards government and other support agencies such as the donor community. Collective advocacy for common goals through joint engagement at community programs and operations helps in positioning of WROs for advocacy thus establishing a vibrant network to address women's human rights in society. It is a critical aspect for a sustainable networking and alliance building.

It is also a ground for a collective learning and adaptive management. Shared learning for WROs in conjuction with effective planning and active coordination is critical avenue where organizations can share experiences, and research information to enable them to flexibly adapt and respond to changes in the society.

Shared values, communication and information sharing is also an important attribute for networking and alliance building among WROs. It emphasizes the need for organizations to collaborate through shared accountability and transparency, joint values and ethics, mutual trust, and regular communication for shared understanding. This helps organizations to be united and focused towards common vision and goals. It is also strategic for collective advocacy which enhances effective channeling of their voices.

A backbone support structures and leadership is of great essence for sustainable networks and alliances. A well-defined support structure is critical for collective action by organizations as it establishes a momentum which pools different organizations to work together. A functional backbone support structure is defined by certain salient elements which include legitimacy, strong leadership, coordination and information sharing, visibility, consolidation of resources, and collective accountability. It also involves a balance between formal and informal networks which strengthen the overall collaboration to sustain collective engagement.

Notes:

Why are Women's Rights Networks and Alliances Important?

- They empower WROs and movements to carry out their activities
- They Promote collective action for advocacy of women rights
- They encourage inclusion of women in decision making
- They enhance visibility and impact of women's actions in society
- They promote representation and diversity
- WROs can share information
- They promote collective learning
- They bring together WROs sharing the same vision
- They strengthen advocacy for women's rights
- They help by Putting together resources and skills
- They assist to promote the women's voice in leadership
- WROs can learn new ideas from each other

4.0 UNDERSTANDING WOMEN'S RIGHTS ORGANIZATIONS AND NETWORKS IN KENYA

4.1 The History of Women's Rights Organizations and Movements in Kenya

Women's movements and organizations have dominated the social, economic, and political walks of life over the history. They have provided immense contributions to the evolution and development of modern states by actively pushing for visibility, recognition and implementation of women's human rights in society. This has been achievable through collective action around social, economic, and political interests.

Despite their strength in numbers, women have however continued to be marginalized by the mainstream society. For example, sustained patriarchy and the connected male domination of power has continued to hamper women's progress. Women's organizations have therefore staged themselves bv putting in place initiatives and programs to avert male dominance. They have organized themselves in Civil Society Organizations, women groups, cooperatives, research and academic organizations, and professional organizations to assist each other in pushing for the women's agenda from different fronts with the singular aim of claiming their space in the society and eliminating all forms of human rights violations against women. The history of women's movement in Kenya can be traced from to the precolonial era. During this period, women were generally denied access and control over resources and decision making in the political and legal affairs of the community. They were also confronted with stereotyping of gender roles despite being entrusted all the productive and reproductive roles in society such as manual agricultural work. As a result, women gradually formed self-help groups and work parties to assist each other in the economic and social distress that was constructed by patriarchism.

The establishment of colonial rule and the subsequent shift in responsibilities among men and women alongside the introduction of wage labour and taxation would later on disrupt the social structures which had previously dominated the African society. It had also led into the weakening of the family structure due to the massive male-out migration in search of wage employment to meet the huge hut and poll tax obligations which had been imposed by the colonial regime. As a result, this ended up strengthening the women's movement across the country.

Throughout the colonial period, women groups were confronted with oppression from the colonial domination in their quest for social, economic, and political right. The colonial administration had denied them control over their lives in all spheres and disrupted the mechanisms through which the African society was previously organized.

Prior to independence in Kenya, women in different parts of the country were organized in groups which focused on self-help, merry- go-rounds, and general welfare. For example, the most prominent ones included the Nyakinyua and the Mabati women groups which were dominant in central Kenya. During the struggle for independence, they were integral in providing active resistance to colonialism and other supportive roles to the Mau Mau fighters. There were also prominent other groups which dominated other parts of the country such as Kitui and Machakos. Wholesomely, these groups preceded the Maendeleo ya Wanawake

Organization (MYWO) in 1952 which incorporated women organizations from across the country and laid a stage for formalization and government support for women's issues.

Though women groups can be traced from the pre-independent era, the 1970s was a milestone in the formation of women movements and organizations promoting women and girls' human rights. The period was accompanied with the government's acknowledgement of the role of women organizations which led into the establishment of a women's bureau to oversee activities by women's groups. This subsequently birthed a widespread formation of women groups and an increase in women's rights advocacy in the subsequent decades.

Beginning from the 1980s into the 1990s, women's organization became vibrant in the Kenyan space and hence increased mobilization of women for women's human rights. The majority of these organizations were registered as Non-Governmental Organizations (NGOs) which focused mainly on leadership and representation, gender-based violence, politics, environmentalism, and democratization. The most prominent women led organizations included; the Federation of Women Lawyers (Kenya Chapter), Education Centre for Women and Democracy (ECWD), the National Council on the Status of Women (NCSW), the Green Belt Movement, Coalition on Violence against Women (COVAW). Association of Media Women of Kenya (AMWIK), and the League of Kenya Women Voters (LKWV).

Specifically, the Federation of Women Lawyers (Kenya Chapter) was formed after the Nairobi Women's Conference in 1985 to focus on women's legal rights' education as well as taking up public interest litigation. The Association of Media Women of Kenya (AMWIK) was dedicated to media and communication. The League of Kenya Women Voters (LKWV) on its part focused on facilitating women for political leadership, representation and voter education. It later embraced women's economic empowerment and started a women's SACCO. The National Council on the Status of Women (NCSW) rallied women around democratization and political representation and facilitated capacity building for women candidates and monitoring of their performance and treatment by their political parties.

In addition, the African Communication and Development Network (FEMNET) had presence in many African countries including Kenya where its main focus was communication, training and gender mainstreaming in various organizations and sectors. The Greenbelt Movement advocated for environmental protection, leadership, anti-corruption issues and grassroots mobilization around selected issues. The Education Centre for Women and Democracy (ECWD) concentrated on the training of women parliamentary candidates as it was formed by women who had failed to be elected in the Parliamentary elections in 1992. The main focus of the Coalition on Violence against Women (COVAW) was advocacy around gender-based violence in all spaces, including during the electoral process.

Through inclusivity and engagement, women can overcome subordination and enjoy the prerogative to participate in the development process by being at the core of decision making and leadership. This results into the full enjoyment of social, economic and political rights among women. The concept of inclusivity is a pillar for the realization of human rights among women in the objective of the Sustainable Development Goals (SDGs). For Kenya, the constitution of Kenya, 2010 enshrined the social, political and economic rights of all groups of the citizenry including women and girls.

Throughout the 1990s into 2010 therefore, women's rights organizations sought to have their voice heard during the constitution making process. This culminated into a new constitution in 2010. The constitution incorporated women's rights in the Bill of Rights, the legislature, and other chapters. As a result, the two-thirds gender affirmative became a key element in the implementation of the new order. It was developed against the backdrop that women had been underrepresented in the management of state affairs throughout the history despite their active participation in society as most of their efforts had gone unrecognized.

Notes:

The history of WROs and Movements in Kenya
Before colonization:
Women formed self-help groups and work parties

During colonization:
- The women's movement became stronger
- Women formed self-help groups, merry-go-rounds, and general welfare groups e.g., Nyakinyua

- In 1952, Maendeleo ya Wanawake Organization was formed to unite different women groups in Kenya

After independence:
A women's bureau was established to oversee activities of WROs

Many WROs were formed after 1970s e.g., Federation for Women Lawyers (Fida), Greenbelt movement, and Coalition on Violence against Women (COVAW).

There was increased advocacy for women's rights e.g., during the 2010 constitution making process

4.2 Contextual Analysis of the Women's Rights Organizations and Movements in Kenya

Kenya stands out as one of the African countries that has made progress in democratic space that allows for women to advance their agenda.65 The country has been characterized by women's active participation in activities aimed at improving the status of women in all spheres of development and subsequently the full enjoyment of human rights by women. The women's rights movements have established themselves as platforms of bringing together women from all walks of life irrespective of cultural, tribal, and religious affiliations. This is manifested in individual efforts self- help groups, occupational associations, NGOs, business communities, and social welfare activities.

In the account of women's rights networks and alliances in Kenya, the rise of women's rights organizations and movements is synonymous with the emergence of women groups. This has been carried forward up to the post-colonial era where women groups emerged as prominent avenues for consolidating efforts and addressing social, economic and political challenges occasioning women in the society. Today, numerous women's rights networks and alliances exist in Kenya. these include; The Coalition on Violence Against Women (COVAW), Kenya Medical Women's Association, Young Women Christian Association (YWCA), and Joyful Women Network (JOYWO). Others include; National Women Steering Committee (NWSC), Women Educational Researchers of Kenya (WERK), Association of Media Women in Kenya (AMWIK), and International Federation of Women Lawyers (FIDA).

The women's group movement involve largely informal women's groups which proliferate through engagement in community projects, social welfare, and business activities. Operationally, they have diverse modes of communicating their interests. For example, welfare groups capitalize on moral and material support to members such as weddings and funerals; while self-help groups deal with community needs such as schools, healthcare, roads, and water. As a result, majority of these groups have established linkages with national or international women's organizations and networks which act as avenues for technical and financial support.

Collectively, women's organizations made remarkable presence during key historical moments in the republic. This involves the constitution making process since the 1990s which culminated into a new constitution in 2010. Here, they played the critical role of negotiating for women's rights throughout the constitutional review process as important drivers of women's rights. They have also prominently featured in agenda setting through the use of informal strategies such as boycotts and peaceful demonstrations to influence the change of oppressive government policies and actions such as detentions without trial which characterized the KANU era. Also, during the clamor for second liberation and political reforms in Kenya, women's rights movements actively participated in demand for justice, accountability and good governance by government officials.

Moreover, their advocacy birthed outlawing of the repressive traditional practices against women, affirmative action to enhance women's representation and decision making in parliament, judiciary and executive arms. The activity of WROs have also uplifted the social and economic women's rights with important stride being their recognition under the new constitution in 2010. Also, women's rights organizations have been at the forefront in advocacy for gender-based violence which has led into establishment of gender desks in police stations. They have also been at the forefront in lobbying for gender friendly budgeting to ensure that a proportionate budgetary allocation for women has seen some light.

4.3 Defining Features of Women's Rights Organizations and Movements in Kenya.

Functionally, women's organizations and movements focus on dealing with gender inequality and patriarchal hegemony in their quest for the full enjoyment of Human rights by women and girls. Therefore, women's rights organizations and movements broadly focus on issues affecting the full realization of human rights by women and girls such as patriarchal domination, girl's education, economic rights, and gendered inequality.

As a result, there exist similarities on how organizations and movements approach women's human rights. According to Horn (2013), networks and alliances comprising of women's rights movements and organizations share common features which include a visible and vibrant membership, a common agenda and objective, diversity of actions and strategies to achieve their goals, continuity, collective actions in pursuit of their goals, and use of internal and external change processes.

WROs and networks can evolve from informal women's groups which are established as a result of engagement in community development initiatives such as social welfare and business activities

which require collective action among women. This way, they establish an environment for action on women's rights. This can include the fight against gender-based violence, a support base where women can participate in leadership, even distribution of roles among members, and encouraging active participation by all members in carrying out activities.

Informal women's groups vary by scope of operations from one locality or group to another. By membership, a majority range between five and twenty. This is largely influenced by social, kinship and friendship ties existing among women. By operation, they can be social, economic, or political welfare-oriented. On the other hand, leadership is largely influenced by popularity, social- economic status such as wealth and education level of individual members.

Formal organisations help to advance the push for women rights agenda in their different areas of interest. As a result, movements find way into pushing for their political, economic and social issues by utilizing the formally existing structure. By citing the example of the Green Belt Movement in Kenya, Horn (2013) noted that formalization enhance advocacy for women's human rights through mobilization of resources for collective action even at the international level such as the United Nations processes. Moreover, formalized women's organizations such as the Kenya Finance Trust, YWCA, the NCWK and the Kenyan Chapter of the International Federation of Women Lawyers act as umbrella organizations which anchor the grassroot women's rights groups and organizations. This involves capacity building, welfare programs involving healthcare, hygiene, and nutrition; political empowerment involving political rights, democracy, legal rights and counsel, voter education, as well as economic empowerment mainly through promotion of business skills.

> **Notes**:
> *Features of WROs and Movements*
> - They promote full realization of women's human rights
> - They deal with gender inequality in society
> - They bring women together for collective action
> - They are influenced by social, kinship and friendship ties existing among women
> - They deal with social, economic, or political issues

4.4 Challenges Facing Women's Rights Organizations and Movements in Kenya

There exist many bottlenecks which continue to hamper the full realization of women and girls' rights in Kenya. For example, the society is characterized by pronounced patriarchal dominance and repressive sociocultural practices which render women-based initiatives a marginal role.[75] This has stunted the impact that women's organizations have had in championing for women emancipation in the areas of social, economic, and political development.

The challenges affecting women's rights organizations and movements are multifaceted. On a broad view, these include; lack of clarity about the level of engagement with the mainstream political administration, generational differences in different organizations and movements, infighting within the the organizations and movements, and uncertainties surrounding the management of day-to-day activities of organizations and how to move forward.

According to Horn (2013), these challenges are rooted within the deep structures which define the societies where different Women's rights organizations operate. These include patriarchism, lack of awareness and remoteness, inequality, stereotypes about gender roles and the place of women in the societies, informality of norms, rules, and processes, and inadequacy of policy to support their existence, formalization and processes.

In the context of the Kenya, women's rights organizations and movements operate in a society which is deep-rooted in patriarchism. This is a pointer for the need for a policy change to reverse the existing socialization process and perception which portrays women as subordinate. For example, the sustained patriarchal administrative space which block attempts by women to maneuver through the existing structures is among the challenges affecting WROs. Having undermined the women's voice, this has negatively impacted women's rights such as the right for land and property ownership as well as their influence in political leadership. Also, great emphasis is put on power relations among women at the public sphere which compromises its practice

at the personal level. It thus becomes impossible for many women to practice what they advocate in public at personal level. Within marriages for example, women in majority of the cultures cannot make personal decisions against the socially constructed expectations on pertinent matters such as divorce and inheritance.

Broadly, these challenges involve; gendered attitudes and behaviours within the deep structure of movements, resistance to tackling gender power relations, and challenge about sustainability of movements and organizations. In addition, there has been limited cohesiveness among women groups for action. Another set of challenges revolves around the day-to-day operations of women's rights organizations. Derivatively, these include; limited capacities; in terms of material resources, human and technical capabilities, lack of funds, lack of work equipment, insufficient human and organizational capacity, poor managerial skills such as budgeting, accounting and book keeping, planning, report writing, and human resource management. Connected to the challenge of limited operational capacities, there is also poor research and technical tools for use in data collection, information sharing, outreach and advocacy. Collectively, this has led into invisibility of women's right organizations and movements in society as very few people recognize their significance, feel their impact, or value their place in advocacy for women's emancipation.

The efforts to bring together WROs are often uncoordinated and fragmented. This leads into individual women groups developing specific structures and agendas in resonance with the prevailing local situations and their areas of priorities. Only in few instances has the women's movement in Kenya manifested itself as being coordinated and cohesive. Notably, this has happened during the fight for independence during the 1950s, during the democratization process throughout the 1990s, and towards the 2010 constitutional reform process. The 1990s also witnessed a rekindled women's movement where at least two women organized national conventions were held to map out strategies for future women development.

With reference to the organizations which focus on peace-building in Kenya, Ernstorfer (2018) isolated the following challenges:

i.   Limited shared understanding of areas of focus for advocacy among organizations;

ii. Variance of capacities and among organizations operating in different parts of the country;

iii. Limited joint programming amongst actors in Human rights' advocacy;

iv. Limited space for operations due to lack of sustained conducive political climate that promotes a vibrant civil society;

v.   Inadequacy of an organized forum for collective learning for WROs;

vi   Limited platform for coordination of information sharing, communication and a shared values among organizations.

On the other hand, an analysis of women groups dedicated to economic empowerment by Gachemi (2018) revealed the following challenges:

i.   Differences among individual group members which negatively affects their capacity to achieve the set targets. This is also related with lack of participatory approach among members. This has a negative implication on the performance of groups;

ii. Impaired financial capacity among the group members hence leading into challenges in raising the capital needed for their projects;

iii. Exclusion of women and continued dominance of social-cultural practices by men which place women at the periphery edge of access to resources and the power of decision making;

iv. Poor organization of groups as a result of bad leadership, conflict of interest, leaders without good leadership skills, poor decision making;

v   Lack of a common goal and a good management system assure benefits for all members;

vi. Illiteracy among members due to the lack of formal education and limited exposure to the modern institutions. This is also linked with poor organizational skills where members are unable to develop good organizational procedures in management such as book-keeping, minuting, and record keeping; and

vii Lack of networks with like-minded groups and mentor organizations to assist in promoting their agenda for action.

Another perspective of the challenges facing women's rights organizations in their mission for advocacy for

full enjoyment of human rights by women and girls is as follows:

i.   There has been prominent political patronage which cause women in organizations and movements to turn against themselves; There has also been political patronage in the form of external influence in shaping the structures, objectives and activities of different women's organizations and movements which derail them from their lines of focus;

ii. There has been less action from the existing women's organizations in demanding for mechanism to implement the two thirds rule under the constitution since 2010. The lack of vibrant advocacy has turned down the previous milestones in constitutional reforms by women;

iii. Poor skills and lack of training about organizational development and management and capacity to run organizations;

iv. Poor governance and leadership among the women's organizations;

v.   Lack of professionalism in the management of women's organizations; and

vi. Lack of transparency and accountability in the carrying out operations and management of women's organizations.

Notes:

What challenges do WROs and Movements in Kenya face?

- The challenge of identifying the right people to work with
- Most of the roles in society are controlled by men
- Differences and disagreements among women over religion, values, or culture and beliefs
- Remoteness due to lack of development
- Lack of awareness about human rights. and their roles
- Stereotypes about the place of women in society
- Lack of support from government
- Lack of resources e.g., finances and offices
- Their efforts are ignored by the community
- Lack of cooperation among different WROs
- Poor leadership and management
- Low education levels

4.5 Recommendations to the Challenges Facing Women's Rights Organizations and Movements

To address the challenges facing WROs in Kenya, there is need for deployment of counter mechanisms. This would go a long way in enhancing the effectiveness of women's rights organizations and movements in their efforts to ensuring full realization of human rights by women and girls. To this end, these can include the following:

i.   There is need for a roadmap that can be used to guide organizations in seeking outreach and technical support from mentor organizations and government;

ii. Enhanced partnerships mainly through benchmark with counterpart organizations about their operations and perspectives about growth;

iii. Capacity building to enhance skills and competencies among members. This can be achieved through strategies such as regular training programs on organizational leadership and financial management;

iv. Awareness about policy mechanisms already in place about women's rights and the role of organizations and movements in advocacy;

v.   Encouraging women to participate in national and international arenas where they can network and share experiences, exchange knowledge, find opportunities, and get exposure about international and other local practices;

There is need to develop audible women led forums where they can showcase experiences and skills through which they can build formidable networks and alliances to lobby for equality in the social, economic, and political fora.

Notes:

Recommendations to challenges facing WROs and movements:

- Partnerships with like-minded organizations
- Encouraging women to participate in activities that promote their rights, e.g., voting, public participation.
- Building networks and alliances for collective action
- Capacity building to promote skills, e.g., through training, financial management, and leadership.
- Awareness about women's rights
- A strategy to help WROs and movements to form networks
- Resource mobilization to carry out their activities e.g., through savings, fund-raising, volunteering, support from partners e.g. grants and donations
- Good leadership and management

5.O STRATEGIES FOR SUSTAINABLE NETWORKING AND ALLIANCE BUILDING FOR WROs AND MOVEMENTS

5.1 Strategy Mapping

A strategy map is an internal tool that describes how an organization can generate value by linking strategic objectives in a cause-effect relationship. These include; databases and information systems, innovation capabilities, responsive high-quality processes; human capital, customer relationships and brands, and culture. In so doing, an organization can resort to the use of targets and scorecards to monitor the progress of fulfilling the strategic objectives based on customer, financial, learning and growth, and internal processes perspectives.

A strategy map contains the mission and vision of the organization, perspectives, strategic themes, and strategic objectives. It is developed to establish: a clear and concise means to understand and communicate an organization's course of action; to pay attention to the strategic objectives by assessing their success rates through the use of score cards and other rating metrics; to formulate measurable objectives and develop initiatives and changes based on the strategies that can work better; and to realign the strategic objectives to budgeting so that funding can yield best results.

This helps individual organizations to visualize their goals and objectives, their interrelationship, and to explore measures and mechanisms to adopt in realization of set objectives for their continuous development. It helps organizations to effectively and efficiently conduct their activities and to implement their programs. It also enables organizations to communicate their initiatives to stakeholders and other like-minded partners for collective action.

5.1.1 Rules for Strategy Mapping

A strategy map should adhere to the following rules:

    i.   It should clearly define and align the mission, vision, and core values of the organization;

    ii. Defining the financial, customer, learning and growth, and learning & growth perspectives which relate to the main goals;

    iii. Fact checking. This can involve consulting the stakeholders to assist to verify the plan and its feasibility;

    iv. Periodic revisiting of the strategy map to ensure conformity with the objectives; and

    vi. Revision of the strategy to cope with any changes to reflect new priorities and directions.

5.1.2 Tools for Strategy Mapping

To promote better execution of activities, women's rights networks can deploy different techniques to develop and implement their strategies. Therefore, different tools can be used to deliver a working organizational strategy. A strategy map plays this important function. It outlines the sequence through which the deliverables of a strategy map are integrated so that it can yield impact. These include; vision, mission, values, balanced

scorecard, targets and initiatives, personal objectives, and strategic outcomes.

To enhance better understanding of their operating internal and external environment, strategy mapping can deploy a SWOT analysis or a PESTEL analysis. A SWOT analysis evaluates the strengths and weaknesses as the internal factors and opportunities and threats as the external factors. The purpose for a SWOT analysis is to appraise the competitive position of an organization and to develop a strategic plan in resonance with the objectives. The Political Economic, Social, Technological Environmental, and Legal (PESTEL) analysis tool focuses on the external environment of an organization to assess its positioning within a certain ecosystem. It helps to dissect the external environment where a given women's rights network or alliance is operating from.

Notes:

What is a strategy map:

A strategy map is an internal tool that describes how an organization can generate value from the inputs.

It connects different inputs with outcomes.

What are the examples of inputs?

- Human capital like skills, creativity, education, and experience
- Capital like land, equipment, cultural diversity, machinery, and assets
- Financial resources like savings, loans, donations, or grants

What does a Strategy Map contain?

- Vision
- Mission
- Values
- Strategy
- Strategy map
- Balanced Scorecard
- Targets and Initiatives
- Personal Objectives
- Strategic Outcomes

What tools can be used in Strategy Mapping?

- A strategy map
- A SWOT Analysis

A SWOT means Strengths, Weaknesses, Opportunities, and Threats.

A SWOT Analysis is a tool you use to analyze what your WRO can do best.

It helps you to identify the Strengths and Weaknesses for your WRO and Opportunities and Threats facing your organization.

- PESTEL Analysis

It describes the Political, Economic, Social, Technological, Environmental, and Legal external factors surrounding your organization.

5.1.3 Membership and Recruitment

The process of establishing a women's rights organization or group of any kind is primarily influenced by certain key elements. For example, having members of a particular locality where individuals understand each other through bonding as a result of influence by culture, profession, education, religion, an economic activity, or even politics is of great essence in establishment of organizations. Also, having similar interests or challenges and issues affecting them and suggesting the need for them to come together in joint effort for a common purpose influences people to establish organizations. For women's rights organizations, membership and recruitment relates to ways to attract and retain members. It therefore involves;

i. establishing links to get along with the others;
ii. getting into the issues that are common;
iii. getting used to each other;
iv. developing trust and learning from each other; and
v. developing common goals and deciding tasks which needs to be achieved though collective effort and cooperation among members.

On the other hand, recruitment of membership can involve the following processes:

Signing up of new members: This makes it easy for women to join the human rights-based organizations and movements. During this process, only minimum information should be gathered from the new members. This can be limited to: name, address, email, and phone numbers.

Feedback surveys for new members: This can be through the use of online platforms such as Facebook, Google forms, or Whatsapp. Where the women's rights organizations are based on the grassroots where digital penetration is low, use of in-person signups may apply.

Thoughtful targeted incentives: There should be wide range of incentives on offer which should be attractive so as to appeal new members.

Making the process of enrolment of new membership affordable: Requirements with cost implications should be kept minimal so as to offload additional cost burdens on new members. An innovative way can include provision of personalized merchandise, including notebooks, key holders, water bottles, women handbags, calendars, and umbrellas for the new entrants.

The formation stage involves setting the requirements for all members of the group and sharing responsibilities, developing rules and statutes, and sharing basic information. This encompasses choosing a leadership that gives direction to the members, normalizing operations of the group to every member and distribution of responsibilities so that every member can know what to do. Through shared tasks among members, clear boundaries are established to clarify the purpose for each member. This helps in shaping the stability of the group. It also involves communication and

coordination of activities so that the group can adhere to policy guidelines establishing it's organizational and governance structure. This is later followed by execution responsibilities assigned to each member so as to achieve organizational goals which can be social, economic, or political oriented.[89]

For the sustainability of organizations and for the ease of forming networks, the organizational structure is of great importance. Coping with the contemporary organizational management and operational trends within the ever-changing environment and the dynamics of the society has necessitated for innovative humanistic administrative and managerial approach. The need for loose or fluid organizational structure has therefore become an imperative for organizations, networks and alliances. The purpose for such a structure is to deal with the perennial challenges surrounding mechanistic vertical or horizontal hierarchies that are often attributed with inherent redtapes which inhibit sustainable networking and alliance building.

Therefore, an organizational structure that sustains networking and alliance building needs to:

i. Define specialized roles of individual members and compile a skills inventory that can closely monitor the skills and expertise of individual members in relation to institutional operational resources such as the working infrastructure;

ii. Prepare to fill expertise gaps by continuously building capacities and enrolling new members where necessary;

iii. Establish an infrastructure system to facilitate communication among the members through regular meetings, digital platforms, print and media;

iv. Create a member' database to document the names of members, addresses, organization's mission and other pertinent information; and

v. Establish a clear focus for the organization with elaborate vision and mission.

5.2 Mapping and Identification of Women's Rights Organizations and Movements

Notes:

What does Membership and Recruitment Involve?
- Inviting new members
- Registration of new members
- Setting common goals and purpose
- Determining who should join an organization
- Setting an affordable membership/registration fee
- Setting the requirements.
- Giving incentives to new members eg handbags and calendars.

- Keep the numbers up by attracting and retaining
- Keeping records of the members' details
- Training leaders on how to lead and organization
- Give roles to members
- Bringing new ideas to the community
- Improving networking among members
- Asking new members to give feedbacks and comments about the organization

The objective of mapping is to assist in better understand the women and girls' conditions in detail and to help develop sustainable and better programs that can respond to their social, economic and political rights issues. It is also involved with mobilizing the women's rights organizations and movements existing in each designated area for action. This involves surveying and exploring an area for the availability of like-minded women's rights organizations. It also deals with fact-finding of activities involved with women and girls', pertinent human rights affecting them, and their knowledge and involvement in gender equality and empowerment.

Thus, this can involve collecting data on:

i.   general household demographics;

ii. employment statuses of women;

iii. education levels among women and girls;

iv. specific issues affecting women and girls such as gender-based violence, early marriages, unemployment, and women with disabilities.

v.   accessibility and enjoyment of women's rights by assessing the social, economic, and political situations;

vi. availability of women's rights organizations in an area;

vii. community resources such as water, electricity, and sanitation facilities and the general environmental features;

viii. the target beneficiaries of specific women's rights programs in an area;

ix. thematic areas of focus among different women's rights organizations and organizations;

x.   organizational structures and membership of different women's rights organizations, and

xi. impacts and outcomes by women's rights organizations and movements in an area.

5.3 Capacity Building

Notes:

What does mapping and identification of WROs involve?

• General household information
• Information about employment status
• Education level among women and girls
• Specific issues affecting women and girls
• Status of enjoyment of women's human rights
• Availability of WROs in the area
• Community resources available
• Beneficiaries of WROs' programs in the area
• Areas of focus
• Impacts of WRO activities

Basically, capacity means ability to perform tasks. It is the ability by women's rights organizations and networks to manage their affairs by themselves. It is also the ability to develop and utilize favorable conditions at the individual level, organizational level or at the external environment (network or alliance) level for present and future sustainable performance. Therefore, capacity building is the process where alliances and networks dealing with women's human rights acquire,strengthen, maintain abilities, and build resilience so that they can effectively deliver collective objectives to impact societies.

It is about the empowerment of women and girls as well as women's rights organizations and movements so that their voices can be heard and subsequently their full enjoyment of human rights. It is also about empowering poor women, building their civic awareness, and promoting their greater participation in governance and decision-making processes.

Capacity building involves improving skills, knowledge, experiences, and performance of individual women and girls whose human rights are vulnerable to abuse. This is doable through training, literacy programs,

motivation, awareness, knowledge transfer, and skill development. At the organizational level, capacity building relates with improving the strategies, regulations and rules, plans, partnerships, organizational structure, responsibilities, and partnerships to improve the overall performance of women's rights networks and alliances.

Capacity building aims at maximizing effectiveness, efficiency, and sustainability of networks and alliances and also promoting collective ownership of the human rights advocacy process among all members. It is a complementary element for building partnerships and support systems among women's rights organizations and movements. In the context of networking and alliance building, capacity building therefore involves:

i. Collaborative stakeholder mapping to identify like-minded organizations and support partners for networks and alliances;

ii. Identification of partnerships;

iii. Identification of collective needs and interests;

iv. Development of priorities for networks and alliances

v. Strengthening of women's rights organizations networks and alliances throughmultistakeholder strengthening

vii. Determination of abilities and strengths of individuals, organizations and networks to promote impact

viii. Needs assessment and decision making for networks and alliances to help them establish enabling environment where they can operate from.

Within the context of the status of women and girls in the society and in the spirit of this strategy, Murthy (2001), points out that capacity building is crucial in facilitating women empowerment based on the following premises:

i. Women are victims of human rights violations due to marginalization and are struggling to gain dignity by struggling for control over the social, economic, and political resources;

ii. Depending with their situations and interests, there are multiple areas through which women develop strategies for empowerment. Such strategies can be determined by political, economic, or social interests;

iii. The diversity of identities such as age, ethnicity, culture, economic status, or marital status among women is a powerful element for building strategies to promote interrelationships through which they can be empowered;

iv. It helps women to evolve support mechanisms by taking advantage of the existing interrelationships among women;

v. There is need to expand gender relations to reflect the realities of women's lives. This helps to interlock power relations between men and women belonging to the same social status and thus uplifting women out of the secondary status in society. This implies to elimination of gendered oppression, gender hierarchies, and promoting women's active participation and access and control over resources;

vi. It promotes the development of new organizational forms away from the traditional or dominant ones through which women collaborate to address their needs and interests in the society;

vii. Networks and alliances play catalytic role in strengthening the struggles of women and eventually empowerment of women. Women's rights networks and alliances can be diverse depending with their area of focus and they can bring together women-based government/public servants, researchers, traders, consultancy groups, or workers as platforms for promoting women's rights issues.

5.3.1 Levels and Types of Capacities

Overall, capacities are classified into hard capacities and soft capacities. Hard capacities are the visible and tangible technical and functional abilities which operationalize organizations and networks. They include aspects such as organizations structures, procedures, rules, or guidelines. On this note, networks and alliances undertake integrated approaches in implementation of their collective objectives by bringing together like-minded WROs to build strong and sustainable capacities.

On the other hand, soft capacities are intangible and hence difficult to identify on sight. These include leadership qualities, accountability, values, social skills, behaviors, or technical and functional skills. Soft capacities very across individuals, WROs and networks depending with specific areas of human rights advocacy they specialize in such as social rights, economic rights and political rights.

Capacity Level	Capacity Type		Tools to measure capacity levels
	Hard Capacities	**Soft Capacities**	
Individual	Knowledge, technical skills,	Teamwork, conflict resolution, experience, problem solving skills, ability to learn.	Training materials, Skill tests, Annual/ progress reports
Organizational (within WROs)	Rules, structures, resources, procedures, strategies	Values, leadership, experience, organizational culture	
External Environment (within WRO networks and alliances and beyond)	Technology, governing laws and policies, political systems, market systems.	Power relations, culture, social norms.	

5.4 Leadership and Management of WROs

Leadership in an organization defines the process of influencing people by providing the purpose, direction, and the motivation to improve the organization or network and accomplish its mission. It is about influencing the members of a group, an organization, or a movement to achieve shared goals or the commonly desired

Notes:

What is meant by Capacity?

Capacity is the ability of women's rights organizations and networks to manage their affairs and to perform tasks by themselves.

What is Capacity Building?

Capacity building is the process where WRO networks and alliances acquire, strengthen, and maintain abilities so that they can effectively deliver their collective objectives to impact societies

Which are the levels of capacities?

Capacities exists in three levels. These include:

- Individual level;
- Organizational level (like WROs);
- External environment level (this is where WRO networks and alliances belong).

Which are the types of capacities?

Types of capacities include:

- Hard capacities (visible and tangible abilities) like skills, technology, and resources;
- Soft capacities (intangible capacities) like value, experience, and culture.

Which tools can I use to measure capacity?

The following tools can be used to measure capacity levels:

- Training materials,
- Skill tests,
- Annual/progress reports

outcomes. Leadership plays the role of providing direction for the network or an alliance by setting goals and developing the vision and effectively communicating it to the employees and other stakeholders while devising the mechanisms for implementation. Through influence, leadership is useful in guiding an organization towards a certain direction. It is a construct of an organization that deals with amalgamation of behaviors and attributes of individual members of an organization and seeks to link them to the performance of an organization. It is therefore very essential for the management of an organization as it influences the organizational outcomes.

It is also important to note that effective leadership helps organizations and networks to realize their goals and interests to the satisfaction of members by yielding positive collective impacts. In contrast, poor organizational leadership breeds distortion of the goals and interest set by an organization such as distrust among employees.

There is need to relook organizations and movements from within by focusing on the leadership that promotes positive internal culture among members. For example, commitment in decision- making, keeping the organizational goals at heart, allocation of resources, setting up accountability mechanisms, supportive leadership, and consistent operationalization of set guidelines from the senior level to junior level as a function of leadership and management. Moreover, effective organizational leadership provides the organization with; clarity of direction, inspiration to higher performance, communication, collaborative development and teamwork, capacity building, agility for continuous development of the organization, excellence, discipline, accountability and role taking, as well as good decision making. This is added to effective role management, resource accountability, and overall operational planning. Generally, leadership in an organizational set-up can be clustered depending with different capacities such as highly capable individuals, contributing team members, competent managers, effective leaders, and executive.

Another view of leadership is the one that upholds strong and resilient organizations and networks focused on delivering their goals. This involves:

i.   Equitable sharing of leadership functions through coordination, and periodic rotation of responsibilities;

ii.   Setting realistic goals and objectives for the organizations and networks;

iii. Trust, commitment, and collaboration among members;

iv.   Dividing members into subgroups and taskforces depending with expertise where specific tasks can be assigned and executed;

v.   Participatory planning and decision-making approach which brings all members on board;

vi.   Spreading responsibilities to all members equitably to improve efficiency and to reduce

workload; and

vii. Acknowledging contribution by each member and motivating members to deliver their roles effectively.

Effective leadership must also exhibit certain dominant elements. Therefore, a leader in this case should be in possession of the hard skills needed to run the given organization or network. The leader should comprehend the working environment and the organizational set-up and show the capacity to carry out the functional and professional aspects of a network. For example, a women's rights organization needs to be led by leader who is well versed with women's rights issues and interests. This helps the leader to effectively carry out developmental mandate, to define priorities, goals and interests, to contextualize situations to the organizational perspective, and to make timely and informed decisions. Moreover, the leader should display good soft skills needed to streamline the organizational behavior to the main goals and interests. These include; effective communication, conflict management and conflict resolution skills, interpersonal skills, decision making skills, critical thinking, and a facilitator.

On the other hand, the role of the management in a network or an organization is responsibility over day-to-day operations. It therefore involves decision making and measuring performance. In a formal setting, the management function involves planning, organizing, staffing, directing controlling, and budgeting. While demarcating between management and leadership, Kolzow (2014) views leadership to be more concerned with guiding the people into the right direction for change while management is concerned with systems and the structure of the organization that directs people to do things the right way through order and consistency. While both are interconnected, Leadership includes the responsibility to manage and hence the success of management is dependent upon efficient leadership.[103] For clarity, the following distinctions demarcate management with leadership:

i.   Management is involved with systems and structure while leadership focuses on people;
ii.   The leadership is responsible for the management;
iii.   The manager has a short-range view while the leader has a long-range view;
iv.   Management relies on control while leadership inspires trust;
v.   The management is about how and when while leadership is about what and why; and
vi.   The leadership originates what is imitated by the management.
vii. The management does things right while leadership does the right things.

Due to the informality nature of networks and alliances, organizational structure is usually loose or fluid and hence the principles of management do not necessarily apply. There does not exist vertical or horizontal hierarchies attributed with formal organizational structures. Therefore, networks and alliances are guided by written agreements, code of conduct, Memorandum of Association (MoA), a memorandum of understanding (Mou), or a gentleman's agreement.

Management	Leadership
1. Implementing tactical actions	1. Creating new visions and goals
2. Budgeting	2. Establishing the financial targets for Networks and Alliances
3. Measuring and reporting performance	3. Deciding needs, measuring and reporting
5. Implementing agreed codes of conduct	5. Making agreements, MoUs, MoAs, codes of conduct
6. Assigning roles and tasks to members	6. Deciding which roles to be performed by appointed members.
7. membership by adoption or secondment	7. Creating new roles
8. Checking and managing ethics and morals	8. Establishing ethical and moral positions
9. Capacity building	9. Developing the people, organizations and networks
10.Problem-solving	10. Problem-anticipation
11.Planning about activities such as meetings and field activities	11. Visualizing and visioning
12.Improving productivity and efficiency	12. Conceiving new opportunities
13.Motivating and encouraging others	13. Inspiring and empowering others
14.Rotation of roles	14. Planning and organizing succession

Source: Stakeholder's Working Session

5.4.1 Tools in leadership and Management
i.   Memorandum of Understanding (MoU)
ii.   Gentleman's agreement
iii. Duty roasters
iv.   Work schedules
v.   Rotation and succession plans
vi.   Code of conduct
vii. Articles of Association (AoA)
viii. Written agreement

5.5 Decision Making

Decision making involves choosing between complex issues within an administrative framework whose impacts are critical for the success or failure of the organization. As a leadership and managerial function of an organization, good and timely decision making is critical for the success of an organization or a network. As such, the leader needs to be decisive and be able to choose between complex alternatives and also be willing to do so. The decision maker should also possess resolute ability to guide an organization to a decision that all members can support and execute collectively.

It relies upon the decision maker to understand the environment in which the organizations and movements that they lead operate and the spillover impact of the decisions they make as they seek to develop practical solutions for the challenges they face. Therefore, the decision-making process should be rational, objective, consistent, logical, reflective, inclusive, consultative, participative, and representative in putting the diverse perspectives into consideration for action. It should also consider potential implications of the outcome to the organization and most importantly to future generation by prioritizing intergenerational circumstances and the ever-changing dynamics.

Decision making is about choosing between complex issues

For the sustainability of organizations and networks, decision making is thus of paramount importance. It is also a necessity for a continuous development of an organization. Overall, the decision-making process takes into account the following; identification of an existing problem, preparation of alternative solution for the problem, selection of most suitable alternative, and implementation.

Decision making is an inclusive participative process. The leader/decision maker helps the team to make choices

5.5.1 Strategies in Decision Making

A decision-making process needs to be careful and should involve the following strategies:

i.   Understanding issues at hand, interests of stakeholders and prevailing environment for their implementation;

ii. Inclusivity of the team members through a participatory approach so that the choices to be made can be all-encompassing;

iii. In-depth investigation of this prevailing situation that requires to be addressed;

iv. Establishment of a conducive environment where the decision maker can explore lay a formidable basis for decision making;

v.   Stakeholder engagement to help in assessing the practicality and sustainability of implementation of the possible decisions by providing environment where stakeholders can give input;

vi. Adequate consultation so as to generate a wide pool of possible alternatives;

vii. Prior research to get expert opinions and to learn documented outcomes challenges and recommendations from the other experiences;

vii. Ensure transparency in data collection and information analysis to inform the entire decision-making process;

ix   Development of multiple alternatives to help in maximizing chances of coming up with sustainable solution to the problem at hand;

x.. Scrutiny of all the possible alternatives so that the best can be picked for consideration or implementation;

xii. Evaluation of implementation plan for the alternative to be arrived at;

xiii. Clear communication of your decision to all the stakeholders including the group members for ease of action.

xiv. Consider potential impacts, challenges and costs of implementation and formulate a short- term, medium-term, and long-term implementation and impact assessment model; and

xiv. Develop mechanisms for implementation of the decision, measuring outcomes and evaluation, and adaptability.

xv. It is also necessary to develop a decision making tool to ease the process of decision making for sustainable development.

5.5.2 Steps in Decision Making

According to Kolzow (2014), decision making involves the following stages:

i. Clarifying and being explicit about the decision that needs to be made.

ii. Deciding who is responsible for the decision.

iii. Listing all possible solutions/options.

iv. Setting a time frame.

v. Information gathering.

vi. Weighing the risks involved.

vii. Deciding on the values and what is important.

viii. Weighing the pros and cons of each course of action.

ix. Making the decision.

x. Communicating the decision

5.5.3 Decision Making Tools

The purpose for the use of decision-making tools in an organizational set-up is to enable the decision maker to map all possible alternatives for choice before a decision is arrived at. The use of different techniques facilitates decision making by making the entire process a simpler task. Such can include voting tools, tools for comparative analysis or decision matrix analysis, cost- benefit analysis, order of preferences or priority matrix (also known as the Technique for Order Preference by Similarity to Ideal Solution - TOP SIS) for multiple criteria decision making (MCDM), SWOT analysis, Political, Economic, Social, and Technological analysis, Strategy mapping, cause and effect diagram to show the interrelationships between causes and effects, feasibility reporting, decision making diagrams, and pareto (bar) diagram to identify the issues with the most impact on the problem. Use of computer assisted tools and softwares can also be used for large organizations or networks where there is need for collaborative decision-making approach among multiple stakeholders or where there are large volumes of data to deal with hence assisting in analysis and reporting.[107]

Notes:

What is Decision making?

It is choosing between options.

Decision making is important for the success of an organization or a network

When making a decision:

- Identify and understand problem that needs to be addressed
- Involve the team members
- Think about possible options that you can choose from
- Make a choice
- Think about the effects it will have
- Inform all members where necessary
- Decide how you are going to implement the decision.

How to make a decision.

You can use any of the following tools:

analysis/decision matrix analysis)

- Compare the costs and benefits of the choice you make (Cost-benefit analysis)
- List the options from the most important to least important (Prepare an order of preference)
- SWOT Analysis
- PESTEL analysis
- Strategy mapping
- Cause and effect diagram
- Decision making diagram

5.6 Role Sharing and Accountability

Role sharing is a managerial function of an organization that seeks to enhance a balanced sharing of responsibilities by focusing on the expected outcomes and improved relationships among members. It promotes collective ownership of the organizational processes among team members while improving the value of individual and collective outputs which is useful in promoting sustainable growth and development of organizations and networks.

On the other hand, accountability all about taking the ownership of the process through which the results have been processed and their outcome. It is accepting responsibility for one's actions and taking ownership of work duties while showing initiative to take on extra tasks when needed. It is also about acknowledging mistakes and taking action to fix them.

Accountability in the workplace or a network is a vital component that creates an atmosphere of trust, and a culture of ownership within an organization. This requires that members at all levels to be effective in their roles which is ensued through training to do the job, understanding the roles and agreeing on expectations, follow-up and assessment of performance, and continuous feedback. Therefore, learning what it means to be accountable in the group can help members to better develop and adopt a culture of responsibility.

Collectively, role sharing and accountability is manifested by the following attributes:

i. Leadership and responsibility taking;

ii. Acknowledging mistakes and reforming;

iii. Teamwork and helping each other;

iv. Bringing everyone on board;

v. Being quick to offer solutions instead of complaints when issues arise

vi. Active participation manifested by traits such as being at the forefront in taking petitions to authorities, suggesting alternatives, lobbying, and willingness to represent others;

vii. Attendance and punctuality during collaborative activities;

viii. Standing up for collective rights and interests;

ix. Willingness to accept positive criticism.

5.6.1 Tools for Accountability and Role Sharing

The main tools for accountability include;

Work Schedule:

A work schedule is used to specify the days and number of hours that team members should perform tasks within the specified cycle or series of operation.

Duty Roster:

It is used to distribute or assign specific tasks and responsibilities to members of an organization, a network or an alliance.

Role Sharing Charts:

Role Sharing Charts helps to specify the different roles that needs to be performed and assigned to participants within an organization, a network, or and alliance.

Thematic Groups:

Thematic groups are organized depending with areas of expertise or experience among members. They assist to assign roles to individual participants in organizations, networks, or alliances depending with where each can perform better.

Notes:

What is role sharing?

It is distribution of responsibilities to each member e.g., team leader, secretary, treasurer, attending meetings

Which tools do we use in role sharing?

- Thematic Groups
- Work Schedules
- Duty Rosters
- Role Sharing Charts

What is accountability?

Accountability is taking ownership of your own decisions and actions.

Why is accountability important?

- It helps members to be responsible in carrying out the roles within an organization or a network.

- It leads into improved performance by individuals
- It makes the members to be committed to the roles assigned
- It encourages creativity
- It inspires members to work
- It promotes trust among members
- It encourages participation and cooperation

How do you promote accountability in an organization, network or alliance:

- Setting clear goals and objectives
- Promoting core values
- Community scorecards
- Monitoring expenditure
- Monitoring and evaluation

5.7 Conflict Management and Dispute Resolution

Conflict emerges as a result contest and divergence about needs, goals, values, believes, ideas, incompatibility between individuals, perceptions, competition for resources, or any other issue between individuals or parties. When people team up and network, conflict is inevitable as they will always have differences. For the sustainability of organizations, it is therefore important that individuals embrace diversity and embrace differences about believes, values, interests, and ideas; and mobilize the necessary skills to resolve warring issues. If left unaddressed, conflicts can negatively impact the end results which can include the fall of organizations or even established networks and alliances. This is effectively enhanced through constructive communication among members in an organization.

Conflicts can range from intra-personal, inter-personal, intra-group, to inter-group depending with the nature and scope of the conflict and the kind of people affected. Beyond organizational level, conflicts can involve different ethnic or religious groups forming a nation-state or even international when aggrieved parties originate from different countries.

5.7.1 Possible Causes of Conflicts

Conflicts largely emanate from difference involving resources, manipulation of information or difference in interpretation, political power, divergence of values and belief systems between individuals, or ineffective communication.

Nonetheless, there are many situations that can birth conflicts within organizational set-up. For example, conflicts can be caused by operational disagreements between the objective and the strategies employed by an organization; change of organizational structure which can predispose an organization to the loss of control over certain issues, internal resistance, and a sense of insecurity as a result of such changes; and unreasonable work standards such as excess workloads, disjointed chain of command, and excess workload. In addition, jurisdictional ambiguities connected to allocation of duties, rights and obligations, organizational resource allocation, relationships among employees, as well as identities and belief systems are potential triggers of conflicts in organizations. Other causes of internal conflicts in organizations include; the difference in status among members, lack of common understanding, communication breakdown, and differences about organizational goals, Conflicts can also easily erupt in large organizations and networks where members are drawn from diverse age groups, religions, language, economic status, or ethnicity.

Also, conflicts can potentially emanate from:

Individual Values, Needs and Goals: The values, needs and goals of an individual may not be the same with another's values, needs and goals. Such difference can be potential causes for conflict.

Emotions: Uncontrolled emotions like anger, anxiety, fear and frustration, often distort communication between individuals which can lead into conflicts.

Competition: The struggle between individuals for the scarce resources, attention, money, time, performance and personal or group success can be helpful or destructive. The worst scenario for competition leads to discord between parties where individuals are unable to concede the success of their counterparts. Assumptions and perceptions among individuals: Different people may view a similar situation and interpret it in differently due to the assumptions and perceptions that each individual can make independently. This can be influenced by their past experiences in life, personal beliefs, or values.

Individual Communication and Influence Style of Approach: Styles of approach that are insensitive or inappropriate with others can create resistance at the receiving end of a communication cycle. An aggressive approach that does not consider other people's concerns is likely to cause frustrations and lead into conflict.

Organizational Values, Needs and Goals: Individuals forming an organization may differ about the values, needs and goals established by the network or alliance. They may also be in conflict with the values, needs and goals of the network or other members. This mainly emanates where individuals have a high regard for individual interests and fail to accommodate the common needs, goals, and values guiding the organizations and networks where they belong.

Lack of Information or Clarity: Members of an organization or a network may think that they do not have or comprehend all the information. Individuals may also have the information but fail to understand it. This is largely the case when there lacks proper communication within an organizational set-up. As a result, people may have different ways of understanding a given issue which can lead in conflict.

5.7.2 Conflict Management

To prevent escalation of conflicts and the negative impact on organizations, there is need to device control measures to prevent before it develops or to deal with it if it so occurs. Internally, organizations should deal with conflicts through inhouse mechanisms without the need to involve a third party. The best ways to deal with conflicts is, accommodation, avoiding, confrontation, compromise, or collaborating. By avoiding, a party withdraws its concerns and chooses to be selfless and sacrifices its concerns for the other party. In confrontation, parties are assertive and not cooperative. Therefore, each party pursues its own course at the other's expense. By accommodation, opposite parties neglect their interests to satisfy the concerns of the other. Compromise occurs where parties decide to split their differences and to seek a middle background by arriving at a mutually acceptable solution to the satisfaction of both. On the other hand, collaboration is where disputed parties work together through dialogue so that they can create a situation where the interests of both are addressed to their satisfaction.

5.7.3 Guidelines in Conflict Management

The following guidelines are useful for effective management of conflicts in an organization:

i.   Ensuring that there is good relationship among parties;

ii.   Prioritizing conflict resolution rather than winning;

iii. Separating people and problems so that real issues can be discussed without violating the working relationships;

iv.   Listening to both what is felt and what is said. This helps to connect to needs, emotions, and getting in-depth information about positions;

v.   Setting out the facts by establishing the objective and observable aspects of the conflict that can potentially impact the decision;

vi.   Focusing on the present by keeping grudges and blames aside;

vii. Considering whether the issue really necessitates action;

viii. Exploring options collaboratively;

ix   Willingness to forgive; and

x.   Discerning when to disengage and move on.

5.7.4 Dispute Resolution

When a conflict escalates beyond a level of prevention, it spills out into a visible dispute. Such a situation calls for skilled approaches to be adopted to deal with the warring issues among parties before escalating to negatively affect the organization. Depending with the nature of conflict and flexibility of parties to resolve a matter, such approaches can include; negotiation, mediation, conciliation, arbitration, and litigation.

Negotiation: In negotiation, the parties identify the issues causing disagreements among them and they control the process to find a solution by arriving a win-win situation without the help of a third party. Therefore, the process can be comfortably conducted within an organization and privately. Effective negotiation is dependent on mutual respect, focus, and commitment by parties seeking a solution.

Parties settle thw disagreement privately by themselves

Mediation: In dispute resolution, mediation involves a structured settlement of disputes where aggrieved parties are converged by a neutral third party who facilitates them to independently reach settlement by helping them identify disputed issues and their underlying interests without power for decision making. The facilitator plays a purely neutral role does not take part in decision making as the solution to a dispute originates from the parties themselves.

A neutral third party assists in a dispute

Conciliation: Similar to mediation, this is a voluntary process of dispute resolution where parties seek to resolve a conflict through the help of a conciliator. The difference with mediation lies on the fact that the conciliator plays a more evaluative role as opposed to facilitative like in mediation. This involves getting into the depth of the issue, finding solutions and addressing the causes of the conflict. The conciliator assists dispute resolution by proposing a non-binding settlement proposal that puts into account the positions and interests of the parties so that they can independently decide.

Arbitration: Where aggrieved parties cannot independently reach consensus by self, there comes the needs for a third party who is authorized to determine disputes pin awards the winning party. Therefore, arbitration involves a binding process where disputes are formally and privately settled by the help of an arbitrator, who determines a final award.

Litigation: In litigation, aggrieved parties decide to file their matters before a court of law where a binding final award is determined and delivered by a judge in a structured and formal public process. This is usually the case where aggrieved parties are unable to independently resolve disputes through mediation, negotiation, or arbitration processes.

The Judge hears the matter and awards the winning party

5.7.5 Addressing Conflicts and Disputes

Within organizational set-up, dealing with conflicts and disputes is integral to the success of its objectives. It also brings multiple benefits among members such as harmony, respect, and mutual understanding which facilitates networking and alliance building in the broader sense. Therefore, it is important to consider the following:

i.   Focus on interests and common goals for the organization;

ii. Continuous consultations and inclusivity of inputs from members during the decision- making processes;

iii. Open and effective communication to create adequate space where members can promote mutual understanding on issues and interests for collective action;

iv   Foster collaborative environment that accommodates all stakeholders;

v.   Detecting possible conflicts and preventing them before they occur.

vi. Development of a conflict monitoring tool for effective networking to monitor evolution of a conflict from its early warning (formation) stage, escalation, violent crisis, re- escalation, improvement stage, and transformation.

vii. Understanding the social, economic, natural, and political environment of operation to assist in managing challenges which can lead into conflicts;

viii. Identifying areas of common interest among members;

xiv. Facilitating resolution of conflicts when they occur by engaging third parties where required;

x Foster a collaborative environment for consensus building;

xi. Open and transparent communication of issues and organizational activities;

xii. Establish clear conflict resolution mechanisms within the organization or the broader network.

xiii. Shift the focus of individual members from interests to common goals of the organization;

xiv. Encourage the members and stakeholders to communicate their interests and explore areas of convergence.

xv. Monitoring the conflict resolution processes and ensuring that disputants arrive at a consensus;

xvi. Active listening in conflict resolution involving paying attention to feeling and verbal expressions by parties.

Notes:

What is a conflict?

A conflict is a disagreement between individuals due differences in interests, values, opinions, or resource allocation.

What causes conflicts in organizations and networks?

- When people don't understand each other
- Lack of trust with each other
- Personal differences like differences in wealth status and education levels
- Lack of role sharing
- Poor communication
- Scarcity of resources
- Differences in values, needs and interests
- Uncontrolled emotions
- Negative assumptions and perceptions
- Lack of information or clarity
- Uncontrolled competition

What is conflict management?

It is noticing possible causes of conflict and preventing them before they occur.

What happens when a conflict is not prevented?

When a conflict between parties is not addressed, it becomes visible. This is called dispute.

How do you solve a dispute?

A dispute can be solved when the disputed parties decide to settle the disagreement by themselves. This process is called negotiation.

In negotiation:

- The parties identify the issues causing disagreements among them and they find a solution by arriving at a win-win situation.
- No help of a third party/Can be done privately
- Can be done within an organization

What happens when parties cannot agree by themselves?

When parties cannot agree by themselves, a third independent party is involved to help them agree.

What are the other methods of solving a dispute?

Other methods of dispute settlement include: Mediation

- In mediation, aggrieved parties are assisted by a neutral third party.
- Third party is called mediator
- Third party helps them to identify underlying issues and interests
- Third party helps them to independency reach an agreement.
- Third party has no power for decision making.

Conciliation:

- The third party involved is called a conciliator
- The conciliator helps the parties to understand the issue deeply eg by measuring the total loss which has been made.
- The conciliator considers the positions and interests of all parties and proposes a non-binding settlement proposal.
- Parties are allowed to independently decide

Abitration

- It happens when parties cannot independently agree so settle a dispute
- The third party involved is called an arbitrator
- The arbitrator is allowed to determine disputes and to award the winning party
- It is a binding process and the disputes are formally and privately settled

Litigation+

- The aggrieved parties file their matters before a court of law
- The dispute is settled by the help of a third party called a judge.
- The judge listens to both parties and gives a final award to the winning party.
- The process is structured and formal. It is also made public

5.8 Resource Mobilization and Sustainability for WRO Networks and Alliances.

The effectiveness of organizations and networks is highly dependent on their ability to generate the financial resources, social networks, capital, membership, and human resource, necessary to carry out their operations and to resultantly effect change in their areas of interest. Resource mobilization is important for the sustainability of networks and alliances. It is a critical element in ensuring implementation, impact, and success of a project.

For women's rights organizations, finance is an example of the key resources for the sustainability of WRO networks and alliances. This includes; loans, aids and donations, grants, revenues from income generating activities, and interests from savings activities such as table banking. Indeed, the latter has featured prominently among women groups in Kenya in the recent years as an important microfinance activity for the grassroot women's organizations and groups.

On a broad view, resource mobilization is about engaging and rallying members and organizations to the resources necessary to meet the collective obligations of the networks. It is about the approaches that organizations and networks will put in place to find the resources necessary to carry out their day-to-day activities and implement their programs and also maximizing efficiency by making better use of the existing resources. It also involves developing and maintaining partnerships and networks with potential support individuals and organizations or even individual contributors and corporate sponsors. On this note, it is also important to note that individuals are motivated to join organizations or networks by the potential rewards, incentives and reduced costs of participation.

Resource mobilization is about pulling together different resources for rulling day-today operations for organization, network, or allieances

Primarily, the purpose for resource mobilization is to generate new wealth, to access existing wealth, or to expand other non-financial assets for utility. It is about unlocking resources for the effective running of operations in an organization through partnerships. It involves the sourcing of new/additional resources or to consolidate the existing ones. Such resources can include personnel/human resources, goods and services, networks, time, money, or different capacities. Implementation of activities in resource mobilization require the help of a strategy. Resource mobilization relies on effective planning the entire project; implementation of the project at hand which involves its identification, stakeholder engagements, negotiation, reporting, and communication; and effective monitoring and evaluation of the resource mobilization process. This is assisted by the use of a resource mobilization strategy. Such a strategy provides a roadmap that guides on how different resources are marshalled to meet the resource needs of an organization or a network.[11]e Mobilization: Promoting Partnership with FAO.

In Kenya, Women's organizations have been fluctuating all along since the pre-independence period. According to Ernstorfer (2018), there has not been adequate collaboration among WROs in resource mobilization. Women rights networks and alliances have only flourished during times when collaboration has been more active and when there has been a collective focus. This has also been dependent on the level of funding. On this note, there has been a high level of competition for resources among WROs in Kenya due to shortages. The lack of coordination has therefore exacerbated the situation when funding is not forthcoming.

Generally, resources for women's rights organizations and movements in Kenya have existed in various forms such as financial resources, expertise, equipment, or workspace. Amalgamation of resources for women's rights networks and alliances has not been without challenges. In overall, these challenges include;

i Mismatch between donor interests and the needs of the organization;

ii. Lengthy technical requirement and standards for winning grants;

iii. Shrinking of global- giving, due to reduction in number of donor community;

iv. Changing donor approaches;

v. Inappropriate donor mapping;

vi. Lack of resource mobilization plans for WROs; and

vii. Absence of a good communication strategy that markets the organization's needs to the support partners.

5.8.1 Tools for Resource Mobilization:

For optimization of resource mobilization for WROs and movements and for the sustainability of women's rights networks and alliances, several approaches can be used to assist in resource mobilization. These include

i. Wealth ranking to assist in identifying the distribution of wealth and financial capacities of individuals and different organizations within a network;

ii. Log Frame Analysis (LFA) matrix;

iii. Budgetary outlook/plan itemizing the expected income and how it will be utilized;

iv. Financial statements to communicate or report about the status of income, cash flow, and overall transactions to the potential donors;

v. Financial tracking tool such as quickbooks excel, and accounting software;

vi. SWOT Analysis: this tool helps the organization to shape its identity by identifying the strengths, weaknesses, opportunities, and threats facing it;

vi. Technical proposal or grant application detailing the contents of the project;

viii. A detailed workplan or a Gantt chart showing the project timelines and main activities;

ix. Relevant reports such as evaluation report and annual reports.

Notes:

What is Resource Mobilization?

Resource mobilization is bringing together all the resources needed for organizations to carry out their operations.

What kind of resources do organizations require?

These can include; financial resources, social networks, capital, and human resources like skills and experience.

Which tools can you use for resource mobilization?

- Wealth ranking;
- Log Frame Analysis (LFA) matrix;
- Budgetary outlook/plan;
- Financial statements;
- Financial tracking tool such as quickbooks and excel, and accounting software;
- SWOT Analysis;
- Technical proposal or grant application;
- Workplan or a Gantt chart;
- Reports e.g., evaluation reports and annual reports.

5.9 Intersectionality, Interconnectedness, and Inclusivity

Intersectionality defines the way organizations interact with each other within a network. This necessitates the women's rights organizations to develop elaborate definitive features for their outward look. To this extent, intersectionality, interconnectedness, and inclusivity is defined by the following elements: a clear purpose or mission; existence of organizations and individuals who share the mission; and mutual commitment to a participatory processes and collaboration by different organizations.

Within an organizational set-up, the strength of intersectionality, interconnectedness, and inclusivity addresses discrimination and oppression based on gender, race, sexuality, and ability to enhance access to human rights women for all members. Therefore, as a holistic approach that recognizes diversity based on gender, ethnicity, age, culture, abilities, and sextual orientation it is a recipe for sustainable networking and alliance building.

The different spectra of diversity among WROs on the basis of educational level, tribal orientation, culture, and economic capacities is a strength for the women's movement. Heterogeneity of these issues delves into them developing wholistic and realistic synergy to address the common human rights issues affecting women. Also, the diversity of women's movements helps to stimulate the movement's activism and creativity due to the aspect of recognizing that they have different perspectives, issues and priorities.

interconnectedness of WROs help to build strong, sustainable and recelient Women:s rights networks and alliances

Notes:

What is meant by Intersectionality, Interconnectedness and Inclusivity?

Intersectionality, Interconnectedness and Inclusivity applies when WROs interact with each other within a network.

What are the elements of Intersectionality, Interconnectedness and Inclusivity?

The following are the key elements of Intersectionality, Interconnectedness and Inclusivity:

- A clear purpose or mission;
- Existence of WROs who share the same mission
- Mutual commitment
- Collaboration
- Participation by all organizations forming an alliance
- Diversity of culture, educational level, and economic status.
- Common issues affecting women and girls' human rights
- Accommodation for different perspectives, issues, and priorities.

5.10 Branding and Communication

In the context of networking and alliance building, communication can mean all activities involving daily information sharing. This can include liaising partners and government, linking the women at the grassroots to gain track of the women's rights issues, multimedia reporting, and seeking out for the best measures adopt for lobbying. It can also mean building the capacity of different women's organizations, and finding the right people who have knowledge about national, regional, and global viewpoints on women's human rights interests.

Branding and communication, is considered to be a vital tool for an organization or a network as it helps in making it visible to the recipient parties. Brands communicate every day to inform, persuade, and further educate about more about an organization's values, interests, and services. Therefore, strategic branding and communication refers to a cohesive strategy concerned with reaching the right audience at the right time with the right messaging. Consequently, every time a member interacts with a women's rights organization, there is an opportunity to better conceptualize the way it operates.

Examples of brand communications for organizations or networks can include; direct communication with a WRO through its members, radio and TV advertisements, billboards, newsletters, or online platforms. All of these forms of communication focus on a larger, more holistic brand image that the organization is trying to promote.

The main objective of branding and communication is to build a communication approach that is cohesive, successful, effective, and outlooking. Also, the goal of a branding and communication strategy is to motivate potential customers to see, think, feel, do, or influence others through a strong, unique, and genuine brand message. This is enhanced through creative, cohesive messaging content management, and digital media advertisement. As such, a communication strategy should establish a consistent position for an organization that members can easily identify and trust.

A communication strategy should also be defined by certain key elements. These include; a target market and audience, and main benefits or value propositions. It should also satisfy the following premises:

i. What the target advertising seeks to accomplish;

ii. The type of stakeholders to be involved in the promotion or advocacy process;

iii. The target audience interested with the issues being advocated for;

iv. How the organization intends to reach to the target audience and the media channels to be used;

v. The values, products, or services being promoted and their functional benefits;

vi. Applicability of the strategy; and

vii. Overall goals and objectives that an organization is seeking to achieve;

viii. How to measure the impact of the communication strategy and its overall usefulness to the organizational goals.

Brand messages should be carefully considered and targeted to the right audience at the right time. It is therefore a function of the management to look for desired brand attributes while communicating. When

done correctly, branding and communication can provide an organization with tangible benefits. These can include successfully creating an emotional impact that makes the recipients feel connected to the organization.

It also has a leverage for influence. A strategically designed and a powerful communication tool goes a long way in helping an organization to promote its interests through advocacy. It also influences members to believe a brand is superior hence leading into improved command and domination in the area of interest.

While considering the essence of networking among like-minded women's rights organizations, effective branding and communication enhances greater differentiation from competitors. Proper messaging that leans on specific value propositions, enables an organization to establish a more powerful competitive advantage throughout its existence.

Through sustainable and reliable positive branding communication, organizations are able to build up advocacy and to buy the loyalty of their clients. Consistent effective branding and communication establishes space for an organization in the market, which makes it more relevant for its activities to be recognized.[123]

A part of strategy for networking and alliance building through outreach, a strategic branding and communication for a women's rights organization is an integral part of its advocacy efforts. To arrive at an effective branding and communication, an organization needs to:

i.   Research its target audience and possible communication channels;

ii.   Streamline a communication model in a way to communicate with members about interest, values, services, or products. A well-developed communication and outreach model helps an organization to build trust, loyalty or emotional attachment with its clients;

iii. Device various communication forms to conveniently reach out to the target population and to create impact. These can include; billboards, TV and Radio advertisements, and social media platforms; and

iv.   Develop a strong and strategic brand positioning. This is a tool that can help organizations and movements to easily identify themselves with their values, issues, and interests.

5.10.1 Tools for Branding and Communication.

To promote branding and communication by women's rights organizations entering networks or alliances or within the networks themselves, several approaches can be used. These include:

i.   Shows and Exhibitions

ii.   Fact Sheets

iii. Mailing List

iv.   Media platforms such as radio and TV advertisements

v.   Presentations

vi.   Public Meetings

vii. Public Notices and billboards

viii. Videos

ix.   Workshops

x.   Social media platforms such as Facebook and Twitter.

Notes:

What is communication?

Communication is all activities dealing with information sharing among different WROs in a network or an alliance.

What is branding?

Branding is making the activities of an organization or a network visible by other people.

Which tools can be used for Branding and Communication?

- Branding and Communication involves the following media:
- Radio and TV advertisements;
- Newspapers;
- Billboards;
- Online platforms like Facebook and Twitter;
- Newsletters; and
- Lobbying and outreach.

5.11 Monitoring and Evaluation

Monitoring and Evaluation is a grand element of success of any project being implemented by an organization. As a component of project management, monitoring and evaluation is all about planning, financing, implementation, controlling, and coordination of activities for the success of objectives, effectiveness, efficiency, impact and sustainability. This involves the regular measuring and tracking of activities by an organization or a movement through the use of well- established audit tools.

Monitoring and evaluation enhance the recording of progress, reflecting about such progress, identification of failures and challenges, and learning any further actions necessary. It contextualizes women's rights organizations and movements to their respective areas of interest, resources available, timelines, scopes of operation. It also takes note of the challenges affecting them in their working environment and their relations with like-minded counterparts within a network.

This way, monitoring and evaluation assists to measure performance of women's rights organizations and movements and to assess their impact on the communities where they operate. It also promotes innovation, flexibility and accountability while carrying out their mandate for better impact. It helps organizations to better judge their impact by helping in reviewing ways through which they can achieve greater consistency and effectiveness of their projects. This helps in decision making through development of internal and external policies and mechanisms for adoption such as new approaches towards the set goals and working partnerships with other organizations by drawing practical recommendations on how future interventions can be improved.

The process of monitoring and evaluation should be a participatory approach involving all stakeholders to share information, generate knowledge, to guide decision making, and to better implement corrective actions in the interest of the collective goal of the organization.

For Women's rights organizations and movements, monitoring and evaluation should focus on addressing women's issues and interests. Monitoring is the collection of data about the project's progress, analysis, reporting about the inputs, activities, outputs, and preliminary outcomes and impacts of a project, and use of such information to guide implementation of the entire project and decision making. By so doing, monitoring helps to identify the strengths and weaknesses of a project and suggest ways of dealing with them so as to improve performance. It is therefore conducted periodically when the project is being implemented.

Monitoring and Evaluation

Monitoring is about following up the project closely to see performance

Being a key function of the management, monitoring focuses on: status reporting, progress measurement, and forecasting. It also reports about performance by providing information on the scope, performance, timelines and schedules, cost, resources, quality, and risks accompanying. In addition, it provides information involving implementation of budgetary expenditure and overall financial progress, and physical progress of the project by looking at activities, inputs and their impact. This is made possible through preliminary responses by target groups to involved with the project's such as beneficiaries.

This involves the following parameters: review of objectives and activities of the project; reasons to justify the process; development of monitoring questions; establishment of indicators for the activities being undertaken; identifying the tools for data collection; assigning responsibility to data collectors; and result analysis and presentation. Monitoring therefore involves the following tools:

5.11.1 Tools in Monitoring

i. Logical framework matrix/: also known as logframe, the tool helps to track the progress of the project being implemented by providing the requisite assumptions for the success of the project. It specifies the objectives and indicators to guide on the extent to which the objectives have been achieved. These indicators include the goals showing the extent to which the project at hand has positively or negatively impacted; outcomes to account for the changes which have occurred during the implementation of the project and their likelihood to result into the desired impact; outputs to show the tangible deliverables; activities involving the main undertakings of the project; and inputs to determine whether resources are being efficiently utilized;

ii. Work plans or Gantt charts;

iii. Data collection tools and techniques such as sample surveys, checklists, and participatory assessments;

iv. Resource schedules outlining the costs for various activities involving the project; and

v. Risk management matrix for use dealing with any potential risks

Evaluation on the other hand involves the assessment of the effectiveness, relevancy, efficiency, impact, and sustainability of an undertaking. It provides a comparison of the actual and the planned while also appraising the strengths and weaknesses of a project. It examines how the project has achieved what it was intended to achieve. This usually occurs at the end of a project cycle. As such, this can involve the following yardsticks: Reviewing the objectives and activities of the project being implemented; the relevance, efficiency, effectiveness, impact, and sustainability of the project; rationale to be used measure the objectives; the choice of stakeholders to be involved in the process; identification of indicators about how a given project is being implemented and how it's impact is being felt verification of information; determining the time frame of the evaluation process; data collection; and data analysis and presentation.

5.11.2 Tools in Evaluation

The following tools are useful during evaluation process:

i. Project's logical framework that spells out the project's description including its main activities, goals, and objectives;

ii. Resource schedule which outlines the budgetary information of a project;

iii. Work plan;

iv Monitoring and review reports; and

v. Terms of reference stipulating the purpose for the evaluation.

Notes:

What is Monitoring?

Monitoring is a continuous process which involves data collection about inputs, activities, progress, and preliminary outcomes to help assess it impacts and to assist in implementation of a project.

What is evaluation?

Evaluation is the assessment of the effectiveness, relevancy, efficiency, impact, and sustainability of a project. This is done at the end of a cycle or at the end of the entire project.

Which tools are used for monitoring and evaluation?

- Logical framework matrix/also known as logframe;
- Work plans or Gantt charts;
- Data collection tools and techniques such as sample surveys, checklists, and participatory assessments;
- Resource schedules outlining the costs for various activities involving the project;
- Risk management matrix for use dealing with any potential risks;
- Monitoring and Review Reports;
- Terms of Reference

6.0 SUMMARY AND CONCLUSION

6.1 Looking Forward: The Future of Sustainable Networking and Alliance Building for WROs and Movements in Kenya.

The global women's movement is on a forward trajectory. There is no room for backtracking the gains which have been made in realizing a universal women's emancipation. The slowed movement of this progress in some parts of the world should only be a temporary drawback.

As the United Nations goals for sustainability in development continue to be implemented, gender equality and women empowerment has remained a cross cutting agenda both in the Millennium Development Goals (MDGs) and the Sustainable Development Goals. Generally, all nations in the world have agreed on working towards sustainable development as exemplified in agenda five of the Sustainable Development Goals (SDGs) on gender equality on empowerment women and girls.

The role of women in development is a standard without which sustainable development is difficult to achieve. Gender equality is therefore an essential for development. This includes all facets of development such as: politics, finance, environment, health, education, trade, and technology.

Women empowerment is one of the priorities in this quest. This goal is achievable with networking and alliance building. On this note, women's rights organizations, movements, and networks come together because there is power in numbers. The purpose for coming together is to consolidate efforts towards a common purpose. The diversities in opinion or values which exists amongst members should be viewed as a strength for collective action.

While Africa presents a unique setting for women in a developing context, undesirable cultural and social norms against women and girls are still in existence. Within this setting for example, GBV, FGM, and illiteracy are still dominant and continue to present a difficult barrier for the full realization of human rights by women and girls. This is however slowly undergoing a metamorphosis. The government of Kenya has itself addressed most of the legal aspects of encouraging women's and girls' equality and empowerment. In spite of existing laws, gender inequalities and other forms of women's rights violations however continue to persist. It is now imperative that more and more women rise up and take up their positions in the society.

Women who are complacent in the fight against inequality are a contributing factor to the impeded progress. Illiteracy, religious beliefs, and cultural practices are the major contributing factors to this impediment. Therefore, this requires a transformational change that can eventually eliminate such drawbacks. There is also need to embrace the strength in diversity among women. For example, bringing young and old women together to decide the course of action in advocacy for their collective rights can be a game changer. This is likely to lead into women emancipation in society.

Despite the challenges surrounding women and their positioning in society, there is need to take initiative and ownership of their emancipation process. In this regard, volunteerism is fundamental in harnessing individual resources and capacities for collective action by embracing the women's movement and offering their own support for networking and alliance building. There is also need for passion, commitment, perseverance, and persistence as the elements for success.

As such, collaboration among women through networking and alliance building is a foundation for the full enjoyment of women and girls' human rights. This is achievable through effective strategies on how to amplify their voices, and improved participation in the social, economic, and political discourses of the society.

Nonetheless, the women's rights movement is on a positive trajectory and is signaling a bright future. The country, society, and different communities are reengineering their political, economic, and social systems to reflect a positive progress. For example, there has been a tremendous increase in access to education at all levels among girls in the recent decades. There has also been growth in the numbers of women in business and private sector, public service, and politics in Kenya. Therefore, networking and alliance building will provide the best platform for continuous and sustainable consultation, encouragement, financing, monitoring and evaluation and overall empowerment of women.

6.2 Summary

This strategy provides a framework for use by women's rights organizations and movements in development of sustainable networks and alliances. It contextualizes women's organizations and movements, networks, and alliances within human rights. It also shows the importance of networking and alliance building in realization of human rights by women and girls. A look into the global perspective of women's rights networking and alliance building helps to shed light into the women's rights discourse and to better understand the Kenyan context of the women's rights movement. This helps in formulation of strategies which WROs can use to form sustainable networks or enter alliances.

The toolkit outlines key strategies for use during formation or operationalizing the existing WROs and movements hence helping in realization of sustainable women's rights networks and alliances. These include: strategy mapping; membership and recruitment, and how to identify like-minded WROs and movements. It also provides a guideline on leadership and management of WROs, networks and alliances; decision making; capacity building; role sharing and accountability; conflict management and dispute resolution; resource mobilization; branding and communication; as well as monitoring and evaluation.

6.3 Conclusion

Having analyzed the context of women's rights organizations and movements in Kenya, the challenges they face and their recommendations; this strategy will be useful in building strong and sustainable networks and alliances that promote human rights among women. The strategy has been developed in understanding of the dynamic environment where WROs operate and thus providing practical approaches in finding solutions to the problems they face. It therefore provides a roadmap that they can use to develop sustainable networks and alliances.

TOOLS AND RESOURCES
Toolkit for Sustainable Networking and Alliance Building

	Strategy:	Tools and Resources:
1	Strategy Mapping	A tool for strategy mapping should: • Clearly define and align the mission, vision, and core values of the organization; • Define the financial, customer, learning and growth, and learning & growth perspectives which relate to the main goals; • Set priorities to help achieve goals by ranking different objectives according to priorities; • Fact checking. This can involve consulting the stakeholders to assist to verify the plan and its feasibility; • Periodically revisit the strategy map to ensure conformity with the objectives; and • Revise the strategy to cope with any changes to reflect new priorities and directions. Tools: • Strategy map • SWOT analysis • PESTEL analysis
2	Membership and Recruitment	The process involves: • Inviting new members • Registration of new members • Setting common goals and purpose • Determining who should join an organization • Setting an affordable membership/registration fee • Setting the requirements. • Giving incentives to new members e.g., handbags and calendars. • Keep the numbers up by attracting and retaining • Keeping records of the members' details • Training leaders on how to lead and organization • Give roles to members • Bringing new ideas to the community • Improving networking among members • Asking new members to give feedbacks and comments about the organization Also: • Define specialized roles of individual members and compile a skills inventory that can closely monitor the skills and expertise of individual members in relation to institutional operational resources such as the working infrastructure; • Fill expertise gaps by continuously building capacities and enrolling new members where necessary; • Establish an infrastructure system to facilitate communication among the members through regular meetings, digital platforms, print and media; • Create a members' database to document the names of members, addresses, organization's mission and other pertinent information; Establish a clear focus for the organization with elaborate vision and mission.

	Strategy:	Tools and Resources:
3	Mapping and Identification of WROs	Mapping and identification of WROs involves: • general household demographics; • employment statuses of women; • education levels among women and girls; • accessibility and enjoyment of women's rights by assessing the social, economic, and political situations; • availability of women's rights organizations in an area; • community resources such as water, electricity, and sanitation facilities and the general environmental features; • the target beneficiaries of specific women's rights programs in an area; • thematic areas of focus among different women's rights organizations and organizations; • organizational structures and membership of different women's rights organizations, and • impacts and outcomes by women's rights organizations and movements in an area.
4	Capacity Building	It involves: • Collaborative stakeholder mapping to identify like-minded organizations and support partners for networks and alliances; • Identification of partnerships; • Identification of collective needs and interests; • Development of priorities for networks and alliances • Strengthening of women's rights organizations networks and alliances through multistakeholder strengthening • Determination of abilities and strengths of individuals, organizations and networks to promote impact • Needs assessment and decision making for networks and alliances to help them establish enabling environment where they can operate from. Levels of capacities: • Individual level; • Organizational level (like WROs); • External environment level (this is where WRO networks and alliances belong). Types of Capacities: • Hard capacities (visible and tangible abilities) like skills, technology, and resources; • Soft capacities (intangible capacities) like value, experience, and culture.
5	Leadership and Management of WROs	Leadership and management for WRO networks and alliances involves: • Allocation of duties and responsibilities to members • Problem solving • Decision making • Planning activities such as meetings and field activities • Improving productivity and efficiency • Rotation of roles among WROs • Checking ethics and moral standards • Issues dealing with membership such as adoption or secondment • Implementing agreed codes of conducts • Rallying the team for action • Measuring and reporting performance Tools in leadership and Management • Memorandum of Understanding (MoU) • Gentleman's agreement/unwritten agreement • Duty rosters • n agreement

	Strategy:	Tools and Resources:
6	Decision Making	Steps in decision making: • Clarifying and being explicit about the decision that needs to be made. • Deciding who is responsible for the decision. • Listing all possible solutions/options. • Setting a time frame. • Information gathering. • Weighing the risks involved. • Deciding on the values and what is important. • Weighing the pros and cons of each course of action. • Making the decision. • Communicating the decision Tools: • voting tools • tools for comparative analysis or decision matrix analysis • cost-benefit analysis • order of preferences or priority matrix (also known as the Technique for Order Preference by Similarity to Ideal Solution - TOPSIS) • SWOT analysis • Political, Economic, Social, and Technological (PESTEL) analysis • Strategy mapping • Cause and effect diagram • Decision making diagram
7	Role sharing and Accountability	Leadership and responsibility taking; • Acknowledging mistakes and reforming; • Teamwork and helping each other; • Bringing everyone on board • Being quick to offer solutions instead of complaints when issues arise • Active participation eg. Being at the forefront in taking • petitions to authorities, suggesting alternatives, lobbying, and willingness to represent others. • Attendance and punctuality during collaborative activities; • Standing up for collective rights and interests • Willingness to accept positive criticism; Tools: • work schedules • duty rosters • role sharing charts • thematic groups
12	Monitoring and Evaluation	Tools: • Logical framework matrix/also known as logframe • Work plans or Gantt charts • Data collection tools and techniques such as sample surveys, checklists, and participatory assessments; • Resource schedules outlining the costs for various activities involving the project; and • Risk management matrix for use dealing with any potential risks • Monitoring and Review Reports • Terms of Reference

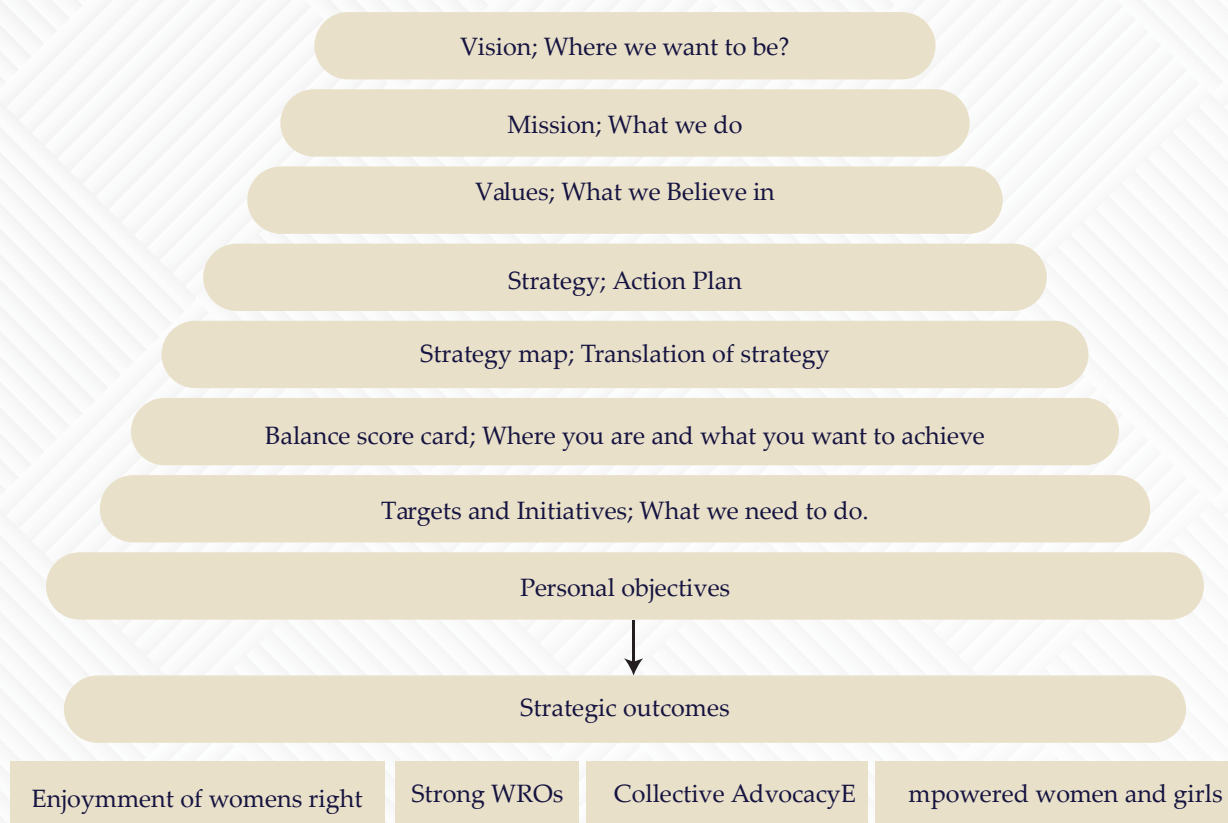|	Strategy:	Tools and Resources:
8	Conflict Management and Dispute Resolution	Conflict Management • Ensuring that there is good relationship among parties; • Prioritizing conflict resolution rather than winning; • Separating people and problems so that real issues can be discussed without violating the working relationships; • Listening to both what is felt and what is said. This helps to connect to needs, emotions, and getting in-depth information about positions; • • Focusing on the present by keeping grudges and blames aside; • Considering whether the issue really necessitates action; • Exploring options collaboratively; • Willingness to forgive; and • Discerning when to disengage and move on • Dispute Resolution Tools • Negotiation, • Mediation, • Litigation
9	Resource Mobilization and Sustainability	Tools: • Wealth ranking • Annual Reports • Log Frame Analysis (LFA) matrix • Budgetary outlook • Financial statements (audited) • Financial tracking tool • SWOT Analysis: this tool helps the organization to shape its identity by identifying the strengths, weaknesses, opportunities, and threats facing it. • Technical proposal or grant application detailing the contents of the project • A detailed workplan or a Gantt chart showing the project timelines • Relevant reports such as evaluation report and annual reports.
10	Intersectionality, interconnectedness and inclusivity	Elements: • A clear purpose or mission; • Existence of WROs who share the same mission • Mutual commitment • Collaboration • Participation by all organizations forming an alliance • Diversity of culture, educational level, and economic status. • Common issues affecting women and girls' human rights Accommodation for different perspectives, issues, and priorities.
11	Branding and Communication	Tools: • Shows and Exhibitions • Fact Sheets • Mailing List • Media platforms such as radio and TV advertisements • Presentations • Public Meetings • Public Notices and billboards • Videos • Workshops • Social media platforms such as Facebook and Twitter.

Template for a SWOT Analysis Tool

STRENGTHS	WEAKNESSES
Internal factors which promote activities of WRO networks and alliances. These include: • Availability of technical skills and capacities • Interpersonal linkages such as culture, religion, profession, etc • Work experience among members • Teamwork • Collective responsibility • Availability of resources such as working facilities	Internal factors affecting WRO networks and alliances and can pose challenges to their day-to-day activities. These include: • Lack of technical skills • Limited interpersonal linkages eg where members are from diverse cultures, religions, ethnicities • Limited work experience • Conflicts among members due to lack of common interest or goals and differences in values • Lack of commitment among members
OPPORTUNITIES	**THREATS**
External factors which can help the WRO networks and alliances achieve their goals and interests. These include: • Support from the government • Access to donor support • Strong and resilient civil society • Access to information and media coverage • Support from the community • Empowered women and girls in society.	External factors which can prevent WRO networks and alliances from achieving their goals. These include: • Social exclusion of women and girls • Restrictive government policies • Lack of donor support • Negative political influence • Remoteness • Low level of empowerment to women and girls about their rights • Lack of access to information and media support

PESTEL Analysis Template

PESTEL Analysis					
Political: Status of human rights Level of corruption Civil liberties Government restrictions Freedom of movement and association Access to media and information Peace and Political stability Community policing	Economic: Cost of living Operational cost Availability of resources Employment levels Income levels Inflation	Social: Age differences among women Culture Religion Beliefs and stereotypes Population Level of education	Technological: Trends in technology New equipment Innovation Technological awareness Incentives eg free internet Automation of services	Environmental: Climate change Interests over natural resources Weather Environmental policy Availability of raw	Legal: legislations and policies consumer protection health and security laws copyright law labour laws

A Strategy Map Template

Vision; Where we want to be?

Mission; What we do

Values; What we Believe in

Strategy; Action Plan

Strategy map; Translation of strategy

Balance score card; Where you are and what you want to achieve

Targets and Initiatives; What we need to do.

Personal objectives

↓

Strategic outcomes

| Enjoyment of womens right | Strong WROs | Collective AdvocacyE | mpowered women and girls |

Template for a logframe matrix:

Notes:
- develop the project description
- list main activities
- develop assumptions
- develop indicators
- develop sources of verification e.g., objectives and results

Project Description	Verifiable Indicators	Source of information for Verification	Assumptions
Overall objective The broad development impact to which the project contributes - at a national or sectoral level (provides the link to the policy and/sector programme context).	It Measures the extent to which a contribution to the overall objective has been made. It is used during evaluation.	How to measure information This involves the methods used to collect and report information.	Assumptions depending with the expected results
Purpose These are the outcomes at the end of the project cycle or a phase in a project cycle. It includes the expected benefits for the members	Helps answer the question 'how will we know if the purpose has been achieved. It measures immediate objectives	How to measure information It includes the ssources of information and the methods used to collect and report it	Assumptions: Factors outside project management's control which may have an impact on project activities and overall results.
Results/outputs The direct/tangible results (goods and services) that the project delivers. These should be under project management's control.	It helps to determine how results have been delivered.	How to measure information It includes the ssources of information and the methods used to collect and report it	Assumptions: Factors outside project management's control that may have an impact on project's activities and results.
Activities and Inputs These are the main tasks that need to be carried out to deliver the planned results. It includes the work programme.	By providing a summary of sources or means through which resources are obtained.	By outlining a summary of budget and costs.	Assumptions: Factors outside project management's control that may have an impact on project's activities and results.

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