



MINISTRY OF PUBLIC SERVICE, YOUTH AND GENDER AFFAIRS

STATE DEPARTMENT
FOR GENDER AFFAIRS

**STRATEGIC PLAN
2018-2022**



Our Vision
A just, fair and transformed society free from gender discrimination in all spheres of life

Our Mission

To coordinate gender mainstreaming in national development planning and promote equitable political and socio-economic development for women, men, girls and boys

Our Core Values:

We are guided by the national values as espoused by the Constitution of Kenya. These values are: gender equality, equity, inclusiveness, diversity, gender-responsiveness, team work, non-discrimination and protection of the marginalised, social justice, participation of the people, integrity, transparency, accountability and human dignity

In our day-to-day work, we are committed to;

1. Equality and equity between women, men, girls and boys
2. Provide guidance on gender mainstreaming to ensure institutions effectively serve women, men, boys and girls equally
3. Building and sustaining partnerships for gender equality and women's empowerment
4. Effective communication, knowledge generation and sharing about gender issues

TABLE OF CONTENTS

ABBREVIATIONS AND ACRONYMS	iii
LIST OF TABLES	v
FOREWORD	vi
PREFACE	viii
ACKNOWLEDGEMENT	ix
EXECUTIVE SUMMARY	x
CHAPTER ONE: INTRODUCTION	1
1.0 Background	1
1.1 Mandate of State Department for Gender Affairs	1
1.2 Rationale for the Strategic Plan	2
1.3 Kenya's Development Agenda and Challenges	2
CHAPTER TWO: SITUATIONAL ANALYSIS	11
2.0 Introduction	11
2.1 SDGA Achievements, Challenges and Lessons Learnt	11
2.2 SWOT Analysis	17
2.3 PESTEL Analysis	19
2.4 Stakeholders Analysis	22
CHAPTER THREE: STRATEGIC MODEL	26
3.0 Introduction	26
3.1 Gender Policy Management, Gender Research and Gender Mainstreaming	27
3.2 Elimination of Gender-Based Violence and Harmful Practice	30
3.3 Socio-Economic Empowerment	31
3.4 Coordination and Stakeholders' Engagement	33
3.5 Institutional and Organisational Capacity Strengthening	34

CHAPTER FOUR: STRATEGY IMPLEMENTATION AND COORDINATION FRAMEWORK	36
4.0 Introduction	36
4.1 Department's Directorates	36
4.3 Coordination Mechanism	39
4.4 Institutional and Organisational Capacity Strengthening	41
4.5 Organisational Structure and Staffing	42
4.6 Resource Mobilisation	45
4.7 Risk Assessment	48
 CHAPTER FIVE: MONITORING, EVALUATION AND REPORTING	 50
5.0 Introduction	51
5.1 Monitoring and Evaluation Objectives	51
5.2 Monitoring and Evaluation Approach	52
5.3 Monitoring, Reporting and Evaluation Cycle	52
Annex 1: Implementation Framework SDGA SP 2018-2022	56

ABBREVIATIONS AND ACRONYMS

AU	African Union
AGPO	Access to Government Procurement Opportunities
BPfA	Beijing Platform for Action
CBOs	Community-Based Organisations
CEC	County Executive Committee
CEDAW	Convention on the Elimination of all forms of Discrimination Against Women
COG	Council of Governors
COMESA	Common Market for Eastern and Southern Africa
CSO	Civil Society Organisations
CSW	Commission on the Status of Women
DEVAW	Declaration on the Elimination of Violence Against Women
EAC	East African Community
EBP	Evidence-Based Policy
FBOs	Faith-Based Organisations
FGM	Female Genital Mutilation
GBV	Gender-Based Violence
GBVRC	Gender-Based Violence Recovery Centres
GEWE	Gender Equality and Women Empowerment
GRB	Gender-Responsive Budgeting
GSWG	Gender Sector Working Group
ICT	Information Communication Technology
IEC	Information Education and Communication
IFMIS	Integrated Financial Management Information Systems
IGAD	Intergovernmental Authority on Development
ILO	International Labour Organisation
IPPD	Integrated Payroll and Personnel Database
KNAP	Kenya National Action Plan
KNBS	Kenya National Bureau of Statistics

MCA	Member of County Assembly
MDAs	Ministries, Departments and Agencies
MPSYGA	Ministry of Public Service, Youth and Gender Affairs
MSEA	Micro and Small Enterprise Authority
MTEF	Medium-Term Expenditure Framework
MTP	Medium-Term Plan
M&E	Monitoring and Evaluation
NACADA	National Agency for the Campaign Against Drug Abuse
NGAAF	National Government Affirmative Action Fund
NIMES	National Integrated Monitoring and Evaluation System
NGEC	National Gender and Equality Commission
NGOs	Non-Governmental Organisations
PCDU	Performance Contracting Delivery Unit
PESTEL	Political, Economic, Socio-Cultural, Technological, Environment and Legal
PLWD	People Living with Disabilities
PPOA	Public Procurement Oversight Authority
PPP	Public-Private Partnerships
SACCO	Savings and Credit Cooperative Organisations
SDGA	State Department for Gender Affairs
SDGs	Sustainable Development Goals
SWOT	Strengths Weaknesses Opportunities and Threats
UN	United Nations
UNSCR	United Nations Security Council Resolutions
WEF	Women Enterprise Fund

LIST OF TABLES AND FIGURES

Table 1: Normative Legal and Policy Frameworks	2
Table 2: Women in Decision-Making Positions	13
Table 3: SWOT Analysis	17
Table 4: PESTEL Analysis	19
Table 5: Stakeholders Analysis	22
Table 6: Thematic Area 1 — Gender Policy Management, Gender Research and Gender Mainstreaming	28
Table 7: Thematic Area 2 — Elimination of Gender-Based Violence and Harmful Practices	31
Table 8: Thematic Area 3 — Socio-Economic Empowerment	32
Table 9: Thematic Area 4 — Coordination and Stakeholders Engagement	33
Table 10: Thematic Area 5 — Institutional and Organisational Capacity Strengthening	34
Table 11: Summary of the Staffing Gaps in the State Department for Gender Affairs	43
Table 12: SDGA Budget 2018-2022	46
Table 13: Risk Analysis	48
Table 14: Reporting Mechanism	53
Figure 1: The Monitoring and Evaluation Cycle	54

FOREWORD

The Executive Order No.2 of 2018, bestows the State Department for Gender Affairs with the functions of gender policy management, special programmes for women's empowerment, and gender mainstreaming in MCDAs, domestication of international treaties and conventions on gender, and policy and programmes on gender-based violence. To deliver on its mandate, the Department designed a five-year strategic plan covering the period 2018-2022, as a framework of reference in guiding its operations during the plan period. Its aim is to guide the State Department for Gender Affairs to deliver on its mandate, as envisaged in Executive Order No.2 of 2018. A product of extensive collaboration and comprehensive feedback from our internal

and external stakeholders, the plan establishes the strategic framework for the planning and delivery of gender-responsive services in Kenya, as well as timely monitoring and evaluation of performance. It is informed by the Constitution and international as well as regional treaties and conventions that Kenya has domesticated, and is aligned to the Government's Big Four Agenda of manufacturing, food security and nutrition, affordable housing and access to universal healthcare coverage.

This Strategic Plan provides a framework for realising the delivery of tangible gender development results to all Kenyans. It will also act as a guide for assessing the performance and achievements of results in the State Department for the next five years, across all its responsibilities. The implementation of this plan is the responsibility of not only the top leadership or heads of directorates, but also all stakeholders. The directorates should work as a team in service delivery as expected by Kenyans.

Each directorate is, therefore, required to translate the strategic action plan into directorate work plans and thus provide the foundation for departmental performance evaluation. At the same time, we expect to see closer collaboration, consultation and communication between all the directorates in the State Department. The SDGA has been charged with many significant national commitments, informed by the 2010 Constitution and Vision 2030.



Kenyans expect to see a real change in their lives across the responsibilities covered by the Department such as gender-responsive policies, programmes, budgeting, better quality of service, which is efficient and accountable to the people; the fulfilment of socio-economic and political empowerment of our target gender groups, which has a bearing on the overall development of the nation, and for the realisation of Kenya's Vision 2030, Agenda 2030 on Sustainable Development Goals, and Agenda 2063.

The State Department, being the national gender machinery, has its presence in the ministries and county governments to drive the gender agenda. It also aims to strengthen institutions and human resource capacities charged with the implementation of the gender programmes and projects, thus contributing to the attainment of Gender Equality and Women's Empowerment (GEWE). This Strategic Plan has taken into account every conceivable detail in the programming of the Department's activities towards responding to the unique demands and specific gender needs of all Kenyans. It provides the roadmap to meet these goals.

I implore our staff, stakeholders and ordinary Kenyans to join us in the furtherance of these efforts.

I wish to take this opportunity to acknowledge the role played by the Chief Administrative Secretary, Hon. Rachel Shebesh, the Principal Secretary, Hon. Safina Kwekwe Tsungu, the Secretary Administration Mr. Samuel M. Arachi CBS, OGW ndc (K) and Secretary Gender Affairs Ms. Faith Kasiva, in providing good leadership during the preparation of the Strategic Plan.

PROF. MARGARET KOBIA, PhD, MGH
CABINET SECRETARY, MINISTRY OF PUBLIC SERVICE,
YOUTH AND GENDER AFFAIRS

PREFACE

This is the first Strategic Plan by the State Department of Gender Affairs (SDGA) since its establishment in November 2015 in the Ministry of Public Service, Youth and Gender Affairs. The plan covers the period 2018-2022 and is anchored on the Third Medium Term Plan (MTPIII), drawing on the lessons from MTP I and II, among other policy frameworks.

Its implementation framework takes cognizance of the two-tier level of governments — national and county — including joint programmes with development partners. It provides the strategic direction of the State Department within the next five years. Also, the plan is aligned to the Big Four government agenda. The plan further defines the strategic goals, objectives and strategies which will guide the State Department in the delivery of its core functions and mandate.

I call upon our partners and all other stakeholders to commit themselves to the pursuit of gender equality and empowerment of women and girls through the implementation of the Strategic Plan. As a national gender outfit, we pledge total commitment towards its implementation in line with its mandate.

To this end, I appreciate the Cabinet Secretary for Public Service, Youth and Gender Affairs, Prof. Margaret Kobia, for providing excellent leadership during the development of this Strategic Plan. I also extend my appreciation to all stakeholders for their invaluable support.



HON. RACHEL SHEBESH
CHIEF ADMINISTRATIVE SECRETARY,
MINISTRY OF PUBLIC SERVICE, YOUTH AND GENDER
AFFAIRS

ACKNOWLEDGEMENT

The development of this Strategic Plan benefited from the contributions of the leadership of the Ministry of Public Service, Youth and Gender Affairs, various stakeholders and individuals.

I acknowledge the excellent work by the stakeholders, whose views are included in the Strategic Plan. They include government ministries, departments and agencies as well as civil society and the gender sector working groups. I sincerely thank them all for their invaluable contribution.



I extend my appreciation to the Technical Working Committee comprising staff from the State Department of Gender Affairs, MCDAs, and the Council of Governors, for their commitment and excellent work, coordinated by the head of the Central Planning and Projects Monitoring Unit, Mr. William Komu, for playing a pivotal role in the whole process. I extend my gratitude to the Gender and Administration Secretaries for the overall technical guidance to the Technical Working Team. I am also grateful to development partners, especially UN Women, who technically and financially supported the development of the strategy.

I am indebted to the staff of the State Department for Gender Affairs for their dedication and tireless efforts in ensuring the successful completion of the Strategic Plan.

Further, I acknowledge the Cabinet Secretary, Ministry of Public Service, Youth and Gender Affairs, Prof. Margaret Kobia (PhD), and the Chief Administrative Secretary, Hon. Rachel Shebesh, for their overall guidance in the development of the Strategic Plan.

To individuals and organisations, who/that, in diverse ways, made a contribution to this process but I could not mention by name, I say thank you and look forward to your continued collaboration.

HON. SAFINAKWEKWE TSUNGU
PRINCIPAL SECRETARY,
STATE DEPARTMENT FOR GENDER AFFAIRS

EXECUTIVE SUMMARY

This is the first Strategic Plan for the State Department for Gender Affairs (SDGA). The plan stipulates the Department's strategic direction for the period 2018-2022. The process of putting together the Strategic Plan was consultative and participatory, taking into consideration the Ministry of Devolution and Planning guidelines for the preparation of fourth generation strategic plans (2018-2022).

In the preliminary pages, the plan highlights the Department's vision, mission and core values. Chapter One covers an introduction to the Department and gives its background and mandate. Key components in this chapter are: the rationale for the Strategic Plan, the process of preparing the Strategic Plan, and Kenya's development agenda as well as challenges. It gives details of the global, regional and national normative as well as legal frameworks.

Chapter Two covers the situational analysis, review of MTP II (2013-2017), key achievements, challenges and lessons learnt. The chapter also gives a comprehensive analysis that consists of strengths, weaknesses, opportunities and threats (SWOT); the political, economic, social, technological, environmental and legal (PESTEL); and stakeholders' analysis.

The strategic model is covered in Chapter Three and provides the details of the five thematic areas as informed by the context and situational analysis. The thematic areas include: Gender policy management, gender research and gender mainstreaming; the elimination of gender-based violence and harmful practices; socio-economic empowerment, coordination and stakeholders' engagement, as well as institutional and organisational capacity strengthening.

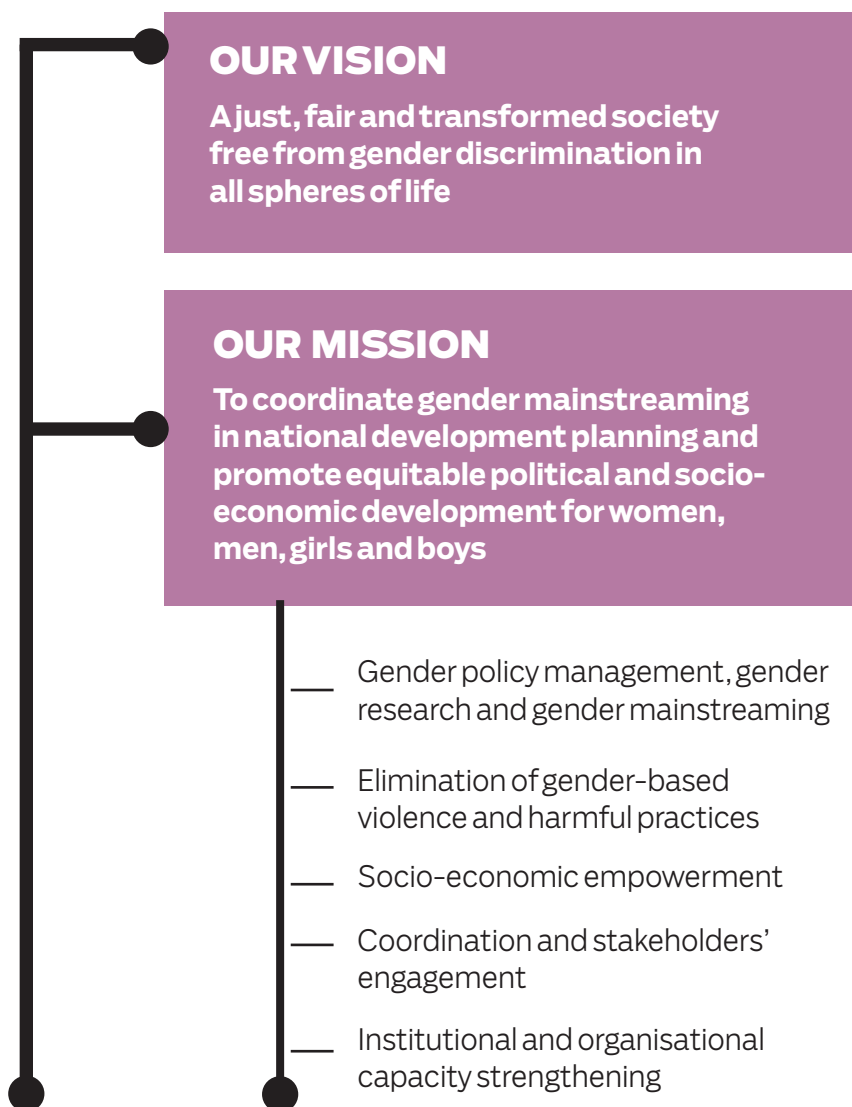
Chapter Four is the strategy implementation and coordination framework. This chapter covers the Department's directorates, Semi-Autonomous Government Agencies (SAGAs), coordination mechanism, institutional and organisational capacity strengthening, organisational structure and staffing, resource mobilisation and risk assessment.

In Chapter Five, monitoring and evaluation objectives, approach and reporting are presented.

Annex 1 provides the details of the implementation matrix. The matrix covers each thematic area's strategic issues, strategic objectives, activities, outputs, outcomes, key indicators, reporting schedule and baseline 2017/18, as well as the proposed five-year targets, budgets and responsibility.

A diagrammatic representation of the strategic planning is summarised below.

SDGA STRATEGIC OVERVIEW



OUR CORE VALUES

We are guided by the national values as espoused by the Constitution of Kenya. These values are; gender equality, equity, Inclusiveness, diversity, gender-responsiveness, team work, non-discrimination and protection of the marginalised, social justice, participation of the people, integrity, transparency, accountability and human dignity

CHAPTER ONE

INTRODUCTION

1.0 Background

The State Department for Gender Affairs (SDGA) was established in November 2015 in the Ministry of Public Service, Youth and Gender Affairs. The Department was created from the former Ministry of Devolution and Planning to promote gender mainstreaming in national development processes and champion the socio-economic empowerment of women. Previously, gender issues were handled under a division in the Ministry of Gender, Children and Social Development and as a directorate under the Ministry of Devolution and Planning. The Department derives its mandate from the Constitution of Kenya in Articles 10, 27, 60, 61, 81 and 100, among others, and Executive Order No.1 of 2018 (Revised).

1.1 Mandate of State Department for Gender Affairs

The Departments' functions are derived from Executive Order No.1 of 2018 (Revised). These are:

- i. Gender Policy Management
- ii. Special Programmes for Women's Empowerment
- iii. Gender Mainstreaming in Ministries/Departments/Agencies
- iv. Domestication of International Treaties/Conventions on Gender
- v. Policy and Programmes on Gender Violence

The Department has four technical directorates, namely:

- i. Gender Mainstreaming and Field Services
- ii. Policy and Research
- iii. Socio-Economic Empowerment
- iv. Gender-Based Violence

The Department has oversight over four semi-autonomous government agencies:

- i. The Women Enterprise Fund (WEF)
- ii. Uwezo Fund
- iii. National Government Affirmative Action Fund (NGAAF)
- iv. Anti-Female Genital Mutilation Board

Other institutions under the Department are the Gender Violence Protection Centres and the National Gender and Equality Commission.

1.2 Rationale for the Strategic Plan

This is the first Strategic Plan for SDGA following the Department's creation in November 2015. It outlines the Department's aspirations to effectively and efficiently deliver gender-responsive services to Kenyans. It will guide the operations of the State Department in the next five years.

The Strategic Plan is anchored in the Constitution, the Department's main framework for delivering the objectives of Vision 2030 and its Medium-Term Plan III (MTP III), Gender, Youth and Vulnerable Groups Sector Plan, Sustainable Development Goals (SDGs) and African Union Agenda 2063, among other international, regional and national gender commitments. The Strategic Plan is also aligned to the Big Four Agenda.

1.3 Kenya's Development Agenda and Challenges

1.3.1 Global, Regional and National Context

Kenya has signed, ratified and adopted major treaties, conventions, resolutions and declarations that are critical to the advancement of gender equality and women empowerment. The instruments are as detailed in Table 1:

Table 1: Normative Legal and Policy Frameworks

International Commitments	
Convention on the Elimination of all forms of Discrimination Against Women (CEDAW)	Signed in 1981 and ratified in 1984. Kenya abides by its reporting obligations and has been submitting reports every four years to the CEDAW committee since 1990. The Convention provides for equality and non-discrimination. It is entrenched in Kenya's Constitution under Article 27. Kenya is expected to address the gaps and challenges in the implementation of CEDAW, and provide information to the committee in compliance with the reporting guidelines. The issues raised on the implementation of the Convention in areas where Kenya has fallen short will be addressed in the Strategic Plan implementation period.

International Conference on Population and Development (ICPD)	Ratified and signed in 1994, ICPD calls for advancing gender equality and equity and the empowerment of women, the elimination of all forms of violence against women, and ensuring women's ability to control their own fertility. Kenya has put in place various policy and strategic frameworks to address the issues of maternal health and sexual and reproductive health espoused in ICPD.
ILO Conventions 100/1951; 101/1958 and 183/2000	Stipulates the principle of equal remuneration for men and women workers for work of equal value. It is amplified in Article 27 (3) of the Constitution of Kenya which provides that women and men have the right to equal treatment, including the right to equal opportunities in the political, economic, cultural and social spheres. With regard to maternity, the Employment Act provides for three months' maternity leave with full pay.
UN Security Council Resolution 1325	United Nations Security Council Resolution (UNSCR) 1325 on women peace and security calls for the inclusion of women in conflict prevention, resolution and peace building. Adopted in 2000, the Resolution calls for an end to widespread conflict-related sexual violence. It stresses the importance of women's equal and full participation as active agents in peace and security. The Kenya National Action Plan (KNAP) was developed to operationalise the UNSCR 1325 and it focuses on four thematic areas: participation and promotion, prevention, protection, relief and recovery.
Beijing Platform for Action (BPfA)	Adopted in 1995, the BPfA reinforces the provisions of CEDAW and identifies 12 critical areas of concern; women and poverty, education and training of women, women and health, violence against women, women and armed conflict, women and the economy, women in power and decision-making, institutional mechanisms for the advancement of Women, human rights of women, women and the media, women and the environment, and the girl-child. Kenya has put in place legal and policy frameworks in line with the BPfA. They include the Bill of Rights in Kenya's Constitution, which addresses key issues on women's empowerment, including affirmative action in policies and programmes. The Constitution also proposes the enactment of laws to enhance equality and non-discrimination. Kenya, like other member States, as noted in the 20-year review of the BPfA, has not fully realised full gender equality in all dimensions of life as envisioned in the Platform. Aspirations of the Beijing Platform for Action. Since its adoption in 1995, the BPfA remains a powerful source of guidance and inspiration. Kenya reports on its implementation every year during the Commission on the Status of Women and coordinates the implementation of the follow-up actions at the country level. The Department of Gender in the Ministry of Public Service, Youth and Gender Affairs provides the institutional framework that coordinates the implementation of BPfA.

The Convention on the Right of the Child (CRC)	The CRC is a legally-binding international agreement which sets out the civil, political, economic, social, health and cultural rights of children, regardless of their race, religion or abilities. It is based on four core principles: non-discrimination; devotion to the best interests of the child; the right to life, survival and development; and respect for the views of the child. It came into force on September 2, 1990. It has three optional protocols which were adopted at different periods as follows: Two optional protocols were adopted on May 25, 2000. The First Optional Protocol restricts the involvement of children in military conflicts, and the Second Optional Protocol prohibits the sale of children, child prostitution and child pornography. Adopted in December 2011, The Third Optional Protocol concerns communication procedure, which would allow children or their representatives to file individual complaints for violation of the rights of children.
Sustainable Development Goals	This is a global agenda for sustainable development, with SGD-5 specifically focusing on gender equality and the empowerment of women and girls. Gender issues also cut across all other 16 goals. The Department will, therefore, seek to achieve the global objectives in relation to SDG-5 to achieve gender equality and empower all women and girls as follows: End all forms of discrimination against women and girls everywhere. Eliminate all forms of violence against women and girls in the public and private spheres, including trafficking, sexual and other types of exploitation. Eliminate all harmful practice such as child, early and forced marriage, and female genital mutilation. Recognise and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies, and the promotion of shared responsibility within the household and the family as nationally appropriate. Ensure women's full and active participation and equal opportunities for leadership at all levels of decision-making in the political, economic and public life. Ensure universal access to sexual reproductive health and reproductive rights as agreed, in accordance with the Programme of Action at the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences. Undertake reforms to give women equal rights to economic resources as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources in accordance with national laws. Enhance the use of enabling technology, in particular information and communications technology. To empower women and girls at all levels, adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality.

Regional Commitments

Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (Maputo Protocol)	Endorsed by African Heads of States in 2003, the Maputo Protocol came into force in November 2005, and Kenya ratified it in 2010. The protocol is a human rights instrument that envisages the social, economic and political participation of women in Africa. The rights include: the elimination of discrimination against women; the right to dignity, life, integrity and security of the person; the elimination of harmful practices; marriage; separation, divorce and annulment of marriage; access to justice and equal protection before the law; the right to participation in political and decision-making processes; the right to peace; protection of women in armed conflict; the right to education and training; economic and social welfare rights; health reproductive rights, the right to food security; the right to adequate housing; the right to positive cultural context; the right to a healthy and sustainable environment; the right to sustainable development; widows' right to inheritance; special protection of elderly women; special protection of women with disabilities; and special protection of women in distress. The Department for Gender Affairs coordinates the implementation and reporting on progress every two years to the African Human Rights Commission.
African Union Agenda 2063	The agenda recognises gender inequality as a challenge in Africa that has resulted in women facing disproportionate incidences of poverty, illiteracy and disease. Kenya is on its way to realising the provisions of the AU Agenda 2063, particularly Aspiration 6, which seeks to have an Africa where development is people-driven, unleashing the potential of its women and youth. This will be achieved through a multi-pronged approach highlighted in its regional and national commitments in this plan.
The East African Community Treaty of 1999	The Treaty envisions the mainstreaming of gender in all endeavours and enhancing the participation of women in cultural, social, political, economic and technological development. Kenya has strived to achieve the commitments spelt out in this treaty through affirmative action for women in employment and providing access to higher education to more girls.

National Commitments

Constitution of Kenya 2010	A Comprehensive and all-encompassing law establishes the normative and legal framework for the realisation of gender equality in Kenya. Article 27 (8) of the Constitution provides that, in addition to the measures contemplated in Clause 6, the state shall take legislative and other measures to implement the principle that not more than two-thirds of the members of elective or appointive bodies shall be of the same gender.
Vision 2030	This is a blueprint for the development of the country and is a long-term strategy for Kenya's social, political and economic growth. Vision 2030 outlines programmes to promote gender equality and women empowerment. It is implemented through five-year medium-term plans.

MTPI (2008-2012)	Through MTPI, the government introduced a number of initiatives on gender mainstreaming and made it a standard target in all Ministries, Departments and Agencies' (MDAs) annual performance contracts effective 2009/2010. To promote the economic empowerment of women through accessible and affordable credit, the Women Enterprise Fund (WEF) was established in 2007 to support women entrepreneurs. Further, WEF-Soko, a marketing initiative developed under MTP-1, supports WEF entrepreneurs' access to markets around the globe by showcasing their products on the fund's website.
MTPII (2013-2017)	Aimed at building on the successes of the first MTP (2008-2012), the MTP II comprised two flagship projects on promoting gender and women's empowerment. These are Gender Mainstreaming and Women's Empowerment. Under Gender Mainstreaming, the Ministry of Devolution and Planning, which was previously mandated to implement gender programmes, was expected to coordinate the monitoring of gender mainstreaming across MDAs to enhance the capacities of the decentralised gender functions in order to effectively push forward the gender mainstreaming agenda.
MTPIII (2018-2022)	The Constitution is emphatic on gender equality and uplifting of lives of all vulnerable groups. Projects outlined in MTP III emphasise promotion of gender equality in the following programmes: the Women Enterprise Fund, UWEZO Fund, National Government Affirmative Action Fund (NGAAF), Access to Government Procurement Opportunities (AGPO), Prevention and Response to Gender-Based Violence, the Elimination of Female Genital Mutilation (FGM), Gender Mainstreaming and the Sanitary Towels Programme.
The Big Four Agenda	The Big Four Agenda entails boosting manufacturing activities, achieving universal health coverage, enhancing food and nutrition security and supporting the construction of at least 500,000 affordable houses by 2022. To realise the Big Four Agenda, the Department will undertake policy appraisal of both national and county governments to identify gender gaps and develop frameworks to guide in policy review to engender them. The Department will pilot the guidelines in the agriculture, housing, manufacturing and the health sectors. Other interventions include linking women to affordable housing and provision of affordable credit to affirmative action groups for activities directed at food production, manufacturing and housing. It will Intensify campaigns against Gender-Based Violence (GBV) and harmful cultural practices, partner with county governments and the Ministry of Health to establish Gender-Based Violence Recovery Centres (GBVRC) and sensitise and link women to register with NHIF and other health insurance service providers, among others. Further, the Department will coordinate the implementation of the gender component in the Climate Change Act 2016, which has a bearing on food security.

The 2000 National Gender and Development Policy	The objective is to facilitate gender-mainstreaming needs in all development processes in the country. Institutional arrangements have been put into place to oversee and coordinate various initiatives at different levels, including a ministry-wide structure, region-based gender committees and other structures such as department-based gender units or focal points to facilitate and coordinate the implementation of the policy. The government developed a National Plan of Action for the Implementation of the National Policy on Gender and Development (2008–2012) aimed at mainstreaming gender concerns in all areas of development. The policy is under review to align it with the Constitution, MTP111, SDGs and other emerging issues.
County Integrated Development Plans (CIDPs)	CIDPs outline gender equality as one of the principles guiding the implementation of county laws, policies and programmes.

1.3.2 Kenya Gender Context

Kenya has made significant progress in regard to promoting gender equality and women's empowerment. According to the country's *Economic Survey 2018*, the proportion of the population that is poor dropped from 46 percent in FY 2005/2006 to 36 percent in 2015/2016. However, there still exist gender inequalities in the socio-economic and political spheres. Further, the survey indicates that 15 percent of the population experienced several, multi-dimensional forms of poverty. The highest overall poverty incidences were in rural areas, where 40 percent of the residents were considered as poor overall compared to 27 percent in peri-urban and 29 percent in core urban areas.

According to the *Global Gender Gap Report* (2017), Kenya's Gender Index stood at 0.694. The sub-index of health and survival, political empowerment, economic participation and opportunity, and educational attainment stood at 0.980, 0.147, 0.720 and 0.929, respectively. Kenya remains a highly unequal society by income, gender and geographical location. Women are less likely to find a job in the formal labour market and they generally earn less than men. Poverty is prevalent among low-income earning women, rural communities and the urban poor, concentrated in increasing urban settlements¹. There is an improvement in social indicators such as falling infant mortality, near universal primary school

¹ Kenya Economic Survey 2018



Prof. Margaret Kobia leading the Kenyan delegation during the 62nd annual Commission on Status of Women meeting in New York in 2018.

enrolment and narrowing of gender gaps in education as well as reduction in the prevalence of HIV and AIDS. However, other social indicators such as high maternal mortality — 362 maternal deaths per 100,000 (KDHS, 2014) — and low secondary school enrolment undermine economic growth. In Kenya, 21.2 percent of the total population in 2014-2016 was undernourished, representing 35 percent change since 1990².

The participation of women in, and contribution to, the economy is under-rated, with women and girls' work often unpaid, underpaid or invisible³. Women undertake the bulk of agricultural work, thus contributing much to productivity for consumption and for sale. However, women earn only a fraction of the income generated and own a nominal percentage of assets. The majority of women work in the informal sector, with only 34 percent working in the formal sector.

² International Fund for Agricultural Development. 2015, page 44

³ Sessional Paper No.2 of 2006 on Gender Equality and Development

Women's care work, in particular, is critical to the formal economy, yet they are never paid for it. These factors affect the extent to which women can take advantage of new methods of production, information, knowledge and available skills for gainful livelihoods.

Women are also concentrated more in sectors that have lower average wages, especially agriculture and education. Given that nearly 40 percent of households are run solely by women, their households are more likely to be poor because of lack of fair income. In addition, women earn less than men in Kenya. The World Economic Forum (2015) found that a Kenyan woman earns KSh62 for every KSh100 earned by a man for similar work done. This wage gap cumulatively translates to different outcomes for both men and women, economically, politically, socially and culturally.

Kenya has developed policy frameworks for gender equality, which include The National Policy on Prevention and Response to GBV and MTP III. MTP III emphasises gender mainstreaming and the empowerment of women as key priorities in ensuring equality between men and women in access to economic, social and political opportunities. Budgetary allocation for gender programmes has been enhanced and, as a result, more beneficiaries have been reached through the various affirmative action funds (WEF, UWEZO Fund and NGAAF).

In line with the Beijing Platform for Action and CEDAW, upholding gender-responsive budgeting (GRB) principles in the government's financial and planning processes is critical to the achievement of gender equality and women's empowerment.

According to the National Gender Equality Commission Guidelines on Gender-Responsive Budgeting (GRB), an assessment of Kenya's gains with GRB shows that progress has been made in terms of raising awareness, developing guidelines and pushing for the government's accountability, with little success in the budget-making process (National Gender and Equality Commission, NGECE, 2014). The poor performance is attributed to limited financing for gender-responsive budgeting activities; lack of adequate gender data to support the budget process, inadequate technical capacity to generate gender statistics, the implementation of short-term Gender-Responsive Budgeting initiatives with inadequate monitoring and evaluation mechanism; poor coordination among the key players in the GRB process and; narrow GRB initiatives that have mainly

focused on advocating for specific budgetary items as opposed to looking at the whole budget from a gendered perspective.

According to the *Kenya Demographic Health Survey* (KDHS) 2014, nearly half (49 percent) of currently married employed women make independent decisions about how to spend their earnings, an increase from 42 percent reported in the 2008-2009 KDHS. Fifty-four percent of married women participate in decisions pertaining to their own health care, major household purchases, and visits to their family or relatives.

The KDHS report 2014 indicates that gender-based violence cases reported are from age 15, with 45 percent of women and 44 percent of men aged 15-49 reporting to have experienced physical violence. The main perpetrators of physical violence against women are husbands, whereas the main perpetrators against men are parents and teachers, among others.

The report further indicates that 14 percent of women and six percent of men aged 15-49 reported experiencing sexual violence at least once in their lifetime. Overall, 39 percent of ever-married women and nine percent of men aged 15-49 reported having experienced spousal physical or sexual violence. Among women and men who have ever experienced spousal violence (physical or sexual), 39 percent and 24 percent, respectively, reported experiencing physical injuries. 44 percent of women and 27 percent of men have sought assistance to stop the violence they have experienced.

According to KDHS 2014, 21 percent of women aged 15-49 have been circumcised with evidence of a trend over time to circumcise girls at younger ages. Twenty-eight percent of circumcised women aged 20-24 were circumcised at between ages five and nine, as compared with 17 percent of circumcised women aged 45-49. With respect to type of circumcision, two percent of circumcised women aged 15-49 underwent cut but no flesh was removed, 87 percent had cutting with flesh removed, and nine percent had their genital area sewn closed after mutilation (a procedure known as infibulation). Girls aged 0-14 are more likely to be circumcised if their mother is circumcised.

CHAPTER TWO

SITUATIONAL ANALYSIS

2.0 Introduction

This chapter presents the situational analysis, a review of SDGA's past achievements, challenges and lessons learnt. In addition, it covers SWOT, PESTEL and stakeholder analyses, which provide a platform on which thematic areas are identified and strategies developed.

2.1 SDGA Achievements, Challenges and Lessons Learnt

2.1.1 Achievements

Policies, Legal and Institutional Reforms

Key policies developed and laws enacted to advance gender equality and women's empowerment during the MTP II period include the National Policy on Prevention and Response to GBV (2014), Matrimonial Property Act 2013, Marriage Act 2014, Prevention Against Domestic Violence Act 2015. Prohibition of FGM Act 2011, and the establishment of the Anti-FGM Board.

Other policies in the final stages of development include: National Gender and Development Policy, Eradication of FGM Policy and National Equality Policy. In 2016, the government launched the Kenya National Action Plan for the implementation of UNSCR 1325 on Women Peace and Security.

Socio-economic Empowerment

A cumulative analysis of the funds since inception (2007-2018) indicates that the Department, through the Women Enterprises Fund (WEF), disbursed over KSh9.79 billion to 891,917 beneficiaries, Uwezo Fund disbursed more than KSh5.85 billion to 920,325 beneficiaries, the National Government Affirmative Action Fund (NGAAF) disbursed KSh7.07 billion to counties to support affirmative action groups' programmes and projects.

The government also prepared the Women's Economic Empowerment strategy and undertook capacity development on AGPO and the National Government Affirmative Action Fund. During the same period, the government established

various girls' empowerment initiatives such as the provision of sanitary towels as per Basic Education Act No.14 of 2013, as amended in 2018 and a mentorship programme.

Gender Mainstreaming

The Government has formulated gender-responsive budgeting guidelines and gender mainstreaming guidance note for the development of MTP III and second generation CIDPs. The Women and Men in Kenya Facts and Figures Booklet (2017), Gender Data Sheet (2015), The Status of Women Report (2017) and the Kenya National Action Plan on UNSCR 1325 for Women, Peace and Security (2016) were developed. A gender management system training manual on women and men in Kenya was published, while the National Gender Research and Documentation Centre was established for knowledge management to provide evidence-based planning and policy interventions.

Further, the Department created awareness of women's and human rights through the commemoration of UN days on gender, among them International Women's Day and International Widows' Day. In the same period, the intergovernmental forum for gender was established and the Gender Sector Working Group strengthened.

Kenya has made significant gains in women's representation since the promulgation of the Constitution in 2010. The 2017 elections were the second to be held after the Constitution three women were elected governors and three others senators in 2017 while in 2013, no woman was elected to either position. More women were elected to the national and county assemblies. Twenty-three women elected as members of Parliament in 2017, as compared to 16 in 2013. There was also an increase in the number of women elected to the county assemblies, from 82 in 2013 to 96 in 2017. Women running as independent candidates were also elected for the first time. Women comprised 9.2 percent of the 1,835 elected individuals in 2017, a marginal increase from 7.7 percent in 2013⁴.

Table 2 provides the progress on women's representation in 2016 and 2017.

⁴ A gender analysis of the 2017 General Election, February 2018; National Democratic Institute and FIDA

Table 2: Women in Decision-Making Positions

CATEGORIES	2016				2017			
	F	M	TOTAL	% F	F	M	TOTAL	(%)F
President	-	1	1	0	-	1	1	0
Deputy President	-	1	1	0	-	1	1	0
Cabinet Secretaries	6	12	18	33.3	6	16	22	27.3
Cabinet Administrative Secretaries	-	-	-	-	3	18	21	14.3
Principal Secretaries	7	19	26	26.9	10	32	43	23.3
Diplomatic Corps	15	48	63	23.8	16	42	58	27.6
Governors	0	47	47	0	3	44	47	6.4
Deputy Governors	9	38	47	19.2	7	40	47	14.7
Senators	18	49	67	26.9	21	46	67	31.3
National Assembly	69	280	349	19.8	76	273	349	21.8
Speaker of Senate	-	1	1	0	-	1	1	0
Speaker of National Assembly	-	1	1	0	-	1	1	0
Members of County Assembly	761	1,463	2,224	34.2	745	1,479	2,224	33.5
County Commissioners	18	29	47	38.3	17	30	47	36.2
Sub-county commissioners	40	255	295	13.6	44	251	295	14.9
Supreme Court Judges	2	5	7	28.6	2	5	7	28.6

Court of Appeal Judges	7	18	25	28.0	7	15	22	31.8
High Court Judge	37	59	96	38.5	54	77	131	41.2
Magistrates	216	222	438	49.3	207	214	421	49.2
Kadhis	-	45	45	0.0	0	55	55	0
Chiefs	126	2,464	2,590	4.9	137	2,453	2,590	5.3
Assistant Chiefs	489	5,397	5,886	8.3	504	5,382	5,886	8.6
Practising Lawyers	2,581	4,193	6,774	38.1	5,141	3,859	9,000	57.1

Source: The Executive Order No.1 of 2018, Economic Survey and various publications

Gender-Based Violence and Harmful Practices

GBV, in its various manifestations, impacts differently on individuals, their families and the community. Economically, it results in unnecessary costs and imposes an economic burden on the government in terms of increased spending on health care, social services, civil and criminal justice systems, absenteeism from work, and lost productivity and output. According to Kenya's 2008-2009 *Demographic and Health Survey*, 45 percent of women between the ages of 15 and 49 have experienced physical or sexual violence. In order to address the GBV, the Government has come up with a comprehensive programme with five priority areas (prevention, protection, prosecution, programming and partnership). In addition, the government undertook capacity building on standard operating procedures for Gender-based Violence Recovery Centre committees in the counties.

Further, the State Department has created awareness of women's and human rights through the commemoration of UN days, on Zero Tolerance for FGM, and 16 Days of Activism Against GBV. The foregoing culminated in the establishment of a special unit at the Office of the Director of Public Prosecutions to handle FGM and other gender-based violence-related cases. The GBV Rapid Response System 1195 hotline number was also established, among other initiatives.

Sensitisation campaigns aimed at protecting the girl-child and women against FGM were also undertaken. As a result of the above interventions, the FGM prevalence rate among women and girls aged 15-49 declined from 27 percent in 2008-2009 to 21 percent in 2014.

2.1.2 Challenges

The institutional related challenges include:

- Inadequate awareness of gender issues
- Insufficient GBV services and facilities
- Inadequate security for LPO financing for AGPO target group
- Misconception that the 'not more than two-thirds gender rule' is the preserve of women vis-à-vis an affirmative action principle for both genders
- Inadequate technical skilled staff to mainstream gender
- Slow implementation of gender-related policies and laws
- Insufficient financial resources for gender mainstreaming and women's empowerment
- Inadequate integration of gender-responsive budgeting
- Insufficient evidence-based policy formulation, planning and budgeting
- Weak intergovernmental coordination mechanism between the national and county governments, leading to duplication and overlapping of gender-related programming
- Inadequate gender statistics
- Radicalisation of youth and women and involvement in violent extremism.
- Emergence of cybercrime — cyber bullying, pornography and stereotyping of women and girls

Programme-related challenges in the implementation of MTP II:

- Inadequate statistics on women's contribution to Kenya's economy
- Inadequate participation of women in decision-making in all spheres.
- Electoral-related violence meted on women, thus impeding their participation in vying for leadership positions
- Medicalisation of female genital mutilation and cross border cutting
- Harmful socio-cultural and religious practices such as FGM, forced/early child marriages, forced wife inheritance as well as disinheriting of widows and orphans
- Duplication of gender programmes and projects at national and county levels
- Inadequate financial and human resources to implement gender programmes and projects at national and county levels

2.1.3 Lessons Learnt in the Implementation of MTP II

Enhanced partnership approach/model key for implementation of programmes

Joint partnerships on GBV, the Gender Sector Working Group, Intergovernmental Gender Forum and Huduma Mashinani increased the Department's efficiency in the implementation of programmes.

Gender Mainstreaming and Gender-Responsive Budgeting

The concept of gender mainstreaming and gender-responsive budgeting has not been fully understood across the MDAs and counties. SDGA will need to strengthen the capacity of national and county government on gender-responsive budgeting.

Gender Statistics

Inadequate evidence-based policy formulation, planning and budgeting continues to hinder informed programming. The Department will strengthen partnerships with the Kenya National Bureau of Statistics and other agencies that deal with the production and utilisation of gender statistics. In addition, it will create an online platform that can serve as a repository for gender-related information for knowledge management.

Implementation of the Two-Thirds Gender Rule

The implementation of the two-thirds gender rule has not been achieved especially in the political arena. The Department will work with other state organs and commissions (Attorney General's Office, Parliament, and Kenya Women Parliamentary Association, KEWOPA) and other non-state actors to define a strategy for supporting and increasing women's participation in leadership and decision-making for social, economic and political development.

Continuous Capacity Building for Women Entrepreneurs

There has been inadequate capacity building for women to engage in entrepreneurship. This has resulted in low establishment of enterprises by women and the uptake and repayment of affirmative action funds. Therefore, there is a need for continuous capacity building, awareness creation of the existing economic opportunities created by the government such as affirmative action funds and AGPO, and other initiatives aimed at socio-economic empowerment.

2.2 SWOT Analysis

The SWOT analysis provides a summary of the strengths, weaknesses, opportunities and threats regarding SDGA. The focus is to develop strategies that will drive this plan; similarly, the strategies will help to identify activities to be implemented. Table 3 provides SWOT analysis for the Department.

Table 3: SWOT Analysis

STRENGTHS	WEAKNESSES
- Existing policy and legal framework - A clear mandate drawn from Executive Order No.1 of 2018 - A defined establishment of 283 technical and support staff; and an approved scheme of service for gender officers - Deployment of gender officers to ministries, counties - Establishment of gender departments within county government structures - Constitutional recognition that gives gender national prominence - Establishment of the Department for Gender Affairs as a national gender machinery - The creation of NGEC as an oversight commission - Gender Sector Flagship programmes and projects under Vision 2030 - Progressive scheme of service for gender officers - Existence of affirmative action funds (NGAAF, WEF, YEDF and UWEZO Fund) - Existence of role models for young and adolescent girls	- Inadequate gender statistics - Staffing gap to cover the variance on staff establishment - Weak internal and external communication - Ineffective cross-functional collaboration and teamwork - Inadequate records and data management systems - Some policies, legislation and plans at national and county level are not gender-responsive - Slow Implementation of gender policies, legislation and plans in the counties and national government - Gender research and documentation centre not fully operationalised - Inadequate financing and funding for gender programmes - Unsynchrosed lending policy in affirmative action funds and access to AGPO - High number of UWEZO Fund defaulters - Inadequate technical skilled staff to mainstream gender - Role duplication in counties and national governments - Inadequate legal and policy framework in the national and county government

OPPORTUNITIES

1. Political goodwill from the national and county governments and development partners
2. Existence of affirmative action funds
3. Existence of AGPO programmes
4. Enabling international and regional instruments
5. Partnerships in the implementation of gender programmes and policies at national and county levels
6. Growing needs for policy and capacity development on gender programmes at the national and county levels

THREATS

1. High rate of defaults on loans taken from the affirmative action funds which, is affecting sustainability of these funds
2. Weak monitoring, evaluation and reporting frameworks for the affirmative funds
3. Political influence in the implementation of gender programmes
4. Normalisation of the culture of defaulting on loans, which is affecting the sustainability of these funds
5. Harmful cultural practices that impede the achievements of GEWE
6. Inadequate funding for gender equality and women's empowerment programmes
7. Gender equality principle has not been fully institutionalised in private and public institutions
8. Low financial literacy in the affirmative action funds target groups
9. Overlapping mandate between SDGA and NGEC

2.3 PESTEL Analysis

This section focuses on the analysis of the political, economic, social, technological, environmental and legal (PESTEL) issues. The analysis presents factors which will either support or impede the implementation of this Strategic Plan.

Table 4 presents a synthesis of the outcome of the PESTEL analysis.

Table 4: PESTEL Analysis

	FACTORS	EFFECT	OPPORTUNITIES/ MITIGATION MEASURES
POLITICAL	Commitment from government	Strategic Plan activities will have government and development partners' support, therefore, implementation of programmes is assured	Increased government and development partners investment in gender programmes
	Male-dominated Parliament	Additional opportunities to get more men as champions of GEWE	Provide capacity and information on male engagement on legislative and policy issues for GEWE
	International, regional, and national policies change	They are supportive of the gender agenda, e.g BPFA, SDGs (5), CEDAW	Provide standards on the implementation of gender programmes and projects
	Increase in number of women in different elective positions	Many elected women will become allies in gender issues	Support the women to enhance the gender agenda in Parliament
	Devolved government	Un-coordinated gender programmes at both levels of government and other stakeholders	Enhance intergovernmental coordination
	Government changing policies such as circulars on austerity measures on capital expenditure	Affects implementation of programmes	Re-align the work plan/ budget in line with the changing policies

ECONOMIC	Dependence on one source of income or revenue and limited budget allocation to gender machineries	Limits the extent of implementation for SDGA strategic programmes/activities	Develop and implement resource mobilisation strategy
SOCIAL	Introduction of AGPO and affirmative action funds for gender empowerment has increased financial inclusion of women	Increased access to finances for women	Capacity building and economic empowerment to enhance access to finances for women Promote gender-responsive budgeting
	Emergence of critical challenges: violent extremism, drug and substance abuse, high population growth and urbanisation	The challenges may cause social disorder They also constrain on the scarce budgetary resources The Department faces a heavy burden to address these problems due to resources constraints	Establish multi-sectoral approach to address the challenges Promote advancement of gender affairs and avail adequate resources
	Socio-cultural values that affect gender issues and patriarchal society which affect gender relations	Unequal access to employment in public and private sectors for women Unpaid care work which is not quantified and recognised Tolerance of gender-based violence is still a concern	Civic education programmes, partnerships with MODP, counties <i>HeforShe</i> approaches where men become champions of gender issues National survey on women's contribution to the economy

TECHNO-LOGICAL	Implementation of e-government standards and dynamic nature of technology	SDGA should rapidly adapt to changing technology in the workplace	Increased investment in technology in the workplace Scale up the implementation of e-government standards Capacity building of staff on use of technology in the workplace
	Internet Security and cyber crimes	Loss of data and hacking of crucial information	Enhance data security through acquisition of appropriate ICT systems Establishment of ICT policy
	Increased work capabilities occasioned by technology	Demand of resources to develop and sustain ICT services	Capacity building of staff
	Improved access to ICT facilities	Expectation to develop IT enabled services and ICT savvy staff and stakeholders	Building and developing IT enabled services
ENVIRON-MENTAL	Climate change impact on different sectors where women are engaged	Losses due to adverse impact of climate change (drought and floods)	Mainstream climate smart/proof strategies in all programming
LEGAL	The changing and dynamic legal framework is influenced by internal and external environment Passing of gender-related laws such as 'not more than two-thirds gender principle'.	Lengthy court processes that affect access to justice and realisation of GEWE Citizens are now willing to go an extra mile to demand their rights	Full implementation of the gender provisions under the Constitution of Kenya, and related legislations Gender mainstreaming in existing policy and legal frameworks Facilitating access to justice by fast-tracking gender-related cases especially in GBV and land

2.4 Stakeholders' Analysis

Table 5 summarises stakeholders' needs and expectations from SDGA and vice versa.

Table 5: Stakeholders' Analysis

Stakeholders	What stakeholders need from SDGA	What SDGA needs from stakeholders
Members of public	Information on gender policies and programmes Gender audit and response	Feedback on service delivery
Development partners	Accountability from partners and stakeholders Timely implementation of programmes and quality results Visibility Joint cooperation and partnership	Joint partnerships in programme implementation Technical assistance
Parliament	Accountability in financial and programme results Relevant data for policy development Submission of draft bills Response to parliamentary questions Consultation on issues that require legislation	Champion issues on GEWE Enactment of gender-sensitive laws Gender-responsive allocation of resources Political goodwill Timely response on gender-related issues Legislation and development of relevant laws
Procuring Entities	Relevant policies on procurement Clear evaluation criteria	Compliance with the existing laws/requirements Ethical business practices Quality service

Stakeholders	What stakeholders need from SDGA	What SDGA needs from stakeholders
NGEC	Clear policy framework research on gender issues Coordination of gender-related activities Accountability in gender programming	Gender guidelines and standards on sector programmes Audit MCDAs on gender mainstreaming Oversight on gender-related issues
Civil Society Organisations	Joint partnership in project implementation and policy formulation Effective coordination of gender programmes	Advocacy on gender issues and gender mainstreaming Gender mainstreaming in programmes Community mobilisation Information, feedback and reports Effective coordination of gender programmes Effective partnerships and collaboration
Private sector	Enabling policy environment Transparency and accountability Partnerships in gender-related programmes	Mutually beneficial Public-Private Partnerships (PPP) Best practices models, programmes and policies Develop and implement gender sensitive policies such as human resource and procurement practices
Research institutions/ academia	Provision of timely data and information for research Partnership in research and evaluation of gender programmes Partnership in research projects	Conduct research relevant to the Department's needs Share accurate and timely research data to facilitate the development of gender-responsive policies or programmes

Stakeholders	What stakeholders need from SDGA	What SDGA needs from stakeholders
State Law Office	Partnership in the development of relevant policies and laws Legal compliance with the mandate of the Department	Provide advice on legal and policy gender-related matters Formulation of laws and legislative frameworks for gender programmes
Ministries, departments and other state agencies	Joint partnership in project implementation and policy formulation Effective coordination of gender programmes	Gender-responsive budgeting Compliance with the two-thirds gender rule Gender mainstreamed in the MDAs policies Development and implementation of sector-specific gender frameworks
National Treasury	Prudent utilisation of resources and adherence to relevant policies and budget Guidelines on gender-responsive budgeting and reporting Partnership in mainstreaming gender and related policies	Provide leadership in gender-responsive budgeting Encourage gender-responsive budgeting among MDAs Timely release of resources for programme implementation
Ethics and Anti-Corruption Commission	Support to mainstream gender in policies and gender-responsive budgets Provision of relevant information Timely reporting	Handling cases of integrity and governance Facilitate corruption prevention interventions such as capacity building and corruption risk assessment
Other state commissions	Capacity building policy formulation, gender mainstreaming and gender-responsive budgeting Collaboration and partnerships Gender-responsive programmes	Collaboration and partnerships Feedback and reports Adherence to two-thirds gender rule in employment and boards Adherence to gender-responsive budgeting

Stakeholders	What stakeholders need from SDGA	What SDGA needs from stakeholders
County governments and Council of Governors	Capacity building on gender policies and gender mainstreaming Collaboration and partnership with the Intergovernmental Gender Coordination Committee	Political goodwill Partnership in gender mainstreaming and policy formulation Adherence to two-thirds gender rule in all public appointments and 30 per cent AGPO Adherence to gender-responsive planning, budgeting and implementation
Internal stakeholders: UWEZO, WEF, NGAAF Anti-FGM Board	The need for leadership and oversight Support through resources: Financial support Technical support	Good governance Effective coordination between the funds for effectiveness and reduced losses Adherence to policies and guidelines Continuous improvement and quality service to clients
Media, Women, Faith-Based Organisations (FBOs) and Other Non-State Actors (NSA)	Partnership in programme design and implementation Enabling policy environment	Partnership in programme design and implementation Community mobilisation and advocacy on gender-related issues Adherence to policies and guidelines; two-thirds gender rule, gender-responsive budgeting

CHAPTER THREE

STRATEGIC MODEL

3.0 Introduction

This chapter presents the Department's vision, mission and core values. It presents the SDGA's priorities in gender equality and women empowerment.

Our Vision

A just, fair and transformed society free from gender discrimination in all spheres of life.

Our Mission

To coordinate gender mainstreaming in national development planning and promote equitable socio-economic development between women, men, girls and boys.

Our Core Values

We are guided by the national values as espoused by the Constitution of Kenya. These values are; gender equality, equity, inclusiveness, diversity, gender-responsiveness, team work, non-discrimination and protection of the marginalised, social justice, participation of the people, integrity, transparency, accountability and human dignity.

In our day-to-day work, we are committed to:

- 1) Equality and equity between women, men, girls and boys
- 2) Influencing institutions to effectively serve women, men, boys and girls equally
- 3) Building and sustaining partnerships for gender equity and equality
- 4) Effective communication, knowledge generation and sharing about gender issues

The five thematic areas that will guide our work are:

1. Gender Policy Management, Gender Research and Gender Mainstreaming;
2. Socio-Economic Empowerment

3. Elimination of Gender-Based Violence and Harmful Practices
4. Coordination and Stakeholders Engagement
5. Institutional and Organisational Capacity Strengthening

Details of each thematic area are discussed in the next section.

3.1 Gender Policy Management, Gender Research and Gender Mainstreaming

The government has come up with various national gender policies to standardise the implementation of gender programmes in the country. However, there has been weak implementation of these policies, which has resulted in slow realisation of gender aspirations in the Constitution, Vision 2030 and its Medium-Term Plans gender goals. The Department will focus on reviewing the National Gender and Development Policy, the Eradication of FGM Policy and the respective implementation plans. It will also develop implementation frameworks for gender-related legal instruments. Recognising that Evidence-Based Policy (EBP) is a key principle of the government for achieving gender equality in Kenya and that research strengthens policy decisions, the Department will increase capacity in policy and research to improve the adoption of more effective gender-responsive interventions for better equality outcomes.

The Department's approach to gender mainstreaming will be multifaceted. It will undertake capacity-building interventions in MCDAs on gender mainstreaming, carry out gender mainstreaming audits in MCDAs, mainstream gender in sector policies, plans and budgets, enhance greater participation of women in political, public and private positions, conduct advocacy on the enactment of the two-thirds gender rule, promote campaign programmes headed by men and support the coordination and development of gender statistics across all the MCDAs. The Department will facilitate the harmonisation of national and county government priorities in line with the international, regional and national frameworks.

Gender officers posted to MCDAs will facilitate mainstreaming gender in policies, legislations, programmes, plans and budgets. They will also coordinate the collection, analysis, dissemination of sector-specific gender statistics, develop



H.E the President during the launch of the Trailblazer programme, an initiative of the State Department of Gender Affairs.

Table 6: Thematic Area 1 — Gender Policy Management, Research and Mainstreaming

No.	Strategic Issue	Strategic Objective	Outcome	Strategies
1.	Policies, legislations, programmes, plans and budgets on gender equality and women's empowerment	To provide guidelines for the implementation of gender programmes	Standardised implementation of gender programmes	Formulate and implement national gender policies and implementation frameworks
		To mainstream gender in policies, legislations, programmes, plans and budgets	Gender-responsive policies, legislations, programmes, plans and budgets	Enhance compliance with gender provisions in the Constitution, gender policies and legislation
		To mainstream gender in performance contracting	Gender-responsive performance contracts in all ministries	Mainstream gender in ministries' performance contracting

No.	Strategic Issue	Strategic Objective	Outcome	Strategies
2	Implementation of gender treaties and conventions at national and county government levels	To enhance implementation and comprehensive reporting on gender treaties and conventions	Domesticated/ localised gender treaties and conventions	Alignment of policies and programmes with gender treaties and conventions Enhance monitoring and reporting on implementation of gender treaties and conventions
3.	Capacity on gender mainstreaming	To enhance the capacity of MCDAs skills and knowledge on gender mainstreaming	Enhanced capacity to mainstream gender at national and county levels	Capacity building and awareness creation on gender issues in public and private sectors both at national and county levels
		To enhance the capacity of women, girls and boys on leadership skills and knowledge	Enhanced capacity on leadership and decision-making	Establish and implement women's, girls' and boys' leadership programme
4.	Gender research	To inform policy formulation and decision-making	Evidence-based programmes and interventions	Establish and operationalise gender data management system
5	Youth mainstreaming	To mainstream youth in policies, plans and programmes	Improved youth mainstreaming in gender programmes	Institutionalise the youth agenda in the Department

3.2 Elimination of Gender-Based Violence and Harmful Practices

Notable gains have been realised in the elimination of gender-based violence and harmful practices, however, a lot needs to be done to end the vice in the country. The implementation of the National Policy on Prevention and Response to Gender-Based Violence (2014) has been slow, mainly due to inadequate financial resources to establish prevention and response mechanism for GBV. The implementation of the Prohibition of FGM Act 2011 which outlawed the practice of FGM has also been met with resistance from communities where the practice is prevalent. The resistance from communities due to culture and tradition has posed a major set-back to the realisation of the provisions of the Act.

In addition, family honour, culture of silence as well as social expectations play a powerful role in perpetuating the practice, making it extremely difficult for individual families, as well as individual girls and women to stop the practice on their own. Though the country has developed the Kenya National Action Plan (KNAP) on the implementation of the United Nations Security Council Resolution 1325⁵, full domestication of the resolution and other related resolutions on women, peace and security has not been realised.



Principal Secretary for State Department for Gender Affairs Hon. Safina Kwekwe Tsungu during the launch of the GBV Toll Free hotline HAK 1195 hotline in Mandera County.

⁵ United Nations Security Council Resolution 1325 (UNSCR 1325), unanimously adopted on October 31, 2000 recognises the centrality of gender in approaches to international peace and security.

Table 7 is a summary of the strategic issue, objectives, strategies and outcomes.

Table 7: Thematic Area 2 — Elimination of Gender-Based Violence and Harmful Practices

Strategic Issue	Strategic Objective	Outcome	Strategies
Gender-Based Violence	To prevent and respond to GBV	An improved legislative and policy environment in line with international, regional and national standards of GBV	Enforcement of GBV Legal Instrument
			Strengthen capacity on the elimination of GBV and harmful practices of duty bearers and right holders and faith leaders
		Favourable social norms, attitudes and behaviour at the institutional, community and individual levels in the prevention of and response to gender-based violence	Innovative approaches to GBV prevention and response
			SDGA to work in partnership with relevant stakeholders/actors in rehabilitation of perpetrators of GBV
			Strengthen accountability for GBV as well as for FGM
		Improved utilisation of quality and essential gender-based violence services	Establishing/ strengthening GBV structures at national and county levels

3.3 Socio-Economic Empowerment

Gender inequalities can be attributed to limited access to and control of productive resources, access to financial services, insufficient access to education, inadequate skills, limited access to technology, cultural impediments, gender roles and other constraints limiting employment options and participation in decision-making. All these constrain women's ability to effectively participate in, and benefit from, economic development.

There are many cultural, social and economic barriers that hinder the empowerment of girls and women which the Department will seek to address so that women and girls can effectively participate in economic, social and political development.



President Uhuru Kenyatta visits one of the Huduma Mashinani programmes.

Table 8 summarises the strategic issues, objectives, strategies and outcomes.

Table 8: Thematic Area 3 — Socio-Economic Empowerment

No.	Strategic Issue	Strategic Objective	Outcome	Strategies
1	Socio-economic empowerment of women	To promote socio-economic empowerment of women	Increased involvement of women in socio-economic development	Equip women with entrepreneurship knowledge and skills
				Promote uptake of AGPO and affirmative action funds
				Enhance women participation in cross-border and inter-county trade
2	Absenteeism among vulnerable school girls	To promote retention of vulnerable school girls	Improved performance for vulnerable school girls	Support girls' empowerment initiatives
			Increased retention of vulnerable school girls	
			Improved menstrual hygiene	

3.4 Coordination and Stakeholders' Engagement

At the national level, SDGA, the gender focal point systems across MCDAs and gender sector coordination group shall facilitate stakeholders' engagement. At the county level, the intergovernmental framework on gender shall be the mechanism of engagement to enhance synergies and ensure effective implementation of the planned activities, including resource mobilisation. Details of the national and county coordination mechanisms are discussed in Chapter Four.

Table 9 is a summary of the strategic issues, objectives, strategies and outcomes.

Table 9: Thematic Area 4 — Coordination and Stakeholders Engagement

Strategic Issue	Strategic Objective	Outcome	Strategies
Stakeholders' coordination and resource mobilisation	To enhance efficiency in the implementation of gender programmes	Effectiveness and efficiency in the implementation of gender programmes	Implement the intergovernmental framework on gender Strengthen coordination of gender programming at the national and county levels Strengthen partnerships with development partners and private sector
	To enhance resource mobilisation for gender programming	Increased resources for gender programmes	Formulate and implement resource mobilisation framework



The Ministry of Public Service, Youth and Gender Affairs and UN Women officials pose for a photo after signing a letter of agreement to fund gender mainstreaming and women empowerment programmes. The UN Women committed Sh159.9 million.

3.5 Institutional and Organisational Capacity Strengthening

In order for the Department to effectively execute its mandate, capacity strengthening at institutional, organisational and individual staff levels will be essential. These capacities include human resource management and development, public finance management, procurement, performance management, internal control and risk management, internal systems and processes, leadership and governance, ICT infrastructure, and monitoring and evaluation.

Strategies presented in Table 10 will ensure quality service delivery.

Table 10: Thematic Area 5 — Institutional and Organisational Capacity Strengthening

Strategic issue	Strategic objective	Outcome	Strategies
Organisational capacity strengthening	To strengthen the capacity of the Department to effectively deliver its mandate	Improved organisational capacity (skills, culture, systems and processes)	Organisational capacity assessment
			Transformational leadership development
			Organisational culture and change management
			Provision of conducive working environment
Human resource management and development	To strengthen human resource capacity	An efficient and effective Department with competent, motivated staff and performance culture	Human resource management
	To motivate and retain competent staff		Human resource training and development
	To enhance performance of staff		Performance management

Strategic issue	Strategic objective	Outcome	Strategies
Planning, monitoring and evaluation	To strengthen linkages of the Department's programmes with national development priorities	Improved linkages to national plans	Formulate plans and performance management frameworks
		Effective and efficient implementation of programmes	Monitoring and evaluation of programmes
Public financial management	To enhance prudent financial management	Efficient utilisation of resources	Compliance with the PFM Act, 2012 and other related statutes
			Compliance with the Public Procurement and Asset Disposal Act 2015 and other related statutes
Communication and branding	To ensure effective communication	Improve working relations with stakeholders	Institute internal and external communications mechanisms
ICT Services	To improve efficiency in service delivery	Improved service delivery	Formulate and operationalise ICT policy
			Facilitate staff with requisite ICT tools/ facilities and skills
Records management	To improve access to information	Readily accessible information	Strengthen records management system
Transport system	To enhance efficiency in operations	Improved efficiency in service delivery	Strengthen transport management system

The stipulated strategies in the five thematic areas will be executed as outlined in the implementation matrix in Annex 1.

CHAPTER FOUR

STRATEGY IMPLEMENTATION AND COORDINATION FRAMEWORK

4.0 Introduction

The chapter presents the functions of the Department's directorates, structure, resource mobilisation and risk assessment. The State Department for Gender Affairs will be responsible for the overall coordination of gender mainstreaming into national development; formulation, review and management of gender-related policies, negotiations, domestication and reporting on gender-related international and regional treaties as well as conventions and promotion of equitable socio-economic development between women, men and vulnerable groups.

4.1 Department's Directorates

There are four technical directorates and one administrative directorate that will oversee the implementation of this plan. In addition, a directorate on field services has been proposed. These directorates are:

1. Gender Mainstreaming and Field Services
2. Gender Policy and Research
3. Socio-Economic Empowerment
4. Gender-Based Violence Services
5. Administration

4.1.1 Gender Mainstreaming and Field Services Directorate

The directorate's functions are:

- To coordinate gender mainstreaming in Ministries, Departments and Agencies (MDAs)
- Advocacy on women's participation and leadership
- Monitoring and evaluation of gender mainstreaming in MDAs
- To coordinate and facilitate field services

4.1.2 Gender Policy and Research Directorate

The directorate's functions are:

- Gender policy management
- Domestication of international treaties/conventions on gender
- To coordinate research on gender issues to inform policy decisions and programmes

4.1.3 Socio-Economic Empowerment Directorate

The directorate's functions are:

- Designing special programmes for women, men, girls' and boys' empowerment
- Monitoring, creating awareness and linkages on socio-economic empowerment programmes being implemented by the Department's SAGAS and AGPO
- To coordinate the implementation of the sanitary towels programme

4.1.4 Gender-Based Violence (GBV) Services Directorate

- The directorate's core functions are:
- Coordinating the implementation of international protocols and treaties that address human rights violations such as United Nations Security Council Resolution 1325 (UNSCR-1325), CEDAW, The Maputo Protocol on Women Rights as well as other instruments addressing human and women's rights
- Facilitate the reporting and referral of GBV survivors in accordance with the five Ps (prevention, protection, prosecution, programming and partnership)
- Facilitate establishment and operationalisation of safe spaces, counselling services and Gender-Based Violence Recovery Centres (GBVRCs)
- Monitoring and evaluation of GBV programmes and projects

4.1.6 Administration

The Department will be supported by the following administration units to deliver the Strategic Plan:

1. Finance
2. Accounts
3. Central Planning and Project Monitoring
4. Human Resource Management and Development
5. Supply Chain Management
6. Information Communication Technology
7. Public Communication
8. Youth Mainstreaming
9. Records Management
10. Internal Audit

In addition to the current administration units, the Department will establish a legal unit that will provide advisory services on policy and legislative processes.

4.2 Semi-Autonomous Government Agencies (SAGAs)

The State Department for Gender Affairs oversees the activities of the four SAGAs:

1. Women Enterprise Fund (WEF)
2. Uwezo Fund
3. National Government Affirmative Action Fund (NGAAF)
4. Anti-Female Genital Mutilation (FGM) Board.

In collaboration with the National Treasury, the Department will spearhead the merger of the Women Enterprise Fund, UWEZO Fund and the Youth Fund into the Kenya Biashara Fund.

4.3 Coordination Mechanism

This section highlights how SDGA will coordinate its activities.

Tier 1: Inter Governmental Forum on Gender (operational)

The Intergovernmental Forum on Gender (IGF) brings together the national and county governments. It comprises of the Cabinet Secretary in charge of Gender Affairs, the State Department of Gender Affairs, the CoG Secretariat, the County Executive Committee Members in charge of Gender and the directors in charge of Gender Affairs.

The IGF's key purpose would be a platform for consultation and cooperation among stakeholders in the gender sector and a space to generate recommendations on policy matters within the gender sector.

Tier 2: The Joint Gender Steering Committee

The Joint Gender Steering Committee will be charged with the mandate of providing regular policy and strategic direction for the gender sector, to convene the intergovernmental forum for gender at least once every two years, convene the subsector intergovernmental consultative forum on gender to review and adopt gender progress reports, including joint projects and reports. The structure would also oversee the implementation of intergovernmental forum gender resolutions. It will oversee the operations of Joint Gender Secretariat and approve work plans, budgets and all joint projects between the county and national government.

Tier 3: Joint Gender Secretariat

The Joint Gender Inter-Governmental Steering Committee will be supported by a secretariat. A joint gender sector intergovernmental secretariat will run all the operations, and attend to matters raised by the various structures.

The primary objective of the secretariat will be to guide the overall promotion of gender equality and women's empowerment in order to ensure that women and men enjoy the same opportunities, rights and obligations in all areas of life. The secretariat will be charged with the responsibility of coordinating the implementation of the decisions made by the Joint Intergovernmental Steering Committee.

More specifically, the secretariat is mandated to:

- Follow up on the decisions of the Intergovernmental Forum, Joint gender Sector Steering Committee and intergovernmental sectoral working groups
- Plan and convene meetings for the Intergovernmental Forum, the Joint Gender Sector Steering Committee and intergovernmental sectoral working groups
- Provide secretariat support to the Intergovernmental forum, the Joint Gender Sector Steering Committee and the intergovernmental sectoral technical working groups
- Develop and circulate approved gender sector reports
- Facilitate awareness raising and capacity building among national and county stakeholders across the sector pertaining to the application of genuine intergovernmental governance and partnership principles. This includes the facilitation of day-to-day technical linkages between national and county agencies and actors

The secretariat, in contrast, will be headed by the Joint Gender Intergovernmental Sector Coordinator. That will include a gender expert deputised by a monitoring and evaluation expert, communications, research and capacity building. Below are the proposed sector working groups that will support its work with different thematic focus.

Tier 4: County Gender Sectoral Working Groups

The joint county gender sectoral working groups, whose mandate is to deliberate on technical thematic issues that relate to the specific working groups at the county level. County sector working groups, which will have certain proposed thematic focus, will be expected to conduct the thematic quarterly review meetings for the gender sector working group and submit quarterly thematic group reports to the secretariat for deliberation by the Joint Steering Committee.

The members will include the CECs for gender, chief officers, county commissioners, county directors for gender from the national and county governments, county police commandants, judiciary representatives, and

4.4 Institutional and Organisational Capacity Strengthening

The overall goal for organisational development is to strengthen the capacity of SDGA to effectively fulfil its mandate. This will be done through the following interventions:

- The establishment of a secretariat of the joint programme on GBV
- The establishment of the Kenya Biashara Fund to enhance service delivery and increase financial inclusivity
- Strengthening the Department as the national focal point for gender mainstreaming
- Manage the gender desk at Huduma Centres and strengthening advisory business development services in liaison with other actors
- The establishment of functional offices at the county and sub-county levels
- Coordinating and facilitating the operations of field services, gender focal points and gender sector working groups
- Establishing a legal unit
- Undertaking a comprehensive organisational capacity assessment that will inform the Department's capacity gaps and possible interventions to fill those gaps

The Department recognises that it does not have adequate capacity and resources for the implementation of its core functions sustainably. Efforts will be made to enhance efficient utilisation of the available resources. The Department plans to engage in activities that will improve the performance of staff according to specific and defined competencies as well as job requirements. Priority will be given to training in career progression courses for both short- and long-term for all the cadres within the next five years.

The long and short courses for each cadre are stipulated in the various schemes of service. The courses include:

- Senior management
- Strategic leadership development programme
- Advanced training (doctorate, master's degrees and professional courses)
- Proficiency and basic computer skills
- Induction programmes and team building

The Department shall also undertake other relevant training for staff in order to improve their skills and competencies in the following areas:

- Access to Government Procurement Opportunities (AGPO)

- Gender mainstreaming
- Management and supervision
- Transformative leadership and change management
- Public relations and customer care
- Negotiation and conflict management
- E-government strategy
- Results-based management
- Public financial management
- SDGs, CEDAW and other treaties and conventions
- Workplace guidance and counselling
- Effective communication skills
- Public policy formulation
- Strategic planning and management
- Performance management and measurement
- Time management
- Ethics and integrity
- HIV and AIDS
- Emerging non-communicable diseases
- Drugs and substance abuse
- Disaster and risk management
- Effective management of human capital
- Decision-making and problem-solving skills
- Organisational culture

4.5 Organisational Structure and Staffing

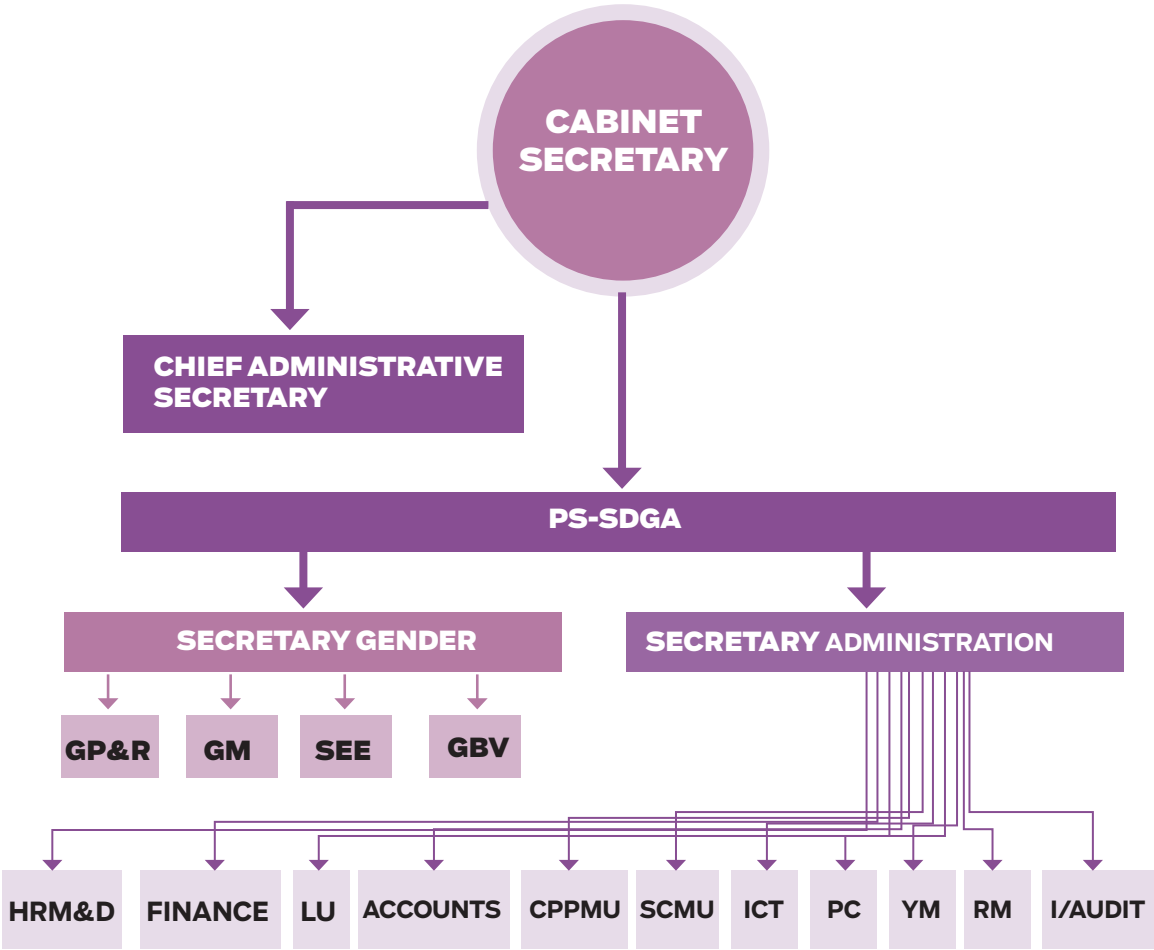
The organisational structure depicts the institutional framework that is required to drive the implementation of this Strategic Plan. It outlines the tasks/ responsibilities and levels of authority in the Department. The State Department for Gender Affairs approved staff establishment during this strategic planning period as shown in Table 11.

Table 11: Summary of the Staffing Gaps in the State Department for Gender Affairs

Gender Officers	JG	Authorised Establish-ment	Staff In-post	Variance
Secretary, Gender	T	1	1	0
Director, Gender	S	4	3	-1
Deputy Director, Gender	R	4	4	0
Senior Assistant Director, Gender	Q	11	9	-3
Assistant Director, Gender	P	64	7	-57
Principal Gender Officer	N	52	29	-23
Chief Gender Officer	M	18	11	-7
Senior Gender Officer	L	20	10	-10
Gender Officer II/I	J/K	30	2	-28
Subtotal		204	75	-129
Support services	A – S	79	69	-10
Total		283	144	-139

The roles of gender officers from the Department, other state departments and county governments will be reviewed and aligned to avoid duplication and increase synergy.

STATE DEPARTMENT FOR GENDER AFFAIRS ORGANOGRAM



GM	—	Gender Mainstreaming
SEE	—	Socio-Economic Empowerment
GBV	—	Gender-Based Violence
GP&R	—	Gender Policy and Research
SCM	—	Supply Chain Management Unit
CPPMU	—	Central Planning and Project Monitoring Unit

HRM&D	—	Human Resource Management and Development/Audit — Internal Audit
PC	—	Public Communication
YM	—	Youth Mainstreaming
RM	—	Record Management
LU	—	Legal Unit

4.6 Resource mobilisation

The Department will formulate a resource mobilisation strategy that will address the resource gaps for effective implementation of this plan. The funding for the Department's programmes will mainly come from the government, development partners and the private sector through Public-Private Partnerships (PPPs) arrangement.

4.6.1 Budget

To implement the Strategic Plan, the Department will require KSh16.7 billion as detailed in Table 12.

Table 12: SDGA Budget 2018-2022

No.	Thematic Area	Strategic Issue	BUDGET					TOTAL	
			2018/19 KSh (millions)	2019/20 KSh (millions)	2020/21 KSh (millions)	2021/22 KSh (mil- lions)	2022/23 KSh (mil- lions)	2018-2022 KSh (millions)	
1	Gender Policy Man- agement, Gender Research and Gen- der Mainstreaming	Policies, legislations, programmes, plans and budgets on gender equality and women's empowerment	91	100	110	121	133	555	
		Implementation of gender treaties and conventions at the national and county government levels	96	106	120	130	140	592	
		Capacity on gender mainstreaming	67	74	82	90	99	412	
		Gender research	53	58	65	70	77	323	
		Youth mainstreaming	1	1.1	1.2	1.3	1.4	6	
2	Elimination of Gender-Based Violence and Harmful Practices	Gender-Based Violence	495	545	600	660	726	3026	
3	Socio-Economic Empowerment	Socio-economic empowerment of women	58	64	70	77	84	353	
		Absenteeism of vulnerable school girls	572	630	693	760	839	3494	

Table 12: SDGA Budget 2018-2022

No.	Thematic Area	Strategic Issue	BUDGET					TOTAL		
			2018/19 KSh (millions)	2019/20 KSh (millions)	2020/21 KSh (millions)	2021/22 KSh (mil- lions)	2022/23 KSh (mil- lions)	2018-2022 KSh (millions)		
4	Coordination and Stakeholders Engagement	Stakeholders' coordination and resource mobilisation	154	170	186	205	225	940		
5	Institutional and Organisational Capacity Strengthening	Organisational capacity strengthening	1012	1113	1225	1346	1482	6178		
		Human resource management and development	64	70	77	84	93.6	388.6		
		Planning, monitoring and evaluation	17	19	20	23	25	104		
		Public financial management	7	8	9	10	11	45		
		Communication, branding and marketing	4.5	5	5.4	6	6.6	27.5		
		ICT Services	17	18	20	22	24	101		
		Records management	1	1.1	1.2	1.3	1.4	6		
GRAND TOTAL		Logistics and Transport system	22	24	27	30	32	135		
			2,731.50	3,006.20	3,311.80	3,636.60	4,000.00	16,686.10		

4.7 Risk Assessment

Risk assessment comprises risk management and mitigation relating to the premise that emerging issues and challenges are part of the State Department's dynamics that are unavoidable. The risk assessment is a proactive approach that allows programmes to be managed in a structured manner that limits wider variations and effectively yield better results in terms of successful implementation of programmes for service delivery to beneficiaries.

The Department's risk assessment is designed to identify the risks to the effective and efficient operations. Environmental, political, organisational, operational, financial and technological risks affect the implementation of programmes and their eventual outcomes. Risk mitigation should be recognised and applied at the levels of operations. The foregoing risks call for accountability, monitoring and reporting which is a continuous activity and ought to be given priority.

Using the low, medium and high risk ranking on the basis of likelihood and Impact, the significant risks are highlighted in Table 13.

Table 13: Risk Analysis

	Key Risk	Likelihood (H/M/L)	Impact (H/M/L)	Contingency Plan/ Steps to Mitigate Risk
1	Limited Financial Resources and overreliance on few development partners for programme funding	High	High	Develop a resource mobilisation strategy Diversify partnerships and develop PPP's
2	Insufficient collaboration, cooperation and strategic partnerships with relevant stakeholders (PPP)	Medium	High	Enhancing partnerships with various stakeholders including county governments

	Key Risk	Likelihood (H/M/L)	Impact (H/M/L)	Contingency Plan/ Steps to Mitigate Risk
3	Inadequate human resources	Medium	High	Identifying, developing and retaining the requisite human resources to support the Strategic Plan Development and implementation of a competitive remuneration and benefits policy Deliberately planning training programmes and schedules for staff development
4	Rapid technological advancement	Medium	High	Integrating information and communication technologies in the process of service provision
5	Resistance to change	Medium	High	Employee engagement in initiating change and encouraging new initiatives among the staff Culture change Team building Communicating the vision of the Department to staff

CHAPTER FIVE

MONITORING, EVALUATION AND REPORTING

5.0 Introduction

Monitoring, evaluation and reporting will form a critical component for the successful implementation of this Strategic Plan. It is meant to examine the link between the set priorities, corresponding budgetary provisions and the resultant outputs, outcomes and impacts over the plan period. It will provide the necessary feedback and enable the management to make evidence-based decisions. The overall goal of monitoring and evaluation in the implementation of this Strategic Plan is to provide quality performance information for decision-making. The monitoring and evaluation will itself be based on a framework which consists of various components, including the definition of responsibilities, performance indicators and monitoring mechanisms as outlined below:

5.1 Monitoring and Evaluation Objectives

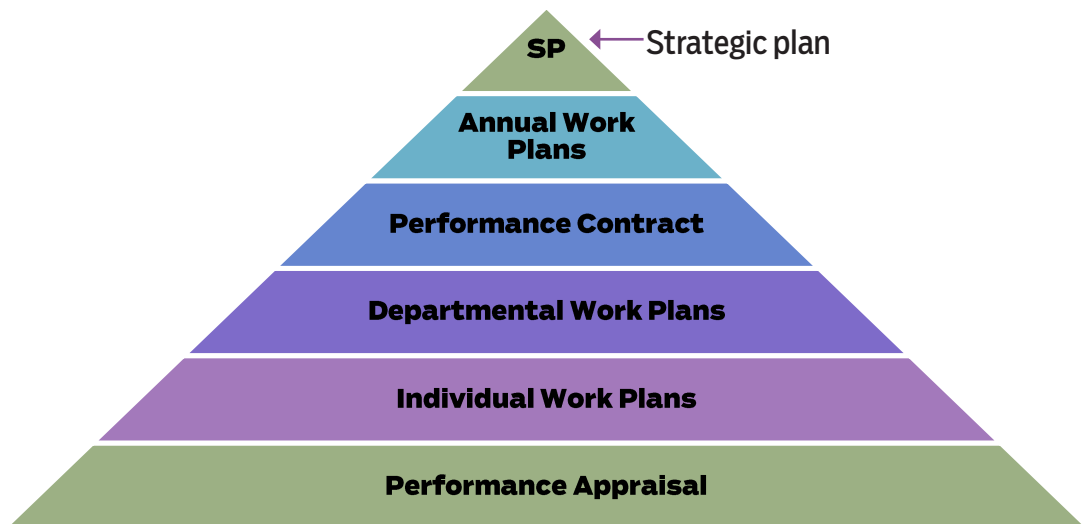
The Department will put in place a monitoring and evaluation framework to ensure that planned activities are implemented, and setbacks and variations are addressed as they arise. The framework will assist in:

1. Evaluating strategies, activities and identifying areas that need adjustment
2. Providing a framework for reporting on progress
3. Documenting experiences, challenges and lessons learnt
4. Improving the programming of new interventions and strategies
5. Assessing impacts to inform decision-making in the implementation of the Department's strategic interventions
6. Identifying indicators for monitoring national and county programmes and activities
7. Identifying data sources that are necessary to provide indicator values

5.2 Monitoring and Evaluation Approach

The Department will use the National Integrated Monitoring and Evaluation System (NIMES) whose objective is to improve the effectiveness and quality of tracking of the implementation of various development programmes/flagship projects. Further, to ensure that there is a clear way of measuring performance, the Department will institute a performance management plan that shows the performance reporting framework on the set indicators and annual targets. This will ensure that all commitments made in this plan are translated to service delivery to beneficiaries through performance contracting and annual work planning, both at the departmental and individual levels.

The annual work plans will be the basis for the execution of this Strategic Plan. Each Directorate shall, thereafter, derive their activities as stipulated in the Annual Work Plan which will then be cascaded downward to individual work plans. Ultimately, the Individual Work Plans will be the basis for performance appraisal. This is depicted in the diagram:



In order to ensure that the planned activities are progressively implemented, and that setbacks and variations are addressed as they arise, the Department will ensure that monitoring structures are put in place. Monitoring will be a continuous exercise to track the implemented of planned activities.

The Department will also undertake mid-term and end-term evaluation to assess the impact of planned programmes.

Overall monitoring and evaluation of the implementation of the Strategic Plan and documenting the successes and shortcomings, including the annual review process, will be coordinated by the Central Planning and Project Monitoring Unit (CPPMU). Directorates/departments/units will be expected to prepare and submit their progress reports to CPPMU.

5.3 Monitoring, Reporting and Evaluation Cycle

The monitoring, reporting and evaluation cycle consists of the following key features:

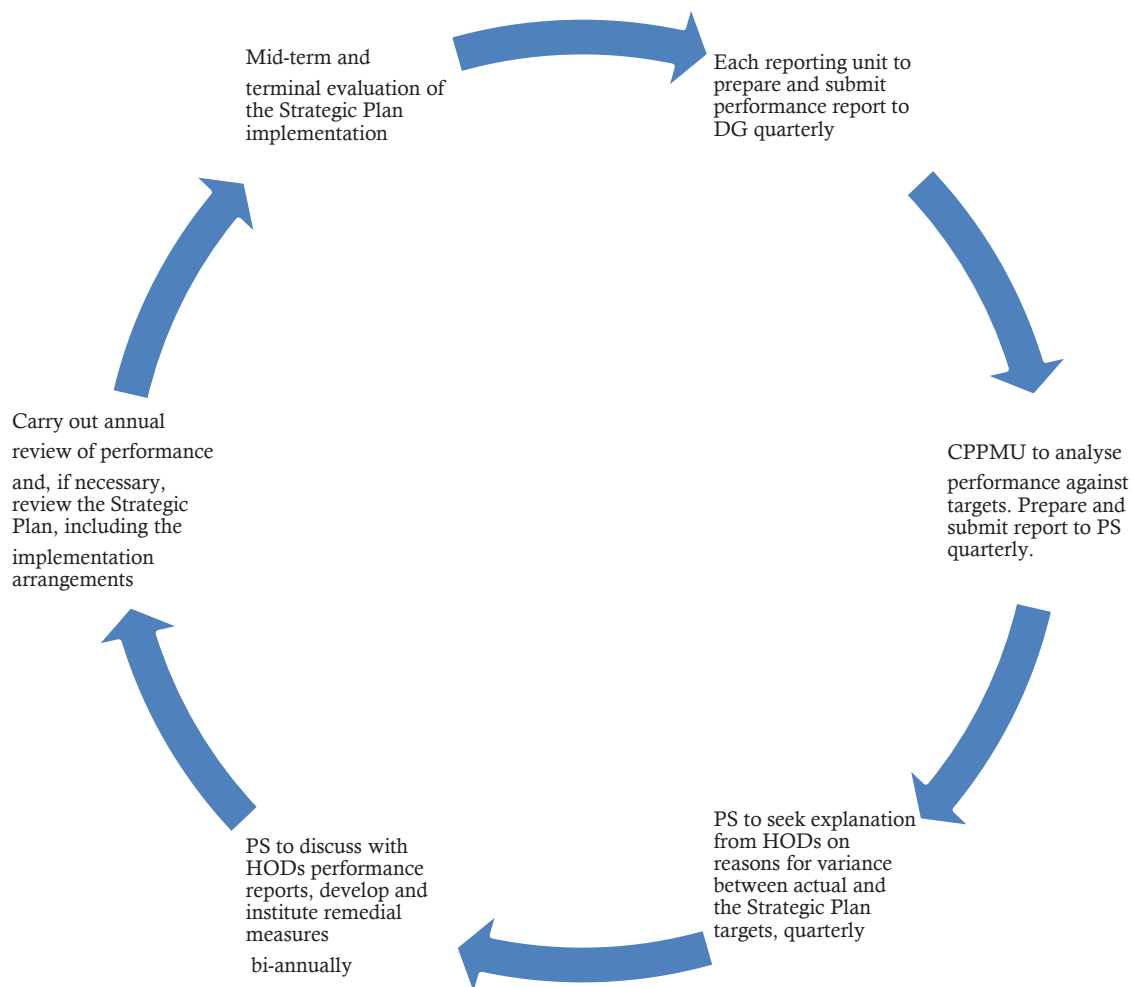
1. The Central Planning and Monitoring Unit will prepare reporting formats, incorporating key performance indicators for each reporting unit as well as the periods to be covered in the reports.
2. The Principal Secretary will enforce compliance on reporting requirements. The reporting mechanism is tabulated in table 14.
3. The Strategic Plan implementation will be monitored on an annual basis.
4. The plan will be evaluated mid-way through the period to check on implementation effectiveness and, if necessary, review strategies to ensure the plan's implementation remains on course.
5. An end-term Evaluation will be undertaken at the end of the plan period to assess overall implementation effectiveness and draw lessons for the preparation of the subsequent strategic plan.

Table 14 depicts the system for tracking and assessing the performance of projects on a continuous basis. The system covers inputs (particularly financial and human resource), outputs, as well as outcomes.

Table 14: Reporting Mechanism

Type of Report	Purpose	Frequency	Responsibility
Monthly Activity Reports	These will provide information with regard to activities undertaken during the month as per the work plan e.g. status reports. It should highlight the timelines met, challenges and possible recommendations	Monthly	Directors/ HODs
Quarterly Reports	Detail work plans with regard to achievement of the outputs providing opportunity for amendment and recommendations based on evaluation.	Quarterly	Directors/ HODs
Semi-Annual Reports	Provide mid-year evaluation of the Department's programmes	Bi-annual	Directors/ HODs
Annual Reports	Detail annual achievements of the Department vis-à-vis the outcome/ outputs; outlining the targets met, challenges faced and lessons learnt for the subsequent planning cycle	Annual	Directors/ HODs
Biennial Reports	Detail achievements of the Department vis-à-vis the outcome/ outputs; outlining the targets met, challenges and lessons learnt for the subsequent planning cycle. Share the report with key stakeholders	biennial	Directors/ HODs
End-Term Report	Detail annual achievements of the Department vis-à-vis the outcome/ outputs; outlining the targets met, challenges and lessons learnt for the subsequent planning cycle. Share the report with key stakeholders	End-Term	Directors/ HODs

Figure 1: The Monitoring and Evaluation Cycle



Annex 1: Implementation Framework SDGA SP 2018-2022

The implementation framework presents a logical framework customised to fit into the SDGA's activities. The framework summarises the strategic issues, strategic objectives, output, activities, indicators, targets, budgets, and responsible directorate.

Strategies	Activities	Outputs	Key Indicators	Reporting Schedule (Weekly/Annually / Quarterly, etc.)	Baseline 2017/18	Target for 5 years	Targets					Budget (M)	Responsi- bility
							Y1	Y2	Y3	Y4	Y5		
Thematic Area 1: Gender Policy Management, Gender Research and Gender Mainstreaming													
Strategic Issues 1.1: Policies, legislation, programmes, plans and budgets on gender equality and women empowerment													
Strategic Objectives 1.1:													
	1.1.1	To provide guidelines for the implementation of gender programmes											
	1.1.2	To mainstream gender in policies, legislation, programmes, plans and budgets											
	1.1.3	To mainstream gender in performance contracting											
Outcomes 1.1:													
1.1.1	Standardised implementation of gender programmes												
1.1.2	Gender-responsive policies, plans, budgets and programmes												
1.1.3	Gender-responsive performance contracts in ministries												
Formulate and implement national gender policies and implementation frameworks	Finalise the National Gender Policy and National Equality Policy	Policies developed	National Gender and Development Policy and National Equality Policy	Annually	-	2	2	-	-	-	-	12	SDGA MDAS Council of Governors Parliament CSOs Development Partners Private Sector
	Develop an action plan and guidelines to implement the National Gender and Development Policy and National Equality Policy	Action plan and guidelines for gender and development and national Equality policies developed	Action plan and guidelines to implement the National Gender and Development Policy and National Equality Policy	Annually	-	2	2	-	-	-	-	12	SDGA
	Develop action plan to implement the Eradication of FGM Policy	Action plan for eradication of FGM policy developed	Action plan for implementation of the elimination of FGM policy	Quarterly	-	1	1	-	-	-	-	9	

Strategies	Activities	Outputs	Key Indicators	Reporting Schedule (Weekly/Annually / Quarterly, etc.)	Basel- ine 2017/18	Target for 5 years	Targets					Budget (M)	Responsi- bility
							Y1	Y2	Y3	Y4	Y5		
Enhance compliance with gender provisions in the Constitution, gender policies and legislation	Develop frameworks for the operationalisation of Prevention Against Domestic Violence Act 2015, Marriage Act 2014 and Matrimonial Property Act 2013	Frameworks developed	Number of frameworks developed	Quarterly	-	-	2	-	-	-	-	15	SDGA MDAs AGs Parliament NGEC KNHRC CAJ COG CSO Development partners
	- Develop and implement standards for assessing institutions on compliance with constitutional gender provisions	Standards for gender equality seal developed and implemented	Gender equality seal certification standards	Annually	-	1	1	-	-	-	-	6	SDGA, COG NGEC, KSG, MCDAs, UN Women, UNDP, KCI, KNBS, other development partners, KNCR, CSOs
	- Advocacy for legislative passage and implementation of the two-thirds gender rule												
			Number of institutions trained on gender seal	Quarterly	-	240	10	40	50	60	80	60	
		Public and private sector institutions assessed	Number of institutions assessed and certified	Quarterly	-	240	10	40	50	60	80	125	SDGA UNDP Other development partners
	Advocacy for establishment of gender-friendly	Gender-friendly workplaces	- Number of employers reached	Quarterly	-	300	60	60	60	60	60	4	SDGA UNDP NGEC

Strategies	Activities	Outputs	Key Indicators	Reporting Schedule (Weekly/Annually / Quarterly, etc.)	Baseline 2017/18	Target for 5 years	Targets					Budget (M)	Responsibility
							Y1	Y2	Y3	Y4	Y5		
	workplaces		- type of gender friendly workplace practices										
	Develop and implement guidelines for assessing gender responsiveness in sectoral policies, legislations, programme, plans and budgets	Guidelines for assessing gender responsiveness developed and implemented	Guidelines	Annually	-	1	1	-	-	-	-	6	
			Number of institutions trained on guidelines	Quarterly	-	240	10	40	50	60	80	60	SDGA NGEC Development partners
		Institutions assessed	Number of institutions assessed	Quarterly	-	240	10	40	50	60	80	244	SDGA
		Policies and plans assessed	Number of policies and plans assessed	Quarterly	-	480	20	80	100	120	160		
Mainstream gender in ministries' performance contracting	- Enshrine gender mainstreaming in performance contracts - Institutionalise gender mainstreaming in public service through the curricular offered at the Kenya School of Government and other relevant public institutions	Gender-responsive performance contracts in all MCDAs	Percentage of MCDAs with gender-responsive performance contracts	Annually	-	100%	100%	100%	100%	100%	100%	2	SDGA KSG MCDAs GSWGs COG UN Women IDLO
Strategic Issues 1.2: Implementation of gender treaties and conventions at the national and county government levels													

Strategies	Activities	Outputs	Key Indicators	Reporting Schedule (Weekly/Annually / Quarterly, etc.)	Basel- line 2017/18	Target for 5 years	Targets					Budget (M)	Responsi- bility
							Y1	Y2	Y3	Y4	Y5		
Strategic Objective 1.2: To enhance the implementation of, and comprehensive reporting on, gender treaties and conventions													
Outcome 1.2: Domesticated/localised gender treaties and conventions													
Alignment of policies and programmes with gender treaties and conventions	Disseminate recommendations of gender treaties, monitoring bodies	Reports disseminated	Number of reports	Annually	7	20	5	5	5	5	5	25	SDGA MDAs COG Parliament
			Number of persons reached	Quarterly	100	1,000	200	200	200	200	200	244	Judiciary CSOs Private sector Development partners SDGA
	Develop and implement action plans	Action plans developed and implemented	Number of Action plans	Annually	7	20	5	5	5	5	5	25	SDGA
	Commemoration of UN days on gender [IWD, Widows', Zero Tolerance to FGM, Rural Women's, 16 Days of Activism Against GBV and Entrepreneurship]	Enhanced awareness of women's human rights	Number of Days	Annually	5	25	5	5	5	5	5	155	SDGA Counties

Strategies	Activities	Outputs	Key Indicators	Reporting Schedule (Weekly/Annually / Quarterly, etc.)	Baseline 2017/18	Target for 5 years	Targets					Budget (M)	Responsibility
							Y1	Y2	Y3	Y4	Y5		
Enhance monitoring of, and reporting on, the implementation of gender treaties and conventions													
	Develop monitoring and evaluation tool to track the implementation of international and regional treaties and obligations	M&E tool developed	M&E Tool	Annually	-	1	1	-	-	-	1	SDGA MDAs NGEC KNHRC CAJ Judiciary CSO Development partners	
	Prepare reports and engage in negotiations on gender commitments at the global and the regional levels: BPFA, CEDAW, and Commonwealth; Maputo Protocol, AU Decisions, EAC, COMESA, IGAD and Great Lakes	Reports and negotiated outcomes/decisions of gender treaties and obligations	Number of reports prepared Number of forums participated in	Quarterly Annually	7 7	20 20	5 5	5 5	5 5	5 5	25 25	SDGA SDGA	
	Assess compliance with international and regional gender treaties and obligations	MCDAs assessed on implementation of gender treaties and conventions	Number of MCDAs assessed	Quarterly	-	100	10	15	20	25	30	92	SDGA

Strategies	Activities	Outputs	Key Indicators	Reporting Schedule (Weekly/Annually / Quarterly, etc.)	Baseline 2017/18	Target for 5 years	Targets					Budget (M)	Responsibility
							Y1	Y2	Y3	Y4	Y5		
Strategic Issue 1.3: Capacity on Gender Mainstreaming													
Strategic Objective 1.3.1: To enhance the capacity of MCDAs' skills and knowledge of gender mainstreaming													
Outcome 1.3.1: Enhanced capacity to mainstream gender at national and county levels													
Capacity building and awareness creation of gender issues in the public and private sector both at national and county levels	Train gender focal points in MCDAs on gender mainstreaming	Gender focal points in MCDAs trained	Number of gender focal points in MCDAs trained	Quarterly	-	367	42	60	75	90	100	25	SDGA
	Train officers in public and private sector organisations on gender mainstreaming	Increased awareness of gender mainstreaming	- Number of officers trained -Types of training offered/or key competencies developed	Quarterly	102	2,000	200	300	400	500	600	6	SDGA
	sensitise men and women on the existing legislations on gender	Increased awareness of gender issues and legislation	Number of people sensitised	Quarterly	-	3,52,500	47,000	56,400	70,500	84,600	94,000	287	SDGA
Strategic Objective 1.3.2: To enhance the capacity of women, girls and boys on leadership skills and knowledge													
Outcome 1.3.2: Enhanced capacity on leadership and decision-making													
Establish and implement women's, girls' and boys' leadership programme	Establish and implement leadership programmes based on survey recommendations	Leadership programme established in regions	Number of leadership programmes established	Quarterly	-	1	-	1	-	-	-	6	SDGA
			- Number of ToTs trained	Quarterly	-	2350	-	470	470	470	470	30	
			- Leadership index	Quarterly	-	9400	-	23500	23500	23500	23500	58	
			Number of people trained	Quarterly	-	47	-	47	47	47	47		

Strategies	Activities	Outputs	Key Indicators	Reporting Schedule (Weekly/Annually / Quarterly, etc.)	Baseline 2017/18	Target for 5 years	Targets					Budget (M)	Responsibility
							Y1	Y2	Y3	Y4	Y5		
			counties implementing leadership programmes										
Strategic Issue 1.4: Gender research													
Strategic Objective 1.4: To inform policy formulation and decision-making													
Outcome 1.4: Evidence-based programmes and interventions													
Establish and operationalise gender data management system	Fully operationalise the National Gender Research and Documentation Centre (NGRDC)	Fully operational NGRDC	Fully operational NGRDC	Annually	-	1	1	-	-	-	-	60	SDGA KNBS UN Women
	Undertake a country level assessment of gender statistics	Assessment of gender statistics undertaken Report of Assessment	Report of Assessment	Quarterly	-	1	-	-	-	-	-	6	SDGA
	Assess the status of land ownership by women in Kenya ¹	Report of Assessment	Report of Assessment	Annually	-	1	-	1	-	-	-	6	SDGA MOL KNBS UN Women
	Develop national gender datasheets	National gender datasheets	National gender datasheets 2018, 2020 and 2022	Annually	-	3	1	-	1	-	1	6	SDGA KNBS UN Women
	Establish and strengthen linkages with research institutions	Improved management of research data in gender programmes	Number of research institutions partnering with SDGA	Annually	-	25	5	5	5	5	5	245	SDGA Academia
			Number of	Annually	-	25	5	5	5	5	5		

¹ In collaboration with the ministry in charge of Lands

Strategies	Activities	Outputs	Key Indicators	Reporting Schedule (Weekly/Annually / Quarterly, etc.)	Baseline 2017/18	Target for 5 years	Targets					Budget (M)	Responsi- bility
							Y1	Y2	Y3	Y4	Y5		
			research papers produced and disseminated										
Strategic Issue 1.5: Youth mainstreaming													
Strategic Objective 1.5: To mainstream youth in policies, plans and programmes													
Outcome 1.5: Improved youth mainstreaming in gender programmes													
Institutionalise the youth agenda in the Department	Domesticate youth mainstreaming strategy	Youth issues mainstreamed in the Department	Domesticated youth strategy	Annually	-	1	1	-	-	1	-	2	State Department of Youth Counties
	Carry out training on youth issues in the Department		Number of Department's staff trained	Biannually	-	100	20	20	20	20	20	1.2	
	Assess youth mainstreaming in the Department		Assessment report	Quarterly	-	20	4	4	4	4	4	0.8	
	Disseminate youth friendly IEC material on gender		Number of people reached	Quarterly	-	3M	0.6M	0.6M	0.6M	0.6M	0.6M	2	
Thematic Area 2: Elimination of gender-based violence and harmful practices													
Strategic Issue 2.1: Gender-Based Violence													
Strategic Objective 2.1: To prevent and respond to GBV													
Outcome 2.1: An improved legislative and policy environment in line with international, regional and national standards of GBV													
Enforcement of GBV Legal Instrument	Development of popular version of instruments	Increased awareness of GBV and Anti-FGM Legal Instruments	Number of popular version of Instruments prepared	Quarterly	500,000	100,000	100,000	100,000	100,000	100,000	100,000	25	SDGA Line MDAs Academia
			Number of brochures	Quarterly	500,000	100,000	100,000	100,000	100,000	100,000	100,000	25	COG Development partners

Strategies	Activities	Outputs	Key Indicators	Reporting Schedule (Weekly/Annually / Quarterly, etc.)	Baseline 2017/18	Target for 5 years	Targets					Budget (M)	Responsibility
							Y1	Y2	Y3	Y4	Y5		
	Training of magistrates and prosecutors on the Instruments		prepared										Commissions CSOs Private sector
	Assess the implementation of the National Policy for the Prevention and Response to Gender-Based Violence and develop an action plan	Assessment Report	Assessment Report	Annually	-	1	-	1	-	-	-	14	
												6	
Strengthen capacity on the elimination of GBV and harmful practices to duty bearers and right holders	Develop, print and disseminate database on GBV key players and service providers	Increased awareness on GBV services	Database on GBV key players and service providers	Quarterly	-	1	1	-	-	-	-	183	SDGA Line MDAs COG Development partners
	Develop, print and disseminate standardised and context specific GBV training manual	Increased access to GBV information	GBV Training manual	Annual	1	1	1	-	-	-	-	60	Commissions, CSOs Private sector

Strategies	Activities	Outputs	Key Indicators	Reporting Schedule (Weekly/Annually / Quarterly, etc.)	Baseline 2017/18	Target for 5 years	Targets					Budget (M)	Responsi bility	
							Y1	Y2	Y3	Y4	Y5			
	response to GBV		counties implementing male engagement programme on GBV				-						Joint GOK-UN partners Communities CSOs	
			Number of males trained on the programme	Annually	-	9400	-	2350	2350	2350	122			
	Benchmark, document and disseminate innovative/best practices on elimination of GBV	Informed programming	Annually	-	-	1	-	-	-	9				
	Mobilise community leaders and opinion-shapers on GBV	Increased awareness and support by community leaders and opinion shapers	Annually	-	1000	200	200	200	200	37	SDGA Joint GOK-UN partners Communities CSOs			
Rehabilitate perpetrators of GBV	Develop and implement programme for the rehabilitation of GBV perpetrators	Reformed perpetrators	A programme for rehabilitation of GBV perpetrators	Annually	-	1	1	-	-	-	5			
Outcome 2.3: Improved utilisation of quality and essential gender-based violence services														

Strategies	Activities	Outputs	Key Indicators	Reporting Schedule (Weekly/Annually / Quarterly, etc.)	Basel-ine 2017/18	Target for 5 years	Targets					Budget t (M)	Responsi- bility
							Y1	Y2	Y3	Y4	Y5		
Establishing/ strengthening GBV structures at the national and county levels	Establishment of programme management unit for the JP-GBV	Reintegration of survivors into the community Improved coordination of GBV programmes	Fully operational programme management unit	Quarterly	-	1	1	-	-	-	25	SDGA	
	Monitoring and evaluation of GBV programmes	Improved efficiency in implementation of GBV programmes	Number of Reports	Quarterly/Annual	4	20	4	4	4	4	2	SDGA MED	
	Support survivors of GBV through medication, counselling, referral and prosecution	Reintegration of survivors back to community	Number of victims supported	Quarterly	5	100	20	20	20	20	610		
	Launch of GBV hotline 1195 in 47 Counties	Increased access to GBV services	Number of counties in which GBV hotline are launched	Quarterly	2	45	12	12	11	10	-	122	SDGA HAK Medical facilities Counties
	Operationalise GBVRCS	Increased access to GBV services	Number of GBVRCS operationalised	Quarterly	1	4	-	-	-	-	-		
	Establish and operationalise GBV recovery centres in partnership with		Number of GBVRCS established	Quarterly	5	47	4	16	14	7	6	610	

Strategies	Activities	Outputs	Key Indicators	Reporting Schedule (Weekly/Annually / Quarterly, etc.)	Baseline 2017/18	Target for 5 years	Targets					Budget (M)	Responsibility
							Y1	Y2	Y3	Y4	Y5		
Establishing/ strengthening GBV structures at the national and county levels	Establishment of programme management unit for the JP-GBV	Reintegration of survivors into the community Improved coordination of GBV programmes	Fully operational programme management unit	Quarterly	-	1	1	-	-	-	-	25	SDGA
	Monitoring and evaluation of GBV programmes	Improved efficiency in implementation of GBV programmes	Number of Reports	Quarterly/Annual	4	20	4	4	4	4	4	2	SDGA MED
	Support survivors of GBV through medication, counselling, referral and prosecution	Reintegration of survivors back to community	Number of victims supported	Quarterly	5	100	20	20	20	20	20	610	
	Launch of GBV hotline 1195 in 47 Counties	Increased access to GBV services	Number of counties in which GBV hotline are launched	Quarterly	2	45	12	12	11	10	-	122	SDGA HAK Medical facilities Counties
	Operationalise GBVRCs	Increased access to GBV services	Number of GBVRCs operationalised	Quarterly	1	4	-	-	-	-	-		
	Establish and operationalise GBV recovery centres in partnership with		Number of GBVRCs established	Quarterly	5	47	4	16	14	7	6	610	

Strategies	Activities	Outputs	Key Indicators	Reporting Schedule (Weekly/Annually / Quarterly, etc.)	Baseline 2017/18	Target for 5 years	Targets					Budget (M)	Responsibility
							Y1	Y2	Y3	Y4	Y5		
Enhance women participation in cross-border and inter-county trade	funds in the counties												partners MOP
	Convene Annual AGPO Forum		Number of forums held	Annually	-	5	1	1	1	1	1	92	
	Assess the impact of AGPO and affirmative action funds		Number of assessment reports	Annually	-	5	5	-	-	-	-	60	SDGA Development partners
	Establish Kenya Biashara Fund		Kenya Biashara Fund	Annually	-	1	1	-	-	-	-	3	SDGA Financial institutions
	Collate information on women in entrepreneurship and trade	Data bank on women in entrepreneurship and trade	Data bank on women in entrepreneurship and trade	Quarterly	-	5	1	1	1	1	1	9	SDGA MOP & TNT Universities
Enhance women participation in cross-border and inter-county trade	Sensitisation and training of women to initiate and sustain income generating activities	Women's knowledge of entrepreneurship/trade improved	Number of women sensitised and operating investments	Quarterly	-	10,000	2,000	2,000	2,000	2,000	2,000	60	SDGA UN Women Development partners IDLO Private sector Training institutions Counties COG Line ministries
Strategic Issue 3.2: Absenteeism of vulnerable school girls													
Strategic Objective 3.2: To promote retention of vulnerable school girls													
Outcomes 3.2:													
3.2.1 Improved performance among vulnerable school-girls													
3.2.2 Increased retention of vulnerable school-girls in schools													

Strategies	Activities	Outputs	Key Indicators	Reporting Schedule (Weekly/Annually / Quarterly, etc.)	Basel- ine 2017/18	Target for 5 years	Targets					Budge t (M)	Responsi bility
3.2.3 Improved menstrual hygiene													
Support girls empowerment initiatives	Develop implementation guideline	Increased retention of girls in school	An Implementation guideline	Annually	-	1	1	-	-	-	7	SDGA	
	Develop monitoring and evaluation framework		Monitoring and evaluation framework	Annually	-	1	1	-	-	-	7	SDGA Development partners MCDAS COG	
	Procure and supply sanitary towels to school girls in public primary and secondary schools		Number of school girls receiving sanitary towels	Quarterly	3.7m	26m	4m	4.5m	5.8m	6.4m	3,494	SDGA MOE Counties Development partners COG	
Thematic Area 4: Coordination and Stakeholders' Engagement													
Strategic Issue 4.1: Stakeholders' coordination and resource mobilisation													
Strategic Objective 4.1: To enhance efficiency in implementation of gender programmes													
Outcome 4.1: Effectiveness and efficiency in implementation of gender programmes													
Implement the intergovernmenta l framework on gender	Finalise intergovernmenta l framework on gender	Improved intergovernmental relations	Intergovernmenta l framework on gender	Annually	-	1	1	-	-	-	5	SDGAs COG MCDAS CSOs	
	Convene intergovernmenta l forum on gender		Number of forums convened	Bi-annually	2	10	2	2	2	2	60	Development partners	
	Develop MOUs with counties		Number of MOUs signed	Annually	-	47	23	24	-	-	-	57	
Strengthen the coordination of gender programming at	Convene consultative meetings with GSWGs	Enhanced stakeholders engagement and relations at national	Number of meetings	Quarterly	1	20	4	4	4	4	122		

Strategies	Activities	Outputs	Key Indicators	Reporting Schedule (Weekly/Annually / Quarterly, etc.)	Baseline 2017/18	Target for 5 years	Targets					Budget (M)	Responsibility
							Y1	Y2	Y3	Y4	Y5		
the national and county levels	Convene forum for gender officers	and county levels	Number of forums	Annually	-	5	1	1	1	1	1	37	
	Establish partners' liaison office	Strengthened coordination, reporting and resource mobilisation with development partners and Non-state actors	Functional partners' liaison office	Annually	-	1	1	-	-	-	-	4	
			Partnership operational guidelines	Annually	-	1	1	-	-	-	-	3	
	Convene round-table meetings with development partners		Number of round-table meetings with development partners	Bi-annually	-	10	2	2	2	2	2	6	
	Convene round-table meetings with private sector organisations		Number of roundtable meetings with private sector	Bi-annually	-	10	2	2	2	2	2	6	
Strategic Objective 4.2: To enhance resource mobilisation for gender programming													
Outcome 4.2: Increased resources for gender programmes													
Formulate and implement resource mobilisation framework	Develop and implement resource mobilisation strategy	Increased resources for gender programmes	Resource mobilisation strategy	Annually	-	1	-	-	-	-	-	12	SDGA MCDAS
			Amount of funds	Annually	1.2B								SDGA
	Analysis of national and county budgets on gender responsiveness	Gender-responsive budgeting	Gender analysis report	Annually	-	5	1	1	1	1	1	18	SDGA MOP & TNT Development partners Research Institutions

Strategies	Activities	Outputs	Key Indicators	Reporting Schedule (Weekly/Annually / Quarterly, etc.)	Baseline 2017/18	Target for 5 years	Targets					Budget (M)	Responsibility
							Y1	Y2	Y3	Y4	Y5		
	Establish a fund to support GBV survivors	Increased access to GBV services by survivors	Fund in place Number of GBV survivors benefiting from the fund	Annually Annually	1 -	- 750	1 50	- 80	- 120	- 200	- 300	610	SDGA Development partners MOP & TNT
Thematic Area 5.1: Institutional and Organisational Capacity Strengthening													
Strategic Issue 5.1: Organisational capacity strengthening													
Strategic Objective 5.1: To strengthen the capacity of the department to effectively deliver its mandate													
Outcome 5.1: Improved organisational capacity (skills, culture, systems and processes)													
Organisational capacity assessment	Conduct an organisational capacity assessment for the Department and implement recommendations	Improved organisational capacity (e.g. systems, culture, processes and skills)	Organisational capacity assessment report Departmental capacity building action plan	Quarterly Annually	- -	1 5	1 1	- 1	- 1	- 1	- 1	25 12	SDGA KSG SDGA KSG
Transformational leadership development	Training and coaching for all senior officers on leadership	Improved leadership skills	Number of officers trained	Annually		50%	20%	30%	30%	40%	50%	18	
Organisational culture and change management	Equip officers with knowledge skills on enabling performance culture	Improved performance and organisational culture	Number of officers reached	Annually	-	100%	50%	70%	100%	-	-	18	
Provision of conducive	Provide adequate office space and	Improved working conditions	Percentage of officers with	Annually	0%	100%	40%	50%	60%	80%	100%	6105	SDGA

Strategies	Activities	Outputs	Key Indicators	Reporting Schedule (Weekly/Annually / Quarterly, etc.)	Baseline 2017/18	Target for 5 years	Targets					Budget (M)	Responsibility
							Y1	Y2	Y3	Y4	Y5		
working environment	work facilities		adequate office space and facilities										
Strategic Issue 5.2: Human resource management and development													
Strategic Objectives 5.2:													
1.2.1	To strengthen human resource capacity												
1.2.2	To motivate and retain competent staff												
1.2.3	To enhance performance of staff												
Outcome 5.2: An efficient and effective Department with competent, motivated staff and performance culture													
Human resource management	Staff recruitment, orientation and induction	Optimal staffing	An orientation and induction programme	Quarterly	-	1	1	-	-	-	-	0.4	SDGA PSC (K) MOP & TNT
			Percentage of new staff inducted	Quarterly	-	100	100	100	100	100	100	25	
	Recruitment of staff	Optimal staffing	Number of staff recruited and inducted	Quarterly	144	2,583	76	1	20	21	-	-	SDGA PSC (K) MOP & TNT
	Talent management and ring-fencing	Enhanced talents	Talent management and ring-fencing report	Quarterly	-	5	1	1	1	1	1	6	
	Review staff establishment and the scheme of service	Reviewed staff establishment	Staff establishment and scheme of service	Annually	-	2	-	-	-	-	-	12	
	Succession management	Reduced succession gap and optimal staffing	Succession management plan	Biennially	1	2	-	1	-	-	1	0.6	SDGA KSG PSC (K) PCDU
	Staff deployment (HRM)	Adequate personnel across MDAs and counties	Percentage of MDAs and counties with gender officers	Annually	30%	100%	60%	100%	100%	100%	100%	0.6	

Strategies	Activities	Outputs	Key Indicators	Reporting Schedule (Weekly/Annually / Quarterly, etc.)	Baseline 2017/18	Target for 5 years	Targets					Budget (M)	Responsibility
							Y1	Y2	Y3	Y4	Y5		
Human resource training and development	Staff capacity building and development	Competent staff	Competency needs assessment report	Annually	1	1	1	1	1	1	1	0.6	
			TNA report	Biennially	1	2	1	-	-	1	-	0.6	
			Training projection report	Annually	1	5	1	1	1	1	1	0.6	
			Percentage of officers trained	Annually	36 [15%]	100%	40%	50%	60%	80%	100%	305	
	Provide youth internship and attachment opportunities	Skills enhancement among youth	Number of interns	Quarterly	10	100	20	20	20	20	20	30	
Performance management	Conduct staff appraisals and development plans	Improved skills and performance	Number of youth on attachment	Quarterly	15	250	50	50	50	50	50	-	SDGA KSG
			Performance appraisal reports	Quarterly	59	145	145	145	145	145	145	-	PSC (K) PCDU
			Personal Development Plans										
			Number of performance contracts (departments and directors/HODs)	Annually	15	75	15	15	15	15	15	1.2	SDGA PCDU
	Employee satisfaction management		Employee satisfaction index	Annually	-	85%	65%	70%	75%	80%	85%	6	SDGA MOP & TNT MCDAs
Strategic Issue 5.3: Planning, Monitoring and Evaluation													
Strategic Objective 5.3: To strengthen linkages between the Department's programmes and the national development priorities													
Outcomes 5.3:													
1.3.1 Improved linkages to national plans													
1.3.2 Effective and efficient implementation of programmes													
Formulate plans and performance	Coordinate development and	National goals anchored in	Gender MTP III chapter and its	-	2	2	-	-	-	-	2	6	SDGA MOP & TNT

Strategies	Activities	Outputs	Key Indicators	Reporting Schedule (Weekly/Annually / Quarterly, etc.)	Baseline 2017/18	Target for 5 years	Targets					Budget t (M)	Responsi- bility
							Y1	Y2	Y3	Y4	Y5		
management frameworks	review of Gender plans at national and county level	departments/county plans	Sector Plan										MCDAs
			SDGA Strategic Plan	-	1			-		1	10		
			Work plans	Annually	1	5	1	1	1	1	6		
Monitoring and evaluation of programmes	Monitor and evaluate implementation of policies, plans and programmes	Effective and efficient implementation of policies, plans and programmes	Review monitoring and evaluation framework	-	-	1	-	-	-	-	-	5	SDGA MOP & TNT MCDAs
			Progress Reports for MTP III	Annually	1	5	1	1	1	1	3		
			MTP 111 report	Biennially	-	1	-	-	1	-	2		
			SDGs reports	Annually	-	5	1	1	1	1	10		
			Work plans reports	Quarterly	5	25	5	5	5	5	1		
			PC reports	Quarterly	5	25	5	5	5	5	1		
			Monitoring and evaluation reports	Quarterly	-	20	4	4	4	4	60		
Strategic Issue 5.4: Public financial management													
Strategic Objective 5.4: To enhance prudent financial management													
Outcome 5.4: Efficient utilisation of resources													
Compliance with PFM Act, 2012 and other related statutes	Budget preparation and execution	Efficient and effective utilisation of resources	■ Performance review reports ■ Sub-sector	Annually	3	15	3	3	3	3	3	18	SDGA MOP & TNT

Strategies	Activities	Outputs	Key Indicators	Reporting Schedule (Weekly/Annually / Quarterly, etc.)	Base-line 2017/18	Target for 5 years	Targets					Budget (M)	Responsi- bility	
							Y1	Y2	Y3	Y4	Y5			
Compliance with the Public Procurement and Asset Disposal Act, 2015 and other related statutes			report Programme-based budget reports											
	Budget monitoring		Budget performance reports	Quarterly	4	20	4	4	4	4	4	2	SDGA MOP & TNT	
	Preparation of the procurement plan		Percentage of implementation of procurement plan	Quarterly	90	100	100	100	100	100	100	6		
	Assets management and disposal		Percentage of replenished assets disposed	Annually	-	100	100	100	100	100	100	6		
	Adherence to Treasury guidelines/circulars		Percentage of compliance	Annually	100	100	100	100	100	100	100	6		
	Preparation of final accounts	Efficient and effective utilisation of resources	Number of final accounts	Quarterly	4	20	4	4	4	4	4	3.5		
	Prepare cash flow projections		Cash flows projections	Annually	1	5	1	1	1	1	1	-		
	Undertake internal audits		Audit reports	Quarterly	4	20	4	4	4	4	4	4	-	
	Conduct payroll audit		Payroll audit report	Quarterly	2	20	4	4	4	4	4	4	-	
	Preparation of audit response		Audit report	Annually	1	5	1	1	1	1	1	1	3.5	
Strategic Issue 5.5: Communication and branding														
Strategic Objective 5.5: To ensure effective communication														
Outcome 5.5: Improve working relations with stakeholders														
Institute internal	Develop and	Improved	Communication	Annually	-	1	1	-	-	-	-	2	SDGA	

Strategies	Activities	Outputs	Key Indicators	Reporting Schedule (Weekly/Annually / Quarterly, etc.)	Baseline 2017/18	Target for 5 years	Targets					Budget (M)	Responsi- bility
							Y1	Y2	Y3	Y4	Y5		
Thematic Area 1: Gender Policy Management, Gender Research and Gender Mainstreaming													
Strategic Issues 1.1: Policies, legislation, programmes, plans and budgets on gender equality and women empowerment													
Strategic Objectives 1.1:													
1.1.1	To provide guidelines for the implementation of gender programmes												
1.1.2	To mainstream gender in policies, legislation, programmes, plans and budgets												
1.1.3	To mainstream gender in performance contracting												
Outcomes 1.1:													
1.1.1	Standardised implementation of gender programmes												
1.1.2	Gender-responsive policies, plans, budgets and programmes												
1.1.3	Gender-responsive performance contracts in ministries												
Formulate and implement national gender policies and implementation frameworks	Finalise the National Gender and Development Policy and National Equality Policy	Policies developed	National Gender and Development Policy and National Equality Policy	Annually	-	2	2	-	-	-	-	12	SDGA MDAS Council of Governors Parliament CSOs Development Partners Private Sector
	Develop an action plan and guidelines to implement the National Gender and Development Policy and National Equality Policy	Action plan and guidelines for gender and development and national Equality policies developed	Action plan and guidelines to implement the National Gender and Development Policy and National Equality Policy	Annually	-	2	2	-	-	-	-	12	SDGA
	Develop action plan to implement the Eradication of FGM Policy	Action plan for eradication of FGM policy developed	Action plan for implementation of the elimination of FGM policy	Quarterly	-	1	1	-	-	-	-	9	

Strategies	Activities	Outputs	Key Indicators	Reporting Schedule (Weekly/Annually / Quarterly, etc.)	Baseline 2017/18	Target for 5 years	Targets					Budget (M)	Responsibility
							Y1	Y2	Y3	Y4	Y5		
	phones Servicing of ICT equipment	communication Efficiency in using ICT equipment	phones installed Number of computers serviced		10	360	60	80	100	120	150	6	SDGA
Strategic Issue 7.1: Records management													
Strategic Objective 7.1: To improve access to information													
Outcome 7.1: Readily accessible information													
Strengthen records management system	Digitise all the records	Improved access to information	An integrated records management system	Annually	-	365	73	73	73	73	73	6	SDGA
Strategic Issue 8.1: Logistics and Transport system													
Strategic Objective 8.1: To enhance efficiency in operations													
Outcome 8.1: Improved efficiency in service delivery													
Strengthen transport management system	Establish transport management system	Improved transport system	Transport management system	Annually	-	1	-	1	-	-	-	0.2	SDGA
			Number of vehicles procured	Quarterly	8	10	2	2	2	2	2	110	SDGA

Contact Information:

Ministry of Public Service, Youth and
Gender Affairs

State Department for Gender Affairs

P.O. Box 29966-00100

Nairobi, Kenya

Tel: +254-20 2216500

Website: <http://www.gender.go.ke>.

