



REPUBLIC OF KENYA

MINISTRY OF PUBLIC SERVICE  
AND GENDER

STATE DEPARTMENT FOR GENDER

ACHIEVING SUSTAINABLE DEVELOPMENT GOAL  
NO. 5 ON GENDER EQUALITY & EMPOWERMENT  
OF ALL WOMEN AND GIRLS

**STRATEGY 2020 - 2025**



June 2021



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# ACRONYMS

<b>AGPO</b>	Access to Government Procurement Opportunity
<b>BPfA</b>	Beijing Platform for Action
<b>CECs</b>	County Executive Committee
<b>CEDAW</b>	Convention on the Elimination of all Forms of Discrimination against Women
<b>CIDP</b>	County Integrated Development Plans
<b>COG</b>	Council of Governors
<b>CPR</b>	Contraceptive prevalence rate
<b>CUFMC</b>	Constituency Uwezo Fund Management Committees
<b>DHIS</b>	District Health Information system
<b>FGM</b>	Female Genital Mutilation
<b>GBV</b>	Gender Based Violence
<b>GBVRCs</b>	Gender Based Violence Recovery Centers
<b>GEWE</b>	Gender Equality and Women Empowerment
<b>GoK</b>	Government of Kenya
<b>GRB</b>	Gender Responsive Budgeting
<b>GSSP</b>	Gender Sector Statistics Plan
<b>KDHS</b>	Kenya Demographic Health Survey
<b>KIHBS</b>	Kenya Integrated Household Budget Survey
<b>KPHC</b>	Kenya Population and Housing Census
<b>MDAs</b>	Ministries, Departments and Agencies
<b>MDGs</b>	Millennium Development Goals
<b>MMR</b>	Maternal Mortality Ratio
<b>MTP</b>	Medium Term Plan

<b>NGAAF</b>	National Government Affirmative Action Fund
<b>NGEC</b>	National Gender and Equality Commission
<b>PPPs</b>	Public-Private Partnerships
<b>PWDs</b>	Persons with Disabilities
<b>RMNCAH</b>	Kenya's Reproductive Maternal Neonatal Child and Adolescent Health
<b>SAGAs</b>	Semi-Autonomous Government Agencies
<b>SDfG</b>	State Department for Gender
<b>SDGs</b>	Sustainable Development Goals
<b>SGBV</b>	Sexual and Gender Based Violence
<b>SOPs</b>	Standard Operating Procedures
<b>UN</b>	United Nations
<b>WEF</b>	Women Enterprise Fund
<b>WEI</b>	Women's Empowerment Index
<b>YEDF</b>	Youth Enterprise Development Fund

# FOREWORD



The Government of Kenya ratified the 2030 Agenda for Sustainable Development which was adopted by the United Nations General Assembly at its Summit in September 2015. The Constitution of Kenya contains important commitments to gender equality and women's empowerment and provides the National values and principles that bind all Kenyans in implementing public policies including those that relate to marginalized groups.

This Strategy 2020-2025 on achieving gender equality and empowerment of all women and girls lie at the heart of the Sustainable Development Goals, and they are vital to fully realizing the rights and potential of all persons.

Gender equality is a human right ensuring universal access to sexual and reproductive health and rights for all. For gender relations to be transformed, the structures that underpin them have to change. Women and girls should be able to lead lives that are free from violence, they should have opportunities to expand their capabilities and have access to a wide range of resources on the same basis as men and boys.

This strategy builds on the lessons learnt and the experience of the country in the implementation of the Millennium Development Goal 3 on promoting gender equality and empowering women. The strategy identifies actions that require to be undertaken to position the country on the fastest and most reliable trajectory to achievement of SDG 5. The implementation of the SDG 5 seeks to build upon the outcomes of the Millennium Development Goals (MDG 3) on promoting gender equality and empowering women and ensure equal access, control and resource distribution to improve livelihoods for the marginalized categories of people, including women, youth, and people with disability (PWDs).

The strategy identifies nine broad strategic areas, which include; strengthening policy, legislative and institutional frameworks, socio-economic empowerment, leadership and decision-making, gender mainstreaming in policies and budgets, elimination of gender-based violence, and elimination of harmful practices. Other identified strategic areas are access to sexual and reproductive health, gendered research, data collection and analysis, as well as coordination and stakeholder engagement.

The coordination framework of this strategy will be in line with the Intergovernmental Framework on Gender which was adopted in January 2019. The adopted coordination framework has four tiers, which include; Inter Governmental Forum on Gender, The Joint Gender Steering Committee, Joint

Gender Secretariat and County Gender Sectoral Working Groups. The ministry in collaboration with stakeholders will formulate a resource mobilization strategy to fully implement this strategy. The National Integrated Monitoring and Evaluation System (NIMES) will be used to monitor and evaluate the implementation of the strategy. The strategy formulation process was undertaken through a consultative approach that involved participation of a wide range of stakeholders including Ministries, Departments, and Agencies, counties through council of governors, private sector, research institutions and development partners.

I urge all stakeholders to join me in ensuring the full implementation of this strategy to achieve gender equality and empowerment of all women and girls in Kenya.



**Prof. Margaret Kobia, PhD, M.G.H**

Cabinet Secretary,  
Ministry of Public Service and Gender

# ACKNOWLEDGEMENT



The Sustainable Development Goal 5 on achieving gender equality and empowerment of all women and girls Strategy 2020-2025 has been developed through a consultative and participatory process that included many partners and stakeholders involved in the implementation of gender related SDGs. Development of this strategy could not have been possible without commitment by these stakeholders. The State Department for Gender acknowledges the contributions, commitment and technical support from all stakeholders who participated in the many virtual meetings that culminated in this final Strategy.

I extend my appreciation to the officers at the State Department for Gender in ensuring the completion of this strategy. I also appreciate officers from the following organisations for their valuable technical support; SDGs Coordination Unit- National Treasury and Planning, Kenya Institute for Public Policy and Research, Kenya National Bureau of Statistics, Council of Governors, National Gender and Equality Commission, Women Enterprise Fund, Uwezo Fund Oversight Board, National Government Affirmative Action Fund, and Anti-Female Genital Mutilation Board. Further, I extend my gratitude and acknowledge the invaluable contribution of all those who participated in the development of this strategy in one way or the other.

I am equally indebted to UN Women, who provided financial and technical support for the development, design and layout of this Strategy.

Above all, I wish to sincerely thank Prof. Margaret Kobia, PhD, MGH, the Cabinet Secretary, Ministry of Public Service and Gender for her leadership and guidance in the development of this strategy.

A handwritten signature in black ink, appearing to read 'Collette Suda', with a long horizontal line extending from the end.

**Prof. Collette Suda, PhD, FKNAS, CBS**

Principal Secretary  
State Department for Gender



# EXECUTIVE SUMMARY

The Government of Kenya ratified the 2030 Agenda for Sustainable Development which was adopted by the United Nations General Assembly at its Summit in September 2015. The Sustainable Development agenda was anchored around 17 Sustainable Development Goals (SDGs) with a total of 169 targets covering economic, social development, and environmental protection. The 2030 Development Agenda has a stand-alone goal to “achieve gender equality and empower all women and girls” (SDG 5) with an additional six SDGs having Gender Equality and Women Empowerment (GEWE) specific targets (goals 1, 3, 4 8, 10 and 16).

Kenya launched the Sustainable Development Goals (SDGs) in 2016 and developed the country's SDGs Roadmap to guide the transition from Millennium Development Goals (MDGs) to SDGs. A lot of progress has been achieved in mainstreaming the SDGs at both the national and sub-national development frameworks through consultative and interactive processes. At the sector level, SDGs have been mainstreamed in sector plans, strategic plans and annual performance contracts. A review of policies for the implementation of SDGs revealed that the Medium-Term Plan (MTP) III and priorities of the Government under the Big Four Agenda adequately cover the 2030 Agenda targets. Several initiatives that were aimed at enhancing gender statistics were also undertaken, key among them the preparation of a: comprehensive poverty report, report on the status of women and men in Kenya in 2017, national assessment of gender statistics; and Gender Sector Statistics Plan (GSSP). A Women's Empowerment Index (WEI) that forms a baseline for monitoring of the government's progress towards SDG 5 was also developed in 2020 which showed that only 29 percent of women in Kenya between the ages of 15 and 49 years were empowered in 2014.

The Government has over time repealed some of retrogressive domestic laws and introduced new laws and policies, systems and structures which aim at safeguarding the gains for women and protect them from discrimination as provided for in the Constitution of Kenya (2010). Various policies and legal frameworks have also been developed/enacted to promote, enforce and monitor equality, equity and non-discrimination. The National Policy on Gender and Development (2019) and National Policy on Eradication of Female Genital Mutilation (FGM) (2019) have been reviewed to align them to the constitution and also incorporate the emerging issues on gender and Female Genital Mutilation (FGM). However, there are various gaps in the policy and legislative frameworks, key among them the implementation of the constitutional two-thirds gender rule.

Several measures have also been put in place to address gender based violence, key among them aggressive countrywide campaigns, establishment of Gender Based Violence Recovery Centers (GBVRCs) and gender desks at police stations, development of guidelines and Standard Operating Procedures (SOPs) on SGBV, establishment of helplines such as 1195 and establishment of a one-stop centre for handling gender based violence by the National Police Service. However, some challenges still exist, including slow implementation of the Sexual

Offences Act, 2006, lack of awareness on SGBV in communities, persisting cultural practices and social norms on SGBV, weak co-ordination among the various stakeholders and inadequate and inconsistent data on GBV.

The government has also taken steps in the campaign against FGM and child marriages by enacting laws and regulations that prohibit the practices. Other initiatives have included enhanced awareness creation and sensitization, capacity building of duty bearers and community leaders, inclusion of Anti-FGM content in Kenyan school curriculum, establishment of alternative rites of passage and; development of various strategic documents to aid in elimination of the practices, among others. However, challenges still exist especially with regard to weak enforcement of laws and regulations and the strong harmful cultural beliefs.

Substantial progress has also been made in reducing the gender gaps in political representation, even though women's representation in the national assembly and governor's/deputy governors is still below the required two-thirds gender constitutional provision. Despite women accounting for slightly more than 50 percent of the population in Kenya, their representation in politics and decision making remains low.

To promote empowerment of youth, women, and persons living with disabilities, the Government has implemented various affirmative action programmes, key among them; Women Enterprise Fund (WEF), UWEZO Fund, National Government Affirmative Action Fund (NGAAF) and the Youth Enterprise Development Fund (YEDF). The 30 percent Access to Government Procurement Opportunity (AGPO) is also in place, which aims at enhancing procurement opportunities by women, youth and persons with disabilities. Efforts have also been made to mainstream gender in policies and budgets, even though more needs to be done to ensure that all the policies are engendered.

This strategy builds on the lessons learnt and the experience of the country in the implementation of the Millennium Development Goal 3 on promoting gender equality and empowering women. The strategy identifies actions that require to be undertaken to position the country on the fastest and most reliable trajectory to achievement of SDG 5. The strategy identifies nine broad strategic areas, which include; (i) Strengthening policy, legislative and institutional frameworks; (ii) Socio-economic empowerment; (iii) Leadership and decision-making (iv) Gender mainstreaming in policies and budgets; (v) Elimination of gender-based violence; (v) Elimination of harmful practices (vi) Access to sexual and reproductive health; (vii) Gendered research, data collection and analysis (ix) Coordination and Stakeholder Engagement. The detailed strategic initiatives and implementation are provided in the strategy.

# 1. Introduction



The Government of Kenya (GOK) acknowledges the importance of gender equality in development. At the national level, the case for gender equality has been strengthened over the years by international and national policy discourse, research and advocacy.

County Governments have over the years made tremendous progress in institutionalizing gender at the County level, through the implementation of various initiatives. Kenya has a progressive constitution that promotes gender equality and women's empowerment through the expanded bill of rights. The constitution also enhanced the institutional systems for the respect, protection and promotion of human rights, including right to equality and freedom from gender-based discrimination. In the Kenya Vision 2030, gender inequality is viewed as a key development challenge that is facing the country. The vision for the gender, youth and vulnerable groups sector is that 'men and women enjoy a high quality of life and equal opportunities'. The Sessional Paper No. 2 of 2006 on Gender Equality and Development provides a framework for gender mainstreaming in policy, planning and programming in Kenya. Further, the gender policy aims at achieving gender equality and women's empowerment in national development so as to enhance participation of women and men, boys and girls, vulnerable and marginalized groups for the attainment of sustainable development. Various institutional frameworks have also been put in place to support the realization of gender equality, key among them the establishment of the State Department for Gender and the National Gender and Equality Commission (NGEC). In addition, the government has signed and ratified various international instruments, treaties and conventions on gender equality.

There has been progress in promoting gender equality and women empowerment in areas such as enrolment in early childhood, primary and secondary education. However, there are still notable gaps in several areas, including disparities in education and economic opportunities, representation, participation, and adequate access to health care. According to the gender policy, there are emerging developmental issues that present new opportunities and challenges in the pursuit of gender equality and women's empowerment.

The Government of Kenya ratified the 2030 Agenda for Sustainable Development which was adopted by the United Nations General Assembly at its Summit in September 2015. The Sustainable Development agenda was anchored around 17 Sustainable Development Goals

(SDGs) with a total of 169 targets covering economic, social development, and environmental protection. The Agenda announced a “plan of action for the people, planet and prosperity” and highlighted strengthening universal peace in larger freedom and recognized eradicating poverty in all its forms and dimensions. The 2030 Development Agenda has a stand-alone goal to “achieve gender equality and empower all women and girls” (SDG 5) with an additional six SDGs having Gender Equality and Women Empowerment (GEWE) specific targets (goals 1, 3, 4 8, 10 and 16). All SDGs are relevant for the achievement of gender equality and the empowerment of women, and women’s substantive and effective contributions are critical to their achievements.

Kenya launched the Sustainable Development Goals (SDGs) in 2016 and developed the country’s SDGs Roadmap to guide the transition from Millennium Development Goals (MDGs) to SDGs. There has been mainstreaming of the SDGs at both the national and sub-national development frameworks through consultative and interactive processes with various stakeholders. At the sector level, SDGs have been mainstreamed in sector plans, strategic plans and annual performance contracts. A review of policies for the implementation of SDGs revealed that the Medium-Term Plan (MTP) III and priorities of the Government under the Big Four Agenda adequately cover the 2030 Agenda targets. Since the adoption of the 2030 Agenda, Kenya has made progress in various areas, including: poverty reduction, health, education, gender equality, provision of clean water and sanitation, electricity, combating climate change and ensuring sustainable cities and human settlements. Several initiatives that were aimed at enhancing gender statistics were also undertaken.

The first comprehensive Poverty Report that made an attempt in Kenya to measure poverty in a comprehensive manner, including multidimensional and monetary approaches, for different population groups -notably children, the youth, women, men and the elderly used the 2015/16 Kenya Integrated Household Budget Survey. In addition, a report on the status of women and men in Kenya in 2017 was developed by KNBS<sup>1</sup> and it provided indicators on population, health, education, employment, governance, domestic violence, decision-making, and Persons with Disabilities (PWDs). A Kenya National Gender Statistics Assessment<sup>2</sup> was also undertaken to identify data needs and gaps for the implementation and monitoring of the gender related SDGs.

A Gender Sector Statistics Plan (GSSP)<sup>3</sup> was developed in 2020 with an aim of enhancing the capacity of generating and use of gender statistics for measuring progress towards gender related development goals. The plan is aligned with gender-related global normative frameworks, such as the SDGs, Beijing Platform for Action (BPfA), and the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW). A Women’s Empowerment Index (WEI) that forms a baseline for monitoring of the government’s progress towards SDG 5 was also developed in 2020 by Kenya National Bureau of Statistics in collaboration with UN Women and UNICEF<sup>4</sup>.

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<sup>1</sup> KNBS. (2018). Women and Men in Kenya: Facts and Figures 2017. <https://www.knbs.or.ke/?wpdmpo=women-men-kenya-facts-figures-2017>

<sup>2</sup> UN Women and KNBS. (2018). Kenya National Gender Statistics Assessment. <https://www.knbs.or.ke/?wpdmpo=national-gender-statistics-assessment-kenya>

<sup>3</sup> KNBS and UN Women. (2020). Gender Sector Statistics Plan. <https://www.knbs.or.ke/?wpdmpo=gender-sector-statistics-plan>

<sup>4</sup> KNBS, UN Women and UNICEF. (2020). Women’s Empowerment in Kenya: Developing a Measure. <https://www.genderinkenya.org/wp-content/uploads/2020/08/WEI-REPORT-10.08.2020.pdf>

According to the WEI, only 29 percent of women in Kenya between the ages of 15 and 49 years were empowered in 2014. The empowerment rate of women in urban areas was 40 percent, nearly double the rate of empowered women in rural areas, at 22 percent.

The implementation of the SDGs seeks to build upon the outcomes of the Millennium Development Goals (MDGs). MDG 3 was on promoting gender equality and empowering women and was aimed at promoting gender equality and women empowerment to ensure equal access, control and resource distribution to improve livelihoods for the marginalized categories of people, including women, youth, people with disability (PWDs). A review of the MDG 3 implementation in Kenya revealed that the country registered mixed results across the targets and indicators. Building on the lessons learnt and the experience of the country in the implementation of the Millennium Development Goal 3, there is need to develop a strategy to ensure attainment of the SDG 5 targets and indicators by the year 2030. The strategy is meant to identify actions that require to be undertaken to position the country on the fastest and most reliable trajectory to achievement of SDG 5.

## 2. Situational Analysis and emerging issues



Below is a situational analysis of gender gaps in several areas.

### 2.1 Legal frameworks to promote, enforce and monitor gender equality (SDG 5 target 5.1)

The Government has over time repealed some of retrogressive domestic laws and introduced new laws and policy, systems and structures which aim at safeguarding the gains for women and protect them from discrimination as provided for in the Constitution of Kenya (2010). The country has been implementing the Constitution of Kenya (2010) that has elaborate provisions on economic, social and cultural rights under the Bill of Rights. Various policy and legal frameworks have also been developed/enacted to promote, enforce and monitor equality, equity and non-discrimination (SDG target 5.1 indicator 5.1.1). These include the Sessional Paper No. 2 of 2006 on Gender Equality and Development, the National Policy for Prevention and Response to GBV of 2014, National Human Rights Policy and Action Plan (2014); National Land Policy (2009); Kenya National Action Plan (KNAP) for the implementation of the UN Security Council Resolution 1325 (2000) on Women, Peace and Security (2020-2024); The Marriage Act (2014); The Matrimonial Properties Act (2013); The Protection Against Domestic Violence Act (2015); Kenya Citizenship and Immigration Act (2011); The Prohibition of Female Genital Mutilation Act (2011); The Land Act (2016); The Land Registration Act (2012); Climate Change Act (2016); The Community Land Act (2016); The Political Parties Act (2011); Sexual Offences (Medical Treatment) Regulations (2012); and the Sexual Offences Rules of Court (2014).

The National Policy on Gender and Development (2019) and National Policy on Eradication of Female Genital Mutilation (FGM) (2019) have also been reviewed to align them to the constitution and also incorporate the emerging issues on gender and Female Genital Mutilation (FGM). In addition to the policies and legislations, Kenya has also produced a gender datasheet to guide policy formulation and planning. The government has also developed guidelines for engendering of Medium-Term Plans of Vision 2030 and the County Integrated Development Plans (CIDPs). These were used in engendering of the Third Medium Term Plan and the 2018-22 CIDPs. The Third National Reporting Indicator Handbook for the Third Medium Term Plan has also been engendered. The 2020/21 Performance Contracting guidelines on gender mainstreaming indicator provide that all Ministries, Departments and Agencies (MDAs) should mainstream gender in their

workplace policies, plans and programmes. Despite all the policies and legislations, there are various gaps in the policy and legislative frameworks, key among them the implementation of the constitutional two-thirds gender rule.

## 2.2 Gender Based Violence (SDG 5 target 5.2)

Gender Based Violence (GBV) refers to harmful acts directed at an individual based on their sex, which is rooted in gender inequality, the abuse of power and harmful norms. GBV affects women; girls, men and boys but women and girls are disproportionately affected. It is also one of the most prevalent human rights violations in the world because it undermines the health, dignity, security and autonomy of its victims.

According to the Kenya Demographic Health Survey (KDHS, 2014), an estimated 36.9 percent of ever-partnered women and girls aged 15 years and older were subjected to physical, sexual or psychological violence by a current or former intimate partner in the previous 12 months (SDG Target 5.2, indicator 5.2.1). Further, an estimated 11.5 percent of women aged 15-49 had experienced gender-based violence often or sometimes in the previous 12 months, which was a decline from an estimate of 24 percent in 2008/09 (SDG Target 5.2, indicator 5.2.2). For the women aged 15-49 who experienced physical violence, 82.4 percent of the perpetrators were current or former intimate partners (current husband/partner, former husband/partner, current/former boyfriend). Regarding sexual violence among women aged 15-49 who had experienced sexual violence in the 12 months preceding the 2014 KDHS, 43.4 percent were or had ever been married. In 55 percent of the sexual violence cases against women, perpetrators were current partners and 28 percent were former partners.

The proportion of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner 12 months prior to the 2014 survey was 22.7 percent. Among the never-married women aged 15 years or older who had ever experienced sexual violence, 43.8 percent of the perpetrators were strangers, followed by friends or acquaintances (14.4 percent), current/former boyfriend (8.2 percent), family friends (6.9 percent), teachers (5.8 percent), father/stepfather (4.7 percent), among others. Statistics from the national crime report<sup>5</sup> indicate that there were 148 cases of domestic violence in 2018, with the majority of the victims being women and girls.

To eradicate GBV, the government has been undertaking an aggressive countrywide campaign targeting all counties to increase awareness of the scope of the problem and its impact, improve services for survivors of violence and to strengthen prevention efforts in counties. In collaboration with UN Women, the government came up with a programme on SGBV, which was supposed to enhance prevention of SGBV, strengthen protection of SGBV survivors, ensure expeditious prosecution of SGBV cases; establish and implement strong sustainable programmes that are well resourced; and implemented through partnership with non-state actors, development partners, county and national government through strong coordination mechanisms at national

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5 National Police Service. 2018. Annual Crime Report



and county level. In addition, Gender Based Violence Recovery Centers (GBVRCs) and gender desks at police stations have also been established, in addition to developing various guidelines and Standard Operating Procedures (SOPs) on SGBV. Moreover, helplines have also been established at both national and county government levels, which aid in reporting, quick/timely response and provision of quality and affordable SGBV services for survivors. Among the helplines is 1195 which is hosted by the State Department for Gender in collaboration with Health Assistance Kenya<sup>6</sup>. The National Police Service also established a one-stop centre for handling gender based violence in 2020.

However, implementation of the Sexual Offences Act, 2006 has been very slow because of the evidence threshold requirements and court processes and procedures which take time leading to many survivors and witnesses getting tired and dropping/abandoning the cases. Secondly, lack of awareness on SGBV in communities, persisting cultural practices and social norms on SGBV still pose significant challenges in the prevention of SGBV. Thirdly, there is weak co-ordination among the various stakeholders involved in the management of SGBV, including the police, judiciary and health workers. Lastly, data on SGBV is either lacking or where available, it is inconsistent. This is because the data is collected by different stakeholders and not synchronized.

### **2.3 Elimination of harmful practices (SDG 5 target 5.3)**

Female genital mutilation (FGM) is a violation of human rights. Elimination of FGM is on the global development agenda, most prominently through its inclusion in SDG target 5.3, which aims to eliminate the practice by 2030. Kenya outlawed FGM in 2011, even though the practice has continued to be undertaken. Statistics indicate that the proportion of girls and women aged 15-49 years who have undergone female genital mutilation/cutting was 21 percent in 2014 (KDHS, 2014) – SDG Target 5.3 indicator 5.3.2. However, some communities in Kenya have high FGM prevalence rate especially the Somali with a prevalence of 94 percent, Samburu 86 percent, Kisii 84 percent and Maasai 78 percent. Further, it was shown that the practice is rapidly changing because of government and non-governmental programme interventions and actions. Notable changes are in terms of age at which the cut is done, places where it is done, how it is done, and who is cutting. These emerging trends are troubling owing to the increased secrecy and collusion in the practicing communities to an extent of targeting children at birth and married women. Medicalization of FGM has also been found to be a challenge.

The government has taken steps in the campaign against FGM by enacting laws and establishing the Anti-FGM Board whose mandate includes designing, supervising and coordination of all programmes aimed at the eradication of FGM in the country. In terms of interventions to deal with harmful practices, there are country wide campaigns and initiatives to eliminate all harmful practices, such as child marriage, forced marriage and FGM. Key among them is sensitization against the practices countrywide; capacity building of duty bearers and community leaders (chiefs, religious leaders) on FGM and other harmful practices including the legal frameworks; inclusion of Anti-FGM content in Kenyan school curriculum; curriculum on violence extremism

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<sup>6</sup> <https://hakgbv1195.org/>



developed by Kenya School of Government in collaboration with relevant stakeholders; creation of a special division at the Directorate of Public Prosecution to handle SGBV and FGM issues; establishment of alternative rites of passage and; development of various strategic documents to aid in elimination of the practices. The strategic documents include; guidelines for conducting alternative rites of passage, guidelines for conducting community dialogues, FGM Resource Handbook, stakeholder mapping document and simplified version of the Prohibition of FGM Act (2011) in both Kiswahili and English. There is also a presidential directive to end FGM by 2022 which led to the development of presidential acceleration plan to eliminate FGM. As a result, there was commitment by elders from 22 hotspot counties to implement the presidential directive to end FGM. On the regional front, there are cross border FGM eradication initiatives where Kenya, Uganda, Ethiopia, Somalia and Tanzania entered a regional declaration to end FGM and signed a cross border action plan to end FGM.

There are various emerging issues and challenges that the country faces in its efforts to eradicate FGM. Some of the emerging issues include: a new trend where girls are cut at a younger age to conceal the practice; changes in the type of cut; the practice no longer attracts celebrations and is mostly carried out secretly as a family affair; some communities including the Maasai, Pokot, Somali and Kuria cross to neighboring countries to procure FGM to avoid being caught by law enforcers and; there has been medicalization of FGM where the cut is performed by medical professionals supposedly to reduce pain, bleeding and infection. The challenges faced in the fight against FGM include: inadequate county and community specific FGM data for evidence-based policy implementation and programming; weak coordination framework for both national and county level efforts; challenges in accelerating the eradication of FGM due to inadequate funding and human resource for the coordination of programmes; weak enforcement of the laws relating to FGM law enforcement whereby officers, survivors and witnessing communities where FGM is practiced are threatened by members of the community and sometimes harmed for reporting incidences; FGM is perpetuated to avoid stigma, discrimination and exclusion of families and men who marry uncut girls from important activities in the community and; community resistance to the implementation of the Anti-FGM laws whereby they claim that the law encroaches on their cultural identity and rights.

Looking at child marriages, Kenya has committed to eliminate child marriages by 2030 in line with target 5.3 of the Sustainable Development Goals. The country co-sponsored the 2013, 2014 and 2016 UN General Assembly resolutions on child marriages and the Human Rights Council resolution on child marriage in 2013. It also signed a joint statement at the Human Rights Council calling for a resolution on child marriages. It ratified the Convention on the Rights of the Child in 1990 and launched the African Union campaign to end child marriage in Africa in 2017. Kenya also ratified the African Charter on the rights and Welfare of the Child in 2000. The country also committed to ending child marriage by the end of 2020 under the ministerial commitment on comprehensive sexuality education and sexual and reproductive health services for adolescents and young people in Eastern and Southern Africa<sup>7</sup>.

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<sup>7</sup> See <https://healtheducationresources.unesco.org/library/documents/ministerial-commitment-comprehensive-sexuality-education-and-sexual-and>

UNICEF has estimated that Kenya has the 20th highest absolute number of child brides in the world. They have also estimated that 23 percent of Kenyan girls were married before their 18th birthday and 4 percent were married before the age of 15 years in 2017, SDG Target 5.3, indicator 5.3.1. Child marriage rates in Kenya vary across regions and among ethnic groups. Child marriage is most common in Northern Kenya (56%), followed by the Coast Province (41%) and Nyanza (32%). According to UNICEF (2017)<sup>8</sup>, 64% of girls of Pokot origin got married before reaching the age of 18, followed by 54% of Rendille girls, 38% Somali girls and 28% of Maasai girls. 38% of Pokot boys and 14% of Somali boys got married before reaching the age of 18.

There are many factors that drive child marriages in Kenya, key among them: (i) high levels of poverty; (ii) cultural beliefs that girls are inferior to boys; (iii) most girls who drop out of school are likely to get married early; (iv) child marriage is a safeguard against immoral behavior especially in cases of adolescent pregnancies and; (v) traditional practices and customs that bequeath children as brides, such as the Samburu culture of beading. Some of the challenges and emerging issues with regard to child marriages include: (i) inadequate data and information on child marriages to inform planning and budgeting; (ii) weak enforcement of existing policies and legislations; (iii) strong cultural beliefs regarding child marriages; (iv) inadequate coordination among key stakeholders in the children sector; (v) high levels of poverty among communities that practice child marriages, among others.

## 2.4 The burden of unpaid work (SDG 5 target 5.4)

Evidence from various time use surveys suggest that there are significant differences in how men and women allocate their time between market and non-market work<sup>9</sup>. Globally, women spend at least twice as much time in unpaid domestic work as men, and the disparity is much greater in many developing countries<sup>10</sup>. Because social norms and beliefs assign African women and girls the primary responsibility for care and domestic work, women, on average, spend twice as much time as men on domestic work - child and elderly care, cooking, cleaning, and fetching water and wood. In Sub-Saharan Africa, 71 per cent of the burden of collecting water for households falls on women and girls (UNDP, 2016)<sup>11</sup>.

Recent evidence from Kenya revealed that women on average spent about 5 hours a day on primary care compared to about 1 hour a day reported by men (Oxfam, 2019)<sup>12</sup> - SDG target 5.4, indicator 5.4.1. Further, women's time spent on any care was more than triple that for men – with women reporting 11.1 hours per day for any care compared to 2.9 hours per day for men.

<sup>8</sup> UNICEF (2017). Baseline Study Report: Female Genital Mutilation/ Cutting and Child Marriage among the Rendille, Maasai, Pokot, Samburu and Somali Communities in Kenya. <https://www.unicef.org/kenya/media/531/file/Kenya-0000074.pdf.pdf>

<sup>9</sup> Blackden, C.M. and Wodon, Q. (2006). Gender, Time Use, and Poverty in Sub-Saharan Africa. World Bank Working Paper No. 73. Available at <http://documents.worldbank.org/curated/en/473591467990333534/pdf/349440REPLACEM10082136561401PUBLIC1.pdf>.

<sup>10</sup> USAID. (2015). Gender and extreme poverty getting to Zero: A USAID discussion series. Available at [https://www.usaid.gov/sites/default/files/documents/1870/Gender\\_Extreme\\_Poverty\\_Discussion\\_Paper.pdf](https://www.usaid.gov/sites/default/files/documents/1870/Gender_Extreme_Poverty_Discussion_Paper.pdf).

<sup>11</sup> UNDP (2016). The African Human Development Report - Accelerating Gender Equality and Women's Empowerment in Africa

<sup>12</sup> Oxfam. 2019. Gendered patterns of unpaid care and domestic work in the urban informal settlements of Nairobi, Kenya Findings from a Household Care Survey 2019. Available at <https://oxfamlibrary.openrepository.com/bitstream/handle/10546/620910/rr-nairobi-kenya-household-care-survey-191119-en.pdf?sequence=1&isAllowed=y>

Overall, women had greater childcare responsibilities than men, and were more than 20 percent more likely than men to have been responsible for looking after a child in the last 24 hours. While women spent considerably more time than men on unpaid care work, men spent almost double the time that women spent on paid work, with men spending 10.5 hours per day as compared to 5.3 hours by women. There were no significant differences in time allocated to leisure by both men and women. This confirms the finding that unpaid care work burden reduces women's ability and time to participate in paid work. However, data on unpaid work is still limited. Further, the existing patriarchal system and cultural norms & beliefs regarding social roles undermine the more equal sharing of unpaid work between men and women.

## **2.5 Women's representation in decision-making and politics (SDG target 5.5)**

Kenya has made significant gains in women representation in national parliament and county assembly since the promulgation of the 2010 constitution. Currently, there are 2 women governors, 8 deputy governors and 21 senators, representing 4.3 percent, 17.4 percent and 31.3 percent of total representation in 2019 respectively (Table 1) – SDG target 5.5 indicator 5.5.1. More women were also elected to the national and county assemblies. There were 76 women in the national assembly and 737 women in county assemblies in 2019. Women running as independent candidates were also elected for the first time. Overall, women comprised 9.2 percent of the 1,835 elected individuals in 2017, a marginal increase from 7.7 percent in 2013.

Substantial progress has been made in reducing the gender gaps in political representation, even though women's representation in the national assembly and governor's/deputy governors is still below the required two-thirds gender constitutional provision. The constitution stipulates that not more than two thirds of members of elective or appointed bodies can be of the same gender. In addition to the two thirds gender rule, the constitution stipulates that 47 'Women's Representatives' be elected by registered voters in each county to form part of the National Assembly.

To increase representation of women in decision-making, not only in the political sphere, but also within the private sector, at the village level and in civil society organizations, Kenya has developed the National Women in Political Leadership Curriculum and The National Strategy for supporting greater participation of Women in Elective Politics. The Women's Executive Leadership Program and Transformative Leadership program for County Women Executives have also been established. All these are geared at provision of leadership skills for women.

**Table 1: Women in Political Positions**

	Female	Male	Total	(%) Female
President	-	1	1	0.0
Deputy President	-	1	1	0.0
Governors	2	45	47	4.3
Deputy Governors	10	36	46	21.7
Senators	21	46	67	31.3
National Assembly	76	273	349	21.8
Speaker of Senate	-	1	1	0.0
Speaker of National Assembly	-	1	1	0.0
Speaker of County Assembly	5	42	47	10.6
Members of County Assembly	737	1,456	2,193	33.6

Source: Economic Survey (2020)

The proportion of women in managerial positions is shown in table 2 – SDG Target 5.5, indicator 5.5.2. There were 7 female cabinet secretaries (29.2 percent) in 2019. The proportion of women in principal secretaries and chief administrative secretaries was 22.7 percent and 33.3 percent respectively, which was below the constitutional threshold of a minimum of 30 percent representation by each gender. The total number of County Executive Committee (CECs) members in all counties was 440 in 2019, of which 136 were female, representing a share of 31.6 percent. Majority of the counties met the 30 percent gender threshold of CEC members, with only 9 counties not having at least 30 percent representation by women. Representation of women in the judiciary on average met the 30 percent threshold.

Despite women accounting for slightly more than 50 percent of the population in Kenya, their representation in politics and decision making remains low. The government has put in place several legislations and policies that are meant to promote women representation in politics and decision making, even though the two thirds gender rule has not been implemented. However, legislation alone is not enough to boost women's participation in politics and decision making. Political parties have over time not supported and/or nominated women for critical positions, despite a focus on being gender inclusive within their party manifestos.

Women are also faced with cases of verbal and physical assault during political campaigns—including the most recent 2017 elections. Challenging a patriarchal society where women's political situation is often frowned upon remains a big stumbling block. In addition, many African communities' customs tend to negate the role of women in mainstream political leadership regarding them only as homemakers thus restricting them to those roles. Cultural factors are linked to stereotype beliefs about the ability and capacity of women across many communities. In some communities, women are not allowed to address men in public because it is considered a taboo. Socio-economic status of women also plays a significant role in enhancing their participation and representation in politics and decision-making. Thus, access to and control of means of production and finances has a direct relationship and influence on the participation of women in politics and decision-making.

**Table 2: Women in Decision Making Positions**

	Female	Male	Total	(%) Female
Cabinet Secretaries	7	17	24	29.2
Chief Administrative Secretary	9	18	27	33.3
Principal Secretaries	10	34	44	22.7
Diplomatic Corps	14	40	54	25.9
County Commissioners	6	41	47	12.8
Deputy County commissioners	37	285	322	11.5
Supreme Court Judges	2	5	7	28.6
Court of Appeal Judges	7	12	19	36.8
High Court Judges	40	42	82	48.8
Magistrates	269	234	503	53.5
Kadhis	0	53	53	0.0
County Executive Committee (CECs) members	136	294	430	31.6

Source: Economic Survey (2020)

## **2.6 Women's access to sexual and reproductive health services and rights (SDG 5 target 5.6)**

The right to health is a fundamental human right guaranteed in the Constitution of Kenya. Article 43 (1) (a) of the constitution provides that every person has the right to the highest attainable standard of health, which includes the right to health care services, including reproductive health care – SDG target 5.6, indicator 6.6.2. Article 43 (2) also provides that a person shall not be denied emergency medical treatment. Similar provisions are also contained international and regional human rights instruments, such as the International Covenant on Economic, Social and Cultural Rights and the African Charter on Human and People's Rights, both of which Kenya has ratified. To meet its national and international obligations in relation to the right to health, Kenya is under an obligation to take legislative, policy and other measures including setting standards to achieve the progressive realization of the right to health. There are various national policies and strategies on sexual and reproductive health including the National Reproductive Health Policy (2007), the National Reproductive Health Strategy (2009-2015); the Adolescent Reproductive Health and Development Policy, (2015); among others (SDG target 5.6, target 5.6.2).

The proportion of women of reproductive age (aged 15-49 years) who have their need for family planning satisfied with modern methods was estimated at 70.7 percent by 2014 KDHS (SDG target 5.6, target 5.6.1). The Contraceptive Prevalence Rate (CPR) also increased from 46 percent to 58 percent. According to 2014 KDHS, the adolescent birth rate (aged 15-19 years) per 1,000 women in that age group was 96.3. The data for 10-14 years age-group is not available.

Generally, making reproductive health services responsive to women's needs for accessible, affordable, and culturally acceptable care to reduce the risks and manage the effects of infection is a big challenge in the provision of the services. According to the Kenya's Reproductive Maternal Neonatal Child and Adolescent Health (RMNCAH) Investment Framework (2016), there

are various gaps and obstacles to the access and use of sexual and reproductive health care. These include: (i) inequitable coverage among certain areas or population groups, including adolescents, requiring well targeted additional investments (ii) demand side barriers that limit access and utilization of sexual and reproductive health care, which include long distances to health facilities, high costs, religious and sociocultural beliefs and practices and low status of women as well as lack of knowledge and information (iii) supply side challenges due to suboptimal functioning of the health systems (infrastructure, human resources for health, supply chain, health financing, health Information and leadership/governance) (iv) high burden of HIV and AIDS and related mortality and morbidity.

## **2.7 Women's equal rights to economic resources (SDG Target 5.a)**

An important dimension of socio-economic empowerment of women is access, use and ownership of land and other productive resources. Land access and ownership is crucial to gain access to markets and better standards of living for women. Rights to land also confer women rights to other local natural resources, such as trees, pasture, and water. An improvement in women's independent property rights accords women greater control over agricultural income, gain higher shares of business and labor market earnings, and more frequently receive credit.

Women in Kenya, as elsewhere in developing countries, are denied the full enjoyment of property and land rights, in spite of the governments' commitment to promoting gender equality by ratifying international instruments that seek to protect women's rights. Until August 2010, the constitution prohibited discrimination on the basis of sex, but undermined this protection by condoning discrimination under personal and customary laws. Kenya has made positive steps in developing a Constitution that reflects international standards of gender equality, and enacting laws to give effect to the constitutional provisions. However, due to the deeply entrenched prevailing patriarchal attitudes, it is still difficult to attain the equality envisioned by the Constitution of Kenya 2010. The newly enacted laws, including the National Land Commission Act 2012, the Land Act 2012 and the land registration Act 2012 all entrench principles of gender equality in access to land (SDG target 5.a.2).

However, statistics on land ownership are inadequate in Kenya. Land titles do not include information on gender, which makes it difficult to know with certainty how much land is owned by women. This makes it difficult to implement any interventions to encourage more women land ownership.

## **2.8 Use of enabling technology, in particular information and communications technology to promote the empowerment of women (SDG target 5.b)**

The Beijing Declaration and Platform for Action, in recognition of the emerging global communications network and its impact on public policies, called for the empowerment of women through enhancing their skills, knowledge, access to and use of information technologies (United Nations, 2005). A strategic objective on increasing the participation and access of women to expression and decision-making in and through the media and new technologies of communication was also included.



While there is recognition of the potential of ICT as a tool for the promotion of gender equality and the empowerment of women, there has been a “gender divide”, which is reflected in the lower numbers of women accessing and using ICT compared with men. According to the 2019 Kenya Population and Housing Census (KPHC) results show that 20,694,315 of individuals aged 3 years and above owned a mobile phone. More females (10,425,040) than males (10,268,651) owned a mobile phone (Target 5.b, indicator 5.6.1). ICT can be a powerful catalyst for political and social empowerment of women, and the promotion of gender equality if the gender dimensions of ICT—in terms of access and use, capacity-building opportunities, employment and potential for empowerment—are explicitly identified and addressed.

## **2.9 Mainstreaming of gender into policies and budgets (SDG Target 5.c)**

The government has made efforts in mainstreaming gender into the budget through development of gender responsive budgeting guidelines by NGEK in 2014. In addition, the budget guidelines for 2016/17 made specific provisions for incorporation of gender in the preparation of the medium-term plan targets. The government has also developed guidelines for engendering of Medium-Term Plans of Vision 2030 and the County Integrated Development Plans (CIDPs) which were used in engendering of the Third Medium Term Plan and the 2018-22 CIDPs. The Third National Reporting Indicator Handbook for the Third Medium Term Plan has also been engendered. The 2020/21 Performance Contracting guidelines on gender mainstreaming indicator also provide that all Ministries, Departments and Agencies (MDAs) should mainstream gender in their workplace policies, plans and programmes.

The Government is also implementing various affirmative action programmes for empowerment of women, Youth and PWDs. These include; Women Enterprise Fund (WEF), UWEZO Fund, National Government Affirmative Action Fund (NGAAF) and the Youth Enterprise Development Fund (YEDF). The Government is also undertaking capacity building programs to educate the public on the funds. The country is implementing the 30 percent Access to Government Procurement Opportunity (AGPO) which aims at enhancing procurement opportunities by women, youth and persons with disabilities. This is implemented at both the National and County Government levels.

The Women Enterprise Fund (WEF) was established in 2007 through a Legal Notice no.147 as a national fund with a mandate of providing access to affordable credit and business support services to women entrepreneurs. About KShs. 3,503 million was disbursed in 2019/20 to 13,870 beneficiary groups (Table 3). There are various emerging challenges that have arisen with respect to WEF, key among them: the fear of loans; high levels of illiteracy; lack of suitable partners in hard-to-reach counties (Turkana, Mandera, Wajir and West Pokot); a culture of “free things” from the government; inadequate monitoring and evaluation of the Fund’s activities, among others.

The Uwezo Fund is an initiative under the Youth skills development and Women empowerment flagship projects aimed at enabling women, youth and persons with disabilities to access finances to promote their businesses at the constituency level in order to enhance economic growth towards the realization of vision 2030. The Fund was established through the Public Finance Management (Uwezo Fund) Regulations, 2014; Legal Notice No. 21 of 21st February

2014. About KShs. 250 million was disbursed in 2019/20 to 1,915 beneficiary groups (Table 3). The Uwezo Fund has some challenges, including: some constituencies are yet to loan out the amounts disbursed to them while in others, all the funds have been loaned, repaid and revolved; inadequate capacity of the Constituency Uwezo Fund Management Committees (CUFMC) to undertake monitoring and evaluation; low rates of repayment; among others.

**Table 3: Uwezo Fund and Women Enterprise Fund Disbursements (2016/17 to 2019/20)**

	Uwezo Fund		Women Enterprise Fund	
	Funds Disbursed (KES million)	Number of beneficiary groups	Funds Disbursed (KES million)	Number of beneficiary groups
2016/17	500	4,957	2,212.4	11,323
2017/18	445	5,357	2,187.3	9,502
2018/19	267	1,603	3,085	13,490
2019/20	250	1,915	3,503	13,870

Source: Economic Survey 2020

The National Government Affirmative Action Fund (NGAAF) was established through Legal Notice No.24 of the Public Finance Management Act, 2012 with the primary objective of empowering the Affirmative Action groups namely women, youth and PWDs and other vulnerable groups. It seeks to expand access to financial facilities and empowerment services to affirmative action groups at both constituency and county levels. It also provides an avenue for promotion of enterprise and value addition initiatives. So far, NGAAF's disbursement of funds to support affirmative action groups' projects and programmes in the counties has amounted to KShs 5 billion over the three financial years it has been in existence. Through the Access to Government Procurement Opportunities (AGPO) programme, women, youth and PWDs have accessed tenders worth KShs. 44 Billion. The amount reserved and awarded under NGAAF was KShs. 59,624.8 million and KShs. 30,139.7 million in 2018/19 respectively and KShs. 64,394.8 million and KShs. 32,739 million in 2019/20 respectively (Economic Survey, 2020).

The Kenyan experience regarding gender mainstreaming and gender responsive budgeting shows that progress has been made mainly in engendering policies and programmes, but there has been limited success in making the budget gender responsive. Several factors have undermined the success of the Gender Responsive Budgeting efforts, key among them; targeting of wrong entry points; low level of financing for GRB activities; lack of adequate gendered data to support the budget process; the lack of political will; implementation of short-term GRB initiatives with inadequate monitoring and evaluation and; also the lack of coordination among the key players in the GRB process. Further, most GRB initiatives have been narrow, mainly focusing on advocating for specific budgetary items as opposed to looking at the whole budget from a gendered perspective. The gender-related budgetary items (such as the Women Enterprise Fund) only account for a small proportion of total government spending. Thus, having a gender responsive budget would entail incorporation of the gender dimensions into the entire budgeting process, from policy, planning, implementation and execution.



# 3. Strategic Model



## 3.1 Strategic Focus Areas

This chapter presents the government's strategic priorities in gender equality and women empowerment. The broad strategic themes include:

- i. Strengthening policy, legislative and institutional frameworks
- ii. Socio-economic empowerment
- iii. Leadership and decision-making
- iv. Gender mainstreaming in policies and budgets
- v. Elimination of gender-based violence
- vi. Elimination of harmful practices
- vii. Access to sexual and reproductive health
- viii. Gendered research, data collection and analysis
- ix. Coordination and Stakeholder Engagement

## 3.2 Strategic Goals, Objectives and Strategies

The following are the strategic goals, objectives and strategic actions for each strategic focus area. See Appendix 1 for mapping of SDG indicators to the strategic initiatives.

### **Strategic goal 1: Strengthen policy, legislative and institutional frameworks for gender equality and women empowerment**

The strategic objective is to promote enactment and enforcement of policies & legislations and enhance institutional capacities for achievement of gender equality and women empowerment.

To strengthen policy, legislative and institutional frameworks for gender equality and women empowerment, the following strategic actions will be undertaken:

- a) Develop and implement national guidelines for mainstreaming gender and the standards for measuring compliance to gender mainstreaming in all sectors at all levels;
- b) Support review and amendment of relevant laws to conform to the constitution and national guidelines and standards on gender;
- c) Enact and enforce legislation to comply with the two thirds gender principle;
- d) Enact legislation to enhance women participation in economic, social and political spaces in both public and private spheres;
- e) Strengthen human and financial capacity of institutions charged with the responsibility of implementing and monitoring gender-related interventions;
- f) Ensure that central gender equality institutions are staffed with expertise in policy, analysis, advocacy, communication and monitoring to implement their mandates;
- g) Put in place policies and legislations that promote more equal sharing of unpaid work between men and women;
- h) Promote enforcement of existing policies and legislative frameworks that guarantee women's equal rights to land ownership and/or control;
- i) Promote enforcement of existing policies and legislative frameworks that guarantee women's access to sexual and reproductive health services and rights.

## **Strategic goal 2: Socio-economic empowerment**

The strategic objective is to promote socio-economic empowerment of women.

There is need to ensure equal opportunities and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action. The following strategic actions will be undertaken to achieve this goal:

- a) Increase and strengthen access to credit opportunities for women and all other special interest groups through affirmative action initiatives such as the Women Enterprise Fund, Uwezo Fund and AGPO;
- b) Enforce women's representation and participation in management committees of national and devolved funds initiatives, development projects and programmes;
- c) Review and enforce implementation of appropriate social protection systems and measures to ensure that all women and men, girls and boys in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services;
- d) Enhance and intensively promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion, economic or other status; and

- e) Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women through the promotion and use of mobile phones and access to internet.

### **Strategic goal 3: Leadership and decision-making**

The strategic objective is to promote effective women's participation in leadership and decision making.

The following strategic actions will be implemented to enhance the participation and representation of women and men in governance, power and decision-making positions in public and private sectors.

- a) Initiate legislation to give effect to the constitutional principle that not more than two thirds of members of appointive and elective positions shall be of the same gender;
- b) Ensure that political parties support women's participation in political processes and promote gender equality;
- c) Support effective collaboration of state and non-state actors to build the capacity of women to participate and engage in competitive politics, leadership and governance; and
- d) Support and encourage active and meaningful participation of women in political and decision-making processes from the grassroots level.

### **Strategic goal 4: Mainstream gender in all policies and budgets**

The strategic objective is to promote gender mainstreaming in all policies, programmes and budgets, both at national and county government levels.

To mainstream gender in all policies and programmes, the following strategic actions will be undertaken:

- a) Ensure adherence to the long-term gender equality vision that is anchored into the overarching government policy and development goals;
- b) Ensure that the gender equality vision has a clear focus and provides directions for both the public & private sectors and citizens;
- c) Operationalize gender mainstreaming guidelines for both national and county governments and ensure compliance to the guidelines;
- d) Ensure that all policies, programmes and budgets are engendered by incorporating gender mainstreaming requirements in broader government planning and budgeting;
- e) Translate the whole-of-government gender equality objectives to ministerial and departmental plans to outline how ministries contribute to its achievement;

- f) Establish gender support mechanisms in line ministries and agencies to administer specific laws or regulations on gender equality, collect data, and develop sector-specific plans, training and gender-sensitive personnel policies;
- g) Incorporate gender equality objectives in the individual staff performance assessment objectives;
- h) Widely disseminate and communicate the gender equality vision statement in simple terms both within and outside the government, including at the highest levels of politics and to society at large;
- i) Carry out capacity building and sensitization of public officers and other relevant stakeholders on gender mainstreaming in policies and budgets, including gender responsive budgeting; and
- j) Ensure adequate allocation of resources to gender mainstreaming activities.

### **Strategic goal 5: Eliminate gender-based violence**

The strategic objective is to eliminate gender-based violence through implementation of specific measures such as enforcement of existing policies and legislations, awareness creation and capacity building for relevant stakeholders, among other measures.

The following strategic actions will be undertaken to eliminate sexual and gender-based violence:

- a) Develop and enact the requisite policies and legislations;
- b) Ensure enforcement of SGBV related laws and policies;
- c) Create awareness on available SGBV emergency response helplines and referral mechanisms both nationally and at the county levels;
- d) Promote and establish safe spaces and shelters for SGBV survivors at national and county levels;
- e) Promote advocacy and education programmes with a view to changing attitudes and culture that contributes to the acceptance and tolerance of SGBV;
- f) Develop and strengthen the capacity of relevant institutions to undertake effective and timely investigations and prosecution of SGBV related offences;
- g) Undertake research to identify underlying and systemic causes of SGBV and provide appropriate response measures for mitigation; and
- h) Promote male involvement in managing and responding to SGBV.

### **Strategic goal 6: Eliminate harmful practices**

The strategic objective is to eliminate harmful practices through implementation of specific measures such as enforcement of existing policies and legislations, awareness creation and capacity building for relevant stakeholders, among other measures.

**The following strategic actions will be undertaken to eliminate harmful practices:**

- a) Promote advocacy and education programmes with a view to changing attitudes and culture that contributes to the acceptance and tolerance of harmful practices;
- b) Ensure implementation and enforcement of FGM and other harmful practices related laws and policies;
- c) Promote the development and strengthening of the capacity of institutions to prevent and respond to FGM and other harmful practices;
- d) Promote the establishment of temporary rescue centres for women and girls at risk of FGM;
- e) Support the establishment and strengthening of the Anti- FGM multi-sectoral working groups at the National, County and Sub-County levels;
- f) Support the inclusion of Anti-FGM content in the curriculum of learning institutions
- g) Strengthen community engagement in the eradication of FGM;
- h) Support the strengthening and development of Anti-FGM networks using existing community structures (churches and mosques, schools, youth, women and men groups);
- i) Support capacity building of duty bearers and communities on the provisions of the Prohibition of Female Genital Mutilation Act, 2011 for effective implementation;
- j) Enforcement of the provisions of the child protection system at all levels (national, county, sub county up to community and household level;
- k) Enforce existing legislations on child marriages to eliminate child marriages; and
- l) Promote and establish safe spaces and shelters for children rescued from child marriages at national and county levels.

**Strategic goal 7: Access to sexual and reproductive health**

The strategic objective is to enhance access to sexual and reproductive health by women and girls.

It is acknowledged that most of the interventions for meeting the SDG indicator on access to sexual and reproductive health will be undertaken in line with interventions for SDG 3 on health. Under SDG 5, the following strategic actions will be undertaken to enhance access to sexual and reproductive health:

- a) Engage communities through religious, political and community leaders/gatekeepers to address sociocultural barriers;
- b) Define and operationalize the role of community health workers/volunteers in community engagement and social mobilization, including addressing financial requirements for training and motivation;

- c) Involve civil society organizations and community-based organizations to enhance community engagement and promote utilization of health services;
- d) Implement sustained mass and social media campaign for behavior change using indigenous languages and interactive sessions;
- e) Introduce demand side incentives such as (conditional or unconditional) cash transfers and mama kits;
- f) Increase/expand community-based distribution of Family Planning (FP) commodities and services through initiatives which will include task sharing; and
- g) Increase the availability of facilities providing integrated voluntary FP into other services including HIV & AIDS and the non-health sector and promote dual method use for HIV prevention.

**Strategic goal 8: Enhance collection, analysis and use of sex-disaggregated data to guide implementation of programmes and monitoring progress towards implementation of SDG 5 on Gender equality and women empowerment**

The strategic objective is to enhance collection, analysis and use of sex-disaggregated data for gender mainstreaming and programming.

The following strategic actions will be implemented to enhance collection, analysis and use of sex-disaggregated data:

- a) Develop a meta database that provides information on availability and source of sex-disaggregated data;
- b) Compile and update annually sex-disaggregated data on all gender-related SDGs, including ownership, control and use of productive resources such as land;
- c) Ensure that sex-disaggregated and gender-sensitive data are available and accessible at national and sub-national level;
- d) Collect data on missing and outdated datasets such as data on unpaid work using time use, health data that is based on KDHS, among others;
- e) Collect nationwide time use data to measure the unpaid care work burden of men and women;
- f) Build the awareness of statisticians and representatives in line ministries of all gender issues through information campaigns and trainings;
- g) Ensure that decisions on the implementation of gender equality and mainstreaming strategies are made on the basis of gender-disaggregated evidence and data;
- h) Empower institutions dealing with gender equality to periodically collect data from both the public and private sector;
- i) Ensure adequate human and financial capacity to collect and analyze data; and
- j) Undertake research on gender issues facing the country

## **Strategic goal 9: Enhance effective coordination among all relevant stakeholders involved in the achievement of gender equality and women empowerment**

The strategic objective is to enhance efficiency in the implementation of gender-related programmes through effective coordination and collaboration.

The following activities will be implemented to enhance effective coordination among stakeholders who are involved in the pursuit of gender equality and women empowerment.

- a) Support the definition of the mandate and functional responsibilities of different actors to avoid duplication, which can lead to competition between institutions and gaps in interventions hampering the realization of gender equality;
- b) Ensure leadership of coordination efforts and that an effective coordination mechanism for gender mainstreaming is in place;
- c) Establish coordinating bodies or committees within government and issue regulations or legislation to ensure vertical and horizontal coordination on gender equality and mainstreaming;
- d) Encourage collaboration with and between civil society groups supportive of gender equality so as to effectively address any gaps in the implementation of gender equality agenda;
- e) Provide a mechanism for cooperation and collaboration between all agencies dealing with gender equality at both national and county government levels; and
- f) Establish and regulate meetings and committees where non-government stakeholders can participate and provide feedback on the government's implementation of gender equality and mainstreaming strategy.

# 4. Implementation and Coordination Framework



This chapter presents the functions of the State Department for Gender's structure and directorates, implementation plan, resource mobilization strategy and risk assessment.

## 4.1 Institutional framework

SDfG 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.

SDfG has four technical directorates and one administrative directorate that will oversee the implementation of this plan. These include:

- i. Gender Mainstreaming and Field Services – main tasks are to coordinate gender mainstreaming (including monitoring and evaluation) and to undertake advocacy on women's participation and leadership;
- ii. Gender Policy and Research – main tasks are to undertake gender policy management, domestication of international treaties/conventions on gender and coordination of research on gender;
- iii. Socio-Economic Empowerment – main task is designing and implementing programmes for socio-economic empowerment of men, women, boys and girls;
- iv. Anti-Gender-Based Violence – main tasks include coordinating the implementation of international protocols and treaties and design & implementation of GBV programmes; and
- v. Administration – includes the following departments: Finance; Accounts; Central Planning and Project Monitoring; Human Resource Management and Development; Supply Chain Management; Information Communication Technology; Public Communication; Records Management and; Internal Audit



The State Department for Gender also oversees the activities of the four Semi-Autonomous Government Agencies (SAGAs): WEF; Uwezo Fund; NGAAF and Anti-Female Genital Mutilation (FGM) Board.

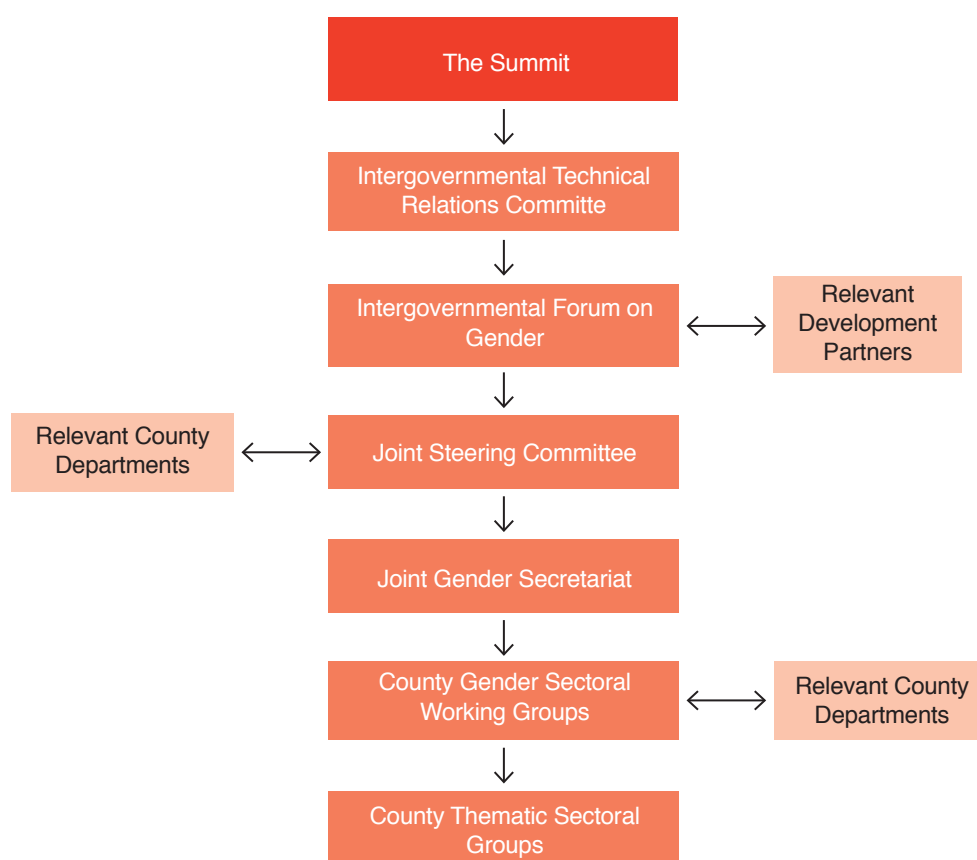
Other institutions are the Gender Violence Protection Centres and NGEC.

## 4.2 Coordination framework

The coordination framework of this strategy will be in line with the Intergovernmental Framework on Gender<sup>13</sup> which was adopted in January 2019. The adopted coordination framework has four tiers, which include:

**Tier 1: Inter Governmental Forum on Gender** – this forum brings together the national and county governments as a platform for consultation and cooperation among stakeholders. It comprises of the Cabinet Secretary in charge of Gender; the chairperson and members of COG committee for gender affairs; Principal Secretary for Gender; the County Executive Committee Members in charge of Gender and; the directors in charge of gender. The ex-officio members include: gender sector development partners; Principal Secretary Devolution and; Chairperson Intergovernmental Relations Technical Committee. The functions of the forum include adoption of policy recommendations from the Joint Steering Committee and consultations among stakeholders in the gender sector.

### The Coordination framework



<sup>13</sup> <https://gender.go.ke/wp-content/uploads/2019/10/SIGNED-INTERGOVERNMENTAL-CONSULTATION-FRAMEWORK-FOR-GENDER-SECTOR.pdf>

**Tier 2: The Joint Gender Steering Committee** – will have a 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.

The Gender Sector Working group will provide technical input into the operations of the steering committee. The members of the committee include: The Cabinet Secretary responsible for Gender Affairs, The Chairperson and members of the COG committee responsible for gender; The Principal Secretary responsible for Gender Affairs; The Chair, Vice Chair and Secretary of the CECs gender Caucus; A representative of the NGEC; Representatives of the Parliamentary Committee responsible for Labour and Social Welfare; Representatives of the Senate Committee responsible for Labour and Social Welfare; A representative from Intergovernmental Technical Committee and; Secretary of the Joint Secretariat. The committee will be co-chaired by the Cabinet Secretary responsible for Gender Affairs and chair of Council of Governors (COG) committee in charge of Gender and deputized by the Principal Secretary responsible for Gender Affairs and the Chair CECs Gender Caucus.

**Tier 3: Joint Gender Secretariat** – the secretariat will run all the operations and attend to matters raised by the various structures. Their primary objective 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 also has the responsibility of coordinating the implementation of the decisions made by the Joint Intergovernmental Steering Committee.

**Tier 4: County Gender Sectoral Working Groups** – their mandate is to deliberate on technical thematic issues that relate to the specific working groups at the county level, harmonize gender related activities; develop joint implementation strategies; map out partners working on GEWE; mobilize resources for gender activities at the county; participate in planning and implementation of gender activities at the county; adhere to principles of gender based budgeting; promote inter-county consultative forums, among other functions. They are 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, NGEC and; National Council for Persons with Disability. The ex-officio members will include development partners, civil society organizations, private sector and faith-based organizations.

### 4.3 Implementation Plan

The implementation plan is provided in Appendix 2.

### 4.4 Resource Mobilization and Financing Strategy

The Department will formulate a resource mobilization 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.

### 4.5 Risk Assessment

There are various factors/risks that may undermine the achievement of the goal of gender equality and women empowerment in Kenya. These include:

- a) Inadequate financial resources to implement and track the gender related SDGs;
- b) Failure to pass the requisite legislations (especially the legislation relating to the two-thirds gender rule) that support the goal of gender equality and women empowerment;
- c) Strong cultural beliefs and practices that may hinder the achievement of some sustainable development goals indicator such as reduction in harmful practices e.g. female genital mutilation and early child marriages;
- d) Organization culture that does not support and stress the need for gender equality, leading to insufficient attention being paid to gender equality issues;
- e) Weak collaboration between relevant stakeholders charged with the responsibility of implementing and monitoring the progress of the gender related sustainable development goals; and
- f) Natural and/or man-made disasters such as the COVID-19 pandemic, civil strife or terrorism.

To mitigate against these risks, there is need to ensure that there is need for:

- a) Adequate budgetary allocations and financial support from other players (development partners and the private sector) to ensure implementation of the programmes
- b) Enactment of requisite policies and legislations
- c) Increased awareness creation and advocacy to change cultural beliefs and organization culture
- d) Development of an effective coordination framework

## 5. Monitoring, Evaluation and Reporting



Monitoring, evaluation and reporting forms a critical component for the successful implementation of the strategy given that it provides a link between the set priorities, budgetary allocations and the resulting outcomes and impacts over the strategic period.

The National Integrated Monitoring and Evaluation System (NIMES) will be used to monitor and evaluate the implementation of the strategy. A performance reporting framework will be developed to highlight the set indicators and annual targets. The targets will be reflected in the annual work plans and performance contracts for all implementing state agencies. Monitoring of the progress of implementation of the strategic activities will be undertaken on a continuous basis. All implementing agencies will also undertake mid-term and end-term evaluations to assess the progress of implementation and the impact of the programmes. Clear reporting mechanisms will also be developed, which will include monthly, quarterly, biannual, annual, mid-term and end-term reporting.

# 6. Appendix



## Appendix 1: Mapping SDG indicators to strategic initiatives

Goals and targets (from the 2030 Agenda for Sustainable Development)	Indicators	Strategic Initiatives
5.1 End all forms of discrimination against all women and girls everywhere	5.1.1 Whether or not legal frameworks are in place to promote, enforce and monitor equality and nondiscrimination on the basis of sex	<ul style="list-style-type: none"> <li>a) Support review and amendment of relevant laws to conform to the constitution and national guidelines and standards on gender;</li> <li>b) Enact and enforce legislation to comply with the two thirds gender principle;</li> <li>c) Enact legislation to enhance women participation in economic, social and political spaces in both public and private spheres;</li> </ul>
5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation	5.2.1 Proportion of ever-partnered women and girls aged 15 years and older subjected to physical, sexual or psychological violence by a current or former intimate partner in the previous 12 months, by form of violence and by age	<ul style="list-style-type: none"> <li>a) Create awareness on available SGBV emergency response helplines and referral mechanisms both nationally and at the county levels;</li> <li>b) Promote and establish safe spaces and shelters for SGBV survivors at national and county levels;</li> <li>c) Promote advocacy and education programmes with a view to changing attitudes and culture that contributes to the acceptance and tolerance of SGBV;</li> <li>d) Develop and strengthen the capacity of relevant institutions to undertake effective and timely investigations and prosecution of SGBV related offences;</li> <li>e) Undertake research to identify underlying and systemic causes of SGBV and provide appropriate response measures for mitigation and;</li> <li>f) Promote male involvement in managing and responding to SGBV.</li> </ul>
	5.2.2 Proportion of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner in the previous 12 months, by age and place of occurrence	

Goals and targets (from the 2030 Agenda for Sustainable Development)	Indicators	Strategic Initiatives
5.3 Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation	5.3.1 Proportion of women aged 20–24 years who were married or in a union before age 15 and before age 18	<ul style="list-style-type: none"> <li>a) Promote advocacy and education programmes with a view to changing attitudes and culture that contributes to the acceptance and tolerance of harmful practices;</li> <li>b) Ensure implementation and enforcement of FGM and other harmful practices related laws and policies;</li> <li>c) Promote the development and strengthening of the capacity of institutions to prevent and respond to FGM and other harmful practices;</li> <li>d) Promote the establishment of temporary rescue centres for women and girls at risk of FGM;</li> <li>e) Support the establishment and strengthening of the Anti- FGM multi-sectoral working groups at the National, County and Sub-County levels;</li> <li>f) Support the inclusion of Anti-FGM content in the curriculum of learning institutions</li> <li>g) Strengthen community engagement in the eradication of FGM;</li> <li>h) Support the strengthening and development of Anti-FGM networks using existing community structures (churches and mosques, schools, youth, women and men groups);</li> <li>i) Support capacity building of duty bearers and communities on the provisions of the Prohibition of Female Genital Mutilation Act, 2011 for effective implementation;</li> <li>j) Enforcement of the provisions of the child protection system at all levels (national, county, sub county up to community and household level;</li> <li>k) Enforce existing legislations on child marriages to eliminate child marriages and;</li> <li>l) Promote and establish safe spaces and shelters for children rescued from child marriages at national and county levels</li> </ul>
	5.3.2 Proportion of girls and women aged 15–49 years who have undergone female genital mutilation/ cutting, by age	

Goals and targets (from the 2030 Agenda for Sustainable Development)	Indicators	Strategic Initiatives
5.4 Recognize 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	5.4.1 Proportion of time spent on unpaid domestic and care work, by sex, age and location	a) Collect nationwide time use data to measure the unpaid care work burden of men and women;
5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life	5.5.1 Proportion of seats held by women in (a) national parliaments and (b) local governments	a) Initiate legislation to give effect to the constitutional principle that not more than two thirds of members of appointive and elective positions shall be of the same gender;
	5.5.2 Proportion of women in managerial positions	b) Ensure that political parties support women's participation in political processes and promote gender equality; c) Support effective collaboration of state and non-state actors to build the capacity of women to participate and engage in competitive politics, leadership and governance; and, d) Support and encourage active and meaningful participation of women in political and decision-making processes from the grassroots level.

Goals and targets (from the 2030 Agenda for Sustainable Development)	Indicators	Strategic Initiatives
5.6 Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences	5.6.1 Proportion of women aged 15–49 years who make their own informed decisions regarding sexual relations, contraceptive use and reproductive health care	<ul style="list-style-type: none"> <li>a) Engage communities through religious, political and community leaders/gatekeepers to address sociocultural barriers;</li> <li>b) Define and operationalize the role of community health workers/volunteers in community engagement and social mobilization, including addressing financial requirements for training and motivation;</li> <li>c) Involve civil society organizations and community-based organizations to enhance community engagement and promote utilization of health services;</li> <li>d) Implement sustained mass and social media campaign for behavior change using indigenous languages and interactive sessions;</li> <li>e) Introduce demand side incentives such as (conditional or unconditional) cash transfers and mama kits;</li> <li>f) Increase/expand community-based distribution of Family Planning (FP) commodities and services through initiatives which will include task sharing and;</li> <li>g) Increase the availability of facilities providing integrated voluntary FP into other services including HIV &amp; AIDS and the non-health sector and promote dual method use for HIV prevention.</li> </ul>
	5.6.2 Number of countries with laws and regulations that guarantee full and equal access to women and men aged 15 years and older to sexual and reproductive health care, information and education	<ul style="list-style-type: none"> <li>a) Promote enforcement of existing policies and legislative frameworks that guarantee women's access to sexual and reproductive health services and rights.</li> </ul>



Goals and targets (from the 2030 Agenda for Sustainable Development)	Indicators	Strategic Initiatives
5.a 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	5.a.1 (a) Proportion of total agricultural population with ownership or secure rights over agricultural land, by sex; and (b) share of women among owners or rights-bearers of agricultural land, by type of tenure	a) Compile and update annually sex-disaggregated data on all gender-related SDGs, including ownership, control and use of productive resources such as land;
	5.a.2 Proportion of countries where the legal framework (including customary law) guarantees women's equal rights to land ownership and/or control	a) Promote enforcement of existing policies and legislative frameworks that guarantee women's equal rights to land ownership and/or control.
5.b Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women	5.b.1 Proportion of individuals who own a mobile telephone, by sex	a) Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women through the promotion and use of mobile phones and access to internet.
5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels	5.c.1 Proportion of countries with systems to track and make public allocations for gender equality and women's empowerment	a) Ensure that all policies, programmes and budgets are engendered by incorporating gender mainstreaming requirements in broader government planning and budgeting; (b) Carry out capacity building and sensitization of public officers and other relevant stakeholders on gender mainstreaming in policies and budgets, including gender responsive budgeting;

## Appendix 2: Implementation matrix for SDG 5 Strategy

Strategic goal	Activities	Expected Outcomes	Performance Indicator	Implementing Agency	Other stakeholders	Time Frame	Financial Resources (Millions)	Source of funds
Strategic goal 1: Strengthen policy, legislative and institutional frameworks for gender equality and women empowerment	a) Develop and implement national guidelines for mainstreaming gender in all sectors at all levels	National guidelines for mainstreaming gender in place	National guidelines for mainstreaming gender developed	SDfG	NGEC MDAS, counties	2020-2021	1	GoK and partners
	b) Support development and review of relevant policies to conform to the constitutional provisions on gender and national guidelines on gender mainstreaming	Gender responsive policies in line with the relevant constitutional provisions on gender and the national guidelines on gender mainstreaming.	No. of developed and reviewed policies.	SDfG	MDAs, counties and other non-state gender stakeholders	2021-2022	1	GoK and Partners
	c) Enact and enforce legislation to comply with the 'not more than two thirds gender principle	Two thirds gender principle enacted	No. of legislation enacted and enforced	SDfG	NGEC MDCAs Council of Governors CSOs Development Partners Private sector	2020-2022	2	GoK

Strategic goal	Activities	Expected Outcomes	Performance Indicator	Implementing Agency	Other stakeholders	Time Frame	Financial Resources (Millions)	Source of funds
	d) Enact legislation to enhance women participation in economic, social and political spaces in both public and private spheres;	Legislation to enhance women participation in economic, social and political spaces in both public and private spheres in place	No. of legislation enacted and enforced	SDfG	NGEC MDCAs Council of Governors CSOs Development Partners Private sector	2020-2023	3	GoK
	e) Strengthen human and financial capacity of institutions charged with the responsibility of implementing and monitoring gender-related interventions	Human and financial capacity of institutions charged with the responsibility of implementing and monitoring gender-related interventions strengthened	No. of human and financial capacity of institutions Strengthened	SDfG	NGEC MDCAs Council of Governors CSOs Development Partners Private sector	2020-2021	82	GoK and Development Partners
	f) Ensure that central gender equality institutions are staffed with expertise in policy, analysis, advocacy, communication and monitoring to implement their mandates	Expertise in policy, analysis, advocacy, communication and monitoring in place	No. of staff trained in policy, analysis, advocacy, communication and monitoring	SDfG	NGEC MDCAs Council of Governors CSOs Development Partners Private sector	2021-2024	6.4	GoK and Development Partners

Strategic goal	Activities	Expected Outcomes	Performance Indicator	Implementing Agency	Other stakeholders	Time Frame	Financial Resources (Millions)	Source of funds
	g) Put in place policies and legislations that promote more equal sharing of unpaid work between men and women.	Policies and legislations that promote more equal sharing of unpaid work between men and women in place	No. of policies and legislations that promote more equal sharing of unpaid work between men and women in place	SDfG	NGEC, KNBS MDCAs Council of Governors CSOs Development Partners Private sector	2021-2024	5	GoK and Development Partners
	h) Advocate for enforcement of existing policies and legislative frameworks that guarantee women's equal rights to land ownership and/or control.	Reduction of cases where women are discriminated against in access to and/or control over land	No. Successful land cases in favour of women; Increase in numbers of women land owners	SDfG	NGEC, KNBS MDCAs Council of Governors CSOs Development Partners Private sector National land institutions	2021-2025	4.3	GoK

Strategic goal	Activities	Expected Outcomes	Performance Indicator	Implementing Agency	Other stakeholders	Time Frame	Financial Resources (Millions)	Source of funds
Strategic goal 2: Socio-economic empowerment	a) Increase and strengthen access to credit opportunities for women and all other special interest groups through affirmative action initiatives such as the Women Enterprise Fund, Uwezo Fund and AGPO;	Increase women access to affordable credit	No. of women accessing affordable credit through affirmative action funds	State Department for Gender SAGAs	UN Women, Micro Small Enterprise Authority, KEPSA and KMA	2020-2025	20	GOK and Development Partners
	b) Enforce women's representation and participation in management committees of national and devolved funds initiatives, development projects and programmes.	Inclusion of women in decision making of devolved funds	No. of women members involved in Devolved funds committee	State Department for Gender	NGEC, National Treasury and COG	2020-2022	10	GOK and UN Women
	c) Review and enforce implementation of appropriate social protection systems and measures to ensure that all women and men, girls and boys in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services.	Enhance vulnerable persons empowerment through social protection	No. of vulnerable persons accessing social protection services provided by the Government	State department for Gender	State Department for Social Protection and The National Treasury	2020-2025	500	GOK and World Bank

Strategic goal	Activities	Expected Outcomes	Performance Indicator	Implementing Agency	Other stakeholders	Time Frame	Financial Resources (Millions)	Source of funds
	d) Enhance and intensively promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion, economic or other status.	Eliminate discrimination of vulnerable persons based on age, ethnicity, religion or region	No. of vulnerable persons on social economic and political sectors included	State Department for Gender	NGEC, COG	2020-2025	10	GOK and Development partners
	e) Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women through the promotion and use of mobile phones and access to internet.	Increase application of digital technology by women in business	No. of women engaged in digital trading	State Department for Gender	State Department for ICT. TRADE and EAC	2020 -2025	15	GOK and other Development Partners

Strategic goal	Activities	Expected Outcomes	Performance Indicator	Implementing Agency	Other stakeholders	Time Frame	Financial Resources (Millions)	Source of funds
Strategic goal 3: Leadership and decision-making	a) Initiate legislation to give effect to the constitutional principle that not more than two thirds of members of appointive and elective positions shall be of the same gender.	Legislation to give effect to the constitutional principle that not more than two thirds of members of appointive and elective positions shall be of the same gender in place	No. of Legislation to give effect to the constitutional principle that not more than two thirds of members of appointive and elective positions shall be of the same gender initiated	National Parliament SDfG	NGEC MDCAs Council of Governors CSOs Development Partners Private sector	2021 -2025	2	GoK
	b) Ensure that political parties support women's participation in political processes and promote gender equality.	Political parties that supports women's participation in political processes and promote gender equality	No. of Political parties that support women's participation in political processes and promote gender equality	Registrar of Political Parties SDfG	NGEC MDCAs Council of Governors CSOs Development Partners Private sector	2021 -2025	10	GoK
	c) Support effective collaboration of state and non-state actors to build the capacity of women to participate and engage in competitive politics, leadership and governance.	Increased representation of women in competitive politics, leadership and governance at all levels	No. of women in competitive politics, leadership and governance	SDfG	NGEC MDCAs Council of Governors CSOs Development Partners Private sector	2021 -2025	10	GoK

Strategic goal	Activities	Expected Outcomes	Performance Indicator	Implementing Agency	Other stakeholders	Time Frame	Financial Resources (Millions)	Source of funds
	d) Support and encourage active and meaningful participation of women in political and decision-making processes from the grassroots level.	Active and meaningful participation of women in political and decision-making processes from the grassroots level encouraged	No. of active and meaningful participation of women in political and decision-making processes from the grassroots level encouraged	SDfG	NGEC MDCAs Council of Governors CSOs Development Partners Private sector	2021 -2025	10	GoK
Strategic goal 4: Mainstream gender in all policies and budgets	a) Ensure adherence to the long-term gender equality vision that is anchored into the overarching government policy and development goals.	Long-term gender equality vision that is anchored into the overarching government policy and development goals adhered to.	No. of the long-term gender equality vision that is anchored into the overarching government policy and development goals done.	SDfG	NGEC	2021 -2025	5	GoK
	b) Ensure that the gender equality vision has a clear focus and provides directions for both the public & private sectors and citizens.	Gender equality vision with a clear focus and directions for both the public & private sectors.	No. of awareness campaigns on gender equality vision done	SDfG	NGEC MDCAs Council of Governors CSOs Development Partners Private sector	2021 -2025	10	GoK



Strategic goal	Activities	Expected Outcomes	Performance Indicator	Implementing Agency	Other stakeholders	Time Frame	Financial Resources (Millions)	Source of funds
	c) Operationalize gender mainstreaming guidelines for both national and county governments and ensure compliance to the guidelines.	Gender mainstreaming guidelines for both national and county governments and ensure compliance to the guidelines Operationalized.	No. of national and county governments compliant to the gender mainstreaming guidelines;	SDfG	NGEC MDCAs Council of Governors Development Partners	2020-2021	1	GoK
	d) Ensure that all policies, programmes and budgets are engendered by incorporating gender mainstreaming requirements in broader government planning.	Policies, programmes and budgets engendered.	No. of Policies, programmes and budgets engendered	SDfG	NGEC MDCAs Council of Governors CSOs Development Partners Private sector	2021 -2025	10	GoK
	e) Translate the whole-of-government gender equality objectives to ministerial and departmental plans to outline how ministries contribute to its achievement.	Whole-of-government Gender equality objectives to ministerial and departmental plans to outline how ministries contribute to its achievement translated	No. of translation done	SDfG	NGEC MDCAs Council of Governors CSOs Development Partners Private sector	2021 -2025	2	GoK

Strategic goal	Activities	Expected Outcomes	Performance Indicator	Implementing Agency	Other stakeholders	Time Frame	Financial Resources (Millions)	Source of funds
	f) Establish gender support mechanisms in line ministries and agencies to administer specific laws or regulations on gender equality, collect data, and develop sector-specific plans, training and gender-sensitive personnel policies.	Gender support mechanisms in line ministries and agencies in place	No. of gender support mechanisms in line ministries and personnel policies established	SDfG	NGEC MDCAs Council of Governors CSOs Development Partners Private sector	2021 -2025	5	GoK
	g) Incorporate gender equality objectives in the individual staff performance assessment objectives.	Gender sensitive staff	No. of individual staff performance assessment who Incorporate gender equality objectives	SDfG	NGEC MDCAs Council of Governors CSOs Development Partners Private sector	2021 -2025	2	GoK
	h) Widely disseminate and communicate the gender equality vision statement in simple terms both within and outside the government, including at the highest levels of politics and to the society at large.	Gender equality vision statement widely disseminated and communicated.	No. of Gender equality vision statement widely disseminated and communicated.	SDfG	NGEC MDCAs Council of Governors CSOs Development Partners Private sector	2021 -2025	10	GoK

Strategic goal	Activities	Expected Outcomes	Performance Indicator	Implementing Agency	Other stakeholders	Time Frame	Financial Resources (Millions)	Source of funds
	i) Carry out capacity building and sensitization of public officers and other relevant stakeholders on gender mainstreaming.	Public officers and other relevant stakeholders sensitized on gender mainstreaming in policies and budgets, including gender responsive budgeting.	No. of capacity building and sensitization of public officers and other relevant stakeholders on gender mainstreaming in policies and budgets, including gender responsive budgeting done	SDfG	NGEC MDCAs Council of Governors CSOs Development Partners Private sector	2021 -2025	15	GoK
	j) Ensure adequate allocation of resources to gender mainstreaming activities.	Well-resourced gender mainstreaming activities.	Adequate amount of resources allocated to gender mainstreaming activities.	SDfG	NGEC MDCAs Council of Governors CSOs Development Partners Private sector		3	GoK
Strategic goal 5: Eliminate gender-based violence	a) Develop and enact the requisite policies and legislations	An improved legislative and policy environment in line with international and regional standards.	No. of policies developed, and laws enacted	National Parliament and County Assemblies	SDfG  State and non-state actors	2021-20225	10	GoK and Development Partners

Strategic goal	Activities	Expected Outcomes	Performance Indicator	Implementing Agency	Other stakeholders	Time Frame	Financial Resources (Millions)	Source of funds
	b) Ensure enforcement of SGBV related laws and policies.	Favorable social norms, attitudes and behaviors at institutional, community and individual level	No. of cases prosecuted	ODPP, Judiciary, SdFG	State and non-state actors	2021 -2023	15	GoK and Development Partners
	c) Create awareness on available SGBV emergency response helplines and referral mechanisms both at national and at the county levels.	Improved utilization of quality essential Gender Based Violence response services	No. of reported and prosecuted cases	SDfG ODPP HAK 1195 NPS	Ministry of Health Ministry of Interior among other state and non- State Actors	2021 -2025	20	GoK and Development Partners
	d) Promote and establish safe spaces and shelters for SGBV survivors at national and county levels.	Ease of referrals Improved access to services to survivors of SGBV	No. of safe spaces established in all the 47 counties in compliance with the guidelines The no. of victims receiving services at GBVRCs	SDfG	Ministries of Health, Ministry of Interior and coordination of National government and other state and non-state actors	2021 -2025	50	GoK and Development Partners
	e) Promote advocacy and education programmes with a view to changing attitudes and culture that contributes to the acceptance and tolerance of SGBV.	Favorable social norms, attitudes and behaviors at institutional, community and individual level.	No. of community dialogue fora and engagements with duty bearers	SDfG	State and non-State Actors	2021-2025	20	GoK and Development Partners

Strategic goal	Activities	Expected Outcomes	Performance Indicator	Implementing Agency	Other stakeholders	Time Frame	Financial Resources (Millions)	Source of funds
	f) Develop and strengthen the capacity of relevant institutions to undertake effective and timely investigations and prosecution of SGBV related offences.	Strengthen the capacity of institutions to enhance timely prosecution of SGBV cases.	No. of sensitization fora with duty bearers No. of SGBV cases and related offences prosecuted	ODPP SdG Judiciary	Other State and Non-State Actors	2021-2025	50	GoK and Development Partners
	g) Undertake research to identify underlying and systemic causes of SGBV and provide appropriate response measures for mitigation.	Informed programming through research on enhanced mitigation measures and response to SGBV occurrences	No. of accessible researched data	SdG Crime Research Centre University of Nairobi	UNICEF UN Women KIPPRA Universities and Academic institutions	2021-2025	100	GoK and Development Partners
	h) Promote male involvement in managing and responding to SGBV.	Increased involvement of men in SGBV campaigns at all levels	No. of fora for male engagement	SdG Anti-FGM Board	MENKEN, Maendeleo ya Wanaume among other non-state actors	2021-2025	30	GoK and Development Partners
	a) Promote advocacy and education programmes with a view to changing attitudes and culture that contributes to the acceptance and tolerance of harmful practices.	Favorable social norms, attitudes and behaviors at institutional, community and individual levels.	Reduction in number of FGM cases	Anti-FGM Board State Department for Gender	Non state actors State actors	2021-2025	500	GoK and Development Partners
Strategic goal 6: Eliminate harmful practices								

Strategic goal	Activities	Expected Outcomes	Performance Indicator	Implementing Agency	Other stakeholders	Time Frame	Financial Resources (Millions)	Source of funds
	b) Ensure implementation and enforcement of FGM and other harmful practices related laws and policies.	An improved legislative and policy environment in line with international, regional and national standards on GBV	No. of enacted laws and reviewed policies	Ministry of Public Service and gender, Ministry of Interior and Coordination of national government Anti-FGM board	Members of the Multi-Agency team, County governments in 22 hotspot counties, Civil societies and NGOs	2021-2025	500	GoK and Development Partners
	c) Promote the development and strengthening of the capacity of institutions to prevent and respond to FGM and other harmful practices.	Improved quality of services to prevent and respond to FGM and other harmful practices.	Prevalence of FGM cases and cases of child marriage, No. of high retention of learners in schools.	State department for Gender, Anti-FGM Board & Ministry of Education	State and non-state actors, Members of the multi-agency team Anti-FGM steering committees in the counties.	2021-2025	100	GoK and Development Partners
	d) Promote the establishment of temporary rescue centres for women and girls at risk of FGM.	Improved utilization of quality essential gender-based violence services	No. of established and operationalized rescue centres for women and girls at risk of FGM	State Department for Gender &	County governments, Registrar of societies, Ministry of labor and social protection	2021-2023	500	GoK and Development Partners

Strategic goal	Activities	Expected Outcomes	Performance Indicator	Implementing Agency	Other stakeholders	Time Frame	Financial Resources (Millions)	Source of funds
	e) Support the establishment and strengthening of the Anti-FGM multi-sectoral working groups at the National, County and sub-County levels.	Improved coordination in the implementation of Anti-FGM activities at national, county and sub-county levels.	No. of multi-sectoral working groups with clear terms of reference formed	Ministry of public service and Gender, Anti-FGM Board and County governments in the 22 hotspot counties	State and non-state actors	2021-2022	10	GoK and Development Partners
	f) Support the inclusion of Anti-FGM content in the curriculum of learning institutions.	Favorable social norms, attitudes and behaviors at national, community and institutional level	FGM content included in the curriculum and reflected in the school timetable	Ministry of education, Kenya Institute of Curriculum development Anti-FGM board	State department for gender Social Service Directorate	2021-2022	10	GoK and Development Partners
	g) Strengthen community engagement in the eradication of FGM;	Favorable social norms and attitudes at community level	No. of Framework in place on engagement of communities	Anti-FGM State Department for Gender	All state and non-state actors	2021-2022	10	GoK and Development Partners
	h) Support the strengthening and development of Anti-FGM networks using existing community structures churches and mosques, schools, youth, women and men groups and;	Improved services through easy, fast and efficient referral of cases related to FGM	No. of networks in all 22 hotspot counties established	Anti-FGM Board, State department for gender,	Anti-FGM Board County governments	2021-2022	15	GoK and Development Partners

Strategic goal	Activities	Expected Outcomes	Performance Indicator	Implementing Agency	Other stakeholders	Time Frame	Financial Resources (Millions)	Source of funds
	i) Support capacity building of duty bearers and communities on the provisions of the Prohibition of Female Genital Mutilation Act, 2011 for effective implementation.	To increase knowledge on the prohibition of FGM in all the 22 hotspot counties among duty bearers for a change of social norms and attitudes.	No. of FGM survivors reported	SDfG Ministry of Interior MOH Anti-FGM Board NGAAF COG	CSOs, CBOs working on FGM	2021-2025	10	National government county governments development partners
	j) Enforcement of the provisions of the child protection system at all levels: national, county, sub county up to community and household level.	Improved provision of quality services among law enforcers	No. of child protection systems in place	ODDP Ministry of Interior State Department for Social Protection.	COG	2021-2025	10	GoK and Development Partners
	k) Enforce existing legislations on child marriages to eliminate child marriages.	Favorable social norms and attitudes to eliminate child marriages	No. of cases of child marriage	ODDP Ministry of interior State Department for Social Protection.	Private sector, CSOs, FBOs	2021-2025	10	GoK and Development Partners
	l) Promote and establish safe spaces and shelters for children rescued from child marriages at national and county levels	Improved utilization of quality essential services for rescued children from child marriage	No. of safe spaces and child rescue centers developed in all 47 counties	SDfG Department of social services, Registrar of societies	County government NGAAF, Private sector	2021-2025	200	GoK and Development Partners



Strategic goal	Activities	Expected Outcomes	Performance Indicator	Implementing Agency	Other stakeholders	Time Frame	Financial Resources (Millions)	Source of funds
Strategic goal 7: Access to sexual and reproductive health	a) Engage communities through religious, political and community leaders/ gatekeepers to address sociocultural barriers.	Favorable social norms and attitudes to eliminate child marriages	No. of people accessing reproductive health services	Ministry of Health County governments	MDCAs Council of Governors CSOs Development Partners Private sector	2021-2025	50	GoK
	b) Define and operationalize the role of community health workers/ volunteers (CHW/Vs) in community engagement and social mobilization, including addressing financial requirements for training and motivation.	Clear roles of CHW/Vs	No. of CHW/Vs undertaking community engagement and social mobilization	MOH, COG	MDCAs Council of Governors CSOs Development Partners Private sector	2021-2022	50	GoK
	c) Involve CSOs and community-based organizations (CBOs) to enhance community engagement and promote utilization of health services.	Utilization of health services by community	No. of CSOs and community-based organizations (CBOs) to enhance community engagement and promote utilization of health services involved	MOH, COG	MDCAs Council of Governors CSOs CBOs Development Partners Private sector	2021-2025	20	GoK and Development Partners

Strategic goal	Activities	Expected Outcomes	Performance Indicator	Implementing Agency	Other stakeholders	Time Frame	Financial Resources (Millions)	Source of funds
	d) Implement sustained mass and social media campaign for behavior change using indigenous languages and interactive sessions.	Behavior change using indigenous languages and interactive sessions	No. of mass and social media campaigns for behavior change implemented	Ministry of ICT Media council of Kenya	MDCAs Council of Governors CSOs Development Partners Private sector	2021-2025	50	GoK and Development Partners
	e) Introduce demand side incentives such as (conditional or unconditional) cash transfers and mama kits.	Cash transfers and mama kits introduced	No. of Cash transfers and mama kits introduced	State Department for social Protection, SDFG	MDCAs Council of Governors CSOs Development Partners Private sector	2021-2023	10	GoK
	f) Increase/expand community-based distribution of FP commodities and services through initiatives which will include task sharing.	Community-based distribution of FP commodities and services through initiatives which will include task sharing expanded/increased	No. of Community-based distribution of FP commodities and services	MOH Ministry of labor and social protection	UNFPA UNWOMEN SDFG County governments	2021-2025	10	GoK and Development Partners

Strategic goal	Activities	Expected Outcomes	Performance Indicator	Implementing Agency	Other stakeholders	Time Frame	Financial Resources (Millions)	Source of funds
	g) Increase the availability of facilities providing integrated voluntary FP into other services including HIV & AIDS and the non-health sector and promote dual method use for HIV prevention.	Integrated voluntary FP into other services including HIV & AIDS and the non-health sector and promote dual method use for HIV prevention increased.	No. of facilities providing integrated services	Ministry of health	MDCAs Council of Governors CSOs Development Partners Private sector	2021-2023	30	GoK and Development Partners
Strategic goal 8: Enhance collection, analysis and use of sex-disaggregated data to guide implementation of programmes and monitoring progress towards implementation of SDG 5 on Gender equality and women empowerment	a) Develop a meta database that provides information on availability and source of sex-disaggregated data.	Easy access to gender disaggregated data	Availability of sex/age disaggregated data on the survivors of GBV Availability of the database	State Department for Gender HAK 1195	Ministry of Interior and coordination of national government Crime research centre Ministry of Health NGEC County governments Universities	2021-2023	5	GoK and Development Partners
	b) Compile and update annually sex-disaggregated data on all gender-related SDGs.	Annual sex-disaggregated data on all gender-related SDGs compiled	No. of Compiled data sets on GBV disaggregated data by age and sex.	Ministry of public service and gender NGEC	NPS, HAK 1195 MOH	2021-2025	5	GoK and Development Partners

Strategic goal	Activities	Expected Outcomes	Performance Indicator	Implementing Agency	Other stakeholders	Time Frame	Financial Resources (Millions)	Source of funds
	c) Ensure that sex-disaggregated and gender-sensitive data are available and accessible at national and sub-national level;	Sex-disaggregated and gender-sensitive data available and accessible	No. of Sex-disaggregated and gender-sensitive data available and accessible	KNBS	NGEC MDCAs Council of Governors CSOs Development Partners Private sector	2021-2025	5	GoK
	d) Collect data on missing and outdated datasets such as data on unpaid work using time use survey, health data that is based on KDHS, among others.	Missing and outdated datasets such as data on unpaid work collected	Number of data sets available.	KNBS	NGEC MDCAs Council of Governors CSOs Development Partners Private sector	2021-2025	5	GoK
	e) Collect nationwide time use data to measure the unpaid care work burden of men and women.	Availability of time use data c	Time use data collected	KNBS	NGEC MDCAs Council of Governors CSOs Development Partners Private sector	2021-2023	15	GoK

Strategic goal	Activities	Expected Outcomes	Performance Indicator	Implementing Agency	Other stakeholders	Time Frame	Financial Resources (Millions)	Source of funds
	f) Build the awareness of statisticians and representatives in line ministries on gender issues through information campaigns and trainings.	Statisticians and representatives in line ministries of gender issues trained.	No. of statisticians and representatives in line ministries trained	KNBS	NGEC MDCAs Council of Governors CSOs Development Partners Private sector	2021-2023	5	GoK
	g) Ensure that decisions on the implementation of gender equality and mainstreaming strategies are made on the basis of gender-disaggregated evidence and data;	Decisions on the implementation of gender equality and mainstreaming strategies are made based on gender-disaggregated evidence and data.	No. of policies/plans or regulations developed based on gender disaggregated evidence and data.	KNBS, KIPPRA	NGEC MDCAs Council of Governors CSOs Development Partners Private sector	2021-2025	5	GoK
	h) Empower institutions dealing with gender equality to periodically collect data from both the public and private sector.	Empowerment of institutions dealing with gender equality to periodically collect data from both the public and private sector.	No. of Institutions empowered to periodically collect data from both the public and private sector	KNBS, SDFG	NGEC MDCAs Council of Governors CSOs Development Partners Private sector	2021-2025	15	GoK and Development Partners

Strategic goal	Activities	Expected Outcomes	Performance Indicator	Implementing Agency	Other stakeholders	Time Frame	Financial Resources (Millions)	Source of funds
Strategic goal 9: Enhance effective coordination among all relevant stakeholders involved in the achievement of gender equality and women empowerment	a) Support the definition of the mandate and functional responsibilities of different actors to avoid duplication.	Improved coordination among several state actors	No. of coordination fora held	SDfG HAK 1195	State and non-state actors	2021-2022	2.5	GoK and Development Partners
	b) Ensure leadership of coordination efforts and that an effective coordination mechanism for gender mainstreaming is in place.	Coordinated efforts and mechanism for gender mainstreaming in place;	No. of coordination mechanism for gender mainstreaming in place	SDfG	NGEC MDCAs Council of Governors CSOs Development Partners Private sector	2021-2023	3	GoK
	c) Establish coordinating bodies or committees within government and issue regulations or legislation to ensure vertical and horizontal coordination on gender equality and mainstreaming.	Vertical and horizontal coordination on gender equality and mainstreaming; established	No. of coordinating bodies or committees within government established	SDfG	NGEC MDCAs Council of Governors CSOs Development Partners Private sector	2021-2022	2	GoK
	d) Encourage collaboration with and between civil society groups supportive of gender equality so as to effectively address any gaps in the implementation of gender equality agenda.	Effective collaboration with civil society	No. of collaborations with and between civil society groups supportive of gender equality encouraged	SDfG	NGEC MDCAs Council of Governors CSOs Development Partners Private sector	2021-2025	2	GoK and Development Partners

Strategic goal	Activities	Expected Outcomes	Performance Indicator	Implementing Agency	Other stakeholders	Time Frame	Financial Resources (Millions)	Source of funds
	e) Provide a mechanism for cooperation and collaboration between all agencies dealing with gender equality at both national and county government levels.	Mechanism for cooperation and collaboration between all agencies dealing with gender equality at both national and county government levels in place	No. of mechanism for cooperation and collaboration provided	SDfG	NGEC MDCAs Council of Governors CSOs Development Partners Private sector	2021-2022	5	GoK
	f) Establish and regulate meetings and committees where non-government stakeholders can participate and provide feedback on the implementation of the government's gender equality and mainstreaming strategy.	Effective coordination among all relevant stakeholders	No. of meetings held and committees formed	SDfG	NGEC MDCAs Council of Governors CSOs Development Partners Private sector	2021-2025	5	GoK and Development Partners



REPUBLIC OF KENYA

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