



**MINISTRY OF PUBLIC SERVICE
AND GENDER**

**STATE DEPARTMENT
FOR GENDER**

**WOMEN ECONOMIC
EMPOWERMENT STRATEGY
2020-2025**

Women Economic Empowerment Strategy 2020-2025

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ABBREVIATIONS AND ACRONYMS

AGPO	Access to Government Procurement Opportunities
AKI	Association of Kenya Insurers
ASDP	Agricultural Support Development Programme
BPfA	Beijing Platform for Action
BTIC	Business Transformation and Information Centres
BP.CSOs	Civil Society Organizations
DAC-GENDERNET	Development Assistance Committee- Network in Gender Equality
DFID	Department for International Development
EEP	Economic Empowerment Programme
EAC	East African Community
FGD	Focus Group Discussion
FGM	Female Genital Mutilation
FIDA	Federation of Women Lawyers
FKE	Federation of Kenya Employers
KBA	Kenya Bankers Association
KeBS	Kenya Bureau of Standards
KEWOPA	Kenya Women Parliamentarian Association
KES	Kenya Economic Survey
KICD	Kenya Institute for Curriculum Development
KIRDI	Kenya Industrial Research and Development Institute
KNBS	Kenya National Bureau of Statistics
KNCC&I	Kenya National Chamber of Commerce and Industry
KIE	Kenya Industrial Estate
GDP	Gross Domestic Product
HIV	Human Immuno-deficiency Virus
ILO	International Labour Organization
LA	Lead Agency
MDAs	Ministry, Departments and Agencies
MDGs	Millennium Development Goals

MESPT	Micro Enterprise Support Programme Trust
MFIs	Microfinance Institutions
Mol&ED	Ministry of Industrialization and Enterprise Development
MoE	Ministry of Education
MoA,L&F	Ministry of Agriculture, Livestock and Fisheries
MoL &EAA	Ministry of Labour and East African Affairs,
MSEs	Micro and Small Enterprises
SDGs	Sustainable Development Goals
SMEs	Small and Medium Enterprises
MSEA	Micro Small Enterprises Authority
MPSYW	Ministry for Public Service, Youth and Gender Affairs
MoF	Ministry of Finance
MSME	Micro, Small and Medium Enterprises
MTP-2	Second Medium Term Plan
NGEC	National Gender and Equality Commission
NGOs	Non-Governmental Organizations
NITA	National Industrial Training Authority
OECD	Organization for Economic Cooperation and Development
OVOP	One Village One Product
PPOA	Public Procurement Oversight Authority
SACCOs	Savings and Credit Cooperative Organizations
SDGs	Sustainable Development Goals (SDGs)
UNIDO	United Nations Industrial Development Organization
WEA	Women Entrepreneurship Associations
WEDEE	Women Entrepreneurship Development and Economic Empowerment
WEE	Women Economic Empowerment
WEF	Women Enterprise Fund
WEL	Women Empowerment Link
YEDF	Youth Enterprise Development Fund

FOREWORD

The government, through the Ministry of Public service and Gender Affairs, is committed to advancing women economic empowerment in promoting economic prosperity and gender equality. Through the Sustainable Development Goals, the international community has a broad shared understanding that secure, sustainable, and inclusive economic growth cannot happen without full participation of women and girls. This has necessitated development of the national Women Economic Empowerment Strategy (WEE). Kenya has the potential to be one of Africa's success stories from its growing youthful population, a dynamic private sector, highly skilled workforce, improved infrastructure, the new constitution, and its pivotal role in East Africa. Therefore, women empowerment will catalyse the country's success story on women participation in economic growth.



The goal of this WEE strategy is to provide guidance and strategic direction to the State Department for Gender on how best to support women economic empowerment. The WEE strategy recognizes that women economic empowerment is a process where women lives are transformed from limited power due to gender barriers, to a situation where their power is equal to that of men. Women economic, social, personal and political empowerments are interconnected. WEE contributes towards women empowerment as it focuses on women ability to gain access and control over productive resources and recognition as full economic actors. Women economic empowerment strategy therefore seeks to address the challenges of poverty, inequality, governance and inadequate skills to ensure that they achieve rapid and sustained growth to transform their lives.

The WEE is aligned to the national development agenda and the long-term development plan outlined in Vision 2030 and the county's "Big Four" development priority areas. Women Economic Empowerment Strategy is central in all programmes aimed at promoting broader participation, equity and redress of the government interventions in the women empowerment. The strategy provides interventions on which women will be empowered to participate fully in the economy and allow equal access to key resources and services including; capital, credit, land, production inputs, and knowledge on financial management and formal banking.

The State Department for Gender will continue to work with partners to promote legislative and policy frameworks that increase women's economic empowerment, Gender-inclusive economic development, and promote gender integration and inclusion across all the national economic development plans, strategies, and investments.

Prof. Margaret Kobia PHD, CGH
Cabinet Secretary
Ministry of Public Service and Gender



PREFACE

This is the first Women Economic Empowerment Strategy by the State Department for Gender (SDfG) since its establishment in November 2015 in the Ministry of Public Service, Youth and Gender. The strategy covers the period 2020-2025 and is anchored on the Third Medium Term Plan (MTP III), drawing on the lessons from MTP I and II, among other policy frameworks.

Its implementation framework takes cognizance of the two-tier level of governments — national and county — including joint programmes with development partners. It provides the strategic direction of the State Department within the

next five years. Also, the strategy is aligned to the Big Four government agenda. The strategy further defines the goals, objectives, strategies and the implementation plan which will guide the State Department in the delivery of its women economic empowerment mandate.

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

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

Hon. Rachel Shebesh
Chief Administrative Secretary,
Ministry of Public Service and Gender



ACKNOWLEDGMENT

The development of women economic empowerment Strategic was possible due to able leadership of the Ministry of Public Service, Youth and Gender Affairs, development partners other stakeholders and individuals.

The State Department for Gender acknowledge tremendous effort of all stakeholders and commitment exhibited by all duty bearers towards development of this strategic. Development of this strategy could not have been possible without commitment by government ministries,

state departments and agencies, development partners, civil society, and other women economic empowerment champions. I sincerely thank them all for their effort and tireless contribution. I extend my appreciation to socio-economic gender technical task force which brought together the State Department for Gender staff, relevant MCDAs, development partners and civil societies to a common agenda of developing this strategy, thank you for excellent work.

I salute the Secretary Gender and all directors for their overall professional guidance which has culminated to development of the first women economic empowerment strategy by SDfG. I am equally grateful to development partners, especially UN Women, ILO and Vision 2030 Secretariat who supported the development of this strategy both financially and technically. I implore the staff of the State Department for Gender for their commitment and dedication in ensuring the timely completion of this strategy.

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

I am indebted to all organisations and individuals who made a contribution to this process I extend my gratitude and acknowledge your invaluable contribution to the development of this strategy thank you and I welcome your collaboration and partnership in future.

Prof. Collette A. Suda, PhD, FKNAS, CBS
Principal Secretary
State Department For Gender

EXECUTIVE SUMMARY

The WEE Strategy, seeks to bring together stakeholders from international, regional and national level to sensitize, build capacity amongst women for the achievement of their economic empowerment. It captures the challenges and solutions geared towards women economic empowerment.

In the past Kenya compared to other nations there was still a high level of inequality towards women due to the gender gap but currently the state is slightly improving. In 2014/2015 financial year, approximately Kshs. 9.2 billion were executed out of Kshs. 17 billion representing 54.18%. This amount had benefited 1,896 youth, 2,313 women and 162 PWDs entrepreneurs.

But still with these findings Women who account for almost half of the population are the main victims of unemployment and underdevelopment. In Kenya 13% of women are unemployed as compared to other EAC countries. By this we clearly see how opportunities are not equal for men and women.

Most women occupy low areas of economic performance as compared to men who occupy high areas of production due to the culture of the society.

This strategy has five chapters. Chapter one entails the introduction, international perspective-international treaties and conventions; regional perspective- Maputo protocol, African Union Agenda 2063, COMESA Gender policy, Women Economic Empowerment fund developed by COMESA, EAC Treaty, Gender Policy by EAC and national perspective-Constitution of Kenya, VISION 2030, National Policies and Sessional paper no 2 of May 2006. Chapter two outlines case for Women Economic Empowerment Strategy on rationale, scope, situation analysis, economic performance, opportunities for women empowerment, political good will and women economic empowerment, employment dynamics and women empowerment, women and education, women and reproductive health, women with disabilities and economic empowerment, women in decision making, current county interventions, coordination of women economic empowerment initiatives and summary of interventions on women economic empowerment. Chapter three highlights Policy statements and strategies. As Chapter four presents the Implementation plan and chapter five focuses on Monitoring, evaluation and reporting.

CHAPTER ONE

THE STRATEGY FOR WOMEN ECONOMIC EMPOWERMENT

1.1 Introduction

Economic empowerment increases women's access to economic resources and opportunities including jobs, financial services, property and other productive assets, skills development and market information. Gender equality plays a crucial role in promoting a balanced economic income for both men and women. It also contributes immensely to social cohesion, social justice and the well-being of society. It signifies an aspiration to transform structural inequalities, behavior patterns and social norms thus leading to social change and sustainable development. However, for gender equality to be adequately mainstreamed, policy dimensions in areas such as education, poverty reduction, labour, financial markets, political and economic empowerment must be entrenched in all sectors of the economy. Women economic empowerment is achieved when all individuals are equal in every aspect of their lives including having equal value, being treated in a way that ensures equal outcomes. This enhances prospects of fulfilling both international and national commitments as entrenched in the Sustainable Development Goals (SDGs) 1&5, the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW), International Labour Organization, Labour Standards and Human Rights Conventions the Constitution of Kenya 2010 Article 27 (3 &6), the Kenya Vision 2030, among others.

1.2 Women Economic Empowerment: International, Regional and National Perspective

1.2.1 International Perspective

At international level, there are instruments and programmes aimed at supporting women economic empowerment, and they include the following: -

- a) The Convention on the Elimination of all forms of Discrimination against Women (CEDAW) is part of the International Human Rights Laws which were adopted by the United Nations General Assembly on 18th December, 1978 and entered into force on 3rd September, 1981. The convention was established to prohibit all discrimination against women and to ensure their human rights and freedom on a basis of equality with men.

- b) The Fourth UN World Conference on Women of September 1995 Platform for Action envisioned a world where each woman and girl can exercise her freedoms and choices, and realize all her rights, such as to live free from violence, to go to school, to participate in decisions and to earn equal pay for equal work.
- c) Requirement for member countries to provide a conducive environment for women economic empowerment, Article 152 of the declaration that requires women to have access to education and training, hiring and remuneration, promotion and horizontal mobility practices, as well as inflexible working conditions, lack of access to productive resources and inadequate sharing of family responsibilities, combined with a lack of or insufficient services such as child care, continue to restrict employment, economic, professional and other opportunities and mobility for women and make their involvement stressful.
- d) All the seventeen (17) UN Sustainable Development Goals (SDGs) have links with Women Economic Empowerment. Specifically, the fifth goal which advocates for achievement of gender equality and empowerment of all women and girls as listed below: -
- *End all forms of discrimination against all women and girls everywhere.*
 - *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.*
 - *Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation.*
 - *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 as nationally appropriate.*
 - *Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.*
 - *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.*
 - *Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws.*

- *Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women.*
 - *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.*
- e). According to UN-Women (*Women Empowerment Principles, 2011*,) empowering women to participate fully in economic life across all sectors and throughout all levels of economic activity is essential in order to: build strong economies; establish more stable and just societies; achieve internationally agreed upon goals for development, sustainability and human rights; improve quality of life for women, men, families and communities; and propel operations and goals of businesses.
- f) International Labour Organization Decent Work emphasizes that women economic empowerment makes good economic sense and that enhancing women's economic participation improves national economies, increases household productivity and living standards, enhances the wellbeing of children with positive long-term impacts, and can increase women's agency and overall empowerment.
- h). Kenya is a signatory to the ILO Convention 100 on Equal Remuneration (1951), which stipulates the principle of equal remuneration for men and women workers for work of equal value. In employment, a number of legislative measures have been implemented for protection of employment security of pregnant mothers.
- i) The Food and Agriculture Organization- *The state of food and agriculture 2010–2011* report highlighted the role of women in agriculture'. Donors such as Sweden, the United States, and the United Kingdom have developed approaches empowering women in the economy.

1.2.2 Regional Perspective

- a) The Maputo protocol adopted during the second ordinary session of the African Union Assembly of 11th July 2003, of the African charter on human and people's rights on the rights of women in Africa, emphasizes in article thirteen the Economic and social welfare rights of women.
- b) On 4th February 2015, African Union Summit adopted the African Union Agenda 2063. This agenda provides a roadmap for Africa's long-term development that includes the need to place gender equality and equity at the center of the continent's social and economic development. The agenda includes provision of enhancing women's contribution and benefit from formal agriculture, agribusiness and value chain, enhancing women's access to health, pushing forward women's economic empowerment, enhancing the agenda on women peace and security and enhancing women and girls' access to education, science and technology

The Common Market for Eastern and Southern Africa (COMESA) developed a COMESA Gender Policy in 2016 for mainstreaming gender perspectives in policies, structures, systems, programs and activities for member states and the secretariat towards attainment of gender equality, women and youth empowerment and social development. The main objective is to facilitate the mainstreaming of gender perspectives into all policies structures, systems, programmes and activities to make them gender responsive and contribute to the effective achievement of sustainable socio-economic development in the region.

- c) Common Market for Eastern and Southern Africa (COMESA) is developing a fund for economic empowerment – Women Economic Empowerment Fund. The Fund will address the challenges faced by women entrepreneurs from the region in accessing loans to grow their businesses
- d) EAC Treaty of 1999 on enhancing the role of women in socio-economic development requires in article 121 that partner states recognize that women make a significant contribution towards the process of socio-economic transformation and sustainable growth and that it is impossible to implement effective programmes for the economic and social development of the Partner States without the full participation of women. Additionally, article 122 recognizes the importance of women as a vital economic link between agriculture, industry and trade.
- e) The Role of Women in Socio-economic Development East African Community (EAC) adopted a gender policy on the 17th September 2018 which encompasses a strategy on Women Economic Empowerment. The East African Community recognizes that women experience different trade barriers as compared to men. With this fact, gender-sensitive policies could be considered so as to ensure that female traders, including importers and exporters, reap the same benefits from improved trade logistics as their male counterparts. This means identifying the gender dimensions of customs and regulatory reforms, product standards, energy, infrastructure, and transport. Gender-sensitive trade facilitation and regional integration can do much to help small-volume traders, majority of who are women, to access regional markets. This can be achieved through promoting information on rights and obligations, safety and accountability at the borders and in customs, and by sensitizing officials, some of whom have been accused of harassment of female entrepreneurs in general. Using gender analysis, policymakers can determine who benefits from customs and regulatory reforms, whether reform and transport costs are prohibitive for poor women and men, whether reforms decrease chances of violence and harassment, and how to target trade information for specific groups.

1.2.3 National Perspective

Broadly, the government recognizes the need to apply a combination of approaches to economic empowerment based on factors that help women succeed and advance in the marketplace. These include: increasing skills and access to productive resources; improving enabling and institutional environments; and assisting women in their ability to make and act upon decisions that encourage economic growth and development.

The need to ensure that women economic empowerment and gender equality are integrated in Kenya's development process is recognized in many government policies and legislation. Some of the National Policies and legislation relevant to both gender equality and women economic empowerment are highlighted below:

Constitution of Kenya and Gender Equality and Rights

The Constitution of Kenya guarantees rights to citizens and some of the rights with respect to gender and equality and this includes: Constitution of Kenya 2010 provision of not more than 2/3 of either gender representation in all appointive and elective positions; Article 10(2) emphasizes human dignity, equity, social justice, inclusiveness, equality, human rights, non-discrimination and protection of the marginalized and one of the national values, Article 19(2) recognises the protection of human rights and fundamental freedoms as a way of preserving the dignity of individuals and communities and to promote social justice and the realisation of the potential of all human beings,

Article 27(1) every person is equal before the law and has the right to equal protection and equal benefit of the law. Article 27(4) The state shall not discriminate directly or indirectly against any person on any grounds, including race, sex, pregnancy, marital status, health status, ethnic or social origin, colour, age, disability, religion, conscience, belief, culture, dress, language or birth. 27 (3) Women and men have the right to equal treatment, including the right to equal opportunities in political, economic, cultural and social spheres.

Article 27(6) gives full effect to the realisation of the rights guaranteed under the constitution. The State shall take legislative and other measures, including affirmative action programmes and policies designed to redress any disadvantage suffered by individuals or groups because of past discrimination. Article 43(1) emphasises the right to the highest attainable standard of health, which includes the right to health care services, including reproductive health care; accessible and adequate housing, and to reasonable standards of sanitation; to be free from hunger, and to have adequate food of acceptable quality; to clean and safe water in adequate quantities; to social security; and to education.

Vision 2030 and Women Economic Empowerment

The Kenya Vision 2030 is the long-term development blueprint which aims to create a globally competitive and prosperous country that will provide a high quality of life for all its citizens. It aspires to transform Kenya into a newly industrialized middle-income country by 2030. The economic pillar targets to maintain a sustained economic growth of 10% per annum over the next 15 years. Additionally, it targets to achieve a just and cohesive society enjoying equitable social development in a clean and secure environment. The political pillar on the other hand targets to achieve issue-based, people-centred, result oriented, accountable, democratic governance and a society of unequal treatment.

Vision 2030 MTP III prioritizes Women Economic Empowerment and it views the Women Economic Empowerment strategy as a strategic direction to fast track women economic empowerment consequently harnessing their capacity to contribute to socio-economic growth, creation of job opportunities, and the generation of income for the growing population.

One of the most sustainable strategies towards women empowerment is empowering them economically so as to enable them contribute to social, economic and political activities for holistic development. The Social Pillar and Economic Pillar of the Vision 2030 Medium Term Plan III (2018-2022) focus on gender equality and economic empowerment as one of its flagship projects. In as much as gender equality benefits both men and women, women tend to experience systemic marginalization due to structural inequalities that leave more women than men economically insecure.

National Policy on Gender and Development

In 2000, the Government developed a National Policy on Gender and Development whose overall objective was to ensure gender equality and women's empowerment... The policy framework underscores the need to focus on empowerment strategies that demonstrate understanding of essential linkages on issues of women's empowerment within sectors. The Policy further recognises that gender is central and cross cutting and therefore programmes and strategies should incorporate gender equality as a goal. The policy also underscores social, cultural, legal, and political factors that perpetuate inequalities.

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

Sessional Paper No. 2 of May 2006 on Gender Equality and Development was launched to provide a framework for gender mainstreaming. The Sessional Paper recognizes social-cultural attitudes held by men and women. It also recognizes that development initiatives impact differently on men and women and in turn women and men impact differently on development process.

National Policy for Prevention and Response to Gender Based Violence, 2014

The policy provides a framework to accelerate efforts by the government towards the elimination of gender-based violence all the way to county government. The policy will ensure that women, girls, men and boys are assured of a safe and secure environment, to freely undertake socio-economic empowerment activities.

Legislation

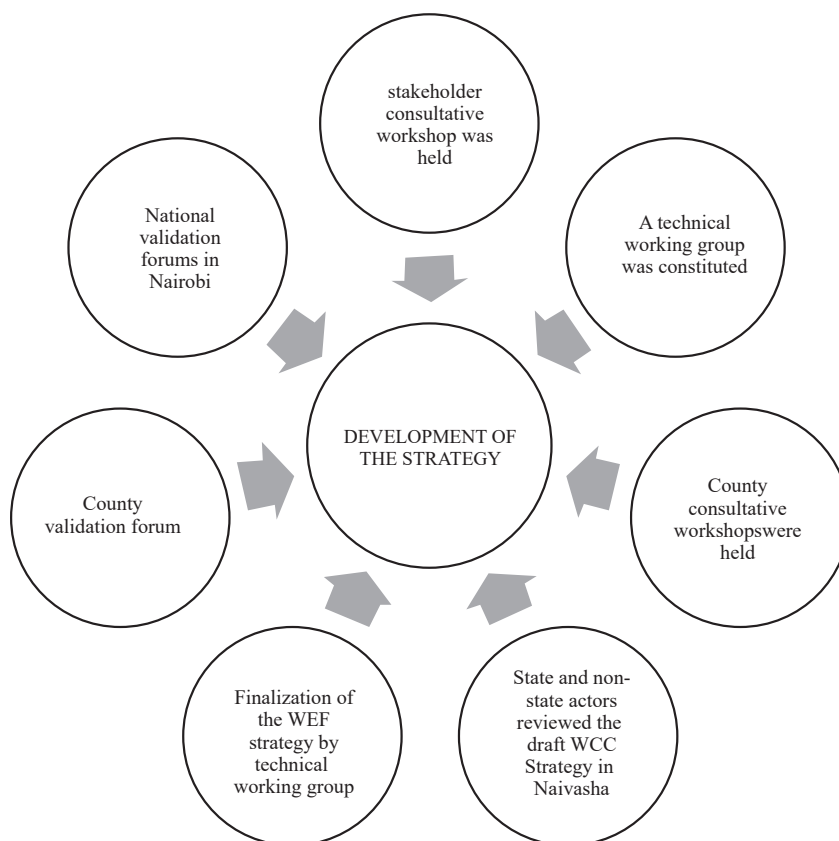
- a) National Gender and Equality Commission Act, 2011 which gives the Commission specific function among them: promote gender equality and freedom from discrimination in accordance with Article 27 of the Constitution; monitor, facilitate and advise on the integration of the principles of equality and freedom from discrimination in all national and county policies, laws, and administrative regulations in all public and private institutions; ensuring compliance with all treaties and conventions ratified by Kenya relating to issues of equality and freedom from discrimination and relating to special interest groups including minorities and marginalized persons, women, persons with disabilities, and children; co-ordinate and facilitate mainstreaming of issues of gender, persons with disability and freedom from discrimination
- b) The Sexual Offences Act 2006 - addresses issues of sexual offences, their definition, prevention and the protection of all persons from harm from unlawful sexual acts, and for connected purposes.
- c) The Political Parties (Amendment) Act 2016 - providing for one third representation of women in political parties
- d) The Public Officers Ethics Act 2016
- e) The Employment Act 2007 Revised 2012 It declares and defines the fundamental rights of employees, to basic conditions of employment. It addresses issues on discrimination (Part II Section 5) and sexual harassment (Part II Section 6).
- f) Kenya National Trade Policy 2017 aspires to:
 - i) Promote gender equality in trade development.
 - ii) Develop laws, regulations and eliminate those that hinder women's access to financial assistance including credit;
 - iii) Capacity building on national and regional associations of women in business; and
 - iv) Develop education programmes to eliminate prejudices against women and promote gender equality.

- g) Basic Education Act 2013 Section 39(k) the government shall provide free sufficient and quality sanitary towels to every girl child in a public basic education institution who has reached puberty to reduce absenteeism and enhance improved performance
- h) Climate Change Act 2016 Section 25(4)(e)states that the government shall set out procedure to ensure gender and intergenerational equity in access to monies from the climate change fund to engage in climate smart economic activities
- i) Mining and Mineral Policy, Sessional Paper No 7 of 2016 The Government will develop and implement frameworks Structures and mechanisms that ensure equitable participation, ownership and decision-making mining value chains by women, youth and disadvantaged groups
- j) The Big Four Agenda. The Government has identified the big four transformational agenda for the nation which identify four priority initiative to be implemented over the five-year period 2017-2022namely Affordable Housing, Manufacturing, Universal Health Care, food Security and Nutrition the Government has committed to integrate gender equality and women empowerment in all phases of implementation.
- k) National Information and Communication Policy 2016
- l) Give special attention to providing new learning and ICT access opportunities for women and youth, the disabled and disadvantaged, particularly disenfranchised and illiterate people, in order to address social inequities
- m) Blue Economy - the Executive Order No.1.2016 the Government of Kenya made a clear commitment towards a new approach the blue economy and taking into cognizance the importance of the sector to fuel the country's economic growth. The Blue Economy priotized fisheries and aquaculture and maritime shipping and logistic services as priority sectors that would deliver fast socio-economic benefits to the communities.

1.2.4 The Consultative Process for the development of the Women Economic Empowerment Strategy

This strategy has been developed through a wide consultative approach. Detailed literature review was conducted to inform current policies, strategies and programmes that had some relevance on women economic empowerment of women. The literature review was also intended to identify gaps and strategic issues to be addressed in the WEE strategy and Implementation Plan.

Below is a flow of consultations that were undertaken to develop the Strategy:



- a) Consultative workshop was held and attended by participants drawn from the government, private sector, Academia, International NGOs and Civil Society to brainstorm on possible Women Empowerment Strategic themes, outcomes and strategies.
- b) A technical working group was constituted with representation from government, private sector, Academia, International NGOs and Civil Society to discuss and prepare draft WEE actions plans; and
- c) County consultative workshops were held with all the 47 counties to establish current interventions in support of women economic empowerment, assess the gaps, undertake county stakeholder mapping, sensitize county governments on the draft WEE strategy and implementation plan for Kenya, receive feedback on the WEE strategy, and identify key prioritised actions for Women Economic Empowerment Initiatives. WEE Review Workshop involving key stakeholders was held in Naivasha to align the strategy with the current government development initiative such as the Big Four, Blue Economy and MTP III.

1.3 RATIONALE

The Strategy on Women's Economic Empowerment is guided by an overall vision, mission and objectives and has been informed by a number of guiding principles from broad-based government initiatives and international standards with respect to women's empowerment.

This strategy has been developed because existing government strategies and initiatives on women economic empowerment often do not specifically include gender focus. When gender is mentioned or included it is, often not fully integrated.

This strategy will ensure that gender concerns are addressed throughout the government. In other initiatives, the strategy places particular emphasis in addressing the needs of micro-enterprises, small enterprises in high-growth sectors, and small enterprises owned and managed by women. Therefore, for women's economic empowerment to receive the full attention it deserves and to more fully strengthen the Kenyan economy, a dedicated strategy on women's economic empowerment is needed.

The strategy will be setting a foundation for women economic empowerment putting into considerations several guiding principles and build on existing and complementary efforts. SDfG recognizes that advancing women's economic empowerment globally is in adherence to international and regional conventions in addition meeting provisions of the Kenyan constitution, vision 2030 and the big 4 agenda.

The SDfG in its efforts to promote equal economic opportunities for women and to unleash their full potential require an integrated approach through a WEE strategy that will achieve its objectives through six broad key result areas;

1. Sustainable and economically viable opportunities to enhance income and livelihoods for women
2. Targeted and integrated business development services for the growth and advancement of women owned businesses
3. Comprehensive policies and programmes to facilitate women access to and control of productive resources
4. Facilitate women transition from care economy to Productive work and develop integrated and comprehensive reproductive health system for quality health care for women
5. Structures to facilitate participation of women in economic decision making.

6. All-inclusive coordination, monitoring and evaluation framework to access impact of women supported interventions

1.4 Scope of the Strategy

This strategy provides the framework to facilitate the implementation of WEE interventions that impact on the well-being and enhance income for all women. The scope of the strategy targets all women in agriculture and food security, financial inclusion, manufacturing and trade, mining and extraction and capacity building among others.

CHAPTER TWO

SITUATIONAL ANALYSIS

2.1 Economic Performance

Kenya's economy is estimated to have expanded by 5.8 per cent in 2016, compared to a growth of 5.3 per cent in 2015 (Kenya Economic Survey, 2018). Growth was mainly driven by an increase in private final consumption and a rapid growth in capital investment while agriculture, forestry and fishing; construction; wholesale and retail trade; education; and finance and insurance were drivers of the economy. The country continues to attract international markets, thereby fostering foreign direct investment, with increased productivity through investment in infrastructure and human capital; improved business and regulatory environment and diverse exports, and continued use of science, technology and innovation to support sectoral development, facilitate value chain and enable women to venture into businesses.

Traditionally, the Kenyan economy has predominantly depended on the agriculture sector but recently, the service sector has grown in importance. Sectors such as livestock, horticulture production, agriculture, hotels and restaurants, have the potential for opportunities for women.

2.2 Political Goodwill and Women Economic Empowerment

In 2010, Kenya adopted a progressive Constitution that promotes gender equality and women's empowerment. The government is implementing a number of initiatives aimed at empowering women, youth and persons with disability, including: access to alternative financial services through the creation of three funds-Women Enterprise Fund (WEF), Youth Enterprise Development Fund (YEDF), Uwezo Fund, as well as the Access to 30% of Government Procurement Opportunities (AGPO).

The government has since disbursed approximately Kshs. 21.4 billion (twenty-one billion, four hundred million) through the affirmative action funds.

2.3 Employment Dynamics and Women Empowerment

Majority of the women are in the informal sector, small agribusinesses, small scale manufacturing, wholesale and retail; and restaurant businesses. The total number of women employed in Agriculture, Forestry and fishing rose to 8.5%; from 1,116,000 in 2016 to 1, 220,000 in 2017 but, in the same period, there was no increase in employment for women in the mining sector while there was decrease in employment in the mining sector for men (KES, 2018).

The manufacturing sector had a 21.5% increase in employment for women while in information and communication there was 9.6% increase in employment.

Generally, there was significant increase in employment for women in almost all the sectors as illustrated in the table below.

Table 1: Wage Employment by Industry and Sex, 2016 and 2017(Economic Survey 2018).

SECTOR	Male		Female		Total	
	2016	2017	2016	2017	2016	2017
Agriculture, forestry and fishing	225.1	210.1	111.6	122.0	336.7	332.1
Mining and Quarrying	12.7	12.5	2.5	2.5	15.2	15.0
Manufacturing	252.1	241.3	48.7	62.0	300.8	303.3
Electricity, gas steam and air condition supply	12.8	13.8	4.5	5.1	17.3	18.9
Water supply sewerage waste management	9.9	10.9	2.8	3.6	12.7	14.5
Construction	114.9	115.3	48.1	52.6	163.0	167.9
Wholesale and retail trade repair of motor vehicles and motorcycles	185.6	183.0	54.2	67.8	239.8	250.8
Transportation and storage	65.0	65.455.1	20.8	22.5	85.8	87.9
Accommodation and food services activities	54.6	75.4	22.8	24.7	77.4	79.8

Information and communication	72.9	46.0	37.7	41.7	110.6	117.1
Financial and insurance activities	47.6	3.2	28.2	28.8	75.8	74.8
Real estate activities	3.1	52.4	1.0	1.0	4.1	4.2
Professional scientific and technical activities	51.4	5.2	19.3	21.4	70.7	73.8
Administrative and support service activities	4.9	175.3	0.5	0.6	5.4	5.8
Public administration and defense compulsory social security	148.3	288.1	83.0	87.1	231.3	262.
Education	275.1	58.8	248.5	262.7	533.6	550.8
Human health and social work activities	61.3	4.9	66.3	80.2	127.6	139.0
Arts, entertainment and recreation	4.8	22.7	2.2	2.2	7.0	7.1
Other service activities	22.9	45.5	10.3	12.0	33.2	34.7
Activities of household as employees undifferentiated goods and services producing activities of household for won use	48.6	0.9	65.8	69.9	114.4	115.4
Activities of extra territorial organization and bodies	0.9	1685.8	0.3	0.4	1.2	1.3
TOTAL	1674.5	1249.0	970.8	970.8	2553.6	2656.6
Of Which Regular	1268.3	436.8	760.2	760.2	1971.0	2009.2
Casual	406.2		210.6	210.6	582.6	647.4

2.4 Women and Education

Kenya continues to report incidences of early marriage, early pregnancy, child abuse, child neglect, Female Genital Mutilation (FGM) and low enrolment for women/girls. This, in spite of the government's efforts towards education including: Free Primary and Secondary Education, Children's Act, school feeding programme, free sanitary towels to Public Primary, Special and Secondary schools, Anti FGM law and school re-entry programme.

Table 2: shows students' enrolment in ECDE, Primary, Secondary, Technical Institutions and other TVET Institutions, Vocational Training Institutions, Public & Private universities and adult Education Enrolment in Kenya.

Table 2: ENROLMENT BY SEX (Economic Survey 2018)												
EDUCATION INSTITUTION	2014			2015			2016			2017		
	BOYS	GIRLS	TOTAL	BOYS	GIRLS	TOTAL	BOYS	GIRLS	TOTAL	BOYS	GIRLS	TOTAL
ECDE	1,476,383	1,543,482	3,019,865	1,607,353	1,560,502	3,167,855	1,634,194	1,565,647	3,199,841	1,681,530	1,612,283	3,293,813
PRIMARY SCHOOL	5,052,500	4,898,500	9,951,000	5,127,900	4,962,900	10,090,800	5,219,300	5,060,300	10,279,700	5,293,900	5,109,800	10,403,700
SECONDARY	1,213,300	1,118,400	2,331,700	1,348,400	1,210,500	2,559,000	1,396,900	1,323,600	2,720,600	1,450,800	1,380,000	2,830,800
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
TECHNICAL INSTITUTIONS	14,660	8,602	23,262	12,463	8,078	20,541	22,754	14,161	36,915	29,290	19,202	48,492
OTHER TVET INSTITUTIONS	29,632	21,232	50,864	32,221	23,087	55,308	17,589	9,569	27,158	29,584	17,982	47,566
VOCATIONAL TRAINING	45,437	28,222	73,659	47,625	29,840	77,465	46,340	34,565	80,905	59,756	44,685	104,441

	2014-2015			2015-2016			2016-2017			2017-2018		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
PUBLIC UNIVERSITIES	217,164	146,170		258,688	174,068		286,840	192,472		262,592	177,373	
PRIVATE UNIVERSITIES	42,554	37,994		39,125	38,804		43,547	41,648		43,253	37,675	
	2015			2016			2017					
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL			
ADULT EDUCATION	102,076	204,152	306,228	85,575	186,194	271,769	63,588	142,636	206,224			

2.5 Women and Reproductive Health

Women's engagement economic productivity is adversely affected by their various vulnerabilities including: sexual and reproductive health issues such as unplanned and/or frequent pregnancies, unsafe abortions, pregnancy complications, HIV/AIDS and increased rates of maternal and infant mortality; and their engagement in care giving and household chores. Notably, the Government is implementing the Community Health Strategy 2014-2019 which was developed and launched to strengthen the delivery of integrated comprehensive and quality community health services with remarkable progress in Reproductive, Maternal, New Born, Child and Adolescent Health (RMNCAH). As a result, the proportion of Women of Reproductive Age (WRA) using contraceptives improved from 40.7% (2014/15) to 44.9% (2016/17). In addition, the fourth ante-natal clinic coverage registered improvement from 51.7% (2014/15) to 52.2% (2016/17). This was matched by improved skilled births attendants in health facilities from 69% (2013/14) to 77.4% (2016/17) largely attributed to Free Maternity Services. Further, the Beyond Zero Campaign that advocates for zero preventable maternal deaths, zero child deaths and zero transmission of HIV from mother to child introduced mobile clinics in all the 47 counties to increase coverage of maternal, new born and child health (MNCH) services.

The other initiatives being implemented towards women's health rights include: the development of GBV policy, training and follow-up of health care workers and community midwives in skilled care during pregnancy, child birth and ,the launch of the maternal and ante-natal health roadmap on maternal health in 2010; development of National Reproductive Health and HIV integrated Strategic Plan, creation of the Anti-FGM Board to conduct awareness, coordinate FGM activities and advise the Government on matters relating to FGM, development of the Cervical Cancer Control Strategic Plan, development of the National Guidelines for prevention and management of cervical and breast cancer, and introduction of free maternal healthcare services which has resulted in an increase in deliveries in hospitals.

This has sustained response towards women's reproductive health, and operationalized the devolved government to target the drivers of maternal health at the county level.

2.6 Women with disabilities and Economic Empowerment:

The overall disability rate in Kenya stands at 3.5% (**see table 3**). Persons with disability continue to experience a number of barriers including: stigma and marginalization, poverty, limited access to opportunities and benefits and low self-esteem. Women with disabilities are particularly the most vulnerable amongst PWDs as they often experience multiple discrimination, resulting in challenges of access the labour market and information in support of their own development and economic advancement.

Article 56 of the Constitution of Kenya empowers the State to put in place affirmative action programmes that include minorities and marginalized groups, including PWDs. The government established the Kenya National Social Protection Policy, to provide a social protection framework for all citizens, particularly the poor to better access services and income generating opportunities; and the National Disability Policy to promote and protect the rights of PWDs in all spheres of social, economic and political life. Within these policy frameworks, the government has made efforts to improve the quality of life of PWDs through various economic empowerment interventions such as annual budgetary funds for the access to assistive devices and services to enable PWDs to live an independent life with dignity; access to education and training scholarships to enable them access jobs and be free from economic destitution; and access grants and small loans to their members for economic activities to earn them sustainable livelihoods.

Further, the government has established a policy on 30% reservation of all government procurement for women, youth and persons with disabilities with an affirmative action that guarantees that at least 2 per cent (2%) of the 30% procurement opportunities are for Persons with Disabilities.

Amidst all the laudable efforts, the widespread economic hardship being experienced in the country means that persons with disabilities still depend on their families for social, financial, material and psychological support and are more likely to have less access to resources than other members of the family.

Table 3: Population by Main Type of Disability and Sex, 2009 (National Population Census 2009 (KNBS))

Disability	Male	Female	Total	%
Visual	153,783	177,811	331,594	53.6
Hearing	89,840	97,978	187,818	52.2
Speech	86,783	75,020	161,803	46.4
Physical	198,071	215,627	413,698	52.1
Mental	75,139	60,954	136,093	44.8
Others	44,073	55,233	99,306	55.6
Total	647,689	682,623	1,330,312	51.3
% With Disability	3.4	3.5	3.5	-

2.7 Women in Decision Making

Kenya has made significant gains in women representation since the promulgation of the 2010 constitution. Articles 27 (8) and 81 (b) of the Constitution provide that no more than two-thirds of the members of elective or appointive bodies shall be of the same sex. These provisions give Kenya the opportunity to quickly meet the requirements of and commitments to the Millennium Development Goal number three and to fulfil the minimum target of 30% representation of women in national parliaments agreed by the Beijing Platform of Action.

The 2015 Economic Survey indicates that women's participation in political life plays a pivotal role in the general advancement of women interests. To this end, there has been significant effort to include women in key political and other decision making positions in the Public as well as Private sector. **(See tables 4 and 5)**

Significant gains have been recorded in the Cabinet, County Commissions, and Judiciary which have met the constitutional threshold of two thirds of either gender in appointments to public position. There is improved representation of women in elective political positions albeit, below the constitutional provision. Compared to 2013, in the 2017 elections; the second to be held under the new constitution, 3 women became governors and 3 senators in and more women were elected to the national and county assemblies. Women comprised 9.2 % of the 1,835 elected individuals in 2017, a marginal increase from 7.7 percent in 2013

**Table 4: Women in Decision Making Positions in public sector (2016/2017)
(Economic survey 2018)**

CATEGORIES	2016				2017			
	F	M	TOTAL	% F	F	M	TOTAL	(%)F
President	-	1	1	0	-	1	1	0
Deputy President	-	1	1	0	-	1	1	0
Cabinet Secretaries	6	12	18	33.3	6	16	22	27.3
Cabinet Administrative Secretary	-	-	-	-	3	18	21	14.3
Principal Secretaries	7	19	26	26.9	10	32	43	23.3
Diplomatic Corps	15	48	63	23.8	16	42	58	27.6
Governor	0	47	47	0	3	44	47	6.4
Deputy Governor	9	38	47	19.2	7	40	47	14.7
Senator	18	49	67	26.9	21	46	67	31.3
National Assembly	69	280	349	19.8	76	273	349	21.8
Speaker of Senate	-	1	1	0	-	1	1	0
Speaker of National Assembly	-	1	1	0	-	1	1	0

Members of County Assembly	761	1,463	2,224	34.2	745	1,479	2,224	33.5
County Commissioner	18	29	47	38.3	17	30	47	36.2
Sub-County commissioner	40	255	295	13.6	44	251	295	14.9
Supreme Court Judges	2	5	7	28.6	2	5	7	28.6
Court of Appeal Judge	7	18	25	28.0	7	15	22	31.8
High Court Judge	37	59	96	38.5	54	77	131	41.2
Magistrates	216	222	438	49.3	207	214	421	49.2
Kadhis	-	45	45	0.0	0	55	55	0
Chiefs	126	2,464	2,590	4.9	137	2,453	2,590	5.3
Assistant Chief	489	5,397	5,886	8.3	504	5,382	5,886	8.6
Practicing Lawyers	2,581	4,193	6,774	38.1	5,141	3,859	9,000	57.1

Source: Executive Order No 1 of 2018, Economic Survey; various publications

Table 5: Women in Decision Making Positions in private sector January, 2017 (KEPSA)

S/NO	CATEGORY	WOMEN	MEN	TOTAL	% OF WOMEN
	Women in private sector (source capital markets authority 2015)				
	i. No. of women in the boards of private sectors	86	416	502	17
	ii. No. of women chairs to the boards of directors	5	55	60	8
	iii. Women directors in the registered companies listed at Nairobi securities exchange	86	416	502	17
	i. Companies with women chair persons	5	55	60	10

2.8 Coordination of Women Economic Empowerment Initiatives

The State Department for Gender is the national machinery mandated to coordinate gender Equality and women's empowerment will spearhead the implementation of this strategy. The Department will provide the institutional framework for the implementation of the WEE strategy and influence policy change in collaboration with County Governments. However, Gender Sector working group sub-sector on women economic empowerment will coordinate the implementation, monitoring and evaluation process of the WEE Strategy.

Therefore, a framework for adequate coordination is needed between the National and County Governments in women economic empowerment efforts to avoid duplication of initiatives.

2.9 Opportunities for Women's Economic Empowerment

2.9.1 Medium Term Plans II

The second Medium Term Plan ((MTP II)) of Vision 2030 (2013-2017) had notable achievements for women's empowerment process. Key among them include: Financial disbursement amounting to Kshs. 17.43 billion; Capacity building on entrepreneurial skills; tenders worth Kshs 50 billion, and laws and policies to address women's empowerment and gender equality were enacted. The challenges and interventions are summarized in the table below:

Table 6: Achievements of MTP II

Achievements of MTPII	Challenges	Interventions
- Financial disbursement to women through: -WEF, Uwezo, NGAAF totaling to Kshs. 17.43 billion - Capacity building on entrepreneurial skills	- Insufficient financial and human resources; - Inadequate gender disaggregated data for effective policy formulation, planning, budgeting and measuring women's contribution to the economy; - Harmful socio-cultural and religious practices;	- Women Enterprise Fund - UWEZO Fund - National Government Affirmative Action Fund (NGAAF) - Access to Government Procurement Opportunities (AGPO) - Prevention and Response to Gender Based Violence - Abandonment of Female Genital Mutilation (FGM) - Gender Mainstreaming - Sanitary Towels Programme

Achievements of MTPII	Challenges	Interventions
• Tenders awarded through AGPO policy totaling Kshs 50 billion • Laws and policies to address women's empowerment and gender equality were enacted	• Implementation of Two-Thirds Gender Rule; • Unemployment, under-employment and skills mismatch; • Increased drug and substance abuse; • Inadequate coordination framework on social protection and relief food management between national and county government; • Limited awareness on opportunities on 30 per cent in AGPO • Inadequate disaggregated data on AGPO	• Youth Enterprise Development Fund (YEDF) • Kenya Youth Employment and Opportunities Programme (KYEOP) • Youth Cohesion, National Values and Social Development • Youth Employment and Enterprise Development • National Youth Service (NYS) Transformation Programme • Proposed Biashara Bank • Vulnerable Groups • National Safety Net (<i>Inua Jamii</i>) • Community Mobilization, Development and Empowerment: • Counter Trafficking in Persons • Special programmes • Relief Food Management • Special Programmes for Development of Northern Kenya and other Arid Lands • special Programmes for Promotion of Social Economic Development • community Mobilization

2.9.2 Medium Term Plans III

Vision 2030's third Medium Term Plan (MTP III) -2018-2022 succeeded the Second (MTP II)-2013-2017 with flagship projects across three pillars. Women Empowerment is one of the flagship projects and the government has put in place initiatives to create opportunities for women in various sectors as summarized in the table below:

Table 7: Gender related Projects and opportunities for Women in MTP III sectors.

Sector	Situation	Flagship project	Challenges	Women Eco- nomic linkages
Agriculture and livestock	-Crops and livestock production contribute over 30% of GDP. These are maize, wheat, tea, coffee. -Horticulture sub-sector comprising of cut flowers, vegetables, fruits, nuts, herbs, spices -Dairy production has also increased	• Agricultural mechanization programme • Mechanization of agricultural development corporation (ADC) • Livestock production programme • Value chain support programme • Food and nutrition security programme • Youth and women empowerment in modern agriculture programme • Agricultural insurance programme • Crop diversification programme • Coastal disease-free zone programme • Strategic food reserve • Other programmes and project (large scale production, small holder productivity and agro-processing, agricultural technology development programme, climate smart agriculture (CSA), research and capacity building programme, market and product development programme, miraa farmers and livelihood improvement project, pastoral resilience building programme, traditional high value crops programme, Comprehensive African Agricultural Development Programme (CAADP)	• Frequent droughts, floods and outbreak of pests and disease partly due to climate change. • Sub-division of land into small uneconomic units and unutilized land in some parts of the country. • Low agricultural productivity due to low application of modern technology and innovation, inadequate capital and demand-driven research. • Low and declining soil fertility due to poor farming methods. • Frequent resource-use conflict between pastoralists and farmers. • Pre and post-harvest losses due to inadequate storage facilities and poor handling of farm produce. • Inadequate extension capacity. • Export restrictions on agricultural produce. • Limited access to affordable credit. • Inadequate and poorly organized market access and marketing infrastructure. • High cost of farm inputs • Poor physical infrastructure network in the rural areas. • Inequality in resource access, ownership and control at household level. • Underdeveloped agricultural value chain. • Inadequate data for policy planning and development. • Weak monitoring and evaluation system.	• Women engaging in modern agricultural practices through mechanization • Provision of market opportunities • Women access to subsidies • Women participating actively in value chain • Women skills training

Tourism	Tourism is one of the key sectors that will spur economic growth and contribute 9.2% of the total employment per annum over the medium term period.	• Coastal Beach Tourism • Wildlife /Safari Products • Niche Products Development and Diversification • Sports Tourism Programme • Other niche products to be developed include: scenic tourism, medical wellness health among others, • Development of Lamu, Isiolo and Turkana Resort cities • Tourism Promotion and marketing • Enhance Local Tourism Circuits • Standards for tourism facilities and services • Enhancing the Quality of Tourism Training • Financing of Tourism Investments • Other programmes and projects such as; National Tourism Data and Information Project, Tourism Infrastructure Development and Tourism Area Plans Development Project	The sector experiences a myriad of challenges which include: • insecurity/terrorism, • negative travel advisories, • outbreak of pandemic diseases, • inadequate bed capacity, • uneven distribution of facilities across regions, • inadequate funding and • Weak inter-governmental collaboration.	• Supply chain for horticulture and Art • Business Opportunities along the LAPSET corridor • Opening livelihood activities in ASAL and by implication creating opportunities for women
Trade	Women play a major role in the global economy as well as in the social transformation process. In Kenya, women provide over 85% of labor in agricultural sector and women owned business make about 48% of all SMEs contributing approximately 20% to Kenya's GDP (KAM Publication May 2017). The Kenyan government in line with the constitution recognizes the pragmatic role played by women in.	• Support Growth and Development of Wholesale and Retail Markets • Facilitate Market Development • Broaden and Deepen Export base and markets • Promote Fair trade practices and consumer protection • Promote Enterprise and entrepreneurship development • Promoting Competitiveness of MSME • Improving Business Environment and Promote Attractive Investment Climate • Trade Facilitation • Facilitating Access to Business Finance	• Inadequate and improperly developed physical infrastructure and lack of inclusivity in space allocation • Unfavorable legal and regulatory business environment • Weak linkages in the supply chains • Lack of access to business credit/finance • Poor business management and entrepreneurial skills • Lack of competitiveness and innovative ideas among the Small and Medium Enterprises • Weak/non-existent Business Associations • Limited access to market and trading information • Cumbersome registration procedures	• Market opportunities for Women operated enterprises in accessing regional and global markets

	trade towards economic growth. However, the vital benefits emanating from women in trade have not been fully optimized. This is due to the challenges that hinder prosperity of women in trade.	• Improving Capacity for enhanced service delivery • Creating an enabling legal and regulatory framework for Domestic Trade • Promoting cross border SME trade through the Implementing EAC and COMESA Simplified Trade Regime • Strengthening the Supply Chain • Strengthen and Expand Commercial Representation Abroad • Provision of trade and investment related data/information • Provide information on market access and market information especially on business protocols • Trade Finance for Export Development • Foreign Markets Representation		
Financial inclusion	• The Sector is made up of banking, capital markets, insurance, retirement benefits/pensions, and savings and credit co-operatives (Saccos). • Banking remains the largest sub-sector by assets and the most systemically significant. Capital markets have shown strong asset growth. • Insurance has remained a relatively niche sub-sector, • The SACCOs sub-sector makes an important contribution to financial access • Affirmative action funds	• Nairobi International Financial Centre (NIFC) • Financial Services Authority (FSA) • Digital Finance • Capital markets deepening • Other Programmes and Projects - Architecture of the Financial Sector - Modernize Supervision: - Financial Capability - Long-term Saving - Lending Environment - Universal Health Insurance Coverage - Government Debt Market - EAC Financial Services Integration - Climate Finance: • Kenya Biashara fund	• Slackening of growth in private sector credit • Low utilization levels of many financial services • Limited use of electronic payments in many parts of the economy • Inadequate access to finance for SMEs • Poor market conduct, weak consumer protection and inadequate regulatory oversight • Limited effective competition in some segments • Low insurance penetration and coverage; and • Low pension coverage • Expensive informal loans	• Access to business financing for business growth

Manu- facturing	Kenya was ranked as the third most improved economy globally and the first in Africa by the World Bank for two consecutive years moving from position 136 in 2015 to position 80 in the World Bank ease of doing business report, 2018. Similarly, Kenya also improved from position 96 in 2015 to 91 in 2017 in the Global Competitiveness Index The manufacturing sector contribution to the GDP declined from 10.7% in 2013 to 9.2% in 2016 while its growth declined from 5.6% in 2013 to 3.5% in 2016. Manufacturing output increased from Kshs. 1,619,622 million in 2013 to Kshs. 2,132,259 million in 2016. The sector performance was mainly driven by the textiles and apparels, which grew by 15%, pharmaceutical products by 17%, beverages by 13%, wood and wood products by 10%, and basic metals by 11%. Over the same period, assembling of motor vehicles reduced by 5%, rubber products by 41%, tobacco products by 5%, fish processing by 38% and fabricated metals by 5%. The drop is partly attributed to, among others, high cost of doing business and stiff competition from imports	• Establishment of Special Economic Zones (SEZs), Development of SME and Industrial Parks, • Development of Industrial Clusters, • Development of Integrated Iron and Steel Mill, • Skills Development for Technical Human Resource for the Manufacturing Sector, • Transformation of Kenya Industrial Research and Development Institute (KIRDI) into a World Class Research Institution, • Development of a Standards Infrastructure, • Branding and Marketing of Kenyan MSME Products, • KIRDI undertook value addition activities in tomatoes and fruit processing, • The Business Environment Delivery Unit was established to improve the country's business environment, • Kariobangi Micro and Small Enterprise (MSE) Demonstration Centre was upgraded	• Poor linkages between training institutions and the industry; • Unreliable and high cost of energy, labour and transport for industrial enterprises and MSMEs; • Inadequate access to affordable long term financing for industrial enterprises and MSMEs; • Perceived insecurity and threat of terrorism; • Weak adoption of environmentally sound technologies and practices; • Limited technological capability and information on international markets opportunities; and Low value addition	• Dairy sector supply/ value chain for women • Access to infrastructure and incubation for Women entrepreneurs • Product development for women entrepreneurs • Access to markets through improved transport infrastructure
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	Credit to the manufacturing sector increased from Kshs. 182 billion in 2013 to Kshs. 277.4 billion in 2016. The number of manufacturing products approved by industrial financial institutions increased from 257 in 2013 to 365 in 2016 mainly due to the rise in the number of micro and small enterprises financed by the Kenya Industrial Estates (KIE). Total employment in the manufacturing sector stood at 1,760.4 thousand persons in 2016 with 300.9 thousand persons being formally employed. In the period under review, the sector implemented the following programmes and project.			
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Oil and mining	The achievements included: extraction of heavy sand in Kwale County; enactment of the Mining Act, 2016; construction of the Gemstone Value Addition Centre in Taita Taveta County and upgrading of the Online Transaction Mining Cadaster Portal. In addition, the Cabinet approved the establishment of the National Mining Corporation in April 2016 as contained in the Mining Act, 2016. The Corporation will act as the investment arm of the National Government in mining. The subsector established the web-based system launched in February 2015 that allows online application, renewal and payment for mining rights at the convenience of the mining stakeholders. Achievement under Policy, Legal and Institutional reforms include: • Formulation of the National Energy and Petroleum Policy 2015; • Petroleum Bill 2015 prepared, passed by the National Assembly and submitted to the Senate; • Completion of a model Production Sharing Contract (PSC) in 2015 that was also approved by the Cabinet; • Preparation of the Petroleum Exploration, Development and Production (Local Content) Regulations, 2014; • Development of the Mining and Mineral Policy which culminated into the Sessional Paper No. 7 of 2016 on Mining and Minerals Policy; • Mining Act 2016 came into effect in May 2016 replacing the colonial Mining Act of 1940 (Cap 306);	• Security of Supply of Petroleum Products, • Quality Assurance of Petroleum Products, • Commercialization of the Oil and Gas discoveries, • Construction of Lokichar-Lamu Crude Oil Pipeline, • Expansion of National Pipeline Network, • LPG Distribution and Storage Project in Mombasa and Nairobi, • Enhancement of Petroleum Products Storage Capacity in Mombasa, • Mwananchi LPG Project (National LPG Enhancement Project), • Geophysical Surveys, Internationally Accredited Mineral Certification Laboratory (IAMCL), • Establishment of Geological Data Bank, Mineral Value Addition Centres, • Capacity Building of Artisanal and Small Scale Miners (ASM), Minerals and Metals Commodity Exchange and Mineral Promotion and Investment, • Other programmes and projects • -Implementation of Oil for Development (OfD) Programme in Kenya supported by Norwegian Agency for Development Cooperation (Norad); • -Implementation of the Kenya Petroleum Technical Assistance Project (KEPTAP) • -Development of a National Petroleum Master Plan; • -Automation of the Petroleum Data Inventory system;	• Land access and compensation causing project delays and increased cost; • Inadequate financial resources; • High incidences of insecurity in project areas; • Inadequate appropriate equipment and technical skills in the sector; • Maritime boundaries disputes hindering extractive activities; • High community expectations in exploration and development which slows down project implementation; and • Inadequate data on oil and gas blocks, and other minerals to inform investment decisions • Inadequate data on oil and gas blocks, and other minerals to inform investment decisions	• Access to cheap energy to alleviate drudgery and improve value addition
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	• Drafting of 18 out of 21 Mining Regulations and Guidelines to operationalize Mining Act 2016. Out of the 18 regulations developed, 14 have been validated by stakeholders and 13 of them published. • Implementation of an Online Transaction Mining Cadaster Portal (OTMCP) to reduce bureaucracies in issuance and application of licenses. The system is under reconfiguration to conform to the Mining Act, 2016.	• -Establishment of Centre of Excellence in Oil and Gas; • -Transformation of Directorate of Remote Sensing and Resource Survey to a Center of Excellence for Mineral Exploration; • -Natural Resource Mapping; • -Designing of the Atlas of geo-hazards including climate change hotspots for Kenya; and • -Establishment of Kenya Seismological Network and National Seismic Processing Centre		
Blue economy	The Development and exploitation of the Blue economy has the potential to contribute towards the attainment of the "Big Four" agenda due to its enormous forward and backward linkages with other productive sectors in wealth and employment creation. The sector's key achievements included: development of the Kenya Coast Guard Service Bill 2016; localization of the Marine Cargo Insurance in accordance with Section 20 of the Insurance Act of 1984 that became operational in 1987; establishment of a Maritime Technology Cooperation Centre-Africa in Mombasa; and development of Fisheries Management Plans. The sector also developed the Tuna Strategy 2013-2018; enacted Fisheries Management and Develop	• Development of Blue Economy Programme: • Fisheries Infrastructure Development Programme: • Exploitation of Living Resources under Blue Economy Programme: • Aquaculture Business Development Programme:. • Kenya Marine Fisheries and Socio-Economic Development (KEMFSED) Programme: • Aquaculture Technology and Development and Innovation Transfer Programme: Monitoring, Control and Surveillance Centre Programme:	• Trafficking in illicit cargo in water bodies. • Inadequate policy integration and uncoordinated development in the Blue Economy sector; • Lack of supportive legislative framework and policies such as Cabotage regime and cargo reservation policy; • Insufficient training facilities and equipment to offer training required for qualification and certification under the Standards of Training Certification and Watch-keeping (STCW '78) Convention; • Weak Monitoring, Control and Surveillance (MCS); • Inadequate sharing of Maritime information at the international and regional levels; • Increased Illegal, Unregulated and Unreported (IUU) fishing activities;	• Women for modern appropriate and affordable technology • Women access to financing/ credit • Market access and markets information • Training and capacity building • Incorporate women in maritime transport services

	ment Act No. 35 of 2016; Other achievements realized during the MTP II period include: • Restocking of 135 dams, 11 rivers and 3 lakes. • Mapping and delineation of thirteen (13) critical fish habitats. • Adoption of the Fisheries and Aquaculture Policy Framework and Strategy for African Union (2014) • Developed a Residue Monitoring Plan (RMP) for farmed fish that was approved by the European Union (EU); • Developed seaweed farming in Kibuyuni, Kwale County. • Improved local strain of tilapia and transferred to 10 certified hatcheries. • Established intensive Recirculation Aquaculture Systems (RAS) • Developed an aquaculture curriculum for Advanced Technical and Vocational Education Training (ATVET).	• Development of Fish Quality Laboratories Programme: • Rehabilitation of Fish Landing Sites in Lake Victoria Programme; • Other Programmes and Projects • Maritime Transport Services Programme: • Maritime Cluster Enterprises Development Programme: • Research and Development Programme: • Marine Risk and Disaster Management Programme. • Cooperation and Implementation of Regional/International Frameworks and Standards Programme:	• Inadequate appropriate technology to exploit Marine resources; and low adoption of modern fishing and aquaculture technologies; • Pollution arising from developments around the basins such as agricultural, industrial and urban development that negatively affect marine ecological system; • Insecurity at sea, piracy, and fishing gear thefts; • Inadequate regional institutional framework for collaboration in some of the trans-boundary water bodies; • Lack of agro-ecological specific fish strains for aquaculture; • Low investment in fisheries and aquaculture and low value addition • Inadequate fisheries infrastructure such as cold storage facilities, landing sites, market-access roads and energy; • Weak stakeholders associations and commercial viable enterprises along the fish value chain; and • High fish post-harvest losses; • Climate change • Inadequate data on blue economy	
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Business Process Outsourcing	The growth in the global business outsourcing industry offers a clear opportunity for Kenya to exploit IT-enabled services. The BPO subsector provides a significant contribution to the creation, networking, and funding of a burgeoning tech cluster. The growing reputation of Nairobi as East Africa's tech hub has also contributed to attracting a number of foreign investments in ICT. In order to exploit existing capacities under BPO, the Government is implementing various initiatives such as universal access to ICTs, promotion of the BPO/ITES, capacity building through the Ajira Digital program.	• Konza • Digital Literacy Programme (DLP) • Presidential Digital Talent Programme (PDTP) • Other Programmes and Projects -National ICT Human Capital and Workforce Development -ICT Academy - ICT Professionals Skills Development -Citizen Digital Literacy Programme -National ICT Authority Offices at the County Level. -Establishment of ICT Research & Development Centre -Ajira Programme -Public Information Management -Local Digital Content Development -ICT and Mass Media Skills Development. -Establishment of ICT -Research and Development Centre -Establishment E-Commerce Hub -ICT Innovation and Enterprise Kenya -Regional ICT Ecosystem Initiative -Government Call Centre. -Media City -Digital Villages	• Inadequate legislation to institutionalize the agencies in charge of ICT in the Country and facilitate collaboration of government agencies in terms of data applications and data sharing. • The legislative base regulating the youth internship is not comprehensive enough to warrant broad employment across the region, globally nationally and in counties. • Infrastructure challenges that include: vandalism of ICT infrastructure, lack of harmonized data management system, limited penetration of telecommunication infrastructure in rural areas, and inadequate supply of affordable and uninterrupted power supply. • Lack of National ICT Qualification and Capability Framework • Inadequate ICT skills in the public sector workforce relative to demand to provide online services to citizens. • Risk of security breaches and data compromise • Lack of a policy on ICT human capital development. • Limited interoperability of government systems • Rapid technological change • Low ICT literacy levels among citizens that reduces uptake of e-services rolled out by Government	• Women for modern, appropriate and affordable technology • Women access to affordable ICT equipment • Women capacity building • Women linkages and e-commerce
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Source: Synthesized data from MTP III

There will be a need for proper coordination across various MDA for the linkages to contribute to women economic empowerment.

2.10 Current County Interventions

2.10.1. Intervention and Gaps analysis

The Kenyan Constitution provides for two levels of government and schedule four provides for devolution and the distribution of functions between the National and County governments. Although gender functions are not devolved, there are officers of the National Government at each county whose main responsibility is to advise and ensure that gender is mainstreamed. In addition, each County has a department that is charged with the responsibility of addressing gender issues in the county. An intervention and gaps analysis indicates that County governments are implementing various interventions aimed at empowering women including: financial support, agribusiness promotion, market linkages, provision of business development services (BDS), and provision of work spaces (stalls), peace building initiatives, supply chain and value addition work, talent development in sports, music and art among others. However, several gaps exist in the implementation of these interventions at county level: the department of gender at county level is not adequately involved in the design and implementation of the interventions, low impact due to limited resources, lack of collaboration mechanisms between county interventions and those being undertaken by national government such as financial services, lack of clear M & E system to measure outcomes, political interests, lack of WEE strategy which makes it difficult to mobilize sustainable resources, limited capacity building to prepare women to undertake agribusiness such as dairy, poultry and farming, limited support in market linkages, and low skills among women in value addition. **See detailed summary on the interventions in Annex 2**

It is observed that most of these interventions are in their formative stage. Majority of them were set up without feasibility studies. Some of the proposed strategies to overcome the above gaps include: enhancing synergy between national and county government initiatives, County mapping to identify women investment opportunities, technical capacity of women, clear identification of needs, strengthening linkages with financing institutions to tailor their products specifically for women, scaling up training & mentorship, create database of women entrepreneurs, reviewing the operationalization of government funds, developing training kits and certifying trainers, establishing County business transformation & information centres, sensitizing and training women on the available opportunities, feasibility to inform design and nature of business infrastructure development (market stalls), mobilizing resources for sensitizing women and men on the role of women in peace building and leadership, establishing more and well equipped rescue centres for girls, providing basic utilities such as water and electricity, intensifying reproductive health campaigns, providing social protection especially to the women living with HIV.

2.10.2. Stakeholder analysis

Stakeholder analysis and the linkage of Women Economic Empowerment Strategy to other interventions.

The following section summarises stakeholder needs and expectations from SDfG and vice versa.

Table 2.10.2: Stakeholders Analysis

Stakeholders	What stakeholder need from SDfG	What SDfG need from the Stakeholder
Members of public	• Information about WEE policies and programme • Gender Audit and Response	• Feedback on service delivery
Development partners	• Accountability • Timely implementation of programs and quality results • Visibility • Joint Cooperation and Partnership • Gender statistics on WEE	• Joint partnerships in programme implementation • Technical and financial assistance
Parliament	• Accountability in financial and programme results • Relevant data for policy development • Submission of WEE draft bills • Response to parliamentary questions related to WEE • Consultation on issues that require legislation on WEE	• Taskforce to Champion issues on WEE • Enactment of WEE laws • Allocation of budget to respond to WEE issues • Political good will • Timely response on WEE related issues • Legislation and development of WEE relevant laws
Procuring Entities	• Relevant policies on procurement targeting women empowerment • Clear evaluation criteria that is geared towards women empowerment	• Compliance with the existing laws/requirements • Ethical business practices • Quality service • Data on uptake
STATE AGENCIES – NGECC, AFC, SAGAs, VISION 2030, COG,	• Clear policy framework Research on WEE issues • Coordination of WEE related activities • Accountability in WEE programming • The need leadership and oversight • Support through resources: • Financial support • Technical support	• WEE guidelines and standards on sector programmes • Audit MCDA's on gender mainstreaming • Oversight and capacity building on WEE related issues • Good governance • Effective coordination between the funds for effectiveness and reduced losses • Adherence to policies and guidelines • Continuous improvement and quality service to clients

Stakeholders	What stakeholder need from SDfG	What SDfG need from the Stakeholder
Civil Society Organisations	• Joint partnership in project implementation and policy formulation • Effective coordination of WEE programs	• Advocacy on WEE issues and gender mainstreaming • Incorporating WEE in programmes • Community mobilisation • Information, feedback and reports • Effective coordination of WEE programs • Effective partnerships and collaboration.
Private Sector	• Enabling policy environment • Transparency and accountability • Partnerships in WEE related programs	• Mutually beneficial Public Private Partnerships (PPP) • Best practices models, programmes and policies • Develop and implement WEE sensitive policies e.g. in human resource and procurement practices
Research Institutions/ Academia	• Provision of timely sex disaggregated data and information for research • Partnership in research and evaluation of WEE programs • Partnership in research projects	• Conduct research relevant to the Departments needs • Share accurate and timely research data to facilitate the development of WEE policies or programmes
National Treasury	• Prudent utilization of resources and adherence to relevant policies and budget • Guidelines on Gender Responsive Budgeting and Reporting • Partnership in WEE related policies	• Provide leadership in Gender Responsive Budgeting • Encourage Gender Responsive Budgeting among MDAs • Timely release of resources for program implementation
Ethics and Anti-Corruption Commission	• Support to mainstream WEE in policies and Gender Responsive Budgets • Provision of relevant information • Timely reporting	• Handling cases of integrity and governance • Facilitate corruption prevention interventions such as capacity building and corruption risk assessment

Stakeholders	What stakeholder need from SDfG	What SDfG need from the Stakeholder
County Governments and Council of Governors	• Capacity building on WEE policies and gender mainstreaming • Collaboration and partnership in WEE Coordination Committee	• Political good will • Partnership in WEE integration in policy formulation • Adherence to 2/3 gender rule in all public appointments and 30% AGPO • Adherence to Gender responsive planning, budgeting and implementation

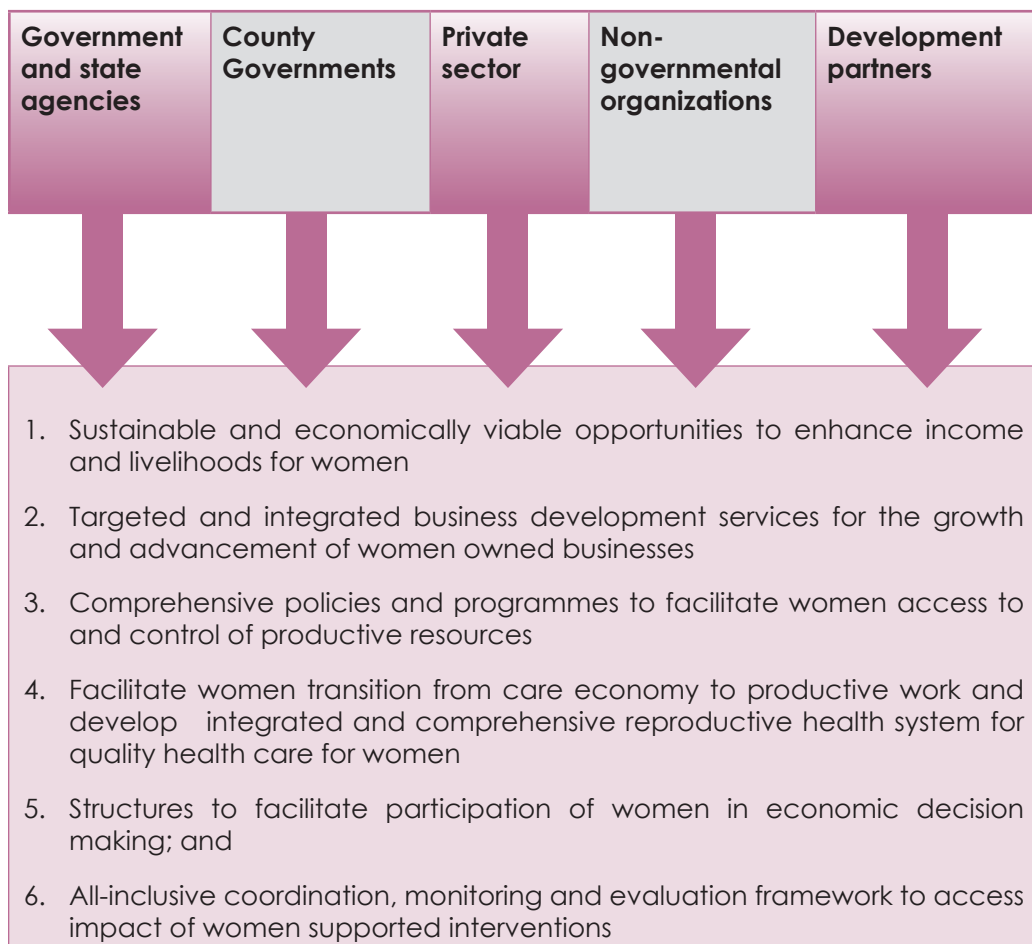
2.10.3. Swot Analysis

Strength	Opportunities
(i) Political good will at the national and county government (ii) Progressive constitution that advocates for women economic empowerment (iii) Existing policies and legal framework on women empowerment (iv) Existing affirmative action funds (v) Existing policy and legal framework and a clear mandate drawn from Executive Order number 3/ 2018 (vi) 283 technical and support staff (vii) A defined staff establishment and Gender Officers decentralised to counties (viii) Existence of Flagship programme/projects on women economic empowerment in Kenya Vision 2030	(i) Existing local and international Partners (ii) A highly vibrant and economically active women population (iii) Political good will from the national and county governments and development partners (iv) Availability of financial resources from the Affirmative Action Funds for women (v) Opportunities to use the 30% government procurement for women, has potential to grow business and increase incomes (vi) Supportive international and regional instruments on women empowerment. (vii) Partnerships - COG, UN agencies, CSOs, etc.

Weakness	Threat
(i) Inadequate gender and sex-disaggregated data on women economic engagement (ii) Weak internal and external communication leading to duplication of roles, ineffective cross functional collaboration and teamwork (iii) Weak records and data management systems on women economic empowerment interventions (iv) Inadequate gender responsive budget tracking mechanism at the national and county government. (v) Slow Implementation of gender legislations in the counties and national government (vi) Inadequate research and documentation on women engagement in social economic programmes (vii) Inadequate financing for gender programmes and delays in approvals on key proposals	(i) High rate of default on loans taken from the Affirmative Action Funds which could affect sustainability of these funds (ii) Institutionalisation of loan default culture which could affect sustainability of these funds. (iii) Retrogressive cultural practices that impede the implementation of women empowerment (iv) Inadequate funding from the exchequer and government austerity measures (v) Low financial literacy amongst the target group (vi) In ability of women to access finances from Private Sector due to inadequate collateral.

Summary of Interventions on Women Economic Empowerment clustered in five categories: Those being implemented by National Government and State Agencies, County Governments, Private Sector, NGO's and Development Partners

GOVERNMENT/STATE AGENCIES	COUNTY GOVERNMENTS	PRIVATE SECTOR	NON-GOVERNMENTAL	DEVELOPMENT PARTNERS
- AGPO-Market access - Uwezo Fund-Finance - WEF-Finance - YEDF-Finance - NYS-Technical training and employment - Table Banking - Universities-Incubation - KIE-Finance and Infrastructure*+020 - KIRDI-Product Development - MSEA-MSE support - NGEK-Gender Mainstreaming and-Women in Decision Making - Regional Authorities (agribusiness) - Gender Directorate-Gender Policy framework, Resource Mobilization, - National Government Ministries – Policy framework, Infrastructure, ICT Research, Education, Health care, Market and Trade, social security utilities etc	- Flag ship Programmes - Diversification and Modernization of Agriculture, Livestock and fisheries (Tractors dairy, cattle horticulture in Kisii, Garissa, etc) - Supply/Value chain - County Business Centers in Kwale - Financial support (Biashara Fund in Kiambu) - Market infrastructure - BDS - Product development and innovation	- FKE-Female Future (women in decision making) - KEPSA- Kenya Youth Empowerment Project (KYEP) - Supply and value chain and Market linkages -Brookside (Dairy-Kajiado women milk collection Centers, camel milk processing in Garissa, Homegrown-Action Aid(horticulture in Isiolo) Milly Food on Mango - Coca Cola (Garissa Coolers) - Tulcon (Turkan support programme in girl child) - Innovation and Business Incubation - Financial Institutions- Education support to the youth -MFI-Financial inclusivity and insurance - Other private sector- Brookside -Provision of Creche - Mobile Service Providers and ICT	(mango, coconut) and other parts innovation, technology in milk storage Financial Intermediary - Action Aid- Women support Supply/ value chain for Agri-businesses in Isiolo, Kibwezi and other parts - World Vision-Women support in livelihoods in West Pokot and other parts - WEL-Women and decision making, girl child protection, Gender Policy - SMEP-Women Financial Intermediary ORGANIZATIONS -MESPT-Women support in Supply / value Chain for Agri-businesses in Kilifi	- UN-Women-Gender and development - ILO - Women Entrepreneurship Development and Economic Empowerment (WEDEE), Promotion of Employment Creation and Employability and Market linkage in Kajiado) - UNDP-EEP (Kwale County Business Centre) - WB (Kenya Youth Empowerment Project) - USAID (Yes Youth can -JICA (Taita Taveta business support and Turkan girl child)



CHAPTER THREE

THE STRATEGY

3.0 GOAL, STRATEGIC GOAL AND GUIDING PRINCIPLES

3.1 Goal

Every woman in Kenya enjoys quality and dignified life by 2030.

3.2 Strategic Goal

To enhance women economic status for gender equality by 2030.

3.3 Guiding Principles

This strategy is fully embedded within the Constitutional values and other international instruments which support the process of economic growth and social justice in Kenya.

- i). **Human Rights:** Response to women economic empowerment should be recognized as contributing to the realization of human rights and fundamental freedoms, and gender equality. Through the human rights approach, this policy will have addressed not only the provisions of the Bill of Rights but also recognized the International Human Rights Conventions. The Universal Declaration of Human Rights (Universal Declaration) of 1948 recognized human rights instrument.
- ii). **Respect for rule of Law and Constitutional rights:** Kenya's Constitution 2010, under Article 27, states that "Every person is equal before the law and has the right to equal protection and equal benefit of the law. The principle recognizes that respect for the rule of law and the Constitution is mandatory.
- iii). **Respect for National Values:** Respects the right to human dignity, equity, social justice, inclusiveness, equality, human rights, non-discrimination and protection of the marginalised; and promotes patriotism, national unity, integrity, transparency and accountability among the citizens.

- iv). **Equality and Equity:** This strategy is about equality and equity. All persons are equal. The equality clause in the Bill of Rights states that: "the State may not unfairly discriminate directly or indirectly against anyone on one or more grounds, including race, gender, sex, pregnancy, marital status, ethnic or social origin, color, sexual orientation, age, disability, religion, conscience, belief, culture, language and birth."
- v). **Enhancing equitable socio-economic development:** Equitable socio-economic development will be achieved through a framework that promotes gender equality (women having the same opportunities in life as men).
- vi). **Economic Empowerment:** Economic empowerment of women is central to the achievement of gender equality.
- vii). **Fair Labour Practices:** Every person has the right to fair labour practices in terms of recruitment, appointment and continued enjoyment of employment, promotion, training and benefits. Kenya is a signatory to the ILO Convention 100 on Equal Remuneration (1951), which stipulates the principle of equal remuneration for men and women workers for work of equal value.
- viii). **Participation and Representation:** Women are part of society and they should be involved effectively in decision making processes on matters concerning them. Women's right to equal representation and participation is central in the National Gender Policy.
- ix). **Non-discrimination:** Discrimination involves any distinction, exclusion or preference that has the effect of nullifying equality of treatment or opportunity, where that consideration is based on prejudice rather than a legitimate ground. Illegitimate grounds for discrimination include but are not limited to: race, color, gender, age, language, property, nationality or national origin, religion, ethnic or social origin, caste, economic grounds, disability, pregnancy, belonging to an indigenous people, trade union affiliation, political affiliation or political or other opinion.
- x). **Holistic and sustainable approach to economic development:** Recognizing that development is achieved through people's involvement, and developing programmes and interventions that transform lives of women.
- xi). **Joint coordination, partnerships and collaboration:** -Recognizing the role and diversity of stakeholder. There is need for partnership between National and County Governments; development partners, civil society organizations, private sector, communities and other interest groups.

3.4 Strategic Issues and Strategies

Strategic Issues

Women's participation in Labour force stands at 63 per cent compared to 94 per cent for men and their global unemployment rate was 6.2 per cent compared to men at 5.5 per cent (UN Women, 2018; ILO, 2018). In Kenya, like elsewhere in the world, women fall into various economic and social status that can be broadly categorized as: rural and urban, schooled and non-schooled, young, middle and the elderly, single parents; and/or able-bodied and those with disabilities.

Women's economic activities are spread across all sectors. However, some of the key sectors such as agriculture and livestock which provided mainstream incomes are now faced with challenges including: poor returns, unscrupulous middle persons, and the lack of facilities for value addition. Women entrepreneurs are not able to meet the terms at which credit is accessed. Market and market information is scarce thus making it unattainable for women to adequately access the same.

In view of the above there is need for evidence-based targeted economic empowerment interventions through financial and robust non-financial support to enable them to take full advantage of the democratic space provided by the Constitution and Vision 2030. According to AGOA Info Kenyan entrepreneurs have opportunity to export up to 6300 different products. Other than two products i.e. textile and apparels, the country is currently exporting less than 10% of the AGOA products mainly due to lack of adequate information and value addition on the products. Some of the key challenges to be addressed include:

- (i) The Government has introduced the 30% affirmative action policy for women, youth and persons with disabilities in public procurement. The uptake on AGPO is remains low for example only tenders worth Kshs. 6,488,932,179 out of the earmarked amount of Kshs. 21,697,957,362 were executed in 2013/2014 financial year representing about 30%. This benefited 2,133 youth entrepreneurs, 2,518 women entrepreneurs and 50 PWDs entrepreneurs. During 2014/2015 financial year tenders worth Kshs. 9,247,484,778 were executed out of Kshs. 17,066,915,593 representing 54.18%. This amount had benefited 1,896 youth, 2,313 women and 162 PWDs entrepreneurs.
- (ii) Limited access to YEDF, WEF and Uwezo funds at the grass root level. Financial institutions and other micro enterprises financial institutions such as Equity, SMEP and Faulu, have adopted "mashinani" access to finance where lending requirements are friendly and supported with proper training;

- (iii) 24 Counties such as Kiambu, Taita Taveta, Samburu, Bungoma, Kilifi, Turkana, Homa Bay, Kisii, Kisumu, Embu, Vihiga, and Kakamega among others have set funds to finance economic activities being undertaken by women, youth and persons with disability. Other 30 to 35 counties have various interventions such as provision of BDS, agri-business support, market stalls, and product value addition. However, none of the counties have any form of strategy on women economic empowerment hence making the interventions unsustainable and limited impact;
- (iv) Women have not fully maximize on agri-business and agro-processing for value addition and non-adaptability to new agricultural and livestock farming methods and technologies;
- (v) The concentration of women in the informal economy - working as casuals on farms or at construction sites, domestic servants or petty traders. These jobs are often characterized by lower pay, less security and poor working conditions with few opportunities for advancement;
- (vi) Limited supply chain to expand markets;
- (vii) Limited access to markets and market information especially on business protocols; and
- (viii) Majority of the urban markets were built many years back and the demand for decent markets has surpassed the capacity. Women who run small retail and informal businesses are exposed to harsh weather conditions.

Strategies

The National Government in collaboration with County Government, private sector and development actors shall:

- (i) Restructure the operations of the national funds in order to increase uptake, quality of funding and achieve economies of scale. This will include harmonization of the business assessment tool, pre-disbursement training, disbursement process, lending and repayment period;
- (ii) Develop national and county partnership framework on business financial resource mobilization to increase access to financial services by women, provision of BDS, product development and value addition, access to market and market information (local and

international) and provision of infrastructure such as energy water and roads.

- (iii) Strengthening linkages with financing institutions to repackage their products specifically for women;
- (iv) Implement measures such as access to information and training, expansion of product/service portfolio, review of registration procedures, data management of suppliers, fast tracking payment of suppliers to scale up access to 30% Government Procurement Opportunities for youth, women and PWDs at National Government and County Government;
- (v) Facilitate and promote diversification from subsistence agriculture to sustainable income agriculture through the provision technical and financial support to women;
- (vi) Develop technical skills for women that are linked to business opportunities such as in agribusiness;
- (vii) Form partnership with county governments in the provision of incubation centres for women;
- (viii) Facilitate access to market information through ICT (Trade fairs & Exhibitions);
- (ix) Collaborate with development partners to invest in women's capacity building in key entrepreneurial opportunities;
- (x) Develop a framework to promote supply chain and market linkages between large and small enterprises particularly for women owned businesses;
- (xi) Develop business development support services geared towards promoting women participation in cross border trade and access to AGOA;
- (xii) Promote build operate and transfer concept to county governments: This will increase public and private investments in infrastructure in rural areas, including roads, transport systems, storage and market facilities, livestock facilities, irrigation systems, affordable housing, water supply and sanitation services, electrification facilities, and information and communications networks

3.5 Targeted and integrated business development services for the growth and advancement of women owned businesses

Strategic Issues

Entrepreneurship is a fundamental driver of economic growth. It is also a significant source of women's economic opportunity, employment and income generation for both urban and rural women, especially in Kenya where wage employment opportunities for women is scarce. Entrepreneurship covers a wide range of activities ranging from income-generating projects to selling products on the street and in open markets by individual producers, to owning or managing large businesses. The Government identifies entrepreneurship as a key strategy to stimulate self-employment and create jobs. This strategy appreciates women as a resource endowed with inherent talent that can be harnessed to create sustainable enterprises.

Government has developed and is implementing various economic empowerment interventions targeting women. There are other potential interventions that can complement the financing window. In spite of the successes achieved, various challenges continue to hinder the realization of sustainable women enterprises. The key challenges to be addressed are:

- i. Weak entrepreneurial culture, inadequate integrated approach to entrepreneurship development;
- ii. Inadequate training in entrepreneurial skills, business education and other life skills, such as money management and negotiation;
- iii. Inaccessibility of business training due high costs;
- iv. Uncoordinated interventions and training programmes even in situations where the government has provided market and financial support opportunities;
- v. Limited innovation and creativity in generating viable business ideas;
- vi. Low product quality, low prices/demand due to over-production of same product;
- vii. Insecurity and gender violence concerns leading to loss of enterprises and livelihoods; and
- viii. Punitive taxes on goods moving across counties.

Strategies

To address these challenges, the National Government in collaboration with County Government and other stakeholders shall:

- i. Establish Business Transformation Centres to provide comprehensive support to women;
- ii. Develop inventory of BDS providers and training institutions;
- iii. Build capacity of women as trainers in entrepreneurship, credit management, financial management, marketing and record keeping;
- iv. Mobilize resources to provide quality training of women entrepreneurs and enhance the coordination of training;
- v. Develop a framework for partners to provide subsidized BDS services;
- vi. Strengthening business mentorship for women and girls
- vii. Strengthen the capacity of KIRDI to support women to improve on their product quality standards of products and services;
- viii. Strengthen the capacity of MSEA to support women in value addition;
- ix. Collaboration with state agencies to provide security including street lights for 24-hour economy; and
- x. Review and implement tax reprieve for certain category of women entrepreneurs especially those trading in urban, sub-urban and women entrepreneurs that import raw materials

3.6 Comprehensive policies and programmes to facilitate women access to and control of productive resources

Strategic Issues

Women's economic empowerment and gender equality are believed to have strong bearings on poverty reduction, growth and human development. Therefore, addressing gender equality and women's economic empowerment issues across sectors is essential to the successful implementation of the value for money agenda. Women access to productive resources also gives women equal opportunity to access

and make decision in the management and ownership of resources and opportunities both at household and community level.

The perception challenges that work against women include low self-esteem, low self-confidence, and low respect and social status. This situation is exacerbated by women's inadequate access to appropriate levels of capital to be invested, income levels and lack of ownership of land, business premises and production equipment; access to food, healthcare, water, sanitation, housing and energy. Key challenges to be addressed are:

- i. Unequal opportunities between women and men which continue to hamper women's ability to lift themselves from poverty and gain more options to improve their lives;
- ii. Inadequate enforcement and awareness of legal provisions such as land, sexual violence matrimonial property and labour laws;
- iii. Inhibit cultural practices in accessing and owning land and other properties;
- iv. Exposure to security risks perpetuated by cultural practices such as cattle rustling and inter-clan or border conflicts;

Strategies

To address the above challenges, the following strategies shall be applied where the National Government, County Government and development actors shall:

- i. Enforcement of existing natural resources management laws in order to ensure public justice services for the under privileged women by providing effective remedies for violation of their rights. This will include land and property free legal assistance among others;
- ii. Provide legal protection to women against forced eviction and dispossession of land use by public and private actors;
- iii. Promote participation of women in decision making in emerging natural resources opportunities
- iv. Strengthen information dissemination on existing law i.e. land ownership, sexual violence, matrimonial property;
- v. Conduct and intensify peace building campaigns to eliminate community and inter-clan conflicts with adequate participation of women; and
- vi. Allocate specific resources to investment programmes that support

and strengthen initiatives by rural women such as group financial mobilization for the purchase fixed assets (plots and

- vii. houses), installation of water harvesting storage facilities, joint marketing of farm produce among others

Strategic Issues

Traditionally, leadership has been associated with masculinity and the belief that men make better leaders than women. Even though the number of Kenyan women leaders has increased over the last two decades, women representation and participation in the public sphere is still small. The promulgation of the Constitution of Kenya 2010 was therefore a major milestone in the fight towards gender equality as it opened up spaces for women's participation in decision-making processes. Challenges to be addressed are:

- i. Non-adherence to the constitutional 2/3 gender rule in political, top public and private sector management positions;
- ii. Inadequate technical and financial resource allocation to institutions charged with the responsibility of promoting gender equity and equality;
- iii. High incidences of occupational segregation in the workplace and so-called glass ceiling in public life which separates them from top-level management;
- iv. Presence of existing stereotypes of women's ability to perform at the top level of public life and thus perpetuates a vicious cycle of marginalization and disempowerment of women; and
- v. Social and cultural stereotypes, psychological factors, problem of balancing reproductive and workplace functions and limited opportunity for networking.

Strategies

To address the above challenges, the following strategies shall be applied where the National Government, County Government and development actors shall:

- i. Promote women leadership in decision making through the media campaigns, community leaders forum, leadership clubs in educational institutions;
- ii. Strengthen and transform the Gender Sector Working Group to

National Gender Consultative and Coordination Committee with technical and financial resources;

- iii. Strengthen MDAs responsible for the mainstreaming of gender and women in decision;
- iv. Review and implement guidelines for realization of the economic social cultural rights;
- v. Establish mentorship programmes for women in leadership;
- vi. Civic education on women's participation in leadership by ensuring equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations and expand KEWOPA's outreach programmes to both rural and urban areas. This will include sensitizing the members of parliament/ senate, governors, MCA's and other politicians.

Strategy Issue

The government has mainstreamed gender issues in all ministries and state agencies. Some of the mainstreamed issues include development of gender policies in MDAs, monitoring and reporting on 2/3 gender rule, and monitoring and reporting on 30% procurement rule. This national strategy recognizes diverse issues on women economic empowerment as well as other interest groups. The situational analysis has provided an elaborate scenario on the WEE in Kenya. To move the achievements a notch higher, there is need for a multi-sectoral approach where National Government Ministries and State Agencies, County Government Departments, Development Partners, and International and National Non-Governmental Organizations (NGOs) will be part of the implementation. Challenges to be addressed are:

- i. Limited synergies among WEE interventionists leading to duplication of interventions
- i. National and County government conflicting and overlapping roles compounded with lack of WEE strategy and gender issues in general
- ii. Inadequate human capacity and financial resources to support the Directorate of Gender and other agencies dealing with WEE;
- iii. Lack of adequate data on current and future WEE related interventions

Strategies

To address the above challenges, the following strategies shall be applied:

- i. Develop legal framework for the establishment of a WEE Steering/Coordination committee for national and county level;
- ii. Establish National Inter-Agency WEE Coordinating Committee with membership drawn from the public sector, private sector, development partners and NGOs (Ref to 5.4.1);
- iii. Coordinate Information of key Government women's economic empowerment initiatives;
- iv. Coordinate CSOs & other development initiatives (shared plans to reduce overlaps and resource;
- v. Establish clear and coordinated monitoring framework;
- vi. Track implementation of National Action Plan 2015-2025; and
- vii. Establish partnerships for resource mobilization

3.7 Monitoring and Evaluation, Knowledge Management

Strategy Issue

Monitoring and evaluation on gender mainstreaming remains a key issue that requires redress due to the involvement of multiple agencies. The situation is compounded by the fact that whereas there are institutions dealing with women empowerment issues in the country, there is no tracking mechanism to assess the impact on the interventions and also learn on best practices. There are interventions supported by various agencies towards women economic empowerment which provide good learning lessons. These interventions need to be documented and shared widely. Challenges to be addressed are:

- i. Limited data to inform impact and sustainable interventions;
- ii. Inadequate and weak market indicators;
- iii. Inadequate monitoring and reporting tools;
- iv. Lack of information on the available WEE programs by the actors

- v. Weak documentation thus leading to duplication intervention;
- vi. Inadequate tracer mechanisms to establish the impact of different interventions;
- vii. Inadequate utilization of benchmark report to establish lessons learnt;
- viii. The need to link various interventions and indicators to Sustainable Development Goals (SDGs) through the development of National Plan of Action on SDGs with clear outcome targets such as elimination of discrimination women and girls, elimination of forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation and eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation

Strategies

In order to successfully addresses these challenges, the Government, through this strategy shall;

- i. Initiate the development of comprehensive monitoring and evaluation framework to facilitate effective assessment of outcomes, indicators and impact in line with SDGs;
- ii. Ensure impact assessment on all government initiatives in support of women economic empowerment and determine lessons learnt and policy review. This will include facilitation and effective documentation and dissemination of information on women economic empowerment initiatives, baselines and reports;
- iii. Provide a framework to track implementation of the National Strategy on women economic empowerment; and
- iv. Coordinate Civil Society Organizations and other development initiatives to share plans for effective resource application.

CHAPTER FOUR

STRATEGIC ISSUES, STRATEGIES AND KEY RESULT AREAS

4.0 Strategic Issues, Strategies and Key Result Areas

Women have potential to contribute to the family income and improve their quality of life. This can only take place if strategic efforts are put in place to mitigate the impact of their perpetual vulnerability to economic and social challenges. This strategy anticipates that the expected outcomes will visibly be realized and hence contribute to women economic empowerment.

4.1 Key Result Areas

This strategy is anchored in the following themes whose clustering is informed by the situational analysis:

- i. Sustainable and economically viable opportunities to enhance income and livelihoods for women.
- ii. Targeted business development services for the growth and advancement of women owned businesses.
- iii. Comprehensive policies and programmes to facilitate women access to and control of productive resources.
- iv. Facilitate women transition from care economy to Productive work and develop integrated and comprehensive reproductive health system for quality health care for women.
- v. Structures to facilitate participation of women in economic decision making.
- vi. All-inclusive coordination, monitoring and evaluation framework to access impact of women supported interventions.

4.2 Strategic Issues and Strategies

In order to ensure that this strategy is actionable, theme-based strategic issues have been identified and supported by appropriate strategies. Women's economic empowerment and gender equality are believed to have strong bearings on poverty reduction, growth and human development. Therefore,

addressing gender equality and women's economic empowerment issues across sectors is essential to the successful implementation of development agenda. Women access to major productive resources can improve their production and productivity and enhance their contribution to economic growth. Women access to and utilization of the four major productive resources; i.e. Land, water, natural forests and mineral resources (extractives) would empower them to contribute effectively in decision making process in the management both at household and at community level. These broad key result areas will focus on four sub sectors namely: land, water and irrigation, mining and extractives and forests.

4.2.1 Strategic Issue: Insufficient Information on financial inclusion and economic development

Women who account for almost half of the adult population are the most affected by unemployment and underdevelopment. Women are engaged in multiple activities which spread over all sectors of the economy. Some sectors, such as agriculture and livestock, provided mainstream incomes but are now facing challenges resulting in women getting economically disfranchised due to poor returns, the creeping in of unscrupulous middle persons, and the lack of facilities to add value. Women entrepreneurs are not able to meet the terms at which credit is accessed. Market information is insufficient and inaccessible to women.

Key result area: Sustainable and economically viable opportunities to enhance income and livelihoods of women.

Strategic Objective: To promote/enhance women investment in viable economic opportunities

Strategic interventions

- i. To facilitate women's access to capital for investment,
- ii. To link women entrepreneurs to markets, and
- iii. To facilitate cross-border trade for women,
- iv. Strengthening linkages with financing institutions to repackage their products specifically for women
- v. Develop technical skills for women that are linked to business opportunities such as in Agri – business

Summary of the strategy results matrix

KEY RESULT AREA: sustainable and economically viable opportunities to enhance income and livelihoods of women			
Strategic issue: insufficient information on financial inclusion and economic development			
Strategic Objective	Strategic intervention	Expected results (Outcomes)	Outcome and impact indicators
Sustainable and economically viable opportunities to enhance income and livelihoods for women	Expansion and diversification of women income generating opportunities	Improved income for women engaged in commercial, service and agricultural businesses Increased number of women accessing information on business diversification Increased technical skills and expertise among women resulting into value addition	Women transiting from small subsistence farming Financial independence and improved Income from livelihood activities Increased Sustainable women's' income from commercially viable business Proportion of women receiving technical support and access to business related information Business growth and expansion resulting into incomes Number of women linked to technical business opportunities Proportion of women engaged in new product development Number of women receiving and graduating from mentorship programmes Business growth from new products
	Facilitate women access to business start-up and expansions financial services	Increased numbers of women accessing financial resources from government financial schemes Improved uptake on non-traditional collateral for accessing credit for women	Proportion of women accessing financing services Proportion of new and sustainable businesses owned by women New financial products from financial institutions
	Promote supply chain between large and small enterprises for technical support and market access for women led enterprises	Improved access to AGPO Increased business from supply chain networks	Proportion of women offered tenders and amount of tenders Business growth for women Proportion business transactions from supply chain
	Facilitate cross border trade and among women	Increased participation of Kenyan women in regional and international markets	Proportion of women participating in cross border businesses Amount of business transactions generated

4.2.2 Strategic issue: A high percentage of women engaged in the subsistence economy

Majority of women are engaged in multiple non-wage employment sometimes called own account worker. This includes working on own or on the household's plot, farming which is not commercial, food gardens, helping to look after animals for the household (where food and animals are not for sale), ploughing, harvesting, looking after livestock, cooking /serving food for household, cleaning utensils cleaning, house and washing clothes, caring for the old/sick looking after children, doing other voluntary or community service.

While own account work contributes to family income indirectly (not having to employ someone to carry out the duties), this is not recognized when computing economic wages. Own account work contributes to further marginalization of women as just care takers especially when they are unable to access wage employment. Additionally, inadequate information on own account employment, limited access to affordable child day and elderly care facilities and limited technical and vocational skills training opportunities for women.

Key result area

The Government identifies entrepreneurship as a key strategy to stimulate self-employment and create jobs. The government has developed and is implementing various economic empowerment interventions targeting women, in spite of the successes achieved; various challenges continue to hinder the realization of sustainable women enterprises. This strategy appreciates women as a resource endowed with inherent talent that can be harnessed to create sustainable enterprises. The strategy in this aspect therefore seeks to develop a key result area of a targeted and integrated business development services for the growth and advancement of women owned businesses.

Strategic Issues

Strategic issue: inadequate integrated business development for women

Key Result area: Targeted and integrated business development services for the growth and advancement of women owned businesses

Strategic objective:

To enhance agricultural entrepreneurs (agri - preneurial) and entrepreneurial capacity building

Strategic Interventions:

- i. Build entrepreneurial capacity of women
- ii. Develop integrated approaches on value addition,
- iii. Utilize innovation and technology (e-commerce)
- iv. Build business and financial services linkages

Summary of the strategy results matrix

KEY RESULT AREA: TARGETED AND INTEGRATED BUSINESS DEVELOPMENT SERVICES FOR THE GROWTH AND ADVANCEMENT OF WOMEN OWNED BUSINESSES			
Strategic issue: inadequate of integrated business development for women			
Strategic Objective	Strategic intervention	Expected results (Outcomes)	Outcome and impact indicators
To enhance agri-preneurial and entrepreneurial capacity building for women	Facilitate women to access quality entrepreneurial training focusing on value addition, innovation, technology, business linkages and financial services	Standardized training toolkit Utilization of Business innovation and incubation centres	Proportion of women run/operated business on sustainability growth Proportion of women trainers trained in the use of framework/tool kit Improved business skills Growth and business sustainability
	Establish Business Transformation Centres to provide comprehensive support to women	Strengthened BDS institutions (MSEA, KIE, KIRDI) Diversity of business development services and information provided for business sustainability Increased number of certified trainers and BDS providers	Number of women empowered with business skills Proportion of women certified as BDS providers Business Growth and expansion resulting to increased business revenue
	Develop integrated ICT system to facilitate access to market information (e-commerce)	Real time access to information on market prize. Business process operations and use of e-commerce	Women accessing market information including use of mobile phone to access commodity prizes Business growth resulting to increased income
	Facilitate innovation and technology transfer to increase value addition and financial services linkages	Strengthened BDS institutions (MSEA, KIRDI)	Proportion of women participating in value addition processes Increase generated from value additions BDS programmes Proportion of women embracing technology led product development

4.2.3 Strategic Issue: Inadequate knowledge on policies and programmes towards control of productive resources.

Strategic objective: To facilitate women access to and control of productive resources

Strategic interventions

- i. Promoting women access to productive land
 - a. Awareness on legal frameworks that protect women access to land including unclaimed assets
 - b. Provide legal protection against forced eviction and dispossession of land use including from matrimonial land
 - c. Support land lease programmes at county level to benefit women and youth
- ii. Promote women's access to safe water for irrigation and domestic use
 - a. Capacity building
 - b. Promote water harvesting approaches
- iii. Enhance equitable access to safe and secure working environment in the extractive industry
 - a. Capacity building on gender Based Violence in the mines
 - b. Provision modern and affordable equipment and machinery for women in mining.
- iv. Enhance equitable access and utilization of natural forests
 - a. Capacity building on opportunities available in forestry
 - b. Promote forest conservation programmes

Summary of the strategy results matrix

Key result area: Targeted comprehensive policies and programmes			
Strategic issue: Inadequate knowledge on policies and programmes towards control of productive resources			
Strategic Objective	Strategic intervention	Expected results (Outcomes)	Outcome and impact indicators
Comprehensive policies and programmes to facilitate women access to and control of productive resources	Enforcement of existing natural resources management laws in order to ensure public justice services	Equitable access to natural resources	Proportion of natural resources under the control of women Proportion of women accessing natural resources especially land The level of economic decision making by women Resources put into productive use by women Income derived from use of land
	Promote Participation of Women in Decision making in emerging natural resources opportunities	Resources mobilization to support grass root participation	Income shared from emerging natural resource Enhanced provision of household utilities
	Allocate specific resources to investment programmes that support and strengthen initiatives by rural women Strengthen information dissemination on existing law i.e. land ownership, sexual violence, matrimonial property	Improved access to land rights Dissemination of policies and programmes at grass root Men participating in and supporting women access to natural resources	Income derived from natural resources Proportion of women empowered with knowledge on land rights Proportion of men and women involvement in family land use Reduced family conflicts on natural resource use all of domestic violence

4.2.4 Strategic issue: Women transition to productive work and health

Key result area: Facilitate women transition from care economy to productive work

Strategic objective: To increase women's economic activities and incomes.

Strategic interventions:

- i. Promote linkages with private sector in developing affirmative action for women employment.
- ii. Develop affordable care centres for babies.
- iii. Provide employable skills to women through formal and informal education and training
- iv. Advocacy campaign on importance of giving women education and their role in development both at household and community level

Summary of the strategy results matrix

Key result area: facilitate women transition from care economy to productive work and health			
Strategic issue: Inadequate knowledge on policies and programmes towards control of productive resources			
Strategic Objective	Strategic intervention	Expected results (Outcomes)	Outcome and impact indicators
Facilitate women transition from care economy to Productive work.	i. Provide utilities at household level such as water, electricity, access to roads to mitigate toil	Reduce women toil for quality life	Women involvement in economic activities for enhanced income
	ii. Intensify awareness against early marriages and FGM, GBV policy and reproductive health policy	Accessible of affordable and effective public child care facilities	Accessibility to care facilities Proportion of women transiting from care economy Sustain incomes
	Promote linkages with private sector in developing affirmative action in favour of women employment and skills development	Employability of women to improve livelihoods	Proportion of women accessing formal employment

4.2.5 Strategic issue: Facilitate economic empowerment to the affected and provide for medical / health support

Women are targets of GBV including FGM due to their economic vulnerability and culture. The affected are traumatized, and unable to meet their livelihood.

Key result area: Facilitate economic empowerment programmes for vulnerable groups e.g. FGM, GBV.

Strategic objective: To develop economic empowerment programmes that supports the vulnerable group/ survivors (FGM, GBV) among others

Strategic interventions:

- i. Facilitate access to minimum health cover
- ii. Facilitate access to affirmative funds/ programmes
- iii. Develop tailor made empowerment programmes GBV/ FGM survivors.

Summary of the strategy results matrix

KEY RESULT AREA: Develop an integrated and reproductive system for quality health care for women			
Strategic issue: Inadequate quality health care programmes for women victims of GBV			
Strategic Objective	Strategic intervention	Expected results (Outcomes)	Outcome and impact indicators
Facilitate the development of an integrated and comprehensive reproductive health system for quality health care for women	Promote universal access to sexual and reproductive health and reproductive rights including provision basic health insurance e.g. the National Health Insurance Fund;	Access to reproductive health services	Proportion of women accessing reproductive health services Reduced maternal deaths
	Enforce Universal and compulsory access to education for girl child	Lifelong and employable skills women	Reduced school drop Increased transition rate
	Promote social protections and social security policies to remedy vulnerability of women	Strengthened social protections institutions. Improved social protections to enhance women quality of life	Access to social soft nets such as cash transfer Women involvement in conflict resolution

4.2.6. Structures to facilitate participation of women in economic decision making;

The promulgation of the Constitution of Kenya 2010 was a major milestone that gave an opportunity towards gender equality by opening spaces for women's participation in decision-making processes. Since then Kenyan women leaders have increased over the last two decades. However, the representation and participation in the public sphere is still low. The National Government, County Governments and development actors have put up initiatives to address the challenges; the gaps realized in these efforts have necessitated the need for the strategy to develop Structures that facilitate participation of women in economic decision making.

Strategic issue: limited participation of women in decision making

Key Result area: Develop structures to facilitate participation of women in economic decision making;

Strategic objective:

To facilitate participation of women in economic decision making

Strategic interventions:

- i. Promote women leadership in decision making
- ii. Advocate support for male champions as change agents towards women economic empowerment
- iii. strengthened capacity of women response to economic empowerment programmes
- iv. Strengthen institutions charged with gender equality and policy development
- v. Mobilize resources to support women in political leadership

Summary of the strategy results matrix

Key Result area: Develop structures to facilitate participation of women in economic decision making			
Strategic issue: Limited participation of women in decision making			
Strategic Objective	Strategic intervention	Expected results (Outcomes)	Outcome and impact indicators
Structures to facilitate participation of women in economic decision making	Promote women leadership in decision making through the media campaigns, community leaders forum, leadership clubs in educational institutions	Increased number of women in decision making levels and leadership positions	-Number of women at decision making levels and leadership positions
	Advocate for support of male champions as change agents towards women economic empowerment	Increased male involvement in women empowerment	Men and women in leadership advocating for women economic empowerment
	strengthened capacity of women respond to women economic empowerment programmes	Women groups at grassroots converted to legal entities	Numbers of women participating in decision making at National and levels Proportion of women in leadership
	Strengthen institutions charged with gender equality and policy development through allocation of resources to fulfil its mandate	Policies developed and implemented women in decision making	Policies enacted Women empowered economically Amount of funds mobilized to improve incomes Programmes supporting women in decision making
	Mobilize resources to support women in political leadership	Resources to support women mobilization	Amount of funds mobilized to improve incomes Proportion of women in political leadership and advancing women economic agenda

4.2.7 Strategic issue:

In adequate monitoring and evaluation framework to assess impact of women supported interventions.

Key Result Area; Monitoring and evaluation on gender mainstreaming remain a key issue that requires redress due to the involvement of multiple agencies. The situation is compounded by the fact that whereas there are institutions dealing with women empowerment issues in the country, there is no tracking mechanism to assess the impact on the interventions and also learn on best practices. There are interventions supported by various agencies towards women economic

empowerment which provide good learning lessons. These interventions need to be documented and shared widely.

Strategic objective; to develop effective monitoring and evaluation framework to assess impact of women supported interventions

Strategic interventions

In order to successfully addresses these challenges, the Government, through this strategy shall;

- (i) Develop and implement comprehensive monitoring and evaluation framework.
- (ii) Undertake impact assessment on all government initiatives in support of women economic empowerment.
- (iii) Provide a framework to track implementation of the National Strategy on women economic empowerment.
- (iv) Coordinate Civil Society Organizations and other development initiatives to share plans for effective resource application

Summary of the strategy results matrix

KEY RESULT AREA: Develop a monitoring and evaluation framework			
Strategic issue: In adequate monitoring and evaluation framework to assess impact of women supported interventions.			
Strategic Objective	Strategic intervention	Expected results (Outcomes)	Outcome and impact indicators
To develop an all-inclusive coordination, monitoring and evaluation framework to access impact of women supported interventions	Enhanced Coordination and partnerships in regard to WEE in the national	Effective Coordination Policy Framework for WEE	Implementation of high impact interventions Effective resource application Expanded WEE outreach supported by improved economic activities
	Establish National Inter-Agency Coordinating Agency	Resource mobilized and availed to support WEE interventions	Number of partners contributing to WEE overall outcomes WEE Coordination framework in place (Interagency/inter-ministry coordination body) e.g. for donors, implementing agencies and other stakeholders
	Coordinate Information of key Government women's economic empowerment initiatives	Enhanced coordination, partnerships and information management Coordinate CSOs & other development initiatives (shared plans to reduce overlaps and resource	Cost effective intervention, monitoring and evaluation
	Establish clear and coordinated monitoring framework	M & E framework	Information use and improved documentation of results

CHAPTER FIVE

STRATEGY IMPLEMENTATION

5.0 Implementation Plan

The implementation of the WEE strategy is based on multi-sectoral approach and guiding principle is on stakeholder engagement

5.1 Implementation Phases

This is a 10 year (2018-2028) National Strategy whose mid-term review shall be 2022. To ensure that the implementation is on course, the evaluation shall be on continuous basis with evidence-based reporting. The implementation matrix in **annex 3** shows details on the outcomes, strategies, activities, expected outcome indicators, time frame and strategic partners.

The plan implementation is bundled into three implementation phases.

Phase 1 Institutional development and system

This is a start-up phase which is scheduled to run for one year. The main focus during this phase is to establish institutional framework including coordinating mechanisms, resource mobilization strategies, systems development and stakeholder engagement.

Phase 2 Milestone implementation

Some activities in this phase will run concurrently with under start-up phase. The main focus is to pick quick wins and strategic actions and share implementation responsibilities. This phase will run between 2018 and 2022. During phase minimal adjustments on the implementation plan can be re-aligned to counter unanticipated challenges.

Phase 3 sustaining the gains

Due to strategic nature of WEE, the first mid-term evaluation shall be on 2022. This may vary to correspond with Vision 2030 Mid-Term Reviews. The phase is on sustaining the implementation momentum and strategy gains. This phase may require adjustments to fast track the implementation of actions. The phase will also document success cases and lessons learnt.

5.2 Role of Ministries, Departments and Agencies (MDAs)

The role of Government shall be to facilitate the implementation of the WEE strategy. Table 4 indicates key roles of MDAs

Table 4 Roles of Ministries, Departments and Agencies (MDAs)

Ministry/Department	Role
Ministry of Public Service, Youth and Gender Affairs	- Overall leadership and coordination in strategy implementation and resource mobilization - Information gathering and dissemination - Stakeholder mobilization and engagement
Ministry of Industry, Trade and Cooperatives	- Mobilize private sector to support supply chain and value addition - Promote product development and improvement - Enterprise development and Business Development Services - Technology transfer - Formation and support cooperative development - Develop work sites (market and industrial estates) - Financing women enterprise development
Ministry of Agriculture, Livestock, Fisheries and Irrigation	- Overall food security - Transformation and diversification of agriculture from subsistence to commercial - Establishment of storage facilities and value addition - Financing development of agriculture and livestock - Horticulture development - Extension services for agricultural productivity - Modernization of Agri-business - Provide agri- business information - Promote sustainable agriculture through irrigation
Ministry of Information, Communication and Technology	-Dissemination of WEE activities -Public sensitization of policies towards WEE
Ministry of Petroleum and Mining	-Promoting resource sharing for facilities to support household utilities
Ministry of Tourism and Wildlife	-Promote and support women led tourism enterprises
Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works	-Urban and rural Infrastructure development business growth -Overall transport and infrastructure policy for business support -Urban development for appropriate housing and business growth
Ministry of Water and Sanitation	-Provision of domestic and industrial water -Develop mechanisms for water harvesting and dam construction
Ministry of Lands and Physical Planning	-Overall land policy -Land rights, use and ownership

Ministry of Labour and Social Protection	-Promotion of fair labour practices including non-discrimination against women workers -Provision of industrial training -Provision of social security and health insurance -Affirmative action on women cash transfer
Ministry of East African Community and Regional Development	- Cross Border trade within EAC - Implementation of the regional women economic empowerment conventions/treaties
Ministry of Education	-Affirmative action on the provision of technical skills to women - Provision of educational facilities to marginalized areas
Ministry for Interior and Coordination of National Government	-Enhance security in conflict prone areas -Collaboration with County Governments for the security of businesses and 24-hour economy
Ministry of Health	-Promotion of women reproductive health -Scaling up of zero HIV new infections
Parliament	-Enactment and fast tracking of pro-women bills
Academic and Training Institutions	-Support women entrepreneurs in product improvement -WEE Information collection and dissemination -Business Development Services -Promote entrepreneurship
Vision 2030 Secretariat	-Provide oversight on WEE -Support social pillar policies (women economic empowerment)
County Governments	-Establish market sites for women entrepreneurs -Provide agri-business support services -Mobilize resources to support women entrepreneurs -Establish partnership with private sector in support supply chain and value addition mechanisms -Provide BDS to women entrepreneurs -Provide incubation services -Collect and collate market information -Provision of reproductive health services

5.3 Role of Non-State Actors

Non-State Actors have been instrumental in supporting women empowerment interventions. These interventions are executed by private sector, Civil Society Organizations and Development Partners through technical and financial assistance to women. Table 5 indicates key roles of Non-State Actors

Table 5: Roles of Non-State Actors

Actors	Role
Private Sector	-Support supply chain for women operated business ventures -Form partnership to provide work sites -Form partnership for trade information sharing with women entrepreneurs -Provide BDS services and mentorship to women entrepreneurs -Facilitate financial inclusion for women entrepreneurs -Provide scholarship for girls to pursue technical skills -Build Crèche for women workers
Civil Society	-Mobilize resources to support WEE initiatives -Implement interventions and create awareness on WEE -Support women entrepreneurship business diversification -Partner with government in the provision of basic infrastructure and utilities to deserving communities in order to empower women economically - Provide BDS services
Development Partners	-Provide technical and financial resources -Provide support towards strengthening of coordination and information management -Establish credit guarantee schemes for women entrepreneurs
Media	-Awareness creation on WEE -Promoting gender equality and equality campaigns -Supporting elimination of gender-based violence and FGM

5.4 Coordination and Institutional Framework

This strategy recognizes the importance of a robust coordination and institutional framework. The strategy further embraces the constitutional principles and functional collaboration of human resource technical support between the two levels of Government. Within their assigned functions, various National Ministries, Departments and Agencies have a greater responsibility on the implementation of the strategy. Similarly, scenario applies to County Government Departments within the devolved functions. Therefore, the coordination frameworks recognize the intra and inter dependence of roles in achieving the vision of the strategy. This strategy is guided by the need to harness and create sustainable synergies to promote and support women economic empowerment within National and County Government administration. The coordination of this strategy is to ensure effective planning, modest utilization of resources and shared responsibilities based on institutional competence. In this regard, the Civil Society Organizations, development partners and other stakeholders are encouraged to continue supporting women empowerment interventions with a focus on high impact and sustainable interventions.

5.5 National Consultative Committee (Gender Sector Working Group)

The National Consultative Committee (Gender Sector Working Group) shall be the apex body which meet bi-annual and its function shall but not limited to the following:

- (i) Provide strategic leadership in women economic empowerment through the mobilization of technical and financial resources
- (ii) Promote collaborative partnership with local and other international agencies including CSO and private sector towards the implementation of the strategy
- (iii) Facilitate the development of mechanisms for implementing agencies and prioritize interventions, monitor and evaluate the interventions
- (iv) Ensure desired impact is achieved

The Committee (GSWG) shall be chaired Cabinet Secretary responsible for gender affairs. Other members of the committee shall be:

- (i) Principal Secretary - Ministry of Industry, Trade and cooperatives
- (ii) Principal Secretary -The National Treasury and planning
- (iii) Principal Secretary - Ministry of Agriculture, Livestock, Fisheries and Irrigation
- (iv) Principal Secretary - Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works
- (v) Principal Secretary - Water and sanitation
- (vi) Principal Secretary - Ministry of Lands and Physical Planning
- (vii) Principal Secretary - Ministry of Labour and Social Protection
- (viii) Principal Secretary - Ministry of Health
- (ix) Principal Secretary - Ministry for Interior and Coordination of National government
- (x) Director General Vision 2030 Secretariat
- (xi) Chairperson-Kenya Private Sector Alliance
- (xii) Chairperson-Kenya Women Parliamentarian Association
- (xiii) Representative of the Council of Governors
- (xiv) Chairperson- Maendeleo ya Wanawake Organization

- (xv) Chairperson-Kenya Bankers Association
- (xvi) Relevant Development Partners
- (xvii) Relevant Civil Society organizations
- (xviii) Representative from the Council of Governors

5.6 National WEE Technical Committee

The State Department for Gender shall be responsible for the overall coordination and implementation of the strategy. The National WEE Technical Committee shall be chaired by the Principal Secretary for Gender Affairs. The committee shall meet quarterly.

The key functions shall be:

- (i) Facilitate the development of legal, policies, strategies and guidelines to enhance WEE at National
- (ii) Provide technical advice and resource mobilization towards implementation of WEE Strategy
- (iii) Focal point for implementation of WEE interventions at national and county
- (iv) Provide guidance towards the preparation of WEE annual operational plans
- (v) Carry out monitoring and evaluation of WEE interventions; and
- (vi) Prepare reports for the National Consultative Committee.

The committee chair shall be the Principal Secretary for Gender Affairs and the membership shall comprise of:

- (i) Representative of the Principal Secretary Ministry of Industry, Trade and Cooperatives
- (ii) Representative of the Principal Secretary Ministry of Agriculture, Livestock Fisheries and Irrigation
- (iii) Representative of the Principal Secretary Ministry of Transport, Infrastructure, Urban Development, Housing and Public Works
- (iv) Representative of the Principal Secretary Ministry Labour and Social Protection
- (v) Representative of the Principal Secretary -Water and Sanitation
- (vi) Representative of the Principal Secretary -Ministry of Lands and Physical Planning

- (vii) Representative of the Principal Secretary -Ministry of East Africa Community and Regional Development
- (viii) Representative of the Principal Secretary -Ministry of Health
- (ix) Representative of the Principal Secretary -Ministry for Interior and Coordination of National Government
- (x) Representative of the Principal Secretary – the National Treasury and Planning
- (xi) Director Vision 2030 Secretariat;
- (xii) Director Public Procurement and Oversight Authority (PPOA)
- (xiii) Chairperson-National Gender and Equality Commission; and
- (xiv) Development Partners

5.7 Secretariat

The secretariat shall be chaired by Secretary Gender and will hold meetings monthly to enable GSWG hold quarterly and National one Bi – annually as focal points for WEE Strategy. The secretariat shall comprise:

- Gender Sector Working Group
- Directors

CHAPTER SIX

MONITORING, EVALUATION AND REPORTING

6.0 Introduction

The success of this National Strategy implementation depends significantly on how effectively the planned activities and outputs are monitored and evaluated. Monitoring and Evaluation (M&E) will provide an avenue for tracking progress and inform decision making for accountability, effective service delivery, resource allocation and policy direction. Annex 2 provides Monitoring and Evaluation mechanism. The reporting and evaluation of the strategy shall be pegged on the M & E mechanism.

6.1 Monitoring Report Framework

The strategy shall be monitored through monthly and quarterly reports from various implementing departments. The nature and scope of reporting will include;

- (i) Progress made against the plan
- (ii) Causes of deviation from plan
- (iii) Areas of difficulty and alternative solutions to problems that may adversely affect implementation

The Ministry of Public Service, Youth and Gender Affairs through the Directorate of Gender shall be responsible in ensuring that monitoring is adequately undertaken through an elaborate reporting framework



- (i) M&E shall be based on definition of responsibilities, indicators, collection and maintenance of performance data and reporting.
- (ii) It is anticipated that all National ministries, Civil Society Organization (CSOs) and other development actors that have a role and contribution to women economic empowerment shall prepare Annual Operational Plan (AOP) which shall be presented to the Inter-Agency Steering Committee which shall meet quarterly.
- (iii) There shall be monthly report from the National ministries and state agencies which shall be presented to the WEE secretariat and compiled for submission to the National WEE Technical Committee which will meet quarterly.
- (iv) Monthly track progress reports shall be prepared at County Government level by the County department responsible for Gender issues and in collaboration with County Gender officer. The reports shall be compiled and presented to the County WEE steering Committee which shall meet on quarterly basis to access the progress and provide strategic direction. These reports should be filtered into the WEE secretariat which shall prepare consolidated monthly report which shall be presented to the National WEE Technical Committee

6.2 Evaluation Mechanism

This will involve:

- (i) Measuring actual performance against set target levels and establishing size of gap or variance, if any
- (ii) Identifying the casual factors for variance
- (iii) Identifying and recommending appropriate remedial measures including a review of outcomes /or strategies after three years because of change of government and manifesto including MTP 4

6.3 Resource Mobilization Strategies

The implementation of the strategy will require huge financial outlay which will mainly be sourced from National government through a gender responsive budgeting approach for more funds by the National Treasury and county governments. Funding support by civil society organizations and development partners. To supplement the government efforts in financing the activities of this plan, both national and county governments will endeavour to reach out to its key stakeholders including private sector.

6.4 Accountability and Risks

Implementation of this strategy is prone to various risks among them, strategic, financial, operational and technological.

6.5 Strategic Risks

- (i) Strategy activities being resisted due to conflicting political, social and economic interests
- (ii) Misconception due to lack of information on women economic empowerment and the strategic role of the State Department for Gender mandate
- (iii) Constitutional mandate of County governments versus National government on gender issues is likely to affect the implementation
- (iv) Weak monitoring and evaluation due to non-integration of M&E in project cycle
- (v) Possible staff turnover of highly trained technical staff

6.6 Financial Risks

- (i) Instituting austerity measures leading to diversion or reduction of funds meant for gender mainstreaming and in particular women economic empowerment
- (ii) Inadequate funding or delays due to lack of linkage between disbursement and procurement plans leading to slowed or stalled project implementation
- (iii) Interrupted flow of donor funds

6.7 Operational Risks

- (i) Poor remuneration, staff turnover, shortage of office space, redeployment of staff may interfere with implementation of the plan
- (ii) External and sometimes the internal customers do not understand the operational procedures of the Directorate of Gender
- (iii) Duplication or interventions by various actors

6.8 Technological Risks

- (i) Inadequate funding of ICT may result in officers lagging behind and not coping with technological advancements
- (ii) Managing information technology systems and data is relatively difficult in a distributed network environment and may lead to loss of management control.
- (iii) Frequent upgrades of computer software results in high cost of replacement, training and re-training
- (iv) Integration of Treasury IFMIS system resulting to delays in implementing the strategy

6.9 Organizational Risks

- (i) Delay in the review and implementation of the Directorate of Gender's organizational structure may constrain timely organizational development
- (ii) State and departments operating in silos. There is no or little departmental complementarities in service delivery

6.10 Political Risks

- (i) Security challenges likely to affect realization of WEE gains
- (ii) Community animosity and suspicion

6.11 Mitigation, Monitoring and Reporting of Risks

The Ministry of Public Service, Youth and Gender Affairs shall institute the following measures in order to mitigate against effects of the identified risks.

- (i) Carry out appropriate consultations and consensus building with stakeholders
- (ii) Involve stakeholder's strategy implementation and also sensitize the stakeholders on their expected roles
- (iii) Enhance interdepartmental collaboration
- (iv) Adopt Public Private Partnership (PPP) approaches in project/programme implementation

- (v) Undertake detailed baseline survey to tease evidence-based interventions
- (vi) Enhance M&E for early detection of any formative risk
- (vii) Undertake regular training of staff on ICT and upgrading of equipment in tandem with ICT changes
- (viii) Enhancing the Directorate of Gender's capacity through effective capacity development
- (ix) Partner with stakeholders to mobilize resources, increase internal revenue and also foster efficient utilization of resources
- (x) Resource mobilization strategy
- (xi) Ensure meritocracy in recruitment of staff and competitive remuneration

Annex 1: Summary of Current County WEE related interventions

Current County Broad Intervention Cluster	Specific programmes	Counties
Financial and grant support(direct financial intermediary, Sacco and banking)	Provision of grants, to women, youth and PWDs to improve livestock and retail provision of soft loans, County enterprise fund, Women fund establishment Dairy goats programme Free seedling and fertilizer, County government financial support to youth and women Taita Taveta-DATU Sawazisha Fund ksh 20,000,000 for women. YEDF-Ksh 20,000,000.WEDF-Ksh 20,000,000, Uwezo Fund Ksh 68,000,000, Biashara Bank, access to credit facilities from micro-finance institution; Equity bank, Women fund, youth fund etc. Milk production and sale -Presence of Brookside company (market) -Access to credit facilities from micro-finance institution; Equity bank, Women fund, youth fund etc.	Samburu Baringo, Kericho, Bungoma, Kisii, Nyamira, T sukana, Kisumu, Busia, Kilifi, Mombasa, Taita Taveta, Kiambu, Kakamega, Kwale, Machakos, Kajiado, Marsabit
Awareness Implementing AGPO, training on business registration and awareness on Government funds	Forums to sensitize Women on available funds and 30% procurement Information dissemination on Access to Government tenders by Youth, Women & PWDs	Narok, Bomet, Nakuru, Uasin Gishu, Elgeyo Marakwet, Mombasa, Taita Taveta, Kwale, Tana River, Machakos, Lamu, Kiambu, Nyeri, Muranga, Nyandarua and Kirinyaga

Agricultural Diversification (horticulture, poultry and dairy, avocado)	Horticulture farming at chala Njukini and mbogoni, dairy Farming in Mwatate, leather tanning wundanyi -Basket weaving at kazingao pot making , aloe Vera gel making group at maungu. Milling, storage and value addition Small scale horticulture growing and trading, trade loans & Agricultural loans, supplied the new HASS avocado for better produce by the women, high milk yield cows Poultry projects- incubators, green houses, supply of issuance of subsidized farm inputs & mechanization, training of women, training on entrepreneurship, groups value addition programs, tomato, provision of Dairy animals to women, Camel milk processing	Taita Taveta, Samburu, Kisumu, Homabay, Busia Siaya, Kisii, Bungoma Nyeri, Muranga, Nyandarua and Kirinyaga, Marsabit, Isiolo, Wajir
Business training and Technical Training	Field schools to offer technical education, provision of value addition equipment in honey processing and packaging, village polytechnics offering skills Rehabilitation centre training disable women, training on dairy management, capacity building thro the county Biashara centre. youth empowerment centres, providing technical knowledge on improvement of breeds and products	Narok, Samburu, Baringo, Kericho, Nyamira, Migori, Trans Nzoia, Taita Taveta, Tana River, Kajiado
Value addition and supply chain (honey, milk coolers tomato processing , weaving, pottery, dairy goats , packaging, branding and marketing of potatoes	Market linkages done by VEGEPRO an Asian export fresh beans company, milk production and sale, Presence of Brookside company (market) -Trade fairs and exhibitions for both local and international Provision of value addition equipment in honey processes and packaging, pottery, weaving basketry use of trading methods to value addition, Promotion of women in horticulture farming through irrigation, milk coolers, linkages of companies to AGOA market textile industry EPZ, One Village One Product. training on specific product to add value, agricultural produce sold in raw form	Taita Taveta, Laikipia, Baringo, Vihiga, West Pokot, Kwale, Kajiado, Nyeri, Muranga, Nyandarua and Kirinyaga, Nyeri, Muranga, Nyandarua and Kirinyaga, Garisa, Mandera, Marsabit

Infrastructure, market stalls	Construction of stalls, facilitation of women access to markets through exhibition & trade fairs, soft during cooler programmes by Coca-cola company, Us aid agency, YYC	Nakuru, Elgeyo Marakwet, Kisumu, Turkana, Nandi, Garisaa
Social Support Maternal financial assistance Water supply	Issuance of bursaries and cash transfer to OVCS, issuance of food supplements to HIV+ children, Maternal health care support 2000/= given to mothers that have given birth for care - 1 st clinic – 2000/= - 6months- 2000/= - 9 months-2000/= - 18 months -2000/=	Busia, Kakamega
Empowerment of women in leadership governance	Trainings on women involvement in peace progress and women in leadership Gender mainstreaming and coordination across all County Gov. Ministries, sensitizations on available natural resources and benefits accruing -sensitization against retrogressive cultural practices	Samburu, Kisumu, Kilifi
Peace building	Involvement of women in all development initiatives i.e. community projects, participation of women in Nyumba 10 Committees-included in committees through Maendeleo ya Wanawake	Baringo, Tana River, Mandera, Garissa, West Pokot, Lamu

Source: synthesized from County Gap Analysis

Annex 2: IMPLEMENTATION PLAN

Key Result 1: Sustainable and economically viable opportunities to enhance income and livelihoods for women

Strategic Objective: To support and promote women to access and invest in high income economic opportunities

Outcome	Indicator (Outcome)	Strategies	Activities	Time Frame	Budget (in millions)	Strategic Partners
Increased numbers of women accessing financial resources	Proportion of women accessing Financial resource/financing services -Size of businesses that women are operating or managing - The financial portfolio or amounts of disbursements to women	Restructure the operations of the national funds in order to increase uptake, quality of funding and achieve economies of scale Develop national and county partnership framework on business financial resource mobilization to increase access to financial services	Develop a framework for consolidation of government fund to women	2019/2020	12	Lead Agency (LA) Department Gender Other Partners: Uwezo Fund, WEF, YEF, KIE, MSEA, Development Partners, CSOs and relevant MDAs
						LA Ministry of Finance Other Partners Uwezo Fund, WEF, YEF, KIE, MSEA
Outcome impact Enhanced women income			Undertake thorough review on the performance of national funds in order to increase uptake and quality of funding	2019/2020	45	LA Ministry of Finance Other Partners Uwezo Fund, WEF, YEF, KIE, MSEA,
			Prepare resource mobilization partnership strategy	2019/2020	25	Lead Agency (LA) Ministry of Public Service, Youth and Gender affairs Other Partners MSEA, Council of Governors, Development Partner, CSOs,
			Offer training on financial literacy and business skills	2019/2020	94	LA MSEA Other Partners: Uwezo Fund, WEF, YEF, KIE, MSEA,
			Training on women group dynamics and leadership	2019/2020	94	LA MSEA Other Partners: Uwezo Fund, WEF, YEF, KIE, MSEA,

Acceptance of non-traditional collateral for accessing credit for women	The number of new products developed by financial institutions	Strengthening linkages with financing institutions to repackage their products specifically for women	Conduct Baseline to determine current financial needs and women investment and income generating activities	2019/2020	8	LA Department for Gender Affairs Other Partners: Uwezo Fund, WEF, YEF, KIE, MSEA, Development Partners, CSOs and relevant MDAs
	Proportion of women accessing financing products utilizing non-traditional collateral for accessing credit	Create synergy among the funds for leveraged funding and improved economies of scale	Review micro finance policy and procedures	2019/2020	5.5	LA Ministry of Finance/Department for Gender Affairs Other Partners Association of Micro Finance Institutions, KEPSA
	Proportion of women accessing microfinance services and products	Facilitate Customization of women friendly microfinance services and products	Provide pre-borrowing awareness creation and support services	2019/2020	4.3	LA KIE Other Partners: Uwezo Fund, WEF, YEF, KIE, MSEA, Development Partners
	Outcome impact Women operated businesses on a growth path and sustainable income		Develop new financial instruments based on non-collateral requirements i.e. Local purchase Financing in collaboration with financial institutions	2019/2020	5.4	LA Ministry of Finance/Department for youth and Gender Other Partners Association of Micro Finance Institutions, KEPSA
			Awareness and trainings on Microfinance	2019/2020	97	LA MSEA/KIE Other Partners: Uwezo Fund, WEF, YEF, KIE, MSEA, Development Partners
			Establish credit guarantee schemes for women who require to draw sizeable loans	2019/2020	5	LA Ministry of Finance Other Partners Kenya Bankers Association KEPSA
			Sensitize women on micro finance insurance	2019/2020	3.5	LA Association of Kenya Insurers Other Partners MSEA, Department Gender Affairs

Improved access to AGPO	Proportion of women tendering within government procurement	Implement measures on access to information and training, scaling up access to 30% Government Procurement Opportunities	Awareness and trainings on 30% procurement	2019/2020	97	LA PPOA, Department for Gender Affairs Other Partners County Governments, KNCC&I MODP
	No of women businesses registered with AGPO		Facilitate women and women groups to legalize businesses and access tenders	2019/2020	25	LA PPOA Other Partners AG Chamber, KEPSA
	Outcome Impact Women business sustainability, and expansion and income		Review procurement policies and procedures	2019/2020	12	LA PPOA Other Partners AG Chamber, KEPSA
			Segment women in order to reach wider catchment	2019/2020	13	LA MSEA/KNN&I Other Partners Department for Gender Affairs, County Governments
Improved income for women engaged in livelihood activities	Women transit from small subsistence agriculture to medium and large scale farming	Facilitate and promote diversification from subsistence agriculture to sustainable income agriculture through the provision technical and financial support to women	Conduct mapping for women investment opportunities at County level	2019/2020	67	LA CoG/Department for Gender Affairs Other Partners Ministry of Agriculture, livestock and Fisheries, Development Partners
	Income increase from improved livelihood activities No of supply linkages and networks	Provide technical support for the development of County Women's Economic Empowerment Strategy	Introduce new farming methods supported by irrigation-based farming particularly in Arid and Semi-Arid area	2019/2020	45	LA Ministry of Agriculture, livestock and Fisheries, Ministry of Water and Irrigation Other Partners County Governments Development Partners
	Proportion business transaction from supply chain and business linkages	Promote Build Operate and Transfer concept to County Governments	Provide technical and financial support services for women to establish high value activities in agriculture, Tourism, Handicraft, forestry	2019/2021	97	LA Ministry of Agriculture, livestock and Fisheries, Ministry of Water and Irrigation Other Partners HCDA, Development Partners, KEPSA, Ministry of Tourism,

	Outcome Impact Sustainable income from Livelihood activities and improved food security at household level	Develop a framework to promote supply chain and market linkages between large and small enterprises particularly for women owned businesses	Support women-driven cooperatives/associations to enhance investment in economic activities	2019	47	LA KEPSA Other Partners Department for Gender Affairs, MSEA
			Promote partnership with private sector to strengthen market supply chain and business linkages	2019 and continuous	35	LA MSEA, KEPSA Other Partners Department for Gender Affairs KNC-C&I
			Form partnership with county governments in the provision of incubation centres for women;	2019 and continuous	251	LA KIRDI Other Partners MSEA, BDS providers
Increased number of women accessing market information	Proportion of women reporting increased business-related information access	Facilitate information sharing and Market access through IT (Trade fairs & Exhibitions and Business Centres)	Prepare information pack on opportunity	2019/2020	13	LA MSEA and MPSY&GA Other Partners KNCC&I, County Governments, Media Owners Association, BDS Providers
	No of media slots/articles informing women on business development		Establish information desks at Huduma and Business centres on potential markets	2020	10	LA MSEA and MPSY&GA Other Partners KNCC&I, County Governments, Media Owners Association, BDS Providers
	No of media features		Training on opportunities and legal requirements for running businesses	2020	47	LA MPSY&GA MSEA and Other Partners KNCC&I, County Governments, Media Owners Association, BDS Providers
	Outcome Impact Business growth / market expansion for Women operated businesses		Hold media training and media events	2020 and Continuous	70	LA MPSY&GA MSEA Other Partners KNCC&I, County Governments, Media Owners Association, BDS Providers, AMWIK
			Hold trade fairs & exhibitions	2020 and Continuous	203	LA MSEA and MPSY&GA Other Partners KNCC&I, County Governments, Media Owners Association, BDS Providers

Increased technical skills and expertise among women	Number of women linked technical business opportunities	Collaborate with development partners to invest in women's capacity building in key entrepreneurial opportunities and specific training programme	Develop a framework on the provision of technology transfer	2020-2021	25	LA KIRDI Other Partners MSEA TIVETA, Tertiary institutions, Industries and corporates (Private & Public sector) County CSOs	
	Proportion of women products developed from incubation		Provide technology transfer to facilitate value addition across all the segments of the value chains	2019-2023	270	LA KIRDI Other Partners MSEA TIVETA, Tertiary institutions, Industries and corporates (Private & Public sector) County CSOs	
	Women utilizing incubation centres		Develop a framework on the provision of incubation centres for women.	Carry out baseline to determine the viability of incubation centres	2019-2020	70	
	Number of women graduating with technical skill		Developing technical skills for women that are linked to business opportunities				
	Comprehensive mentorship programs in place			Awareness creation on the incubation services	2019 and continuous	252	LA KIRDI Other Partners MSEA,Tertiary institutions, Industries and corporates (Private & Public sector) County CSOs
	Outcome Impact New products developed and associated income			-Establish incubation centres for value addition	2020 and continuous	284	LA KIRDI Other Partners MSEA Tertiary institutions, Industries and corporates (Private & Public sector) County CSOs
				Targeted linkages with technical institutions and institutions of higher learning	2019 and continuous	150	LA KIRDI Other Partners MSEA TIVETA, Tertiary institutions, Industries and corporates (Private & Public sector) County CSOs
				-Scholarships and fellowship for women in market demand technical areas	Continuous	277	LA KIRDI Other Partners MSEA TIVETA, Tertiary institutions, KEPSA,County CSOs

Increased participation of Kenyan women in regional and international markets	Proportion of women who are engaging / participating in regional and international trade	Develop and Provide support services geared towards promoting women participation in cross border trade	Prepare information pack on regional markets Prepare and disseminate service pack on AGOA	2019-2020	25	LA KNCC&I Other Partners KEPSA EAC, COMESA, AGOA, ECOWAS) County Governments, Development partners e.g. CSOs
	Proportion of women run businesses that attain standards / mark required	Develop and provide support services geared towards promoting women participation under AGOA	Organize trade fairs subsidized for women and exposure visits organised	Continuous	45	LA KNCC&I Other Partners KEPSA EAC, COMESA, AGOA, ECOWAS) County Governments, Development partners e.g. CSOs
	Proportion of trade fairs that target women enterprises in the region/Kenya		Training on trade protocols	Continuous	35	LA KNCC&I Other Partners KEPSA EAC, COMESA, AGOA, ECOWAS) County Governments, Development partners e.g. CSOs
	Market share of -Services and products traded by women					
	Outcome Impact Amount of business transactions Repeat transaction		Supporting women in cross border trade initiatives	Continuous	50	LA KNCC&I Other Partners KEPSA EAC, COMESA, AGOA, ECOWAS) County Governments, Development partners e.g. CSOs
			-Linking women with East Africa Trading platform and donors	Continuous	35	LA KNCC&I Other Partners KEPSA EAC, COMESA, AGOA, ECOWAS), Development partners e.g. CSOs
			-Sex disaggregated data focusing on women trading in cross border and international	Continuous	35	LA KNCC&I Other Partners KEPSA County Governments, Development partners e.g. CSOs

Key Result Area 2: Targeted and integrated business development services for the growth and advancement of women owned businesses						
Strategic Objective: To build capacity of women through integrated approaches focusing on value addition, innovation, technology, business linkages and financial services.						
Outcome	Indicator (Outcome)	Strategies	Activities	Time Frame	Budget in millions	Strategic Partners
Standardized training toolkit developed	-Proportion of women trainers trained in the use of framework/ tool kit	Establish Business Transformation Centres to provide comprehensive support to women;	Develop training toolkit for pre- and post-disbursement training	2019-2020	70	BDS providers Development Partners Financial Institutions,
			Review and Adopt ILO Training kits SYB, SIYP for women	2019-2020	57	
BDS training institutions and agencies inventory compiled	-BDS training providers inventory -Number of certified trainers	-Develop inventory of BDS providers and training institutions	Profile and develop list of all training institutions that offer BDS	2019	50	MSEA Dev. Partners MPSY&GA,
			Develop national database of BDS trainers	2019	70	
Increased number of certified trainers	-Proportion of women certified as BDS trainers	-Enhance and coordinated training	Conduct Training of Trainers	2020	62	BDS providers Development Partners Financial Institutions, MPSY&GA,
	-Proportion of women applying knowledge and skills		Certify and accredit BDS trainers	2019	40	
			Offer targeted training to women for business start-up, growth and diversification	Continuous	150	
			Sensitize attitude change towards entrepreneurship training	Continuous	120	
	--Proportion of number of women engaged in entrepreneurship	-Build capacity of women as trainers in entrepreneurship, credit management, financial management, marketing and record keeping	Provide business mentoring and advisory sessions at their businesses to make it more convenient for the women	Continuous	90	MPSY&GA,,MSEA CSOs Development Actors

	-Improved business skills -Business sustainability and growth		Establishment of women business networks and associations.	Continuous	40	
	-Proportion of women able to access credit and market linkages					
Subsidized Training	Number of women trained Business management skills applied Business growth	Mobilize resources to provide quality training of women entrepreneurs and enhance the coordination of training	Prepare Resource Mobilization Strategy	Continuous	40	Development Actors
			Develop a framework for partners to support of subsidized training	Continuous	40	
			Provide business mentorship, show casing success	Continuous	90	
Increase in quality and quantity of products and services	Proportion of women operated business o sustainability path Proportion of women participating in the value addition process products standardized	Strengthen the capacity of KIRDI to support women to improve on their product quality standards of products and services i. Collaboration with state agencies to provide security including street lights for 24 hour economy	Establish linkages with private sector to participate in the value addition (agricultural and livestock products)	Continuous	60	MOIED KEBS KIRDI, MOICED MPSY&GA, BDS Providers

	Outcome Impact Number of agreements signed on value addition Incomes generated from value addition		Training on standardization and quality of products and services	Continuous		
	Proportion of women embracing advanced technology	Promote the use of Technology Transfer	Create awareness on value chain and technology transfer benefits among women entrepreneurs	Continuous	60	KIE, KIRDI, MPSY&GA,, Line Ministries, Private sector Development Partners
	Incomes generated from value chain	Strengthen the capacity of MSEA to support women in value addition;	Create opportunities for WE to develop businesses within the value chain of their produce	Continuous	90	
			Identify and support value addition	Continuous	90	
			Facilitate partnership to facilitate value chain	Continuous	90	
Real time information on market availability and accessibility	Women accessing market information including commodity prices	Establishment of information communication channels	Baseline on the type, and outreach of market information	Continuous	120	MPSY&GA,ICT Ministry
			Develop communication plan in collaboration with ICT providers and providers	Continuous	105	

Key Result Area 3: Comprehensive policies and programmes to facilitate women access to and control of productive resources

Strategic Objective: Enhance women ability to access and utilize productive resources effectively

Outcomes	Indicator (Outcome)	Strategies	Activity	Time Frame	Budget (in millions)	Strategic Partners
Equitable Access to Natural Resources	Proportion of natural resources under the control of women	Enforcement of existing natural resources management laws in order to ensure public justice services	-Community Education on the available legal frameworks	2019/2020	277	Ministry of Land and Housing, Civil society, development partners, Private sector
	Proportion of women accessing natural resources especially land	Enforcement of existing natural resources management laws	- Provide legal protection to women against forced eviction and dispossession of land use by public and private actors;			
	The level of economic decision making by women	(mining, land laws, matrimonial property)	-Train women in business development strategy	Continuous	125	Women groups, Micro financing institutions, CSOs, WEF and UWEZO
		Provide business mentorship for women and girls	-Inclusive sensitization for spouses of women in business to enhance support systems	Continuous	25	
	Proportion of women in the decision making positions	Promote Participation of Women in Decision making in emerging natural resources opportunities	-Equip the gender/youth officers to provide technical support and education on existing legal frameworks on natural resources	2019/2020	9	MPSY&GA
		Allocate specific resources to investment programmes that support and strengthen initiatives by rural women				
	-Number of women attending empowerment for a		-Capacity building of individuals and groups of women on participation and influencing decisions on natural resources management	Continuous	95	Natural resources agencies and institutions, Private sector and institutions of learning
	-Proportion of women accessing natural resource		-Advocacy For inclusion of women in decision making on natural resources management	Continuous	134	Gender Directorate
	Resources put into productive use					CSOs

2. Increased access to Land rights	-Proportion of land under the women's control and access	Strengthen information dissemination on existing law i.e. land ownership, sexual violence, matrimonial property	-Sensitize communities to interventions that minimize cultural impact on women's quality of life and income sustenance	Continuous	246	
			-Monitor the execution of the law			

Key Result Area 4: Integrated and comprehensive reproductive health system for quality health care for women

Strategic Objective: Increase women's economic activities and incomes.

Outcomes	Outcome (Indicators)	Strategies	Activities	Time Frame	Budget	Strategic Partners
1. Enhanced value, recognition and coordination of care economy	-Research/Knowledge on women and care economy	-Underfate research, document & quantify of care economy	-Conduct baseline, research, documentation & quantification of care economy	2019/2020	102	MDAs, (Ministry departm ent & agencies), Develop ment Partners, County Governm ents, CSOs
	-Policy developed on care economy	-Develop policy & coordination framework for care economy	-Develop care economy policies and strategies	2019/2020	22	"
	No of mechanisms in place to recognize role of women in the care economy		-Roll out of care economy strategy	2020	47	"

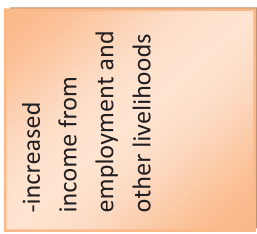
	-Involvement of men in care economy		-Design programs that enable men to be meaningfully involved in the care economy	-Establish of award mechanism for institutions implementing best care economy policies	Continuous	55	"
2. Improved women's reproductive health	-Reduced drudgery (work burden)	Women involvement in economic activities for	-Intensify awareness against early marriages and FGM, GVB policy and reproductive health policy etc	-Design programs that enable men to be meaningfully involved in the care economy; -Intensify awareness against early marriages and FGM, GVB policy and reproductive health policy -create rescue centres	Continuous	700	"
			-Enforcement of re-entry education policy	-Invest in basic utilities supply i.e. water electricity	Continuous	40	
	3. Accessible of affordable and effective public child care facilities		-Develop care economy into saleable skills e.g. baby/child cares, and elderly homes	Establish common care facilities	Continuous	125	
4 Employability of women to improve livelihoods	Proportion of women accessing formal employment	Reduced maternal deaths	Promote linkages with private sector in developing affirmative action in favour of women employment and skills development	-Promote public private partnership in provision of care facilities Develop a framework to facilitate collaboration between KEPSA and other private sector organizations	2019 2019/2020	10 18	KEPSA, MPST&G A, Development Partners
	Proportion of women accessing reproductive health services		Promote universal access to sexual and reproductive health and rights including provision basic health insurance e.g. the National Health Insurance Fund	Undertake extensive awareness creation on reproductive health services	2019/2020	97	Ministry of Health Development Partners
	5. Access to reproductive health services			Establish and equip health service facilities	Continuous	148	

	-Involvement of men in care economy	-Design programs that enable men to be meaningfully involved in the care economy	-Establish of award mechanism for institutions implementing best care economy policies	Continuous	55	"
2. Improved women's reproductive health	-Reduced drudgery (work burden)	-Intensify awareness against early marriages and FGM, GVB policy and reproductive health policy etc -Enforcement of re-entry education policy	-Design programs that enable men to be meaningfully involved in the care economy; -Intensify awareness against early marriages and FGM, GVB policy and reproductive health policy -create rescue centres -Invest in basic utilities supply i.e. water electricity	Continuous	700	"
	Women involvement in economic activities for				40	
3. Accessible of affordable and effective public child care facilities	-Accessibility of care facilities	-Develop care economy into saleable skills e.g. baby/child cares, and elderly homes	Establish common care facilities	Continuous	125	
4 Employability of women to improve livelihoods	Proportion of women accessing formal employment	Promote linkages with private sector in developing affirmative action in favour of women employment and skills development	-Promote public private partnership in provision of care facilities Develop a framework to facilitate collaboration between KEPSA and other private sector organizations	2019 2019/2020	10 18	KEPSA, MPYG A. Development Partners
	Proportion of women accessing reproductive health services	Promote universal access to sexual and reproductive health and reproductive rights including provision basic health insurance e.g. the National Health Insurance Fund	Undertake extensive awareness creation on reproductive health services Establish and equip health service facilities	2019/2020 Continuous	97 148	Ministry of Health Development Partners
5. Access to reproductive health services	Reduced maternal deaths					

Lifelong and employable skills women	Reduced school drop rate Increased transition rate	Enforce Universal and compulsory access to education for girl child	Sensitize community opinion leaders Enforce school re-entry programmes Enforce laws on early marriages, FGM	47 25	Religious Organizations
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Key Result Area5: Structures to facilitate participation of women in economic decision making:

Strategic Objective: To promote women leadership for sustained economic growth

Outcomes	Outcome Indicators	Strategies	Activities	Time Frame	Budget	Strategic Partners
1. Increased number of women in decision making levels and leadership positions	-Number of women at decision making levels and leadership positions	-To promote women representation in leadership and decision making 	-Sensitization on gender rights	2019/2020	9	Women Reps at County level KEWOPA Developmental Partners MODP WEAs Representative
	-Male in leadership advocating for women economic empowerment		-Organize women forums to encourage women aspiring to become leaders	Continuous	150	
			-Organize change management forums aimed at changing mindsets and organizational cultures to remove socio-cultural stereotypes about women leaders and leadership	Continuous	50	
2. Increased male involvement in women empowerment	-Number of men participating in women empowerment	-Advocate for support of male champions as change agents towards women economic empowerment	-Strengthen and devolve gender sector working groups to county level	2019	6	
			-Media training	2019-continuous	17.5	KEWOPA Developmental Partners , MPSY&GA, WEAs Representative MDAs;
			-Sensitize male champions	2019-continuous	20	

3. Women in leadership positions	-Proportion of women in leadership	-strengthened capacity of women respond to women economic empowerment programmes	-Build capacity on management and leadership	2019-continuous	22	YEF, KIE, MSEA,
		-Strengthen institutions charged with gender equality and policy development through allocation of resources to fulfill its mandate	-Build capacity of women and men lobby groups	2019-continuous	12.5	Women Reps at County level KEWOPA Developme ntal Partners AND MPSY&GA
			-Implement 2/3 gender rule	2019/2020	8	KEWOPA Developme ntal Partners, MPSY&GA, Grass root women and WEAs Representati ves
			-Mobilize resources to build the capacity of NGECS	2019/2020	17	
			-Facilitate training and coaching of women leaders through experiential learning and exchange visits	2019	3.5	
	-Proportion of women in political leadership	-Mobilise resources to support women in political leadership	-Support women to take up leadership positions at various levels	2020	50	
			-Lobby for budget to support women	2019/2020	4.1	Women Reps at County level KEWOPA Developme ntal Partners MPSY&GA, WEAs Representati ve

5. Women groups at grassroots converted to legal entities	-Amount of funds mobilized to improve incomes	-Mobilize technical and financial resources to support the transformation process	-Mentor the growth of women's groups from 'chamas' to legal entities that represent the voice of women	Continuous	90	Women Reps at County level Developmental Partners, MPSY&GA, WEAs Representative
6. Policies developed and implemented women in decision making	-Number of policies in place, - numbers of women entrepreneurs participating in decision making at county and national levels Women Income growth Policies enacted Women empowered .. "	-Advocacy and Policy formulation and participation	-County Governments relations for WEAs in business enterprises	2019/2020	125	Women Reps at County level KEWOPA Developmental Partners MPSY&GA WEAs Representative

Key Result Area 6. All inclusive coordination, monitoring and evaluation framework to access impact of women supported interventions

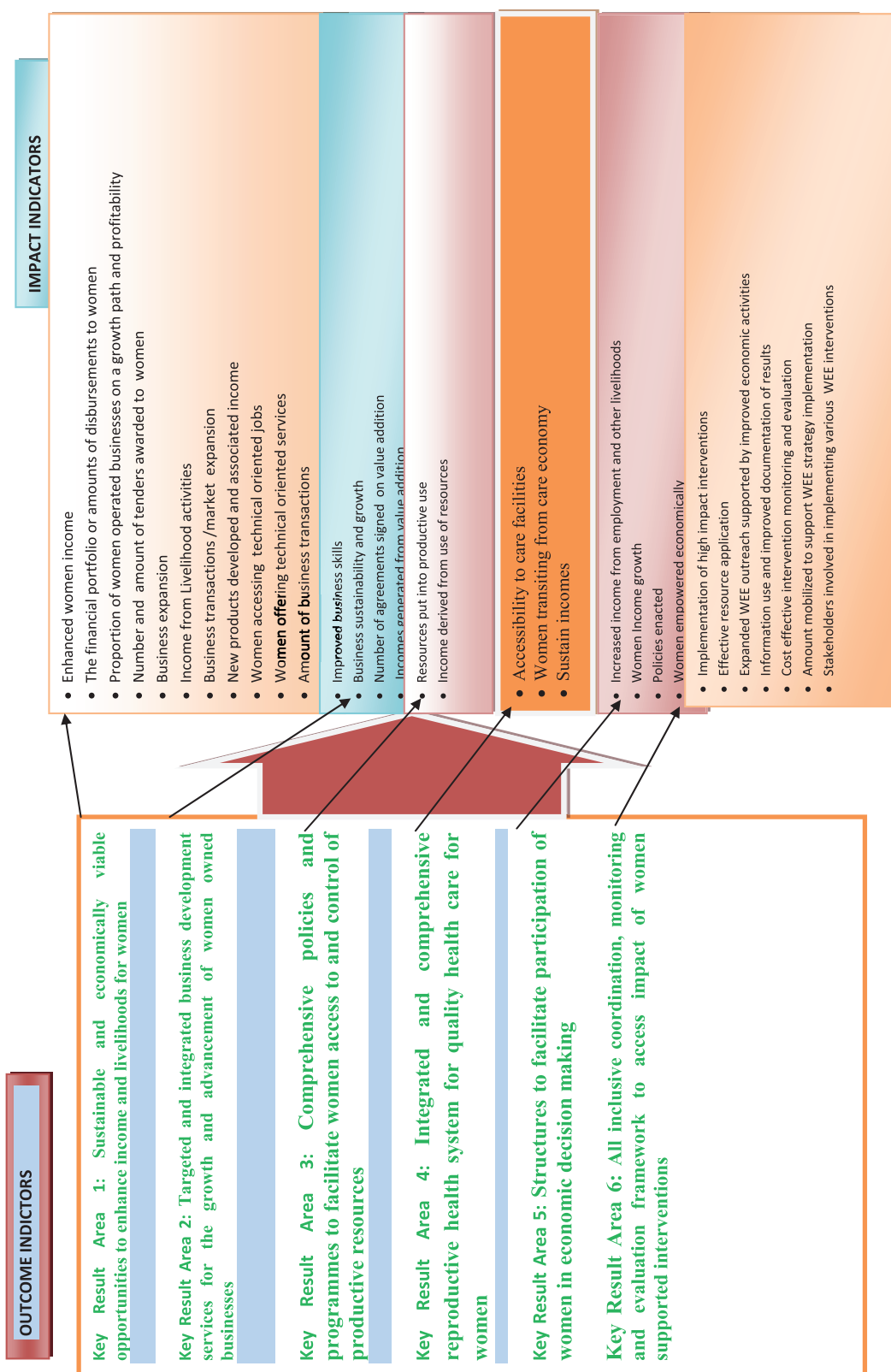
Objective: To harmonize and strengthen Women Economic Empowerment Coordination

Outcomes	Outcome Indicators	Strategies	Activities	Time Frame	Budget	Strategic Partners
1. Effective Coordination Policy framework for WEE	-Coordination policy and legal framework developed and implemented -Implementation of high impact interventions -Effective resource application	-Enhanced Coordination and partnerships in regard to WEE at the national level -Develop legal framework for the establishment of a WEE Steering/Coordination committee for national and county	-Advocate for enactment of relevant laws and policies that coordinate national and county level WEE activities Comprehensive Resource -Establish WEE Steering/Coordination committee in the counties -Re-train gender officers and County Executive Committee Members on the revised legal frameworks	2019/2020 2019 2019/2020	45 47 53	Ministry of Public Service, Youth and gender Affairs MPSY&GA Development Partners MPSY&GA, BDS providers and Development Partners

2.Enhanced coordination, partnerships and information management	-WEE Coordination framework in place (Interagency/inter-ministry coordination body) e.g. for donors, implementing agencies and other stakeholders	-Establish National Consultative Committee	-Facilitate the gender officers to undertake community education on the WEE supportive systems to access resources	2019/2020	45	"
	-Coordinated information mechanisms (KM, MIS, Media) in place at National and County levels in place	-Coordinate Information of key Government women's economic empowerment initiatives	-Support the development of WEE Strategy for County Governments	2019/2020	70	MPSY&GA Development Partners
	-Information use and improved documentation of results -Cost effective intervention, monitoring and evaluation	-Coordinate CSOs & other development initiatives (shared plans to reduce overlaps and resource	Prepare Resource mobilization Strategy	2019/2020	35	"
			-Development of a management information systems	2019/2020	18	MIDAs, Development partners, County Governments Media Units CSOs
			-Engagement with media for information and knowledge sharing	2019/2020	12	
			-Inventory of WEE actors	2019/2020	21	
			-Conduct stakeholder coordination forums	2019/2020	8	
		-Establish clear and coordinated monitoring framework	-Aligning WEE strategy with performance management	2019/2020	6	

3.Resource mobilized and availed to support WEE interventions	-Track implementation of National Action Plan 2015-2025 -Establish partnerships for resource mobilization	-Number of partners contributing to WEE overall outcomes -Amount mobilized to support WEE strategy implementation Stakeholders involved in implementing various WEE interventions -Enhance resource mobilization to support WEE interventions	-Establish clear outcome(Impact) indicators and their evaluation and information sharing -Carry out impact assessment -Aligning WEE programs, Indicators to respond to proposed SDGs indicators -Prepare resource mobilization strategy (technical and human resources) -Strengthen the Directorate of Gender Lobby for allocate adequate manpower and facilities to the Directorate of Gender	2019/2020	18	MODP Development actors Treasury
				2019/2020	97	
				2019/2020	10	
				2019/2023	112	
				2019/2020	45	
				2019/2020	32	

Annex 3 : MONITORING AND EVALUATION MECHANISM



Annex 4: GLOSSARY

Affirmative Action- Affirmative Action means a policy programme or measure that seeks to redress past discrimination through measures that will ensure equal opportunity and positive outcomes in all spheres of life.

Association- is a registered group of not less than 35 micro enterprises from any of the four sectors in accordance to the Micro and Small Enterprise Act No. 55 of 2012. Once registered with the Registrar of MSEs, an MSE association can access common services and raise resources to develop their enterprise

Digital jobs-Digital jobs means jobs that are created through the application of ICT to new or existing processes to make them more efficient, such as through digitization of existing processes and outsourcing of back-office services. Digital jobs exist in almost every sector of the economy, including healthcare, agriculture, education, finance, media, manufacturing, retail, telecommunications, manufacturing, and public services providers.

Decent Work–Productive work for women and men in conditions of freedom, equity, security and human dignity. It is an ILO concept covering the minimum desired content of jobs and occupation, which includes respect for fundamental principles and rights at work and international labour standards, employment and income opportunities for workers, social protection and social security, social dialogue and tripartism at work.

Discrimination - any distinction, exclusion or preference which has the effect of nullifying or impairing equality of opportunity or treatment in employment or occupation.

Equality: Equality means the state of being equal in terms of enjoyment of rights, treatment, quantity or value, access to opportunities and outcomes, including resources.

Gender: Gender means the roles, duties, and responsibilities which are culturally or socially ascribed to women and men.

Gender Equality: Gender Equality means the equal enjoyment of rights and the access to opportunities and outcomes, including resources, by women and men

Gender Equity: Gender Equity means the just and fair distribution of benefits, rewards and opportunities between women and men.

Gender Mainstreaming: Gender mainstreaming means the process of identifying gender gaps, and making women and men's concerns and experiences, integral to the design, implementation, monitoring and evaluation of policies and programmes in all spheres so that they benefit equally.

Gender Stereotypes: Gender Stereotypes means the beliefs held about characteristics, traits and activity domains that are deemed appropriate for women and men, based on conventional roles, both domestically and socially.

Gender Sensitive: Gender Sensitive means acknowledging and taking into account the specific gender needs of both women and men at all levels of planning, implementation, monitoring and evaluation.

Marginalised group- means a group of people who, because of laws or practices before, on or after the effective date, were or are disadvantaged by discrimination on one or more of the grounds in Article 27 (4) of the Constitution

Micro Enterprise- business with a sales turnover of less than Kshs. 500,000 a year, or has 1-9 people working in it according to MSE Act

National Gender Machinery: National Gender Machinery are national structures with the mandate of executing and monitoring gender and related policies and programmes in line with national, regional and international commitments.

Person with disability: means any person with any physical, sensory, mental, psychological or other impairment, condition or illness that has, or is perceived by significant sectors of the community to have a substantial or long term effect on an individual's ability to carry out ordinary day to day activities;

Umbrella Organization- is a registered organization that brings together different associations of MSEs under one roof so that they can have a similar powerful voice for their common interests, and provide better services to their members

Women Economic Empowerment: Women Economic Empowerment means women having both the ability to succeed and advance economically and the power to make and act on economic decisions. To succeed and advance economically, women need the skills and resources to compete in markets, as well as fair and equal access to economic institutions.

Women in Business: Women-owned businesses as those in which women own over 51 percent of the shares. Women-owned businesses can either be formal or informal.

Socio-economic Development: Socio-economic development is the process of transforming a society socially, economically, culturally and environmentally. Socio-economic development should lead to equitable improvement of people's lifestyles through improved education, incomes, skills development and employment.

Small Enterprise- business that has sales of between Kshs. 1,000,000 and Kshs. 5,000,000 in a year or has 10-50m people working in it according to MSE Act

Occupational Segregation: Occupation Segregation is the concentration of men and women in different kinds of jobs (horizontal segregation) and/or in different grades (vertical segregation).

Accountability- state of being answerable for decisions and activities to the organization's governing bodies, legal authorities and, more broadly, its stakeholders

Environment- natural surroundings in which an organization operates, including air, water, land, natural resources, flora, fauna, people, outer space and their interrelationships

Evaluation: comprehensive analysis of a plan and how it is being implemented (the operation) with the aim of adapting strategy and planning to circumstances. Evaluation is thus a less frequent form of reflection than monitoring; it is deeper and leads to more fundamental decisions

Gender equality- equitable treatment for women and men this includes equal treatment or, in some instances, treatment that is different but considered equivalent in terms of rights, benefits, obligations and opportunities. Further, gender equality may also mean equality of opportunity for women, men, intersex and transgender people to realize their full rights and potential.

Monitoring is a process of systematic and critical review of an agreed plan of action with the aim of checking on how the plan is going.

Social dialogue- negotiation, consultation or simply exchange of information between or among representatives of governments, employers and workers, on matters of common interest relating to economic and social policy

Stakeholder- individual or group that has an interest in any decision or activity of the policy/strategy

Supply chain- Supply Chain means sequence of activities or parties that provides products or services to the organization

Sustainable development- development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Sustainable development is about integrating the goals of a high quality of life, health and prosperity with social justice and maintaining the earth's capacity to support life in all its diversity. These social, economic and environmental goals are interdependent and mutually reinforcing. Sustainable development can be treated as a way of expressing the broader expectations of society as a whole.

Transparency- openness about decisions and activities that affect society, the economy and the environment and willingness to communicate these in a clear, accurate, timely, honest and complete

vulnerable group- group of individuals who share one or several characteristics that are the basis of discrimination or adverse social, economic, cultural, political or health circumstances, and that cause them to lack the means to achieve their rights or otherwise enjoy equal opportunities

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