



KENYATTA UNIVERSITY
WOMEN'S ECONOMIC EMPOWERMENT
HUB



REPORT OF THE WORKING RETREAT HELD AT SAROVA WOODLANDS HOTEL IN
NAKURU CITY FROM 6th- 11th DECEMBER 2021

Table of Contents

Preface	2
1.0 Proceedings of the Advisory Board Conference.....	3
1.1 Opening Ceremony	3
1.2: Session I: Understanding the Hub Structure	5
1.3: Session 2: The role of the Board: Good Governance and Oversight	0
1.4: Session 3: A Good Oversight Board and its Interactions with the Technical Team.....	1
1.5: Session 4: Board Meeting	1
2.0 Proceedings of the Technical Committee Conference	3
2.1: Session I: The RACI Matrix	3
2.2: Session 2: The Current Hub Structure	4
2.3: Session 3: Recapping The 12 Studies, Progress So Far, Achievements and Outputs from Each Outcome	4
2.4: Session 4: Key outputs for the year 2022 - First six months (October 2021-March 2022, April2022-September 2022).....	6
2.5: Session 5: Fieldwork Coordination	6
2.6: Session 6: Understanding the Results Framework.....	6
2.7: Session 7: Accounting Processes for Bill and Melinda Gates Foundation (BMGF)	11
3.0: Technical Committee Meeting.....	12
3.1: Closing Remarks	13
4.0 Appendices	14

Preface

Kenyatta University received a grant from Bill & Melinda Gates Foundation through the Initiative on What Works for Women's Economic Empowerment to establish a Women's Economic Empowerment (KU-WEE) Hub. The overall goal of the Hub is to build program and policy evidence on What Works to advance Women's Economic Empowerment in Kenya to be utilized by stakeholders to shape policies, programs, interventions, and advocacy efforts. All research pieces apply gender lens. Gender perspectives inform all phases of the research process. Data collected is disaggregated by sex and gender, and research questions also focus on both inequalities and inequities between men and women in time use, distribution of unpaid and paid work, decision-making and leadership and how these differentially affect women and men. Overall, the findings should demonstrate how the identified constraints limit or facilitate changes in women's economic empowerment and what works to remedy the situation.

So far the Hub has managed to foster partnership with different international, regional and national institutions including KNBS, Tharaka Nithi County Government, Busara Centre for Behavioral Economics, and Institute of Economic Affairs. The partners are envisaged to form a link for piloting, testing, and implementing policy recommendations emerging from the Hub before scale up. They also act as intermediaries for policy engagement with key decision-makers, providing policy statements for public education as well as discrete policy choices. They also support research by providing pertinent statistical data and WEE statistics. In spite, of the government restrictions on COVID-19, the hub has managed to make good progress in proposals development, partnership formation and capacity building for its researchers and intends to collect data through virtual and face-to-face methods in the coming few months.

The KU-WEE Hub, which was established in October 2020, completed its first year in September 2021. In compliance with donor standards, an analysis of Year 1 status report describing progress, challenges, and Year 2 expectations was prepared and submitted to the University leadership and the donor. A week-long working retreat was organized to bring all implementing partners together to reflect on the initiatives' achievement against targets, chart a way forward, and strengthen teamwork and collaboration. The program of events included an Advisory Board forum on the 6th and 8th of December 2021, a Principal and Co-Principal Researchers forum on the 8th and 9th as well as a Technical Committee forum on the 9th and 11th of December 2021. This retreat took place at Sarova Woodlands Hotel in Nakuru City County. Attendance to the retreat was very impressive, having representation from all partner institutions.

1.0 Proceedings of the Advisory Board Conference

1.1 Opening Ceremony

The session was opened by the Chairperson of the Board, Prof. Caroline Thoruwa who delivered an introductory speech and invited representatives from partner institutions to make brief remarks. In her introductory speech, Prof. Thoruwa gave a brief overview on the Initiative on What Works for Women's Economic Empowerment, the establishment of a Women's Economic Empowerment (KU-WEE) Hub and the achievements made so far.

Prof. Paul K. Wainaina, Vice-Chancellor Kenyatta University, observed in his keynote address, "*Research for Driving Policy*," that women's economic empowerment has been a significant component of Kenya's development goals since independence. However, despite recent progress, Kenya still has a significant degree of gender gap, with 13% of women jobless, more than the regional average. The Vice-Chancellor also pointed out that there is a gap between WEE policies and programs and gender data. Notably, there is a divide between researchers, implementers, and activists, which is preventing governments at the county and national levels from adopting findings linked to Women's Economic Empowerment.

The University, with the help of the Bill and Melinda Gates Foundation, founded the Women's Economic Empowerment Hub, whose major goal is to generate a body of evidence to promote women's economic empowerment in Kenya, according to the Vice-Chancellor. The KU-WEE Hub aims to ensure that government stakeholders such as relevant ministries and departments, county governments' policy leaders, implementing agencies, and donors use evidence to shape policies, programs, interventions, and advocacy efforts related to supporting Kenyan women's economic empowerment. The Vice-Chancellor emphasized the necessity of collaboration in the collection of evidence for policymaking, not just for women's economic empowerment but also for our society's general economic growth. Researchers can only rely on the government and other policy and program formulators and implementers to guarantee that the evidence is used. The Vice-Chancellor emphasized the significance of various types of media in disseminating facts, as well as civil society and community-based organizations in advocating for what works.

Hon. Rachael Shebesh, the Chief Administrative Secretary (CAS) in the Ministry of Public Service, Gender, Senior Citizens Affairs & Special Programs inaugurated the conference on behalf of the Cabinet Secretary, Ministry of Public Service and Gender, Prof Margaret Kobia. The CAS in her keynote address a "*Reflection on the Importance of Gender Data for Policy Direction*" reiterated the critical role of gender data in the formulation and implementation of relevant policies and programs. The CAS commended KU's role as a research institution in ensuring that government policies and programs are informed by reliable gender data, noting that generation of evidence on what works to advance women's economic empowerment will be useful in advocating for real, sustainable solutions to the persistent inequalities between men and women, boys and

girls. Stakeholder mapping and engagement will ensure that the hub cultivates strong linkages with relevant sectors that will help in advocating for what works to bridge the gap between gender data and gender policies and programs, while evaluative research will help reveal barriers to Women's Economic Empowerment, which is a critical component of overall economic growth. As the project enters its second year, the CAS encouraged Hub leadership to intensify stakeholder engagement to ensure that findings are disseminated and feedback is sought at every level of the research. As a result, stakeholders will grasp the initiative's objectives and take ownership of the evidence-gathering process, which will aid in the development of a solid advocacy strategy.



Photo 1: CAS Hon. Rachael Shebesh delivers the Keynote Address. Below, she receives a gift from the Vice-Chancellor, Kenyatta University, Prof. Paul K. Wainaina



1.2: Session I: Understanding the Hub Structure

Session Chair: Mr. MacDonald Obudho, the Director General Kenya National Bureau of Statistics (KNBS).

Session IA: The Current Hub Structure

The Hub Leader, Prof. Judith Waudo presented the current hub structure and administration illustrated below. Prof. Waudo described the duties and responsibilities of each position represented in the organogram.

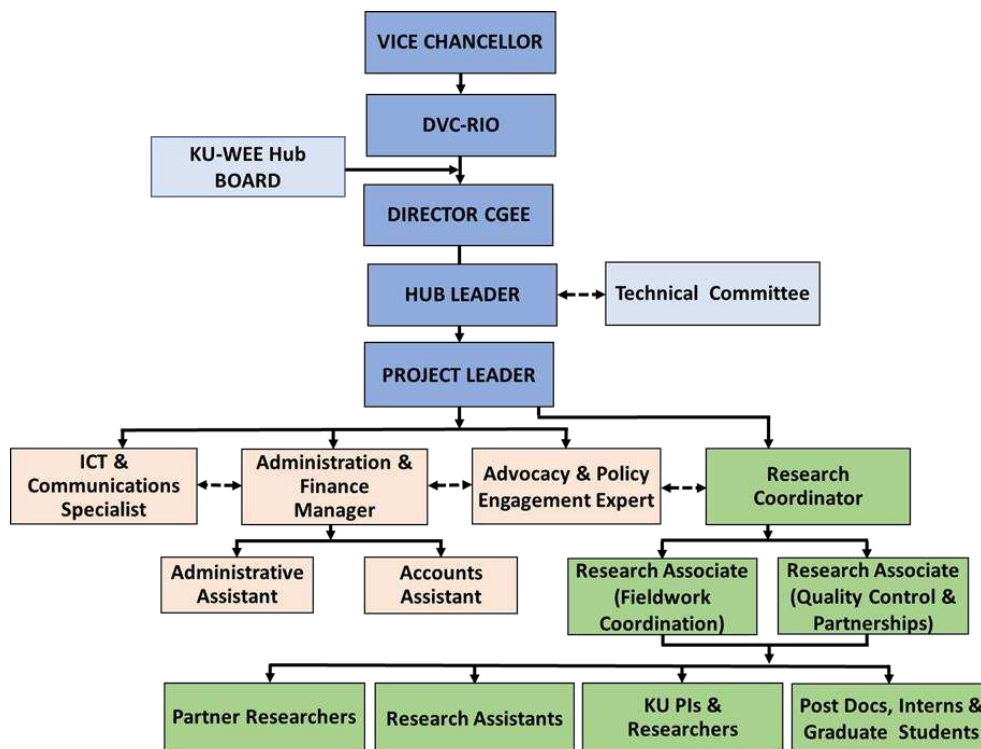


Figure 1: KU-WEE Hub Organogram

Prof. Waudo reported that the challenges being faced while implementing the project under the above governance structure include:

- The governance structure currently has too many loose ends in terms of implementation. There is lack of accountability on the part of hub staff and researchers.
- Donor and partners seem to have very high expectations from the hub leadership even for activities not outlined in the investment document.
- It was noted that there was more male representation in the current Hub Advisory Board. According the national requirement on board membership, 9 is the maximum number allowed and since the current membership is 11 it was decided that we retain the current board as it is constituted.
- It was noted that having the DVC Research as a Board member was a conflict of interest seeing that the Hub project is anchored in his Division of Research. It was therefore agreed he should be removed from the board and replace him with the DVC Academic who is female.
- The partners felt that they were not well represented and had been placed too low in the organogram. Their role is also not very clear in the visual illustration. It was agreed that the hub restructures the organogram in relation to this and shares this during the next advisory meeting.
- The duties and responsibilities of the Hub staff is overwhelming noting that they also have teaching responsibilities.

- Two sub-committees were formed at the advisory board i.e. Research and the Strategic investment sub-committees.
- It was noted that there are some capacities necessary at the Hub but are lacking in the current hub structure including that of an M&E expert, Legal officer and ICT/ Data Analyst. It was hence proposed to recruit these persons with permission from the donor.
- It was however, pointed out that even as the Hub Leadership seeks to fill the capacities that are lacking, the donor stipulation on staff remuneration from the total grant is 35% of total budget. The current budget total is 34.19%. There was therefore need to rationalize allowances.

After much deliberation on the above challenges, the Chairperson of the Board requested that the Hub Leadership makes and presents a proposal for consideration and approval by the Advisory Board. It was also agreed that the current organogram be reorganized to give a good illustration of the roles and responsibilities of all implementing partners.

In regards to partnerships and collaborations, a board member noted that some of the evidence being generated at the hub has been generated by other institutions and projects supported by BMGF. He noted that there is need to harmonize evidence being generated to avoid duplication and deal with the disparities in findings. He added that a database of projects implemented to generate gender data is available at the Ministry of Public Service and Gender repositories. In line with this, a member noted that a knowledge sharing on quarterly forum/ roundtable is normally hosted by the Ministry of Public Service and Gender to share findings of all BMGF projects. A member further noted, that the government changes policies after every 3 years and there is therefore need to have a mechanism in place to share knowledge and evidence generated as soon as possible and before it is overtaken by events. The hub leadership will write officially to the Ministry of Public Service and Gender for inclusion in the quarterly round table discussions

Session 1B: Recapping The 12 Studies, Progress So Far, Achievements and Outputs from Each Outcome

The Research Coordinator Prof. Nelson Wawire reported studies' progress as outlined in Table 1:

Table 1: Projects Progress

Research Topic	Achievements	Outputs	Outcomes
Theme 1: Women's Role in Public and Private Sectors			
1.1: Women's Participation in Management and Leadership Positions in the Public Sector: Closing the Gender Gap	• Stakeholder mapping • Ethical Clearance certificate • NACOSTI Research permit • Budget approved & Disbursed • Piloting ongoing	• Proposal • Webinar report	None
1.2: Participation of Women in Corporate Governance	○ New Partner: Women's Empowerment Link ○ Stakeholder mapping ○ Stakeholder Webinar ○ Ethical Clearance Certificate ○ NACOSTI Research Permit ○ Budget approval ongoing	1. Proposal	None
1.3: Effectiveness of Women-in-Manufacturing Program in Promoting Economic Empowerment for Women entrepreneurs in the Manufacturing Sector in Kenya	• Stakeholder mapping • Ethical Clearance Certificate • NACOSTI Research Permit • Budget approved & Disbursed • Piloting ongoing.	• Proposal • Stakeholder Webinar Report	None
1.4: Constructing Women's Economic Empowerment Index for Kenya: Determinants at the Micro-Level.	• Sub Award Grant Approved & 1st instalment Disbursed • Researchers Appointed. • Stakeholder Webinar • Preparing EMERGE Questionnaire-Ongoing • Desk review- ongoing	• Proposal	None

1.5: Gender Responsive Budgeting: Tracking the Effect of Budgets and Public Spending on Women's Economic Empowerment Initiatives	• Sub Award grant approved, 1st instalment disbursed • Researchers appointed. • Stakeholder mapping • 2022/23 Citizen Alternative Budget is currently work in progress	• Proposal • Webinar reports • 2 policy briefs	None
Theme 2: Women's Skilling and Mentoring			
2.1: Integration of Transferable Skills into Basic and TVET Levels for Employability of Women in Kenya	• Stakeholder mapping • Ethical Clearance Certificate • NACOSTI Research Permit • Budget approval- ongoing	• Proposal • 1 Webinar report	None
2.2: Impact of Apprenticeship, Internship and Mentorship Program on Employment of Young Women	• Stakeholder mapping • Ethical Clearance Certificate • NACOSTI Research Permit • Budget approved & Disbursed • Piloting completed • Debriefing report • Refinement of tools- ongoing	• Proposal • 1 Webinar report	None
2.3: Impact of lifelong learning on performance of women-managed small and medium enterprises: A case of Kenya Women Finance Trust Bank	• Stakeholder mapping • Ethical Clearance Certificate • NACOSTI Research Permit • Budget approval-Ongoing	• Proposal • 1 Webinar report	None
Theme 3: Violence Crisis and Women's Work			
3.1: Effectiveness of programs and Initiatives addressing Sexual and Gender-Based Violence as a constraint to Women's Economic Empowerment	• Stakeholder mapping • Ethical Clearance Certificate • NACOSTI Research Permit • Budget approved & disbursed • Piloting completed • Pilot Data Shared with key Stakeholders • Tools revised	• Proposal • Webinar reports • Pilot report • 1 Policy brief • Student proposal	None

	• Data collection ongoing		
3.2: Gendered Impact of Travel Restriction's Government Policy Response to Covid-19 Pandemic on the Tourism Industry in Kenya	• Stakeholder mapping • Stakeholder webinar • Ethical Clearance Certificate • NACOSTI Research Permit- ongoing • Budget approval- ongoing	• Proposal • 1 Webinar report	None
3.3: Enhancing Women's Labor Force Participation and Child Development Through The Crèche Programme in Tharaka Nithi County, Kenya	• TNCG Sub Award Grant approved. 1st instalments disbursed • Yale Sub Award Grant approved. 1st instalments disbursed • Busara Sub Award Grant (lab experiment) disbursed • Researchers Appointed • Stakeholder mapping & engagement done • Livelihood pilot survey completed • Ethical Clearance Certificate- on going • NACOSTI Research Permit-ongoing • RCT design- ongoing	• Proposal • Webinar report • 2 Rapid needs assessment reports • 2 Livelihood pilot survey reports. • 1 LFP Report • 10 Policy briefs • Post field data sets	
3.4: Women's Labor Force Participation and the Wellbeing of Mothers and Children in Tharaka Nithi County, Kenya	• Proposal is part of TNG Proposal • Sub award approved but not disbursed	None	

The Research Coordinator pointed out that during the second year that commenced in October 2021, the focus will be on:

1. Outputs [Policy briefs, reports, journal articles, books, book chapters, theses, master's projects, policy papers, conference papers, television programs, policy briefs, policy dialogues, media briefs, working papers, technical papers, translations, documentaries, pamphlets, advocacy materials etc.]
2. Outcomes [some policies changed, some policies introduced, WEEI constructed and in use, intermediate outcome for each study achieved, primary outcome for each study achieved]

The PIs were urged to find a means to disclose these outputs that link them to the research because this would achieve the aim of the research. The Tharaka Nithi team was also seen to be integrating county government activities with those assigned to them by the hub. As a result, determining the study's results based on research deliverables will be a challenge. Another observation that was made was on the understanding of the inputs, outputs and outcomes by all the teams.

1.3: Session 2: The role of the Board: Good Governance and Oversight

Session Chair: Prof. Frederick Gravenir, DVC Research, Innovation and Outreach

The resource person for this session was Dr. Simon Angote, OGW, a Senior Principal Lecturer at the Kenya School of Government. Dr. Angote was selected as a resource person due to his extensive expertise in public administration, which he gained while serving on several boards and in numerous capacities in various ministries and government agencies in Kenya.

Dr. Angote introduced the concept of Corporate Governance to the members, highlighting its relevance as a system of rules, practices, and processes that govern and regulate an organization. He stressed the importance of corporate governance in balancing the interests of stakeholders in an organization by identifying who has power and accountability, as well as who makes decisions; corporate governance in organizations encompasses authority, accountability, stewardship, leadership, direction, and control. He reiterated the importance of corporate governance in providing strategy and direction, monitoring organizational performance, establishing structures and processes, risk identification and management, and talent management.

Dr. Angote also briefed participants on the Mwongozo Code of Governance for State Corporations, which provides a foundation for defining public sector principles and values, as well as optimal corporate governance practices. He highlighted the Mwongozo's foundations and the challenges it seeks to address in state corporations, as well as its core principles and key practices supporting the principles under

Mwongozo. The Mwongozo, according to Dr. Angote, aims to integrate good corporate governance principles into the management of state corporations by addressing eight broad themes, including board appointment and functions, transparency and disclosure, accountability, risk management, and internal control, ethical leadership and corporate citizenship, shareholder rights and obligations, stakeholder relationships, sustainability, and performance management.

1.4: Session 3: A Good Oversight Board and its Interactions with the Technical Team

Session Chair: Mr. David Watene, Deputy Director, University Education

The resource person for this session was Dr. Simon Angote, OGW, a Senior Principal Lecturer at the Kenya School of Government.

Dr. Angote walked members through the roles of the Board Chair in strengthening the organization's sound corporate governance. He explained that the Board Chair's role include mobilizing financial resources for policy implementation and sustainability, as well as articulating organizational programs and priorities and providing information on the organization's performance. Management is in charge of operations, while the Board is in charge of policy, strategy, and oversight. Management seeks the Board's approval of suggested strategies and plans, while the Board depends on Management's suggestions in the form of Board Papers to provide strategic direction and governance guidance. Delineation of Board/Management Roles and Accountability are two major areas of conflict.

Dr. Angote outlined how to avoid conflicts of interest between the management board and the management of institutions by delegating appropriately and cooperating and collaborating at all times. He emphasized the importance of separating political and administrative/technical roles while maintaining a clear line of communication between them, since both activities are mutually reinforcing. The significance of establishing and maintaining mutual trust between the board and management was emphasized.

Further, the significance of management sharing sufficient information with the board was emphasized as an area that can cause a great deal of conflict of interest, particularly if the board feels management is withholding information. Conflicts frequently emerge when management fails to effectively inform the Board on significant topics, or when management conducts business on the assumption that the Board does not comprehend the problems.

1.5: Session 4: Board Meeting

Session Chair: Prof. Caroline Thoruwa, Chairperson of the Board

The Board meeting was convened by the Chair, Prof. Thoruwa. The Agenda was as follows;

1. Receive apologies
2. Reading and confirmation of previous meetings minutes
3. Matters arising
4. Update of overall program performance
5. Year 1 performance – outputs Vs targets
6. Year 2 targets
7. Way forward
8. AOB

The Minutes of the board meeting are provided as *Appendix I*. The highlight are as follows;

- Current governance structure was presented to the board including the current challenges in its implementation. The Chairperson of the Board requested that the Hub Leadership make a proposal on the proposed changes and present to board for deliberation and approval. The discussion around this is still ongoing.
- It was noted that there was more male representation in the current Hub Board and a suggestion was made to increase the number so that there can be more female representation. However, this suggestion was rejected based on the fact that the maximum board representation of 9 has been surpassed and so the current membership should be retained.
- It was noted that having the DVC Research as a Board member was a conflict of interest seeing that the Hub is a research project that is anchored in the Division of Research. It was therefore agreed that he be removed and be replaced by the DVC Academic who is female. It was agreed that the hub leadership implement this recommendation.
- Two sub-committees were formed at the advisory board i.e. Research and the Strategic investment sub-committees.
- It was noted that there are some crucial capacities at the Hub but are lacking including that of an M&E expert, Legal officer and Policy Expert and ICT/ Data Analyst. It was hence proposed to recruit these persons with permission from the donor.



Photo 3: The Vice-Chancellor, Prof. Paul K. Wainaina, poses with the CAS, Advisory board Chair, Hub Leader and some of the representatives of the Hub partners, including Mr. Macdonald Obudho (Kenya National Bureau of Statistics) (far left), Hon. Abraham Maruta (third from left) from the Tharaka Nithi County Government, and Mr. David Watene (second right), Ministry of education.

1.6 Closing Remark

After a fruitful discourse, the board meeting brought the Advisory board conference to a close. Prof. Judith Waudu, the Hub Leader, delivered the closing remark wherein she thanked everyone who attended and contributed to the conference's success.

2.0 Proceedings of the Technical Committee Conference

These Technical Committee Conference brought together the technical committee members, thematic leads, PIs and Co-PIs.

2.1: Session I: The RACI Matrix

Session Chair: Prof. Nelson Wawire, Hub Research Coordinator

Ms. Lornah Wahome, Research Manager at Busara Center for Behavioral Economics who was also the donor representative at the retreat took the technical committee through the RACI Matrix. Ms. Wahome joined the session virtually as she was not able to travel to Nakuru.

Ms. Wahome described the RACI matrix as a simple yet efficient way to define and record project roles and responsibilities in order to improve project success. She noted that the RACI matrix ties well with the governance and organizational structure of any project. It provides for clear communication and smooth workflow across project teams. It is used by most BMGF grantees and also at Busara Center.

She described the RACI matrix as a responsibility assignment chart that maps out every task, milestone, or key decision involved in completing a project and assigns which roles are Responsible for each action item, which personnel are Accountable, and who needs to be Consulted or Informed, as appropriate. The abbreviation RACI refers to the four roles that stakeholders might play in a project which encompass;

- **Responsible:** People or stakeholders who do the work. They must complete the task or objective or make the decision. Several people can be jointly *Responsible*.
- **Accountable:** Person or stakeholder who is the owner of the work. He or she must sign off or approve when the task, objective or decision is complete. This person must make sure that responsibilities are assigned in the matrix for all related activities. Success requires that there is only one person *Accountable*, which means that “the buck stops there.”
- **Consulted:** People or stakeholders who need to give input before the work can be done and signed-off on. These people are “in the loop” and active participants.
- **Informed:** People or stakeholders who need to be kept in the picture. They need updates on progress or decisions, but they do not need to be formally consulted, nor do they contribute directly to the task or decision.

Ms. Wahome worked with members to fill out a section of the RACI matrix to help them better understand the roles, responsibilities, and accountability that have been entrusted to them as PIs and thematic leads, facilitating effective project management.

2.2: Session 2: The Current Hub Structure

The Hub Leader, Prof. Judith Waudu presented the current hub structure and administration illustrated in Figure 1 above. Prof. Waudu described the duties and responsibilities of each position represented in the organogram. Prof. Waudu reported the challenges of implementing the project under the above governance. (Details of these challenges have been reported under meeting with the Advisory Board).

2.3: Session 3: Recapping The 12 Studies, Progress So Far, Achievements and Outputs from Each Outcome

Session Chair: Prof. John Orodho

The Research Coordinator Prof. Nelson Wawire presented studies progress as outlined in Table 1 above and asked the PIs to confirm if that was the correct position.

The Research Coordinator reported the challenges faced by the Women's Participation in Corporate Governance study team with their previous partners, Federation of Kenya Employers (FKE) who were very uncooperative and unfortunately had to part ways. They have since managed to identify another program which they will evaluate in collaboration with Women's Empowerment Link (WEL). The team is currently in the process of reworking their proposal to align to the new project objectives. The team conducted a stakeholder webinar on 8th December, 2021. The team had received ethical clearance for the previous project, not sure if they have to reapply now that proposal is being reworked.

Mr. Paul Samoei of the Kenya National Bureau of Statistics (KNBS) reported at a previous meeting to report progress that the KNBS would assist the study teams with data collection and store the data collected on their servers for free, as well as provide the teams with data collection kits, assist in questionnaire development and configuration to the Survey solutions app, train enumerators, and assist in sampling. However, after being engaged by the individual PIs (Dr. Kamere), the KNBS teams asked a Ksh. 150,000 expression of appreciation. Because they are partners in this project, study teams requested the Hub Leader to negotiate on their behalf and lower the token to Ksh. 75,000.

At Ks. 50,000 and an additional Ksh. 100 per kit per day, Survey-to-Go provides the same service; two teams engaged them in their pilot studies and were not dissatisfied. One of the vulnerabilities that might compromise data quality and ethics, according Prof. Simon Onywere, Research Associate in Charge of Field Coordination, is the security of the data being collected. As a result, he suggested that the Hub Leadership liaise with the University Leadership to obtain server space for the Hub at the University Library Server. After much deliberation, it was agreed that the PIs could use whichever service provider they chose, as long as they kept in mind that all data collected remained property of the University.

Several members pointed out that the Tharaka Nithi team was integrating county roles with study work. It was also noted that some of the outputs they reported were outliers and not study outputs e.g. the vaccination of person in the market. The quality of the data they obtained was also questioned because they lacked the necessary ethical approvals at the time. The query was also connected to the ten policy briefs that had been submitted, the formats used and the process of approving the policy briefs. As a result, members were urged to follow proper procedures in their studies.

The Research Coordinator reported that he did not have any information about the Women's Labor Force Participation and the Wellbeing of Mothers and Children in Tharaka Nithi County, Kenya, one of the studies within the program. He reported that he did not know who the current PI was, nor did he have their proposal, outputs and outcomes, hence difficult to track their progress. It was agreed that the Tharaka Nithi team retreat and decide how that study will be done and who will lead it. {The particular study does

not entail much as it is a desk review. This sentence is not linking with the top paragraph. You can delete this sentence

2.4: Session 4: Key outputs for the year 2022 - First six months (October 2021-March 2022, April 2022-September 2022)

Session Chair: Prof. Nelson Wawire, Research Coordinator

Prof. Grace Wamue-Ngare, Research Associate Policy and Advocacy, informed participants that the WEE Project entered its second year in October 2021 which will run until September 2022 when the donor expects a comprehensive annual report that will determine if the program continues or terminates. She requested all PIs to familiarize themselves with the reporting period and plan themselves according to submit study reports to the Project Leader. Prof. Wamue – Ngare urged all PIs to then focus on producing outputs. She explained to participants what the donor expects when they talk about outputs and outcomes and urges the PIs to familiarize themselves with the terms.

Prof Wamue – Ngare described the various forms of research dissemination mechanisms and urged the PIs stop focusing on policy briefs, this take a lot of time and efforts to be approved. Members were also informed to follow due process when coming up with policy briefs. She explained the advocacy models that can be adopted to inform policy but asked members to be careful as the line between lobbying and advocacy is very narrow. At this juncture she explained the difference between the two and also highlighted the donor policies in place against lobbying.

2.5: Session 5: Fieldwork Coordination

Prof. Simon Onywere, Research Associate, Field Coordination walked the participants through the importance of stakeholder engagement in participatory research as it is as important as the outcomes. He highlighted the need for proper planning before going to the field. Prof. Onywere laid a lot of emphasis on ethics in research and on the conduct of researchers in the field – the do's and don'ts. He also focused on data storage and sharing protocols and urged PIs to ensure that the service providers they engage for the CAPI apps have the capacity to secure their data.

Prof. Onywere noted that there was need for PIs to be capacitated before they proceed to actual data collection. He therefore proposed for 2 trainings to be provided to all PIs – Research ethics and field protocols, and Use of CAPI tools e.g. KOBO Collect or Survey-to-go. The trainings will be organized in early January.

2.6: Session 6: Understanding the Results Framework

Session Chair: Prof. Judith Waudo, Hub Leader

Dr. Regina Mwatha, the Project Leader, walked participants through the Results Framework and outlined the study teams' expectations for 2022. She challenged the PIs to put their best foot forward in order to

meet the output targets. She emphasized that in Year 2, all teams should begin delivering outputs for processes that began in the first year. She also advised the PIs to refer to the results framework and theory of change for specific studies on a regularly to keep the project on track. The Project Leader then requested the PIs to present their Year 2 expected outputs, summarized in Table 2 below.

Table 2.0: Research Outputs for Year 2

SN	THEMATIC AREA/STUDY	OCT 2021-MARCH 2022	APRIL-SEPTEMBER 2022	
1.0	Women's roles in public and private sectors			
1.1	Women's Participation in Management and Leadership Positions in the Public Sector: Closing the Gender Gap	1. Webinar Report 2. Piloting report 3. Audit trail 4. Media brief - KUTV presentation, Social media platforms e.g. twitter 5. International Women's Day equality today for a sustainable tomorrow" Conference exhibition	1. Policy brief 2. Journal article 3. Draft report 4. Dissemination webinar report	
1.2	Participation of Women in Corporate Governance in Kenya	1. 7 Research Assistants training report 2. Refined instruments 3. Pilot study findings Report 4. A position paper	1. Main research findings report 2. 2 published journal articles 3. Base data for women in governance dashboard	
1.3	Effectiveness of Women-in-Manufacturing Program in Promoting Economic Empowerment for Women entrepreneurs in the Manufacturing Sector in Kenya	1. 1 Pilot report 2. 1 Policy brief 3. 1 Masters proposal 4. 1 Ph.D Proposal 5. Stakeholder engagement report	1. 1 Policy brief 2. 1 Research report 3. 1 Masters Project 4. 1 Conference paper 5. 1 Position Paper	

			6. 1 Stakeholder Engagement report	
1.4	Constructing Women's Economic Empowerment Index for Kenya: Determinants at the Micro-Level.	1. Desk review report 2. Stakeholders' Webinar report - on the WEEI Study 3. WEE- Questionnaire 4. 1 report on building capacity across all researchers at KNBS 5. WEE module on ongoing Kenya continuous Household survey 6. Stakeholder and collaborators Engagement report	1. WEE module on ongoing Kenya continuous Household survey- implementation status report 2. Analysis on the existing secondary data- status report 3. Small area estimation of WEI Report	

1.5	Gender Responsive Budgeting: Tracking the Effect of Budgets and Public Spending on Women's Economic Empowerment Initiatives	1. Desk review report 2. Key informant interviews report 3. Policy Brief (based on desk review report) 4. Blog (based on desk review report) 5. Draft report on effects of public spending on WEE 6. Webinar (based on desk review report) 7. Report on training WEE Hub on budget analysis/ program budgeting analysis	1. Gender responsive budgeting analysis report 2. Policy Brief (based on GRB analysis) 3. Webinar (based on GRB analysis) 4. Roundtable meeting to review GRB analysis 5. Post Budget Analysis FY 2022/23 and a webinar sharing the social protection sector on WEEI 6. Training WEE Hub on policy brief 7. Dissemination of the GRB report	
2.0	Women's skilling and mentoring			
2.1	Integration of Transferable Skills into Basic and TVET Levels for Employability of Women in Kenya	1. Pilot report 2. Stakeholder engagement report 3. Policy brief 4. Press release/Blog	1. Journal article 2. Policy brief 3. Study data sets 4. Draft fieldwork report 5. Masters thesis 6. Conference presentation	

2.2	Improving Women's Readiness Employability Apprenticeship, Internship and Mentorship	Young Work and through and	1. Pilot Report 2. Policy Brief 3. Stakeholder engagement report 4. Research Findings report 5. Researchers' training report 6. 1 KUTV Talk Show	1. Working Paper 2. 1 Conference Presentation 3. 1 Round Table Dialogue report 4. Post-graduate student's proposal	
2.3	Impact of lifelong learning on performance of women-managed small and medium enterprises: the case of KWFT Bank		1. Stakeholder Engagement Report 2. Training on Survey Solutions data collection and management 3. Piloting report 4. Fieldwork report Report on Randomized Control Treatment (RCT) Design .	1. One Policy brief 2. One Journal article 3. Draft report on RCT 4. Stakeholder Engagement Report	
3.0	Violence, Crises and women's work				
3.1	Effectiveness of SGBV Mitigation and Prevention Programmes		1. 1 Pilot Report Shared with the Ministry 2. 1 pre- pilot stakeholder engagement report 3. MA proposal at Graduate school 4. 1 stakeholder engagement report 5. Revised research instruments 6. Draft Tamar training module	1. Main research findings report 2. 2 published journal articles 3. 2 Policy briefs 4. 1 MA Thesis 5. field data report 6. Reflect Circles Mapping Report - Adapted Tamar training module	

3.2	Gendered Impacts of Kenya Government Policy Response to Covid-19 Pandemic	1 Pilot Report 1 Stakeholders engagement report 1 Policy brief 1 Master's Thesis Proposal 1 PhD Thesis Proposal	1 Policy brief 1 Msc findings report 1 Webinar (based on pilot data) 1 TV Programme Presentation 1 Conference Paper 1 Report on Training of stakeholders 1 report on Roundtable meeting with stakeholders 1 Media Brief 2 Story maps	
3.3	Enhancing Women's Market Participation and Child Development through the Crèche Programme in Tharaka Nithi County: A Randomised Control Trial			
3.4	Women's Labour Force Participation: A Conceptual and Empirical Framework			

2.7: Session 7: Accounting Processes for Bill and Melinda Gates Foundation (BMGF)

Session Chair: Prof. Nelson Wawire, Research Coordinator

Mr. James Onditi, the Finance and Administration Manager made a presentation on the Financial management guidelines provided by the donor and that have been aligned to the University grant management systems and procurement systems. He urged all PIs to familiarize themselves with the guidelines provided in the Finance and Administration Policy and Research Policy both of which are available on the Hub's website. Mr. Onditi informed PIs that Year 2 funds have been remitted to the University by the donor. Any team that has fully accounted for Year 1 funds can therefore request for their Year 2 allocation. He urged the PIs to plan early before requesting for funds as they have to go the University grants approval system which at times causes delays. Mr. Onditi also requested that all teams submit their annual procurement plans so that they can be forwarded to the University Procurement Office.

3.0: Technical Committee Meeting

Session Chair: Prof. Judith Waudu, Hub Leader

The Technical Committee meeting was convened by the Chair, Prof. Waudu. The Agenda was as follows;

1. TOR for the Technical Team
2. Role of Thematic Leaders
3. Role of the Technical team in Executing Project Outcomes and Outputs
4. Structure of the Hub
5. AOB

The Minutes of the technical committee meeting are provided as *Appendix II*. The highlight are as follows;

1. It emerged that the members did not execute their mandate well in Year one partly because their role was not very clearly outlined. Since this role was now clearly discussed they were urged to be more proactive moving forward.
2. It was noted that the Technical Committee convenes twice a year. Concern was raised on how the committee can deliver on its quality assurance mandate if it only meets twice a year, yet research is an ongoing process. A suggestion was made for the committee to be meeting for regularly, at least 3 times a year.
3. The Thematic Leads who are also members of the Technical committee did not have terms of reference, these roles were then proposed and adopted by the committee to be as follows;
 - i. Capacity building within the thematic areas. The Thematic leads should identify capacity gaps and source for these capacities that are lacking from other thematic areas.
 - ii. Follow up study progress with PIs
 - iii. Knowledge sharing across thematic areas.
 - iv. Conflict resolution within the thematic areas before its escalated to the Hub leadership.

- v. Support the Project Leader in delivery of quality research outputs, coordination and oversight within the thematic areas.
- vi. Form working groups within the thematic areas.



Photo 2: The PIs, Co-PIs and hub staff pose for a group photo after the working retreat

3.1: Closing Remarks

The concluding statement was made by the Hub Leader, Prof. Judith Waudo, who thanked everyone present and those who contributed to the success of the conference, and then officially declared the conference closed.

4.0 Appendices

Appendix I: Minutes of the Board Meeting



KENYATTA UNIVERSITY WOMEN'S ECONOMIC EMPOWERMENT HUB



ADVISORY BOARD MEETING HELD ON 8TH DECEMBER, 2021 AT SAROVA WOODLANDS, NAKURU DURING KU-WEE HUB RETREAT

Present:

- | | | |
|----------------------------|---|---|
| • Prof. Caroline Thoruwa | ~ | Chairperson of Advisory Board KU-WEE hub |
| • Prof. Frederick Gravenir | ~ | Deputy Vice Chancellor (Research Innovation & Outreach) KU |
| • Prof. Judith Waudo | ~ | Hub Leader & Advisory Board Secretary |
| • Hon. Abraham Mauta | ~ | Public Service, Administration & Devolution Affairs |
| • Mr. Michael Kariuki | ~ | Deputy Director, Public Service and Gender |
| • Mr. David Watene | ~ | Deputy Director, University Education |
| • Mrs. Rispa Moruri | ~ | Director, Social Dept, Ministry of Labour & Social Protection |
| • Ms. Lorna Wahome | ~ | B&MGF Representative |

In attendance

- | | | |
|------------------------|---|--|
| 1. Prof. Nelson Wawire | ~ | Research Coordinator ,KU WEE Hub |
| 2. Dr. Susan Kiambati | ~ | KU-WEE Hub Communications Specialist |
| 3. Mr. James Onditi | ~ | Administration and Finance Manager, KU WEE Hub |
| 4. Nancy Gichuru | ~ | Secretary, KU-WEE Hub |

Recording

Apologies

- | | | |
|-------------------------|---|---|
| 1. Mr. Kwame Owino | ~ | CEO, Institute of Economic Affairs |
| 2. Mr. Macdonald Obudho | ~ | Director General, Kenya National Bureau of Statistics |
| 3. Ms. Mary Mwiti | ~ | Ag. CEO, Council of Governors |

Preliminaries

- Chairperson called the meeting to order at 11.10 am.
- Mr. Onditi gave the opening prayer and the following agenda was adopted.

Agenda

1. Apologies (*if any*)
2. Reading and confirmation of previous meeting's minutes.
3. Matters arising from the minutes
4. Update of overall project achievements
5. Year 1 performance – outputs versus targets
6. Year 2 targets.
7. Way forward
8. AOB

MIN 1: 8/12/21	Introduction ➤ Members were invited to make self-introduction ➤ It was noted that the Board had new members. They included Ms. Mary Mwiti from Council of Governors and Ms. Rispa Moruri from the Ministry of Labour & Social Protection. ➤ Ms. Lorna Wahome, Research Manager, Busara Center for Behavioral Economics represented Bill & Melinda Gates Foundation and she attended the meeting virtually.	Action by: Chairperson
MIN 2: 8/12/21	Reading and confirmation of previous meeting's minutes Noted that: The Minutes of the 2 nd Advisory Board meeting held on 12 th March, 2021 were read. Agreed that: The Minutes be approved and adopted as the true deliberations of what was discussed. Proposed by Mr. Michael Kariuki and seconded by Mr. David Watene.	Dr. Kiambati Chairperson
MIN 3: 8/12/21	Matters arising from the minutes Noted & Observed that: ➤ Prof. Gravenir's first name was misspelled hence should read Frederick AND NOT Fredrick. ➤ Hon. Abraham Maruta's title be amended to read CEC, Public Service, Administration & Devolution Affairs, Tharaka Nithi County AND NOT a Representative of Tharaka Nithi County. Hon Maruta is also a Team Leader of the Tharaka Nithi County Project ➤ Reported that Kenyatta University Management approved a Policy that is in line with Mwongozo Code of State Corporation which was ready for signature by the Vice-Chancellor. ➤ That the said Policy states that the Board shall have a minimum of 4 meetings to be held quarterly. ➤ The Board agreed that the Advisory Board meetings be held twice a year unless there is a special meeting and that sub-committees shall each meet twice a year prior to the Board meeting.	Action by: Prof. Gravenir

	➤ The terms of reference require that reports are sent to the Vice-Chancellor and the Management. ➤ Members of the Board were allowed to choose which of the two sub-committees i.e. Strategy & Investment and Research they would wish to join. ➤ The DVC (RIO) Prof. Gravenir found it difficult to join any of the sub-committees citing conflict of interest considering his role as the Deputy Vice-Chancellor in charge of Research. ➤ The Board agreed that the DVC (RIO), Prof. Gravenir surrenders his position as a Board members and take up administrative position to advise the Board ➤ It was proposed that the Deputy Vice-Chancellor (Academic), Prof. Waceke Wanjohi replaces the DVC (RIO), Prof. Gravenir, on the Advisory Board. ➤ These changes be communicated to the Donor during the next meeting with her. ➤ It was noted that it is not necessary to include UN Women in the Board because the current number already exceeds the 9 as recommended. ➤ The Hub to prepare Calendar of events for the Advisory Board. ➤ The policies were reviewed and signed by the Vice-Chancellor. Soft copies shall be uploaded on the Website and also be circulated to the Board members and the stakeholders via e-mail.	Hub Leader Hub Leader
hair MIN 4: 8/12/21	Update of Overall Project's Achievements Noted that: ➤ An elaborate presentation by the Hub Leader on the update of the Overall Project's achievements was outlined as follows: ✓ Projects achievements ✓ Goal ✓ Hub establishment ✓ Research achievements and postgraduate research progress ✓ Partnership and capacity building ✓ Communication and advocacy Observed that: ➤ The Funder is more concerned with achievements other than processes. ➤ When presenting the reports to the Board, it was suggested that they be grouped in templates on the basis of objectives and in a summary form. ➤ It was further reported that a template of research result framework was provided by the Funder which was also used to prepare the end of year report.	Action by: Hub Leader

	➤ The Hub Leader reported that the photo image used by the Hub in its publication was consented by Public Relations Office in Kenyatta University, the office that is charged with the responsibility of overall publications. ➤ A study on Female Labourforce Participation which is part of Tharaka Nithi studies has made minimal progress and the one page proposal provided by a Professor in Yale was not adequate. ➤ It was reported that 20 million was set aside to carry out the said study. The Hub is considering the reallocation of these said funds. Agreed that: ➤ The role of sub-committees shall be to do the ground work and submit the findings, observations and recommendations to the Board. ➤ Hub to train the Board members on the Research Based Framework according to the Funder's specification so as to be at par with the researchers who have already undertaken the training. ➤ The Research Sub-committee to look into the Labourforce Participation Proposal and submit its findings and recommendations to the Board for consideration. ➤ The Hub to convene meetings for Sub-committees expeditiously. ➤ The Hub organogram is being revised and will be tabled in the next meeting for discussion.	
MIN 5: 8/12/21	Year 2 targets Research Policy The Hub is envisioned to accomplish the following in the year 2: ➤ Field data collection, processing and analysis ➤ Preliminary report preparation and submission ➤ Validation of evidence and dissemination of results and debriefings ➤ Testing of what works, upscaling of evidence, monitoring and evaluation ➤ Preparation, publishing and dissemination of policy briefs, working papers and data sets ➤ Presentation of evidence to policy makers, agencies, donors, and national and county government stakeholders	

MIN 6: 8/12/21	Way forward: Agreed that: • Year 2 activities be presented again at another session capturing the objectives in the result framework. • The detailed presentation by the Hub Leader be shared with the Board members via e-mail.	Hub Leader
-------------------	--	------------

There being no other business, the meeting ended at 1.10 p.m. with a closing prayer by Mr. James Onditi.

Approved for circulation:

Chairperson

Prof. Caroline Thoruwa

Signature-----

Date: -----

Confirmed at a meeting:

Chairperson

Prof. Caroline Thoruwa

Signature-----

Date: -----

Appendix II: Minutes of the Technical Committee Meeting



KENYATTA UNIVERSITY
WOMEN'S ECONOMIC EMPOWERMENT
HUB



MINUTES OF THE KU-WEE HUB TECHNICAL COMMITTEE MEETING HELD ON
FRIDAY 10TH DECEMBER, 2021 AT 03.00 P.M

AT SAROVA WOODLANDS HOTEL, NAKURU CITY.

MINUTES OF THE KU-WEE HUB TECHNICAL COMMITTEE MEETING HELD ON FRIDAY 10TH DECEMBER 2021 AT 03.00 P.M AT THE SAROVA WOODLANDS HOTEL, NAKURU CITY.
ATTENDANCE

Present:

1. Prof. Judith N. Waudu	Hub Leader	Chairing Secretary
2. Dr. Regina G. Mwatha	Project leader	
3. Prof. Nelson Wawire	Hub Research Coordinator	
4. Dr. Susan Kalangi Kiambati	Hub ICT and Communication Specialist	
5. Prof. John Orodho	Member	
6. Prof. David M. Minja	Member	
7. Mr. Paul Samoei	Member	
8. Ms. Lillian Kiruja	Member	
9. Ms. Darmi Jattani	Member	

In Attendance

1. Ms Eunice M. Mwaura	Hub Administrative Assistant	Recording
2. Ms. Stella Mugo	Hub Accounts Assistant	

Apologies

1. Prof. Grace Wamue – Ngare	Advocacy and Policy Engagement Expert	Co-Chair
2. Prof Germano Mwabu	Research Associate (Quality Control and Partnerships)	
3. Prof. Simon Onywere	Research Associate (Fieldwork Coordination)	
4. Dr. Pacifica Okemwa	Member	
5. Mr. James Onditi	Finance and Administration Manager	

Agenda

6. TORs for the Technical Team
7. Role of Thematic Leaders
8. Role of the Technical team in Executing Project Outcomes and Outputs
9. Structure of the Hub
10. AOB

Agenda		
Min. 1: 10/12/21	Preliminaries - The Chair called the meeting to order at 3.00 P.M. - The agenda was tabled. It was proposed by Ms. Jattani and seconded by Prof. Minja and therefore adopted for the meeting.	Action by: Hub Leader

Min. 2: 10/12/21	Terms of Reference of the Technical Committee Reported • The Committee's TORs were presented as outlined in the investment document and appointment letters given to the members. They are as follows; i. The Technical Committee will be deliberating on the three thematic areas of research namely: Women's roles in the public and private sectors, skilling and mentoring, and violence, crisis and women's work. ii. The Committee will aspire to promote contextually responsive understanding and applications of the project on the IWWEED programme. iii. It will ensure quality output, oversee prudent distribution and allocation of the research budgets, and review and approve project work plans. iv. Besides overseeing quality on the technical work, the Committee will carry out direct monitoring and evaluations, identify gaps, review future proposals and rank them for funding. v. It will also review knowledge products before releasing and sharing them with the Data systems for dissemination. vi. Finally, it will address areas of conflicts that might arise between researchers and/or partners. Noted • The members were informed that they did not execute their mandate well in Year 1 and were urged to be more proactive moving forward. • It was also noted that the Technical Committee convenes twice a year. A concern was raised on how the committee can deliver on its quality assurance mandate if it only meets twice a year, yet research is an ongoing process. Members were informed that the committee used to convene more regularly initially, until the donor advised that Hub staff who are all members cannot draw a sitting allowance, hence demotivating them. A suggestion was made for the committee to be meeting regularly so that it can deliver on its mandate more effectively.	Action by:
---	---	--------------------------

	Agreed • To increase the number of times the committee is convened to at least 3 times a year. • It was also agreed that the Hub Leadership inform all researchers and partners on the committee's mandate in processing and dissemination of research data to minimize any conflict that may arise.	
Min.3: 10/12/21	Role of Thematic Leads Reported • Thematic leaders did not have any terms of reference. Chair therefore suggested that the committee proposes TORs for them for the Thematic Leads. The following TORs were proposed; - Capacity building within the thematic areas. The Thematic leads should identify capacity gaps and source for these capacities that are lacking from other thematic areas. - Follow up study progress with PIs - Hold knowledge sharing across thematic areas. - Conflict resolution within the thematic areas before it escalated to the Hub leadership. - Support the Project Leader in delivery of quality research outputs, coordination and oversight within the thematic areas. - Form working groups within the thematic areas to review publications Agreed • After deliberations, the committee agreed to adopt the above TORs for the Thematic Leads so as to enhance quality research outputs.	
Min.4: 10/12/21	Hub Structure • The Hub structure was presented as it is in the investment document. The Chair informed members of the challenges being faced when implementing the programme under the current governance structure. • The Chair also reported the feelings expressed at the Advisory Board especially on the position of the project partners, where they felt they	Action by: Hub Leader

	had been placed too low in the organogram and that their role was not explicit. - The Chair also reported that some capacities were lacking at the Hub hence comprising the quality of delivery of the Hubs mandate as well the quality of research outputs. The missing capacities lacking include an M&E Expert, Legal Expert, and an ICT Officer Observed - When filling the ICT capacity gaps, they Hub leadership should not merely focus on the qualifications but also on experience. This is because the type of person the hub needs requires additional data analysis skills which a person with ICT training may not possess. They should therefore look for a Data Analyst and not an ICT person. - Tharaka Nithi has a Data Analyst who during MoU signing was seconded to the project and therefore can extend services to the Hub. - It was also observed that when looking for a Lawyer, they should be specific and get someone with experience in Legislative drafting, this type of a person will have an understanding of policy development at national and county level and also be well versed in the budget process. Agreed - The committee agreed for the capacities lacking at the Hub to be filled for efficient service delivery.	
Min.5: 10/12/21	AOB Sustainability of the Programme after Donor Exit: A suggestion was made to start thinking about the Hub's long-term sustainability after the donor exits. The Hub's leadership was encouraged to keep an eye out for funding opportunities, collaborations, and partnerships that would enhance the programme's long-term sustainability. The Chair informed members that they are constantly in search for such opportunities, and that they are working on some proposals as well as forming collaborations with organizations that aim to improve women's empowerment, such as UN Women.	

Min.6: 10/12/21	Adjournment • The meeting ended at 5.00 p.m. • The next meeting date will be communicated.
--------------------	--

Approved for issue:

[CHAIRPERSON]

Date:

Confirmed at a meeting:

[CHAIRPERSON]

Date:

Appendix III: Conference Attendance

KENYATTA UNIVERSITY WOMEN'S ECONOMIC EMPOWERMENT HUB

Attendance List for the Retreat to be Held on 6th to 11th December 2021

S.No.	Name	Position
1.	Prof. Paul K. Wainaina	Vice Chancellor, KU
2.	Prof. Judith Waudu	Hub Leader, KU
3.	Prof. Caroline Thoruwa	Chairperson, Advisory Board
4.	Prof. Fredrick G. Gravenir	DVC (RIO)
5.	Mr. McDonald George Obudho	Director General, Kenya National Bureau of Standards
6.	Ms. Lornah Wahome	BMGF Representative (Virtual attendance)
7.	Mr. Michael Kariuki	Assistant Director, Gender Ministry of Public Service and Gender
8.	Mr. David Watene	Deputy Director, University Education Ministry of Education
9.	Ms. Rispa Moruri	Director Social Department Ministry of Public Service and Gender
10.	Dr. Regina Mwatha	Project Leader, KU-WEE Hub
11.	Mr. James Onditi	KU-WEE Hub
12.	Dr. Susan Kiambati	KU-WEE Hub
13.	Prof. Grace Wamue-Ngare	KU-WEE Hub
14.	Prof. Simon Onywere	KU-WEE Hub
15.	Prof. Nelson Wawire	KU-WEE Hub
16.	Ms. Eunice Mwaura	KU-WEE Hub
17.	Ms. Stella Mugo	KU-WEE Hub
18.	Ms. Nancy Gichuru	KU-WEE Hub
19.	Ms. Abigail Ohare	KU-WEE Hub
20.	Prof. Minja David	KU-WEE Hub
21.	Prof. John Orodho	KU-WEE Hub
22.	Dr. Pacifica Okemwa	KU-WEE Hub
23.	Ms. Dermi F. Jattani	Institute of Economic Affairs
24.	Mr. Raphael Muya	Institute of Economic Affairs
25.	Mr. Paul Samoei	Kenya National Bureau of Statistics
26.	Ms. Lilian Kiruja –	Tharaka Nithi County

27.	Dr. Purity Muthima	KU-WEE Hub
28.	Dr. Isabella Kamere	KU-WEE Hub
29.	Dr. Alnonia Mbuthia	KU-WEE Hub
30.	Dr. Jackline Nyerere	KU-WEE Hub
31.	Dr. Sheila Mutuma	KU-WEE Hub
32.	Dr. Joseph Muniu	KU-WEE Hub
33.	Dr. Francis Karimi	KU-WEE Hub
34.	Dr. Esther Kagure	KU-WEE Hub
35.	Dr. Simon Angote	Kenya School of Government (Resource person)