



**NGEC**

National Gender and  
Equality Commission

# STRATEGIC PLAN 2017 - 2022





# STRATEGIC PLAN 2017-2022

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## ABBREVIATIONS AND ACRONYMS

CAJ	Commission on Administrative Justice
CSPF	Consolidated Social Protection Fund
CSR	Corporate Social Responsibility
ECOSOC	Economic, Social and Cultural Rights
ERM	Enterprise Risk Management
GBV	Gender Based Violence
IEC	Information, Education and Communication
IFMIS	Integrated Financial Management Information System
KNHREC	Kenya National Human Rights and Equality Commission
KRA	Kenya Revenue Authority
MDAs	Ministries, Departments and Agencies
MDGs	Millennium Development Goals
M&E	Monitoring and Evaluation
NDF	National Development Fund
NGEC	National Gender and Equality Commission
PESTLE	Political, Economic, Social, Technological, Legal and Environment
PMS	Performance Management System
PWDs	Persons with Disabilities
SDGs	Sustainable Development Goals
SGBV	Sexual and Gender Based Violence
SIGs	Special Interest Groups
SWOT	Strengths, Weaknesses, Opportunities and Threats
TNA	Training Needs Analysis
UN	United Nations

# FOREWORD

I'm happy to unveil yet another blueprint for the Commission's strategic direction for the next five years dubbed 'Our Second Mile'. This is the second strategic plan the Commission will be implementing after an eventful, challenging yet fruitful first strategic plan dubbed 'Our First Mile'.

This Strategic Plan takes into account lessons learnt and best practices observed in the course of past five years in which the Commission embarked on establishing solid structures to enable it discharge its mandate. It is noteworthy that our second strategic plan coincides with the second General elections since the promulgation of the Constitution of Kenya 2010. Indeed, during the last five years the Commission has had the privilege of working with new governance structures at both national and county levels. The interaction with institutions at both levels of government has provided useful insights into entry points and working relationships that have enabled the Commission deliver on its mandate seamlessly. The first Strategic Plan also enabled the commission to undertake its mandates with Private Sectors and non state actors.

We remain alive to the challenges ahead and continue to seek meaningful ways of surmounting them. The success of this Strategic plan hinges on concerted efforts by all our stakeholders. I urge you to walk with the Commission in our Second Mile through 2017-2022 Plan.

On behalf of Commissioners, management and staff of NGEC, we thank all the stakeholders for providing support during the preparation of this Strategic Plan. Your commitment and dedication is highly valued.

WINFRED O. LICHUMA EBS  
CHAIRPERSON



# EXECUTIVE SUMMARY

The National Gender and Equality Commission (NGEC) is a constitutional entity established by an Act of Parliament 2011. Its mandate is to promote gender equality and freedom from discrimination among all Kenyans and in all spheres of life with particular focus on Special Interest Groups (SIGs) consisting of women, persons with disabilities, children, youth, older members of the society and minority, and marginalised groups and communities. The Commission's mandate extends to National and County Governments, public and private sector.

Since its inception, NGEC has seen the development and actualization of the first strategic plan which was implemented between 2013 and 2015, and extended by two years to 2017. Through this second Strategic Plan, NGEC seeks to continue to operationalise its mandate as an oversight Commission to ensure an inclusive just society as envisioned in Vision 2030. The second Strategic Plan (2017–2022) honours the past and addresses the present to develop the road map into the future.

The 2017–2022 Strategic Plan has been developed through a participatory approach, which ensured that views of the key stakeholders were incorporated. The participation was through document review, interviews, discussions and consultation workshops.

Review of NGEC's vision, mission and core values was undertaken. A situational analysis was also carried out to evaluate the past performance, and the internal and the external environments in which NGEC operates. This analysis enabled the isolation of the key strategic themes that will be pursued during the planning period. The identified strategic themes formed the basis for the setting of objectives for the Commission for the next five years. The strategic themes identified are:

1. Compliance monitoring, investigations redress and reporting;
2. Research and knowledge management;
3. Public education and mainstreaming; and
4. Institutional capacity.

To deliver on the identified strategic themes, the following objectives are set out:

- i. To promote compliance with the principles of equality and inclusion in state and non-state sector;

- ii. To enhance compliance of the state with international and regional reporting on equality and inclusion for SIGs;
- iii. To enhance awareness on principles of equality and inclusion;
- iv. To enhance participation and inclusion of Special Interest Groups (SIGs) in development agenda;
- v. To promote implementation of affirmative action;
- vi. To increase evidence-based knowledge on issues of equality and inclusion;
- vii. To attract and retain skilled and productive human capital;
- viii. To enhance organizational capacity, effectiveness and efficiency; and
- ix. To enhance stakeholder involvement.

To enable the achievement of these objectives and strategies, appropriate actions for each strategy were identified. In addition, the implementing actors, the time frame, the expected impact and output indicators were determined. These have been documented in an implementation plan presented in chapter four of this strategic plan. As documented in Chapter 5, the Commission requires approximately Kshs.3.04 billion (excluding staff emoluments) during the five years implementation period.

To facilitate achievement of the set targets, annual operational plan will be developed. Further, annual key performance indicators that would help track the progress towards the achievement of the set objectives were identified. A monitoring and evaluation framework that will help enhance successful implementation of the strategic plan has also been provided in chapter six.

# INTRODUCTION

## 1.1 ORGANIZATIONAL BACKGROUND

The National Gender and Equality Commission (NGEC) was established by an Act of Parliament in August 2011, pursuant to Article 59(4)(5) of the Constitution of Kenya (2010), as a successor to the Kenya National Human Rights and Equality Commission (KNHREC). NGEC's mandate is to promote gender equality and freedom from discrimination as derived from Article 27 of the Constitution of Kenya (2010). Article 27 of the Constitution sets out the principles of equality and freedom from discrimination by stating that every person is equal before the law and has a right to equal protection and benefit under the law.

## 1.2 MANDATE

The functions of the Commission as provided for in Section 8 of the NGEC Act 2011 are to:

- (a) Promote gender equality and freedom from discrimination in accordance with Article 27 of the Constitution;
- (b) 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 Commissions;
- (c) Act as the principal organ of the State in 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;
- (d) Coordinate and facilitate mainstreaming of issues of gender, persons with disability and other marginalized groups in national development and to advise the Government on all aspects thereof;
- (e) Monitor, facilitate and advise on the development of affirmative action implementation policies as contemplated in the Constitution;
- (f) Investigate on its own initiative or on the basis of complaints, any matter in respect of any violations of the principle of equality and freedom from discrimination and make recommendations for the improvement of the

- functioning of the Commissions concerned;
- (g) Work with other relevant Commissions in the development of standards for the implementation of policies for the progressive realization of the economic and social rights specified in Article 43 of the Constitution and other written laws;
  - (h) Co-ordinate and advice on public education programmes for the creation of a culture of respect for the principles of equality and freedom from discrimination;
  - (i) Conduct and co-ordinate research activities on matters relating to equality and freedom from discrimination as contemplated under Article 27 of the Constitution;
  - (j) Receive and evaluate annual reports on progress made by public Commissions and other sectors on compliance constitutional and statutory requirement on the implementation of the principles of equality and freedom from discrimination;
  - (k) Work with the National Commission on Human Rights, the Commission on Administrative Justice and other related Commissions to ensure efficiency, effectiveness and complementarity in their activities and to establish mechanisms for referrals and collaborations in the protection and promotion of rights related to the principle of equality and freedom from discrimination;
  - (l) Prepare and submit annual reports to Parliament on the status of implementation of its obligation under this Act;
  - (m) Conduct audits on the status of special interests groups including minorities, marginalized groups, persons with disabilities, women, youth, and children;
  - (n) Establish, consistent with data protection legislation, databases on issues relating to equality and freedom from discrimination for different affected interest groups and produce periodic reports for national, regional and international reporting on progress in the realization of equality and freedom from discrimination for these interest groups;
  - (o) Perform such other functions as the Commission may consider necessary for the promotion of the principle of equality and freedom from discrimination; and
  - (p) Perform such other functions as may be prescribed by the Constitution and any other law.

### 1.3 NGENC ALIGNMENT WITH VISION 2030

Kenya's long term development agenda is set out in the Vision 2030. The aim of the Vision is to make Kenya a globally competitive and prosperous country by transforming it into an industrialized middle income nation, providing high quality of life for all its citizens in a clean and secure environment. The vision has three pillars namely: economic, social and political pillars.

The social pillar underscores the need for provision of equitable social amenities for all Kenyans in areas such as education, healthcare, water and sanitation, housing and urbanization. Among other initiatives, the pillar provides for a subsector that deals with gender, youth and vulnerable groups in four key areas namely: opportunities; empowerment; capabilities; and vulnerabilities. The strategic plan will enable the Commission to identify and implement strategies that will enhance attainment of the Vision 2030 aspirations. To achieve this, NGENC needs to collaborate with the national and county governments' institutions, private sector and development partners.

### 1.4 NGENC AND SUSTAINABLE DEVELOPMENT GOALS (SDGs)

The Agenda 2030 of Sustainable Development Goals (SDGs) are a new, universal set of goals, targets and indicators contained in the UN's post-2015 sustainable development agenda launched at the Sustainable Development Summit in September 2015. The UN member states are expected to use the SDGs in framing their agendas and political policies over the next 15 years.

NGENC as an oversight body will monitor Kenya's implementation of all SDGs with special focus to the goals No 5, 10, 13 and 16 which are gender equality; reduced inequalities; climate action; and peace justice and strong institutions respectively. The Commission will play a critical role in monitoring and reporting on the key achievement of targets in each of the SDGs goals.

### 1.5 RATIONALE FOR STRATEGIC PLAN

The Commission has been implementing its first Strategic Plan which was initially running from 2013-2015 but was extended to cover the period ending June 2017. This Plan builds on the experiences drawn and lessons learnt from the implementation of the previous strategic plan. Key achievements and lessons learnt are documented in Chapter 2.

This strategic plan will help the Commission to direct its efforts and resources towards achievement of its mandate. This plan also provides a framework that will facilitate

effective and efficient collaboration between the Commission and stakeholders. The plan will facilitate identification and implementation of strategies that will enhance integration of principles of gender equality and freedom from discrimination across all institutions in Kenya. Additionally, the strategic plan will facilitate monitoring and evaluation (M & E) of the Commission's programmes and activities.

## **1.6 EXPECTED OPERATING ENVIRONMENT/PLANNING ASSUMPTIONS**

This strategic plan is based on the assumptions that there will be no adverse changes in regulations governing the Commission's mandate and that there shall be social and political stability in the country. In addition, it was assumed that the country's economic growth will continue on an upward trend and that stakeholders will support the Commission in implementation of the various programmes and activities.

## **1.7 METHODOLOGY OF DEVELOPING THE PLAN**

A participatory strategic planning process was applied. The process involved desk review, interviews, discussions and workshops with staff, Commissioners and key stakeholders. These processes were aimed at consensus-building and ownership of the plan. The processes were also aimed at enhancing effective and efficient implementation of the plan.

## SITUATIONAL ANALYSIS

### 2.1 EVALUATION OF NGECS PAST PERFORMANCE

A review of the past performance of NGECS was undertaken based on the targets set in the previous strategic plan and the financial statements with a view of establishing performance levels and isolating factors that may have had favourable or unfavourable influence on the Commission. The results are summarized below.

#### 2.1.1 Implementation Status of the Strategic Plan

In 2015, the Commission carried out a review of its performance based on the strategic plan and documented key achievements, areas of improvements and key challenges faced. Some of the Key achievements of the Commission included: Review and provision of advisory in more than 300 pieces of legislations, policies and administrative guidelines to county assembly and national government, formed robust facilitative technical working groups at both levels of government to support the Commission in monitoring compliance and integration of principles of equality and inclusion, and facilitated in development of guidelines and handbooks for promoting equality and inclusion in public and private sectors. The Commission was enjoined in public litigation in at least 18 cases.

The Commission supported planning and budgeting arms of government in development of frameworks for gender responsive budgeting, audited programs and status of special interest groups including social protection, basic education, county interventions in infrastructure water and health prior to receipt of equalization fund, and facilitated in development and launch of promotive campaigns against violence and abuse of human rights for SIGs. The Commission handled multiple complaints on multidimensional discrimination and linked its complaints handling mechanism with those of other agents. Gender and equality indicators were also included in the national and county government annual performance management systems. Apart from establishing a lean institutional framework, the Commission improved its visibility through ICT and outdoor promotional programs. The Commission inaugurated regional offices in Garissa, Nakuru and Kisumu to decentralize its services.

### **2.1.2 Financial Analysis**

The Commission financial support from the government increased steadily from Kshs. 234m in 2013/14, Kshs. 290m in 2014/15, Kshs 309m in 2015/16 and 386.9m in 2016/17 and is expected to rise to Kshs. 445m in 2017/18. The absorption rate remained between 95% and 100%. The revenues from other sources however declined during the same period due to varying reasons including change in priorities for development partners among others.

While the Commission formulated the strategic plan worth Kshs 4.75 Billion in 2013 it only secured less than one quarter of the budget, forcing it to leave out some intended programmes and interventions. Further, nearly 70% of the budget is consumed on recurrent costs such as rent, personal emolument and transport. There is need for the Commission to establish a robust resource mobilization plan to enhance funding of its programmes and interventions. This can be achieved through collaborations and partnerships with stakeholders.

### **2.1.3 Challenges**

During the implementation of the first strategic plan, NGEC faced the following challenges:

- (a) Lack of political goodwill to enforce implementation of legal framework on gender equality and inclusion as provided in the Constitution.
- (b) Limited financial resources which hampered effective discharge of the Commission's mandate.
- (c) Inadequate human resource, especially in technical areas, which affected effective implementation of planned programmes.
- (d) Limited awareness of the functions of the Commission; this may have resulted in few citizens seeking assistance from the Commission even when the complaints and needs fall within the functions of the Commission.

### **2.1.4 Lessons Learnt**

The Commission has drawn a number of lessons from the implementation of the Strategic Plan namely:

- (a) Adequate and competent staff is imperative in facilitating effective implementation of the Strategic Plan.
- (b) Stakeholder engagement and management is key in achieving the Commission's mandate. Thus, there is need for continuous stakeholder sensitization on areas/programmes in which they can collaborate with NGEC.



- (c) Team work among staff and commissioners is key in ensuring effective discharge of NGEC’s mandate. Thus, the Commission will continue to work as a team to enhance effective delivery of its programmes.
- (d) Political good will is critical and there is need for the Commission to enhance its rapport with the National and County Governments, and the private sector for the country to realise substantive equality and inclusion principles.
- (e) Legal backing is important in enforcement of the constitutional provisions on equality and inclusion. Therefore, there is need to fast-track the enactment and/or review of the necessary laws to enable enforcement as well as approval of 2015 NGEC rules and regulations.

## **2.2 ENVIRONMENTAL SCANNING**

In the process of developing this Strategic Plan, an environmental scan was undertaken, using PESTLE (Political, Economic, Socio-cultural, Technological, Legal and Environmental) analysis, aimed at determining emerging issues that need to be addressed or taken into account during the plan period.

### **2.2.1 Political Environment**

Kenya has enjoyed a largely stable political environment since independence. This has seen the country become an economic hub in the region. However, elections in the country have tended to be disruptive for businesses with political campaigns being characterized by cases of violence. Such violence may negatively affect the functioning of the Government, thus impacting on service delivery, which could lead to inequalities and discrimination in both public and private establishments. The August 2017 elections may result in a new government regime in both National and County governments that may have varied priorities, hence possible change in policies that may affect focus and emphasis given to matters of gender equality and inclusion.

The implementation of devolved governance also presents opportunities and threats to equality and inclusion. County governments may not have the capacity or willingness to comply with the constitutional provisions of gender equality and freedom from discrimination, and at the same time monitoring and ensuring compliance is challenging given the Commission’s limited resources. To promote realization of its mandate, NGEC will work within the prevailing political environment to influence development of policies, laws and administrative guidelines promoting inclusion and

equality issues as well as the financing of programmes and initiatives responsive to these principles.

### **2.2.2 Economic Environment**

Like most other countries in the developing world, Kenya continues to grapple with challenges that include slow economic growth, high unemployment rates, high poverty level, drought, low levels of investment and high cost of production. These challenges impact negatively on Kenya's growth and development leading to perpetuation of inequalities and discrimination. Kenya is also faced with the challenge of recurring misappropriation of public resources. Cases of corruption have led to inadequate allocation of funds critical sectors

NGEC will work closely with national government institutions and the county government to promote equitable distribution of resources. NGEC will also put in place initiatives that will ensure special interest groups such as women, the youth and PWDs participate effectively in the economic aspects of the country, including employment and decision-making in both the public and private sectors.

### **2.2.3 Socio-cultural Environment**

Kenya's current population stands at approximately 45 million with 35% being youth who form the majority of the unemployed. The increased population puts a strain on the limited resources leading to poor quality of essential services. In addition, Kenya is susceptible to climate change related events that pose a serious threat to the socio-economic development of the country. The most affected groups by climate change are women, older persons, PWD's and marginalized groups in the society. Further, the country grapples with retrogressive and harmful socio-cultural practices that have direct negative implications on children, women, the youth, PWDs and the older members of society.

The Constitution provides NGEC with elaborate functions to audit and monitor the State to take measures to ensure the enjoyment of certain economic, social and cultural (ECOSOC) rights by all citizens. NGEC will work with stakeholders to facilitate the development of standards for the implementation of policies for the progressive realization of these rights and monitor compliance.

### **2.2.4 Technological Environment**

Kenya has embraced and is making use of technological advancements to facilitate efficient organizational processes. The government, in particular, has rolled out

information and communication technology (ICT)-based systems, such as the Integrated Financial Management Information System (IFMIS), which are expected to improve efficiency of public service delivery.

However, technology has brought challenges such as cyber-crime which have been on the rise, with up to 3000 monthly incidences reported to the Information Technology, Security, and Assurance (ISACA). Increased uptake of technology in public and private sector presents NGEC with an opportunity to use ICT in creating awareness and collaborations with institutions from both public and private sectors to efficiently deliver on its mandate.

### **2.2.5 Legal Environment**

The Constitution of Kenya 2010 provides a robust legal framework on gender equality and freedom from discrimination. There are still gaps in providing adequate financial support to address inequalities in both public and private sector. There is also inadequate public awareness about the rights and freedoms of special groups. NGEC will work together with other stakeholders in facilitating, coordinating, and monitoring compliance on the integration of the principles of gender equality and freedom from discrimination in all spheres of life.

## **2.3 SWOT ANALYSIS**

Analysis of internal environment (strengths and weaknesses) and external environment (opportunities and threats) was undertaken to identify factors that may influence the operations of NGEC during the planning period. The results are presented in Table 1.

Table 1: Strengths, Weaknesses, Opportunities and Threats

Strengths	Weaknesses
<ol style="list-style-type: none"> <li>1. Clear constitutional mandate and enabling Act</li> <li>2. Independence of the Commission</li> <li>3. Qualified and competent staff and commissioners with diverse backgrounds</li> <li>4. Local and international recognition</li> <li>5. Inclusion and respect for diversity within the Commission</li> <li>6. Regional positioning of the Commission in the Africa as the first of technical working group on gender and climate change</li> <li>7. Existing robust operational policies and administrative guidelines on equality and inclusion</li> <li>8. Presence of regional offices as drivers of devolution of NGECC services</li> </ol>	<ol style="list-style-type: none"> <li>1. Inadequate funding</li> <li>2. Inadequate human capital</li> <li>3. Low visibility, particularly at the grass-root level</li> <li>4. Perception of NGECC by public as a women-only agency</li> <li>5. Inadequate exposure to international best practices on emerging issues</li> <li>6. Inadequate flow of information between NGECC and key stakeholders</li> <li>7. Inadequate exercise of quasi-judicial powers bestowed upon the Commission</li> <li>8. Inadequate monitoring of integration of equality and inclusion principles in the private sector</li> </ol>
Opportunities	Threats
<ol style="list-style-type: none"> <li>1. Technological advancements</li> <li>2. Strong presence of development partners willing to support achievement of principles of equality and inclusion</li> <li>3. National recognition and commitment to the need to enhance equality</li> <li>4. Strong regional and international partnerships in gender equality and freedom from discrimination.</li> <li>5. Opportunity to make use of volunteerism for expertise in various fields</li> <li>6. Increased investment in affirmative action initiatives by the state</li> <li>7. Presence of devolved structures</li> <li>8. International commitments on equality and inclusion</li> </ol>	<ol style="list-style-type: none"> <li>1. Harmful cultural practices that undermine equality and inclusion</li> <li>2. Patriarchal society</li> <li>3. Inadequate legal backing in enforcement of regulations and standards on equality and inclusion</li> <li>4. Claw-back of constitutional clauses on gender equality and inclusion</li> <li>5. Conditionalities attached to development partners' funding</li> <li>6. Lack of adequate political goodwill and commitment to support gender equality and inclusion</li> </ol>

## 2.4 STAKEHOLDER ANALYSIS

NGEC's stakeholders' analysis was undertaken and the results are presented in Table 2.

Table 2: Stakeholders of NGE

Stakeholder	Role of the stakeholder	Stakeholder expectation from NGE	NGEC's expectation from stakeholder
1. Ministry of Public Service, Youth and Gender Affairs	<ul style="list-style-type: none"> <li>Formulation of policies, laws and programs</li> </ul>	<ul style="list-style-type: none"> <li>Monitor, audit and advise the ministry</li> </ul>	<ul style="list-style-type: none"> <li>Development of policies on gender equality and freedom from discrimination</li> </ul>
2. Kenya National Commission on Human Rights (KNCHR)	<ul style="list-style-type: none"> <li>Promotion of human rights</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration on promotion of the rights of SIGs</li> </ul>	<ul style="list-style-type: none"> <li>Promote general human right</li> </ul>
3. Commission on Administrative Justice (CAJ)	<ul style="list-style-type: none"> <li>Enforcement of administrative justice</li> </ul>	<ul style="list-style-type: none"> <li>Monitor, audit, report and advise on administrative justice issues relating to SIGs</li> </ul>	<ul style="list-style-type: none"> <li>Promotion of administrative justice for SIGs</li> </ul>
4. National Council for Persons with Disabilities	<ul style="list-style-type: none"> <li>Implementation of programs on PWD's</li> </ul>	<ul style="list-style-type: none"> <li>Monitor, audit, report and advise on PWDs programs</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration on Implementation of PWDs programs</li> </ul>
5. Women Enterprise Fund (WEF)	<ul style="list-style-type: none"> <li>Funding women entrepreneurs</li> </ul>	<ul style="list-style-type: none"> <li>Monitor, audit, report and advise on the fund's program</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced women's access to the funding</li> </ul>
6. Ministry of Environment and Natural Resources	<ul style="list-style-type: none"> <li>Provision of overall policy on environment, natural resource and climate.</li> </ul>	<ul style="list-style-type: none"> <li>Monitor, audit, report and advise on environmental issues</li> </ul>	<ul style="list-style-type: none"> <li>Formulation environmental policies that promotes equality</li> </ul>
7. Other Government Ministries, Departments and Agencies (MDAs)	<ul style="list-style-type: none"> <li>Execute on behalf of the Government their respective mandate with attention to priorities of equality and inclusion</li> </ul>	<ul style="list-style-type: none"> <li>Monitor, audit, report and advise on execution of their mandates</li> </ul>	<ul style="list-style-type: none"> <li>Adherence to principles of gender equality and freedom from discrimination</li> </ul>
8. Parliament	<ul style="list-style-type: none"> <li>Legislation</li> </ul>	<ul style="list-style-type: none"> <li>Build capacity, monitor, audit, report and advise on legislation role</li> </ul>	<ul style="list-style-type: none"> <li>Adherence to principles of gender equality and inclusion</li> </ul>
9. Judiciary	<ul style="list-style-type: none"> <li>Judicial service</li> </ul>	<ul style="list-style-type: none"> <li>Build capacity, monitor, audit, report and advise on legislation role</li> </ul>	<ul style="list-style-type: none"> <li>Adherence to principles of gender equality and inclusion</li> </ul>

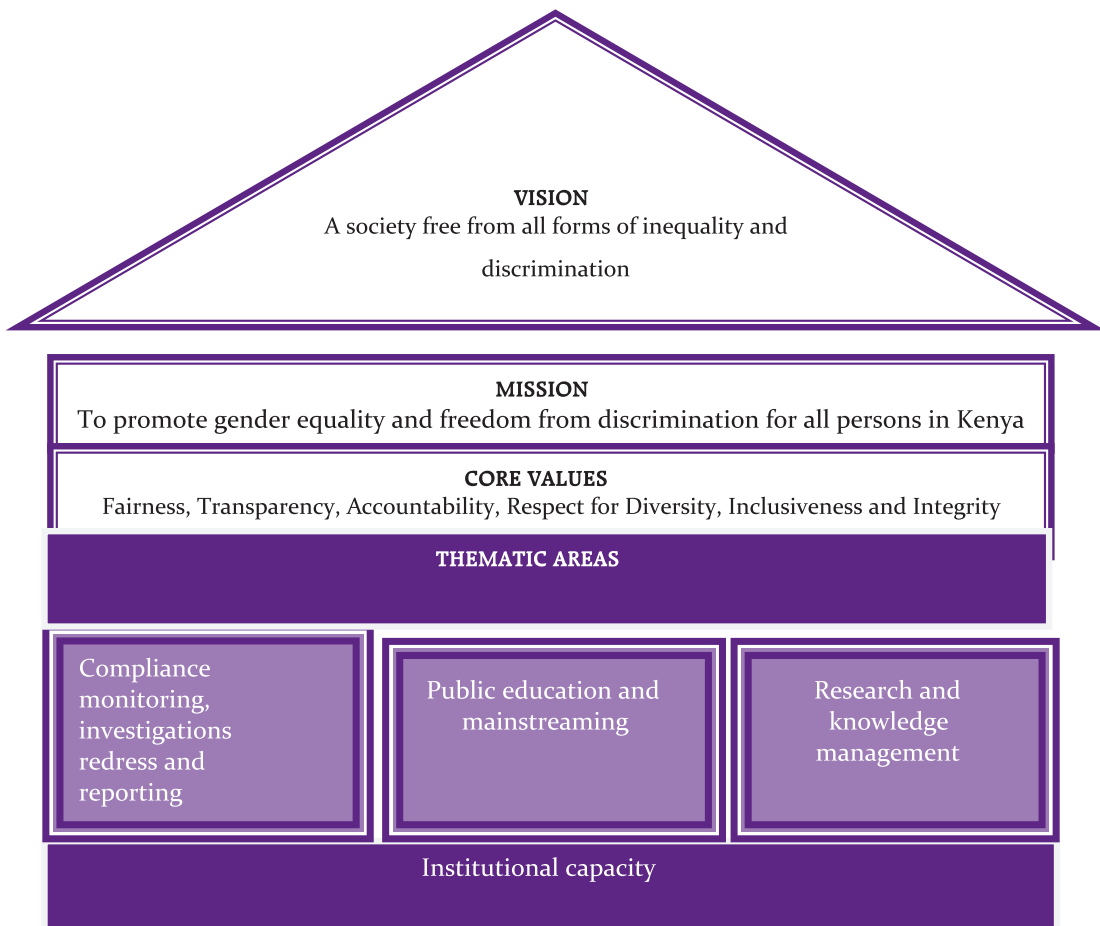
10. Private Sector	Provision of goods, services and innovation	<ul style="list-style-type: none"> <li>• Build capacity, monitor, audit, report and advise on promotion of equality and inclusion in private sectors</li> </ul>	<ul style="list-style-type: none"> <li>• Adherence to principles of gender equality and inclusion</li> </ul>
11. Development Partners	<ul style="list-style-type: none"> <li>• Provide development support</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor, audit, report and advise on status of equality</li> </ul>	<ul style="list-style-type: none"> <li>• Provide financial and technical support</li> </ul>
12. Civil Society organisations	<ul style="list-style-type: none"> <li>• Advocacy and watchdog role</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor, audit, report and advise on matters of equality and inclusion</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration in promoting gender equality and freedom from discrimination</li> </ul>
13. Media	<ul style="list-style-type: none"> <li>• Informing and educating the public on issues of gender inequality and freedom from discrimination</li> </ul>	<ul style="list-style-type: none"> <li>• Information sharing on cases of gender inequality and discrimination</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of accurate information on gender inequality and freedom from discrimination</li> </ul>

## STRATEGIC DIRECTION

### 3.1 NGECS STRATEGIC MAP

The overall strategic map for NGECS is as summarized in Figure 1.

Figure 1: NGECS Strategic Map



## 3.2 STRATEGIC THEMES, OBJECTIVES AND STRATEGIES

During the plan period (2017 –2022) the Commission will focus on the following broad areas:

i) **Compliance monitoring, investigations, redress and reporting.** The Commission, being an oversight body, has nearly 60% of its core function on monitoring, audit and investigation on the implementation of the Constitutional provisions on all aspects of gender equality and freedom from discrimination. The Commission will strengthen the capacity of public and private institutions to integrate principles of gender equality and freedom from discrimination in all administrative procedures, policies, laws and programmes. Additionally, the Commission will strengthen its systems and processes for receiving complaints and responding to any reported violations. The Commission will work with the relevant stakeholders in ensuring that timely redress is provided to victims of violations of principles of equality and inclusion. Further, NGEN will continue reporting to Parliament on the status of gender equality and discrimination as well as ensuring compliance with treaties and conventions ratified by Kenya in relation to issues of equality and freedom from discrimination for all special Interest Groups..

ii) **Public education and mainstreaming of equality and inclusion.** Public awareness, understanding and appreciation of issues of gender equality and freedom from discrimination is significantly low in the country. NGEN will intensify its efforts in creating awareness and educating individuals and institutions on their role in the realisation of principles equality and inclusion. The Commission will also increase collaboration and partnership with the public and private sectors in implementing programmes that will enhance participation and representation of SIGs in national and county development. The Commission through its partners will create awareness on emerging issues key among others: climate change, cybercrime, radicalisation and their effects on the society.

iii) **Research and knowledge management-** One of the functions of NGEN is to conduct and co-ordinate research that will inform policies and programmes for promoting gender equality and freedom from discrimination. The Commission will improve availability of information on gender equality and inclusion as well as the status of participation and representation of SIGs in national development. This will be achieved through partnership and collaboration with public and private institutions as well as development partners on content and areas of research and knowledge management. Additionally, the Commission will develop a database that will consolidate and avail data on the status of integration of principles of equality



and inclusion desegregated fully of categories of SIG's.

iv) **Institutional capacity**- The Commission will strengthen its human resource capacity through recruitment and training of staff and commissioners. For effective monitoring of employee performance and productivity, the Commission will implement a performance management system, and enhance corporate governance practices. During the plan period, the Commission will strengthen its regional offices through recruitment, capacity building and implementation of appropriate systems. NGEN will strengthen its resource mobilisation initiatives, including strengthening collaborations and partnerships with development partners for financial and technical support of its programmes.

Arising from the strategic themes, strategic objectives and strategies have been developed as outlined in Table 3.

Table 3 . Strategic Objectives and Strategies

Themes	Objectives	Strategies
1. Compliance monitoring, investigations redress and reporting	1. To promote compliance with the principles of equality and inclusion in state and non-state sector	(i) Review standards, policies and legislation
		(ii) Strengthen partnerships and collaborations
		(iii) Provide advice and technical support
		(iv) Strengthen investigations and redress
		(v) Monitor compliance
	2. To enhance compliance of the State with international and regional reporting on equality and inclusion for SIGs	(i) Facilitate state reporting
(ii) Monitor state reporting		

Themes	Objectives	Strategies
2. Public education and mainstreaming	1. To enhance awareness on principles of equality and inclusion	(i) Coordinate and advice on public education programmes
		(ii) Build capacity of and facilitate state and non-state institutions
		(iii) Sensitize the public on principles of equality and inclusion
	2. To enhance participation and inclusion of Special Interest Groups (SIGs) in development agenda	(i) Advocate for inclusion in all spheres
		(ii) Build capacity of SIGs to claim their rights
		(iii) Monitor compliance in state and non-state institutions and issue advisories
	3. To promote implementation of affirmative action	(i) Build capacity and advocate for affirmative action programmes
		(ii) Sensitize the target groups
		(iii) Monitor compliance
3. Research and knowledge management	To increase evidence-based knowledge on issues of equality and inclusion	(i) Strengthen research capacity
		(ii) Conduct research
		(iii) Enhance research partnership
		(iv) Enhance knowledge management
4. Institutional Capacity	1. To attract and retain skilled and productive human capital	(i) Maintain optimal staff levels
		(ii) Develop staff capacity
		(iii) Embrace a result based performance and reward system
		(iv) Enhance staff motivation
	2. To enhance organizational capacity, effectiveness and efficiency	(i) Create seamless business processes
		(ii) Leverage on ICT
		(iii) Build capacity of Commissioners and management on strategic leadership, governance practices and strategic management
		(iv) Strengthen risk management and internal controls
		(v) Enhance resource mobilisation
		(vi) Expand and strengthen presence in counties
	3. To enhance stakeholder involvement	(i) Enhance internal and external communication
		(ii) Enhance institutional visibility

## IMPLEMENTATION

The implementation matrix, outcomes under each of the strategic objectives, the strategies, anticipated, impact, broad activities, output indicators, implementing actors, time frame and budget. The Commission will derive its operational annual work plans and budgets.

### THEME 1: COMPLIANCE MONITORING, INVESTIGATIONS, REDRESS AND REPORTING

#### Objective 1: To Promote Compliance with the Principles of Equality and Inclusion in State and Non-state Sector

Strategy	Impact	Broad Activities	Output Indicator (s)	Responsibility	Time Frame (years)					Budget (Kshs Million)
					1	2	3	4	5	
(a) Review standards, policies and legislation	Inclusive legislations, standards, policies and regulations.	(i) Develop an inventory of existing legislations, standards, policies and regulations	Database of standards, policies and legislation	Heads of Programs/ Legal/Region						100
		(ii) Identify legislations, standards, policies and regulations that undermine equality and inclusion	Database of non-compliant legislations, standards, policies and regulations	Heads of Programs/ Legal/Region						
		(iii) Issue advisories	Number of advisories issued	Heads of Programs/ Legal/Region						

Strategy	Impact	Broad Activities	Output Indicator (s)	Responsibility	Time Frame (years)					Budget (Kshs Million)
					1	2	3	4	5	
(b) Strengthen partnerships and collaborations	Increased support of NGEC programmes	(i) Develop and implement a collaboration and partnership policy	Collaboration/partnership policy in place	Heads of corporate services/ Legal/Region						100
		(ii) Undertake stakeholder mapping on areas of collaboration	Stakeholder mapping report	Heads of corporate services/ programs/Region						
		(iii) Prepare proposals and engage stakeholders	Number of partners formally engaged Number of programmes supported	Heads of corporate services/ programs/Region						
		(iv) Carry out stakeholder satisfaction surveys and implementation recommendations	Stakeholder satisfaction report Number of recommendations implemented	Heads of M&E						
(a) Provide advice and technical support	Policies and legislation regulations compliant with the principles of equality & inclusion	(i) Develop guidelines on integration of principles of equality and inclusion	Number of guidelines developed	Heads of Programs/ Legal/Region						100
		(ii) Conduct sensitization for state and non-state sector on integration of the principles of equality and inclusion	Number of stakeholders sensitised	Heads of Programs /Region						
		(iii) Provide input during development of legislation, standards, policies and administrative procedures	Number of legislation, standards, policies and administrative procedures for which NGEC has provided input	Heads of Programs/ Legal/Region						

Strategy	Impact	Broad Activities	Output Indicator (s)	Responsibility	Time Frame (years)					Budget (Kshs Million)
					1	2	3	4	5	
(b) Strengthen investigations and redress	Access to justice on issues of equality and inclusion	(i) Hold public hearings	Number of public hearings held	Heads of Programs/ Legal/Region						145
		(ii) Receive and process complaints from the public	No. of complaints received No. of complaints addressed or referred to appropriate government institutions/Commissions	Heads of Programs/ Legal/Region						
		(iii) Conduct investigations	Number of investigations conducted and concluded	Heads of Programs/ Legal/Region						
		(iv) Institute public interest litigations and disseminate outcomes	Number of cases filed and concluded	Heads of Programs/ Legal/Region						

Strategy	Impact	Broad Activities	Output Indicator (s)	Responsibility	Time Frame (years)					Budget (Kshs Million)
					1	2	3	4	5	
(c) Monitor compliance	Increased level of compliance with principles of equality and inclusion discrimination	(i) Audit state and non-state sector on integration of the principles of equality and inclusion	Number of institutions audited	Heads of Programs/ M&E/Region						150
		(ii) Prepare reports on audit findings and recommendations thereof	Number of compliance reports Level of compliance	Heads of Programs/ MAE/Region						
		(iii) Convene stakeholders' fora to disseminate audit findings	Number of dissemination fora held	Heads of Programs/ communications/ Region						
		(iv) Issue advisories sanctions and incentives to institutions in case of non-compliance with principles of equality and inclusion.	Number of advisories issued	Heads of Programs/ Legal/Region						

## Objective 2: To Enhance Compliance of the State with International and Regional Reporting on Equality and Inclusion for SIGs

Strategy	Impact	Broad Activities	Output Indicator (s)	Responsibility	Time Frame (years)					Budget (Kshs Million)
					1	2	3	4	5	
(a) Facilitate State reporting	Increased support during reporting  State compliance with the principles of equality and inclusion	(i) Network with agencies and organisations that deal with issues of gender equality and inclusion	Number of partners formally engaged	Heads of Programs/ corporate services / Legal/Region						120
		(i) Prepare a report to Parliament on the State's compliance with principles of equality and inclusion	Periodic compliance reports	Heads of Programs/ M&E/Region						
		(ii) Participate in a working group to report to the international community on State's compliance with principles of equality and inclusion	Number of meetings held	Heads of Programs/ Legal/Region						
(b) Monitor state reporting	State compliance with the principles of equality and inclusion	(i) Audit State reports and commitments on integration of the principles of equality and inclusion	Audit report	Heads of Programs/ M&E /Legal/Region						120
		(ii) Advise State on cases of non-compliance	No of recommendations	Heads of Programs/ Legal						

## THEME 2: PUBLIC EDUCATION AND MAINSTREAMING

### Objective 1: To Enhance Awareness on Principles of Equality and Inclusion

Strategy	Impact	Broad Activities	Output Indicator (s)	Responsibility	Time Frame (years)					Budget (Kshs Million)
					1	2	3	4	5	
(a) Coordinate and advice on public education programmes	Informative public education programmes	(i) Develop guidelines on integration of principles of equality and inclusion in education programmes	Number of guidelines developed	Heads of Programs/ Legal/corporate services						120
		(ii) Conduct sensitization on the guidelines	Number of stakeholders sensitised	Heads of Programs/ Communications						
		(iii) Provide input during development of education programmes	Number of institutions NGEIC has provided input to	Heads of Programs/ corporate services/ Communications						
(b) Build capacity of and facilitate state and non-state institutions	Informed institutions on principles of equality and inclusion  Reduced cases of inequality and discrimination	(i) Segment state and non-state sector institutions based on information needs and channels of communication	Number of segments and their identified information needs and channels of communication	Head of Public Communication						115
		(ii) Develop and disseminate information, education and communication (IEC) materials for the identified segments	Number of IEC materials developed and disseminated	Head of Public Communications						
		(iii) Hold sensitization forums for state and non-state institutions	Number of education forums held No. of institutions trained	Heads of Programs/ Region						



Strategy	Impact	Broad Activities	Output Indicator (s)	Responsibility	Time Frame (years)					Budget (Kshs Million)
					1	2	3	4	5	
(c) Sensitize the public on principles of equality and inclusion	Informed public on principles of equality and inclusion  Reduced cases of inequality and discrimination	(i) Segment public based on information needs and channels of communication	Number of segments and their identified information needs and channels of communication	Head of Public Communications						145
		(ii) Develop and disseminate information, education and communication (IEC) materials for the identified segments	Number of IEC materials developed and disseminated	Head of Public Communications						
		(iii) Hold public sensitization forums	Number of public education forums Number of citizens trained	Heads of Programs/Region						

### Objective 2: To Enhance Participation and inclusion of Special Interest Groups (SIGs) in Development agenda

Strategy	Impact	Broad Activities	Output Indicator (s)	Responsibility	Time Frame					Budget (Kshs Million)
(a) Advocate for inclusion in all spheres	Increased awareness of SIGs rights and needs and inclusion of SIGs	(i) Lobby for inclusive laws	Number of laws enacted or amended	Heads of Programs/ Legal						100
		(ii) Hold sensitization forums for state and non-state sector	Number of sensitization forums held Number of institutions covered	Heads of Programs/ Legal/Region						

Strategy	Impact	Broad Activities	Output Indicator (s)	Responsibility	Time Frame	Budget (Kshs Million)
(b) Build capacity of SIGs to claim their rights	Increased awareness of SIGs rights and needs	(i) Segment SIGs based on information needs and channels of communication	Number of segments and their identified information needs and channels of communication	Heads of Programs/ Legal/ Region		180
		(ii) Develop and disseminate information, education and communication (IEC) materials for the identified segments	Number of IEC materials developed and disseminated	Head of Public Communications		
		(iii) Hold sensitization forums with SIGs	Number of education forums held	Head of programs / corporate services /Public Communications		
(c) Monitor compliance in state and non-state institutions and issue advisories	Increased participation and representation of SIGs in development agenda	(i) Develop standards and indicators on mainstreaming of SIGs in state and non- state sectors	SIG standards and indicators developed	Heads of Programs		140
		(ii) Hold dissemination forums on minimum SIGs standards and indicators	Number of dissemination forums held	Heads of Programs/ corporate services/ M&E		
		(iii) Undertake annual audit on compliance with SIGs standards and indicators	Number of audits Level of compliance			
		(iv) Provide advisories on mainstreaming of SIGs in development agenda	Number of advisories issued	Heads of Programs/ Legal		

### Objective 3: To Promote Implementation of Affirmative Action

Strategy	Impact	Broad Activities	Output Indicator (s)	Implementing Actors	Time Frame (years)					Budget (Kshs Million)
					1	2	3	4	5	
(a) Build capacity and advocate for affirmative action programmes	Increase in inclusion of SIGs in development agenda	(i) Identify target group and their information needs	Target group identified and their Identified information needs	Heads of Programs						125
		(ii) Develop and disseminate information, education and communication (IEC) materials for the target group	Number of IEC materials developed and disseminated	Heads of Programs/ corporate services / co						
		(iii) Hold sensitization forums for state and non-state institutions	Number of sensitization forums	Heads of Programs/ Public Communications						
(b) Sensitize the target groups	Informed public on affirmative action	(i) Identify target group and their information needs	Target group identified and their Identified information needs	Heads of Programs/						
		(ii) Develop and disseminate information, education and communication (IEC) materials for the target group	Number of IEC materials developed and disseminated	Heads of Programs/ Public Communications						
		(iii) Hold sensitization forums	Number of sensitization forums	Heads of Programs						
(c) Monitor compliance	Increased participation and representation of SIGs in development agenda	(i) Develop standards and indicators on affirmative actions	indicators developed	Heads of Programs/ M&E						
		(ii) Hold dissemination forums on minimum affirmative actions standards and indicators	Number of dissemination forums held	Heads of Programs/ corporate, Public Communications						
		(iii) Undertake annual audit on compliance with affirmative actions standards and indicators	Number of audits Level of compliance	Heads of Programs/ M&E						
		(iv) Provide advisories on non compliance	Number of advisories issued	Heads of Programs/ Legal/Region						

### THEME 3: RESEARCH AND KNOWLEDGE MANAGEMENT

#### Objective 1: To Increase Evidence-based Knowledge on Issues of Gender Equality and Freedom from Discrimination

Strategy	Impact	Broad Activities	Output Indicator (s)	Responsibility	Time Frame (Years)					Budget (Kshs Millions)
					1	2	3	4	5	
(a) Strengthen research capacity	Availability of information on equality and inclusion	(i) Develop research and knowledge management policy	Research policy in place	Head of Research / M&E						185
		(ii) Undertake training of staff on research	Number of staff trained	Head of Research/ Information and Communications						
(b) Conduct research	Availability of information on equality and inclusion	(i) Map areas and sectors of focus for research	Areas of research and Sectors identified	Head of Research/M&E						
		(ii) Undertake studies/surveys on areas identified	Areas of research and sectors identified	Head of Research/ M&E						
		(iii) Publish researches carried out	Number of research reports published and disseminated	Head of Research / M&E						
		(iv) Organise and facilitate dissemination	Number of forums organised Number of stakeholders utilizing research findings	Head of Public Communications/ Research						
		(v) Participate in conferences locally and regionally to discuss issues of equality and inclusion	Number of conferences attended	Head of Public Communications/ Research						

Strategy	Impact	Broad Activities	Output Indicator (s)	Responsibility	Time Frame (Years)					Budget (KShs Millions)
					1	2	3	4	5	
(c) Enhance partnership-colaborations in research	Support in research undertakings	(i) Undertake stakeholder mapping on areas of research	Stakeholder mapping report	Head of Public Communication/ Research, M&E						100
		(ii) Engage identified stakeholders and enter into memorandum of understanding (MOU)	MOU in place	Head of Public Communications/ Research, M&E						
		(iii) Prepare proposals and engage partners in research	Number of partners formally engaged	Head of Public Communications/ Research, M&E						
(d) Enhance knowledge management	Sharing of data and information on status of equality and inclusiveness	(i) Develop appropriate information management systems for capturing data on issues of equality and inclusiveness	Number of modules developed and maintained	Head of Information and Communication						120
		(ii) Integrate the systems with those of other stakeholders for information sharing	Number of stakeholders integrated into the system for automated data sharing	Head of Information and Communication						
		(iii) Regularly update research repository	Up to date information and data on issues relating to equality and freedom from discrimination	Head of Information and Communication						

## THEME 4: INSTITUTIONAL CAPACITY

### Objective 1: To Attract and Retain Skilled and Productive Human Capital

Strategy	Impact	Broad Activities	Output Indicator (s)	Responsibility	Time Frame (years)					Budget (Kshs Million)	
					1	2	3	4	5		
(a) Maintain optimal staff levels	Enhanced capacity to deliver mandate effectively and efficiently	(i) Implement the new organization structure	New organization structure in place	Head of Human Resource						170	
		(ii) Recruit adequate technical staff	Number of technical staff hired	Head of Human Resource							
	Skilled and productive workforce	(i) Undertake training needs assessment (TNA)	TNA report	Head of Human Resource							100
		(ii) Develop training programme	Training programme in place	Head of Human Resource							
		(iii) Undertake staff training	Number of employees trained	Head of Human Resource							
		(iv) Undertake training impact assessment	Impact assessment report	Head of Human Resource							
(c) Embrace a result based performance and reward system	Enhanced performance and motivated staff	(v) Implement functional coaching and mentoring programme	Level of coaching and mentoring strategy implementation	Head of Human Resource							
		(i) Develop staff performance and reward management system	An automated performance management and reward system in place	Head of Human Resource					150		
		(ii) Train staff on the performance and reward system	Number of employees trained	Head of Human Resource							
	(iii) Implement staff performance and reward management system	Performance appraisal reports Number of staff rewarded	Head of Human Resource / corporate services								

Strategy	Impact	Broad Activities	Output Indicator (s)	Responsibility	Time Frame (years)					Budget (Kshs Million)
					1	2	3	4	5	
(d) Enhance staff motivation	Motivated staff	(i) Implement career progression guidelines	Implementation level of career progression guidelines	Head of Human Resource						120
		(ii) Sensitize staff on safety and health issues	Number of employees sensitized	Head of Human Resource						
	Improved staff retention	(iii) Carry out employees satisfaction and work environment surveys	Employment and work environment survey report	Head of Human Resource						
		(iv) Implement recommendation of employment and work environment surveys	Number of recommendations implemented	Head of Human Resource						

### Objective 2: To Enhance Organizational Capacity, Effectiveness and Efficiency

Strategy	Impact	Broad Activities	Output Indicator (s)	Responsibility	Time Frame (Years)					Budget (Kshs Million)
					1	2	3	4	5	
(a) Create seamless business processes	Improved operational efficiency and effectiveness	i. Undertake business process review	Business process report Seamless process in place	Head of Corporate services						67
		ii. Develop new operational policies and procedures	Number of operational policies and procedures developed	Head of Corporate services						
	Improved service delivery	iii. Train staff and implement new operational policies and procedures	Number of staff trained	Head of Corporate services						

Strategy	Impact	Broad Activities	Output Indicator (s)	Responsibility	Time Frame (Years)					Budget (Kshs Million)
					1	2	3	4	5	
(b) Leverage on ICT	Improved service delivery  Reduced operational costs	i. Carry out an ICT needs analysis	ICT needs analysis report	Head of Information and Communication						100
		ii. Acquire identified ICT hardware and software	Operational ICT enabled systems in place	Head of Information and Communication						
		iii. Train staff on available ICT systems	Number of ICT trainings undertaken Number of staff trained	Head of Information and Communication						
		iv. Undertake automation survey and implement recommendations	Automation level within the Commission Number of automation base-line survey recommendations implemented	Head of Information and Communication						



Strategy	Impact	Broad Activities	Output Indicator (s)	Responsibility	Time Frame (Years)					Budget (Kshs Million)
					1	2	3	4	5	
(c) Build capacity of Commissioners and management on good corporate governance practices	Improved service delivery  Improved coordination and collaboration	(i) Undertake governance needs assessment for the Commissioners and management	Competency needs assessment report	Head of Corporate services						40
		(ii) Develop Commissioner's development plan based on competency needs assessment	Commissioner's development plan in place	Commission Secretary/ Commissioners						
		(iii) Undertake training for Commissioners and management on corporate governance practices and strategic	Number of trainings held Number of Commissioners and management trained	Commission Secretary						
		(iv) Implement Commissioner's charter/manual	Level of adherence to the charter	Head of Corporate services						
		(v) Develop and implement Commissioner's performance management system (PMS)	PMS in place Performance evaluation reports	Head of Human Resource						
		(vi) Undertake governance audit and implement recommendations	Governance audit report Number of governance audit recommendations implemented	Head of Corporate services						

Strategy	Impact	Broad Activities	Output Indicator (s)	Responsibility	Time Frame (Years)					Budget (Kshs Million)
					1	2	3	4	5	
(d) Strengthen risk management internal controls	Reduced risk exposure for the Commission  Transparency and accountability  Prudent utilization of resources	(i) Develop Enterprise Risk Management (ERM) framework	ERM in place	Head of Internal Audit						55
		(ii) Undertake a review of internal control and reporting systems	Internal control report New internal control and reporting systems in place	Head of Internal Audit; audit committee						
		(iii) Sensitization of staff on ERM framework and new internal controls	Number of staff sensitized	Head of Internal Audit/ Finance.						
		(iv) Implement the ERM framework	Level of implementation of the risk management framework	Head of Internal Audit / Heads of department						
(e) Enhance resource mobilisation	Increased funding of programme	(i) Develop budget proposal to government for increased programme funding	Funding proposals submitted to Treasury and approved	Heads of Departments / finance						
		(ii) Lobbying for increased fund	Additional funds from the government	Commissioners/policy level committees						
		(iii) Map out development partners' areas of interest in view of the Commission's mandate	List of identified potential partners	Heads of programs/ corporate services						
		(iv) Prepare project proposals to potential development partners	Number of proposals submitted Amount of funding/technical support received from development partners	Heads of programs and corporate services						

Strategy	Impact	Broad Activities	Output Indicator (s)	Responsibility	Time Frame (Years)					Budget (Kshs Million)
					1	2	3	4	5	
(f) Expand and strengthen presence in counties	Increased awareness of the Commission  Increased access to Commission's services and interaction with the stakeholders	(i) Operationalise provision of Commission's services in the counties	Number of Huduma centres offering Commission's services	Regional Heads						20
		(ii) Establish Regional offices	Number of Regional offices established	Head of administration						

### Objective 3: To Enhance Stakeholder Involvement

Strategy	Impact	Broad Activities	Output Indicator (s)	Responsibility	Time Frame (Years)					Budget (Ksh Million)
					1	2	3	4	5	
(a) Enhance communication	Increased stakeholder satisfaction	(i) Review communication policy	Communication policy in place	Head of corporate services						25
		(ii) Implement the policy	Policy implemented	Head of corporate services						

Strategy	Impact	Broad Activities	Output Indicator (s)	Responsibility	Time Frame (Years)					Budget (Ksh Million)
					1	2	3	4	5	
					(b) Enhance institutional visibility	Increased awareness of the Commission	<p>(i) engagement, branding and communication strategy</p> <p>(ii) Undertake corporate awareness campaigns (e.g. TV, radio, adverts, talk shows, flyers, and banners)</p> <p>(iii) Manage the Commission's website and social media profile</p> <p>(iv) Develop and implement a Corporate Social Responsibility programme</p>	<p>Engagement, branding and communication strategy in place</p> <p>Level of stakeholders' awareness</p> <p>Number of website hits Existence of relevant &amp; updated material</p> <p>Prioritized list of CSR programmes Number of CSR activities undertaken</p>	<p>Head of corporate services</p> <p>Head of corporate services</p> <p>Head of Information and Communication</p> <p>Head of corporate services</p>	

## ORGANISATION STRUCTURE AND CAPACITY

### 5.1 COMMISSIONERS

The Commissioners will oversee the discharge of the mandate of the Commission as spelt out in the Constitution and in the National Gender and Equality Commission Act, 2011.

### 5.2 COMMISSION SECRETARY

NGEC Secretariat will be headed by a Commission Secretary who will be responsible for overall administration and management of the Commission.

### 5.3 DIRECTORATES AND DEPARTMENTS

The Commission Secretariat will be organized into two (2) Directorates, whose mandates shall be implemented through multiple departments are thus:

(a) Directorate of Technical Services: Programmes and Research

- Special Interest Groups;
- Legal, Complaints and Investigations;
- Regional Coordination; and
- Research, Monitoring, Evaluation and Documentation.

(b) Directorate of Corporate Services.

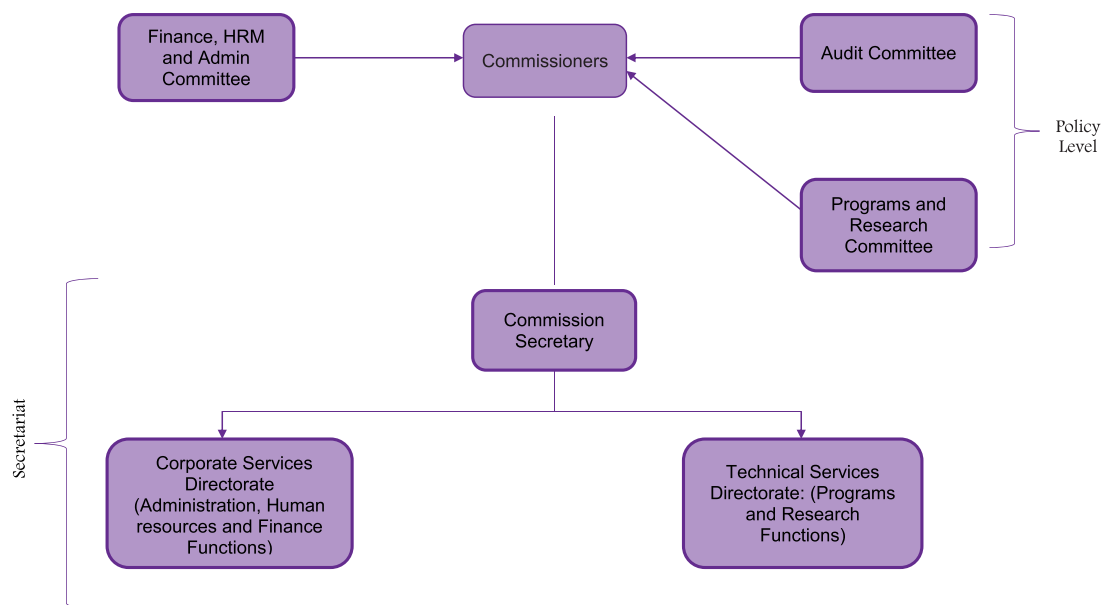
- ICT;
- Finance and Planning;
- Public Communication ; and
- Human Resource and Administration.

Additionally, the Commission has Supply Chain Management and Internal Audit

department. The Commission will also install an external audit committee. The organisation structure is presented in Figure 2.

## 5.4 ORGANOGRAM

Figure 2: NGEN Organogram



## 5.5 IMPLEMENTATION CAPACITY

### 5.4.1 Financial Resources Requirement

During the five years planning period, the Commission projects to spend a total of Kshs 3.04 billion (excluding staff emoluments). The breakdown of the amounts is detailed in Table 4.

Table 4: Financial Requirements (in Kshs Millions)

Objective	2016/17	2017/18	2018/19	2019/20	2020/21	Total Kshs (Millions)
<b>Theme 1: Compliance, Redress and Reporting</b>						
1. To promote compliance with the principles of equality and inclusion in State and non-State sector	50	60	74	80	90	354
2. To enhance compliance of the State with international and regional reporting on equality and inclusion for SIGs	40	50	50	50	50	240
<b>Theme 2: Public Education and Mainstreaming</b>						
1. To enhance awareness on principles of equality and inclusion	40	50	80	100	110	380
2. To enhance participation and inclusion of Special Interest Groups (SIGs) in development agenda	40	50	70	120	140	420
3. To promote implementation of affirmative action	20	20	25	30	30	125
<b>Theme 3: Research and Knowledge Management</b>						
4. To increase evidence-based knowledge on issues of equality and inclusion	50	65	80	100	110	405
<b>Theme 4: Institutional Capacity</b>						
1. To attract and retain skilled human capital	50	65	75	150	200	540
2. To enhance organizational capacity effectiveness and efficiency	40	50	100	130	150	470
3. To enhance stakeholder involvement	20	20	20	25	30	115
<b>Total</b>	<b>350</b>	<b>430</b>	<b>574</b>	<b>785</b>	<b>910</b>	<b>3,049</b>

#### 5.4.2 Resource Mobilization

To implement the Strategic Plan, the Commission will ensure availability of skilled and adequate number of employees. In addition, NGEK will put in place strategies

to ensure availability of adequate financial resources to support implementation of planned activities. Thus, the Commission will devise and implement a resource mobilization strategy. The strategy will document ways of raising funds and technical support from government, development partners and private sector. Further, the Commission will put in place measures to ensure prudent resource management of available resources. These measures will include:

- i. Implementation of efficient and effective processes and procedures;
- ii. Adoption of ICT in the various processes;
- iii. Outsourcing of non-core activities;
- iv. Stringent financial discipline; and
- v. Implementation of adequate risk assessment and management strategies.



# MONITORING, EVALUATION AND REPORTING

## 6.1 OBJECTIVES OF MONITORING, EVALUATION AND REPORTING

To be able to attain the desired outcome from the identified strategies, the strategic plan has to be fully implemented. Successful implementation of the plan requires clarifying decision rights, improving information flow, establishing the right motivators (incentives and sanctions) and structuring the organization to suit the strategies put in place. Further, the strategic plan will need to inform development of the annual work plans for each directorate and department and performance targets of individual employees through the performance management system.

The committee shall develop a monitoring, evaluation and reporting (ME&R) framework that will enable the Commission to measure annual performance against set targets and evaluate the cumulative achievement of the set objectives over time.

## 6.2 MONITORING, EVALUATION AND REPORTING FRAMEWORK

An effective ME&R framework will require the following

- (a) A management M&E Committee to be established comprising of the Commission Secretary, and Heads of Directorates and Departments. The committee will oversee the implementation of the strategic plan.
- (b) The M&E Committee will hold monthly meetings to review the status of the strategic plan implementation as it relates to the respective directorates and departments. In addition, areas requiring strategy, change of or budget reallocations will be identified and appropriate recommendations made for board consideration.
- (c) The M&E Committee will be reporting quarterly to the Commissioners on the progress made towards the attainment of the objectives.
- (d) The strategic plan will be reviewed midway the planning period so as to ensure that necessary changes in the objectives, strategies and activities, among others, are incorporated informed by new information regarding the Commission or the operating environment.

The key performance indicators shown in section 6.4 will provide guidance on an objective review of the progress of the implementation of the.

## **6.3 ACCOUNTABILITY AND RISK MANAGEMENT**

### **6.3.1 Accountability**

The key to successful implementation of a plan is the efficient mobilization and timely deployment of resources as well as effective monitoring and reporting of the entire process. To enhance the implementation of the Plan, the Commission will:

- (a) Effectively communicate the plan to all staff and other stakeholders to ensure clarity of vision and purpose;
- (b) Assign and communicate roles and responsibilities to the various implementing actors;
- (c) Mobilize and allocate resources as per prioritized activities identified in the Plan;
- (d) Develop and communicate annual work plans for divisions, departments and individuals in line with the Strategic Plan and performance contracting guidelines;
- (e) Ensure annual work plans are tied to budgetary provisions; and ensure cost effective analysis is undertaken
- (f) Build capacity of staff to implement the strategy.

### **6.3.2 Risk Management**

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

### **6.3.3 Mitigation, Monitoring and Reporting of Risks**

To mitigate the effects of the identified risks on the implementation of the Plan, the Commission will implement the following measures:

- (a) Strategic risks – Effective implementation of programmes and sharing of successes and challenges with stakeholders;
- (b) Financial risks – Adoption of programme-based allocation and prudent management of funds;
- (c) Operational risks – Put in place strategies to attract and retain qualified staff and outsource non-core activities;
- (d) Technological risks – Keep abreast with changes in technology, undertake

- regular training of staff on ICT and upgrading of equipment in accordance with ICT trends; and
- (e) Overall enhanced ME&R for early detection and management of identified risk.

#### 6.4 KEY PERFORMANCE INDICATORS

Table 5 shows the projected key performance indicators (KPIs) for financial and non-financial targets set for the year 2017 to 2022.

Table 5: Key performance indicators

KPIs	2017/18	2018/19	2019/20	2020/21	2021/22
Number of legislations, bills standards, policies, and regulations reviewed	120	140	160	180	180
Number of training and reference manuals and guides developed? administrative guidelines analysed	3	6	6	6	5
Number of investigation cases handled	100	120	140	160	200
Number of audits carried out	30	35	40	40	45
Level of awareness of the Commission's mandate	30%	35%	50%	60%	80%
Percentage of admitted complaints investigated	50	55	60	65	70
Percentage of complainants provided with advice or referred to relevant institutions	70	100	120	140	180
Number of Stakeholder sensitization workshops forums held	50	60	70	90	100
Number of public education forums held	40	60	70	100	120
Number of researches carried out on equality and inclusion	3	3	3	3	3
Number of public hearings carried out	3	3	5	5	5
Customer satisfaction index	65%	75%	85%	90%	100%
Employee satisfaction index	75%	80%	90%	100%	100%
Automation index	65%	80%	90%	100%	100%

The National Gender and Equality Commission (NGEC) is a Constitutional Commission established pursuant to Articles 59 (4) and (5) of the Constitution and operationalized through the National Gender and Equality Commission Act, 2011 with overall mandate to promote gender equality and freedom from discrimination as per Article 27 of the Constitution by auditing, facilitating, monitoring and advising on the integration of these principles in all national and county policies, laws and administrative regulations. NGEC's target groups include women, youth, persons with disabilities (PWDs), children, the elderly, and minorities and marginalized groups.

Additional specific functions of the Commission are presented in NGEC Act of Parliament  
(section 8a-p) of 2011.

Additional information about NGEC can be obtained from [www.ngeckenya.org](http://www.ngeckenya.org)









**NGEC**

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