



NGEC

National Gender and
Equality Commission

STRATEGIC PLAN

2 0 1 9 - 2 0 2 4

GENDER EQUALITY AND
NON-DISCRIMINATION



NGEC

National Gender and
Equality Commission

PUBLISHED BY

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VISION

A society free from gender inequality and all forms of discrimination



MISSION

To promote gender equality and freedom from all forms of discrimination in Kenya, especially for special interest groups through ensuring compliance with policies, laws and practice



CORE VALUES

Fairness

Inclusiveness

Accountability

Teamwork

Integrity

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LIST OF ACRONYMS

CAJ	- Commission on Administrative Justice
CRPD	- Convention on Rights of Persons with Disabilities
CSPF	- Consolidated Social Protection Fund
CSR	- Corporate Social Responsibility
ERM	- Enterprise Risk Management
ERP	- Enterprise Resource Planning
GBV	- Gender Based Violence
ICT	- Information, Communication and Technology
IEC	- Information, Education and Communication
IFMIS	- Integrated Financial Management Information System
KM	- Knowledge Management
KNCHR	- Kenya National Commission on Human Rights
KNHREC	- Kenya National Human Rights and Equality Commission
KPI	- Key Performance Indicators
KRA	- Kenya Revenue Authority
M&E	- Monitoring and Evaluation
MDA	- Ministries, Departments and Agencies
MDGs	- Millennium Development Goals
ME&R	- Monitoring, Evaluation and Reporting
MM&E	- Management Monitoring and Evaluation
MTP	- Medium Term Plan
NDF	- National Development Fund
NGEC	- National Gender and Equality Commission
PESTEL	- Political, Economic, Social-cultural, Technological, Legal and Environmental
PFM	- Public Finance Management
PMS	- Performance Management System
PWDs	- Persons with Disabilities
SDGs	- Sustainable Development Goals
SGBV	- Sexual and Gender Based Violence
SIGs	- Special Interest Groups
SMEs	- Small and Micro Enterprises
SWOT	- Strengths, Weaknesses, Opportunities and Threats
TNA	- Training Needs Analysis
UN	- United Nations
WEF	- Women Enterprise Fund

FOREWORD

The National Gender and Equality Commission (NGEC) is a Constitutional Commission established by the National Gender and Equality Act. No. 15 of 2011 pursuant to Article 59 (4) & (5) of the Constitution of Kenya, 2010. The Commission's mandate is to promote gender equality and freedom from discrimination for all people in Kenya with focus on special interest groups, which include: women, children, youth, persons with disabilities (PWDs), older members of society, minorities and marginalized groups.

I am proud to unveil this new blueprint of the Commission's strategic direction for the next five years. The Strategic Plan 2019-2024 comes at a time when the Commission has successfully weathered governance transitions heralded by the Constitution of Kenya 2010. Whereas the First and Second Strategic Plans were about grounding and consolidating the mandate of the Commission, this Plan builds on the momentum to upscale interventions geared at ensuring the integration of the principles of equality and inclusion in all spheres of life in Kenya.

This Strategic Plan deliberately draws a nexus between the Commission's mandate and the country's economic blueprint: Vision 2030 and the Third Medium Term Plan 2018-2022. Further, the Strategic Plan is aligned to Africa Agenda 2063, the Sustainable Development Goals (SDGs) and the government's priority Big Four agenda items with a view to informing interventions aimed at integrating the principles of equality and inclusion in national development.

The Commission's revised Vision, Mission and Core Values in this Strategic Plan have been conceptualized to reflect the current needs and future aspirations on entrenching substantive equality and non-discrimination in the country. The Commission is committed to accomplishing its constitutional mandate cognizant of the fact that Kenyans have great expectations from us to ensure they live in a society free from all forms of discrimination.

We recognize initiatives done by other players in the sector and we will cherish appropriate partnerships, collaborations and linkages with those who have the same aspirations as us. It is also encouraging to witness recent legislative processes towards strengthening the equality and inclusion agenda.

I wish to sincerely thank the Commissioners and Staff of the National Gender and Equality Commission for their efforts and dedication in developing this plan. On behalf of the entire Commission, I thank all the stakeholders for providing support during the preparation of this Strategic Plan. Your commitment and dedication is highly valued.



DR. JOYCE M. MUTINDA (PhD).
CHAIRPERSON

PREFACE

The formulation of this second Strategic Plan sets the direction that the Commission will take in the coming five years. It comes at a time when new Commissioners have joined the Commission after the expiry of the term of the first Commissioners appointed after the enactment of National Gender and Equality Act, 2011.

The Strategic Plan 2019-2024 sets an ambitious five point thematic areas matrix namely: compliance, monitoring and reporting, investigations and redress, public education and mainstreaming, research and knowledge management and institutional capacity that will guide its strategic interventions in discharging our mandate. These thematic areas have been aligned with the Government's Big Four Agenda items with the aim of ensuring Special Interest Groups are part and parcel of the development and implementation of national goals.

The implementation of the activities detailed in this Strategic Plan will be accompanied by a strong monitoring and evaluation framework. Towards this end, the Plan has identified indicators to be used in monitoring and evaluating the implementation of the Plan. Reporting systems will be strengthened by involving all departments, incorporating lessons learnt and focusing on the impact of results achieved in any activities undertaken.

I acknowledge the efforts made by the Commissioners and the Staff of the Commission in the development of this Strategic Plan.

I am happy to note that the Strategic Plan was developed through an intensive participatory process, which enhanced joint ownership across the Commission. I look forward to effective implementation of what we have planned to do in the coming five years.



BETTY S. NYABUTO (MBS)
COMMISSION SECRETARY

EXECUTIVE SUMMARY

The National Gender and Equality Commission (NGEC) is a Constitutional Commission established by an Act of Parliament: The National Gender and Equality Commission Act 2011. The Vision of the Commission is, ***"A society free from gender inequality and all forms of discrimination"*** Its Mission is, ***"to promote gender equality and freedom from all forms of discrimination in Kenya, especially for special interest groups through ensuring compliance with policies, laws and practice "***. These will stand on the values of: ***Fairness, Inclusiveness, Teamwork, Accountability, and Integrity.***

Since its inception, NGEC has developed and actualized the first Strategic Plan which was implemented between 2013 and 2018. Through this second Strategic Plan, NGEC seeks to continue to operationalize its mandate as an oversight Commission to ensure an inclusive just society as envisioned in the Constitution of Kenya 2010. This second Strategic Plan (2019-2024) honours the past and addresses the present to develop the road map into the future.

The 2019-2024 Strategic Plan was developed through a participatory approach, which ensured that views of the key stakeholders were incorporated. The participation was through document review, interviews, discussions and consultative workshops.

A situational analysis was 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 plan period. The identified strategic themes formed the basis for setting of the objectives for the Commission for the next five years. The strategic themes identified are:

- 1) Compliance, monitoring and reporting
- 2) Investigations and redress
- 3) Public education and mainstreaming
- 4) Research and knowledge management
- 5) Institutional capacity

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

1. To enhance and monitor compliance with the principles of equality and inclusion in State and non-state actors

2. To reduce violations of the principle of equality and freedom from discrimination for the SIGs
3. To promote public awareness on principles of equality and inclusion
4. To promote implementation of affirmative action and inclusion of SIGs in development agenda
5. To increase evidence-based knowledge on issues of equality and inclusion through research and knowledge management
6. To attract, develop and retain skilled and productive human capital
7. To enhance organizational capacity, effectiveness and efficiency
8. To strengthen corporate governance and stakeholder involvement
9. To strengthen financial capacity of the Commission
10. To acquire and maintain appropriate infrastructure and assets

To enable the achievement of these objectives appropriate strategies and 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 the Implementation Plan presented in Chapter Four of this Strategic Plan. As documented in Chapter 5, the Commission requires approximately Kshs.3.9 billion (excluding staff emoluments) during the five-year 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.

1.0

HISTORICAL, LEGAL AND INSTITUTIONAL FRAMEWORK

1.1 Organizational Background

The National Gender and Equality Commission (NGEC) was established by the National Gender and Equality Commission Act, 2011 pursuant to Article 59 (4) of the Constitution of Kenya. It is one of the three (3) successor commissions, NGEC, Commission on Administrative Justice and Kenya National Commission on Human Rights), to the Kenya National Human Rights and Equality Commission (KNHREC) established in Article 59 of the Constitution of Kenya 2010. NGEC's mandate is informed by Section 8 of the National Gender and Equality Commission Act 2011. NGEC focuses on Special Interest Groups, which include women, youth, persons with disabilities (PWDs), children, the older members of society, minorities and marginalized groups.

1.2 Mandate and Functions of the Commission

The mandate of the Commission is to promote and ensure gender equality, principles of equality and non-discrimination for all persons in Kenya as provided for in the Constitution of Kenya 2010 with a focus on the following Special Interest Groups (SIGs): women, persons with disability, children, youth, older members of society, minority and marginalised groups.

The functions of the Commission as provided for in Section 8 of the National Gender and Equality 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 institutions;
- (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 institutions concerned;
 - (g) work with other relevant institutions 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 institutions and other sectors on compliance with 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 institutions 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 Relevant Legislations

Legislations relevant to NGEK's mandate include;

- (i) The Constitution of Kenya, 2010
- (ii) The National Gender and Equality Commission Act, No. 15 of 2011
- (iii) Persons with Disability Act, No. 14 of 2003

- (iv) Children's Act, No. 8 of 2001
- (v) Sexual Offences Act, No. 3 of 2006
- (vi) The Prohibition of Female Genital Mutilation Act, No. 32 of 2011
- (vii) County Governments Act, No. 17 of 2012
- (viii) Elections Act, No. 24 of 2011
- (ix) Election Offences Act, No. 37 of 2016
- (x) Access to Information Act, No. 31 of 2016
- (xi) Kenya Information and Communications Act, Revised 2012 [1998]
- (xii) Public Archives and Documentation Service Act, No. 2 of 1990 Revised [2018]
- (xiii) Public Procurement and Asset Disposal No. 33 of 2015
- (xiv) Social Assistance Act No 24 of 2013
- (xv) Mining Act, No. 12 of 2016
- (xvi) Natural Resources (classes of transactions subject to ratification) Act, No. 41 of 2016
- (xvii) Protection against Domestic Violence Act, 2015

1.4 NGECE Compliance with the Constitution of Kenya 2010

As a Constitutional Commission, NGECE is bound by Article 249 of the Constitution of Kenya 2010, which provides the objects of the commissions and the independent offices as being to protect the sovereignty of the people; secure the observance by all State organs of democratic values and principles; and promote constitutionalism.

The Constitution of Kenya 2010 has several provisions to guide NGECE in the implementation of its mandate. In particular, **Article 10 on National Values and Principles of Governance** includes; human dignity, equity, inclusiveness equality, non-discrimination and protection of the marginalized.

The Commission's functions are aligned to the following articles;

Implementation of Rights and Fundamental Freedoms

Article 21(3) provides that, "All State organs and all public officers have the duty to address the needs of vulnerable groups within society, including women, older members of society, persons with disabilities, children, youth, members of minority or marginalised communities, and members of particular ethnic, religious or cultural communities".

Equality and Freedom from Discrimination

Article 27 (1) Every person is equal before the law and has the right to equal protection and equal benefit of the law. (4) The State shall not discriminate directly or indirectly against any person on any ground, including race, sex, pregnancy, marital status, health status, ethnic or social origin, colour, age, disability, religion, conscience, belief, culture, dress, language or birth.

Economic and Social Rights

Article 43 (1) Every person has the right; (a) to the highest attainable standard of health, which includes the right to health care services, including reproductive health care; (b) to accessible and adequate housing and reasonable standards of sanitation; (c) to be free from hunger, and to have adequate food of acceptable quality; (d) to clean and safe water in adequate quantities; (e) to social security; and (f) to education.

Rights of Children

Article 53 (1) Every child has the right (a) to a name and nationality from birth; (b) to free and compulsory basic education; (c) to basic nutrition, shelter and health care; (d) to be protected from abuse, neglect, harmful cultural practices, all forms of violence, inhuman treatment and punishment, and hazardous or exploitative labour; (e) to parental care and protection, which includes equal responsibility of the mother and father to provide for the child, whether they are married to each other or not; and (f) not to be detained, except as a measure of last resort, and when detained, to be held – (i) for the shortest appropriate period of time; and (ii) separate from adults and in conditions that take account of the child's sex and age.

Rights of Persons with Disabilities

Article 54, A person with any disability is entitled; (a) to be treated with dignity and respect and to be addressed and referred to in a manner that is not demeaning; (b) to access educational institutions and facilities for persons with disabilities that are integrated into society to the extent compatible with the interests of the person; (c) to reasonable access to all places, public transport and information; (d) to use Sign language, Braille or other appropriate means of communication; and (e) to access materials and devices to overcome constraints arising from the person's disability. The State shall ensure the progressive implementation of the principle that at least five percent of the members of the public in elective and appointive bodies are persons with disabilities.

Rights of the Youth

Article 55 (a) access relevant education and training; (b) opportunities to associate, be represented and participate in political, social, economic and other spheres of life; (c) access employment; and (d) protection from harmful cultural practices and exploitation.

Rights of Minorities and Marginalised Groups

Article 56 affirmative action programmes designed to ensure that minorities and marginalized groups (a) participate and are represented in governance and other spheres of life; (b) are provided special opportunities in educational and economic fields; (c) are provided special opportunities for access to employment; (d) develop their cultural values, languages and practices; and (e) have reasonable access to water, health services and infrastructure.

Rights of Older Members of Society

Article 57 (a) to fully participate in the affairs of society; (b) to pursue their personal development; (c) to live in dignity and respect and be free from abuse; and (d) to receive reasonable care and assistance from their family and the State.

Values and Principles of Public Service

Article 232 The values and principles of public service include- (h) representation of Kenya's diverse communities; and (i) affording adequate and equal opportunities for appointment, training and advancement, at all levels of the public service, of- (i) men and women; (ii) the members of all ethnic groups; and (iii) persons with disabilities.

1.5 Treaties, Conventions and Protocols

Article 2 (6) states that, "Any treaty or convention ratified by Kenya shall form part of the law of Kenya under this Constitution". Kenya has ratified and signed a number of treaties and Conventions relating to NGECEC's SIGs. These include; Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW), Africa Union Agenda 2063, Sustainable Development Goals (SDGs), Convention on Rights of Persons with Disabilities (CRPD), Convention on Economic and Socio-cultural rights (ECOSOC), Convention on Children Rights, Maputo Protocol, and any others relating to equality and freedom from discrimination of marginalized groups. Ensuring compliance with these treaties, conventions and protocols shall form part of the agenda of NGECEC during the Plan period.

1.6 NGECEC and Sustainable Development Goals (SDGs)

The Sustainable Development Goals (SDGs) represent global commitment to ensure sustainable equitable development. The rallying call of "leaving no one behind" is in tandem with NGECEC's vision of a society free from gender inequality and all forms of discrimination.

NGECEC is alive to the fact that, as part of implementing the SDGs, the Government has already published and launched its Road Map to achieving the SDGs. Furthermore, the domestication and integration of SDGs is imbedded in the MTP III 2018-2022.

As an oversight body, NGECEC will monitor Kenya's implementation of all SDGs with special focus to the goals No 5, 10 and 16 which are: gender equality; reduced inequality; peace and 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.

1.7 NGECEC Alignment with Africa's Agenda 2063

Africa **Agenda 2063** is a strategic framework for the socio-economic transformation of the continent over the next 50 years. It builds on, and seeks to accelerate the implementation of past and existing continental initiatives for growth and sustainable development. Agenda 2063 has SEVEN aspirations. NGECEC is aware

that the Government has integrated and aligned the Africa's Agenda 2063 aspirations with MTPIII. NGEC will monitor the implementation of the aspirations of Africa's Agenda 2063 concurrently with the implementation of MTP III. The Commission is aware that Aspiration no. 6 speaks directly to NGEC's mandate. This aspiration focuses on, 'an Africa whose development is people-driven, unleashing the potential of its youth and caring for children. According to Africa's Agenda 2063, Africa shall be an inclusive continent where no child, woman, or man will be left behind or excluded, on the basis of gender, political affiliation, religion, ethnic affiliation, locality, age or other factors. Africa of 2063 will have gender parity, with women occupying at least 50% of elected public offices at all levels and half of managerial positions in the public and the private sector. The economic and political glass ceiling that restricted women's progress would have been shattered.

1.8 NGEC's Alignment with Vision 2030

Kenya's long term development blue print: Vision 2030 aims to transform Kenya into an industrialized middle income country, offering a high quality of life to all its citizens in a clean and secure environment. The Vision has three pillars: economic, social and political. A lot of NGEC's functions are within the Social Pillar. The Social Pillar seeks to build a just and cohesive society with social equity in a clean and secure environment. This calls for equitable development where everyone participates leading to inclusive growth and development in Kenya. The NGEC SIGs should be included in National Development. The Commission will monitor, facilitate and advice on mainstreaming of gender issues and inclusion of Persons with Disability, women, children, youth, older members of society, minority and - marginalized groups in National Development. It will also monitor, facilitate and advise on development of affirmative action implementation policies, as contemplated in the Constitution, when it audits the status of these Special Interest Groups from time to time. Where affirmative action programmes have been instituted, NGEC will audit implementation to ensure the SIGs targeted benefit.

Vision 2030 is implemented through MTPs, this Strategic Plan coincides with the THIRD MTP 2018-2022. During the Plan period, NGEC will monitor and audit implementation MTP III, which focuses on Transforming Lives: Advancing Socio-economic development through the "Big Four": Affordable Housing, Food Security, Manufacturing and Universal Health care to ensure inclusion and equality of opportunities though continued review of the policies that the Government will use to guide the implementation. NGEC will point out gaps or omissions to ensure that "no one is left behind". A lot of effort will go to working with Private Sector organizations including Small and Micro Enterprises (SMEs) to ensure equality of opportunity. NGEC will report annually to Parliament and to the President on progress made to include youth, women, PWDs, minority and marginalised in groups aimed at equity and poverty reduction as specified in Kenya Vision 2030: MTP III.

1.9 NGECC's role in the Big 4 Agenda

NGECC has conceptualized interventions necessary for the integration of the principles of equality and inclusion in the big four agenda and placed a budgetary request to the National Treasury to commence the activity as follows: -

	Agenda	NGECC's Role
1	Universal Health Care	<ol style="list-style-type: none"> 1. Development and dissemination of standards on right to health to support county governments reach most vulnerable segment of the population 2. Audit health incentive schemes installed by county governments to increase access and uptake of universal health services. 3. Audit national insurance health scheme on reach and delivery of quality health care to most vulnerable populations. The report will also show persons left out behind and how that they can be served 4. Monitor school based preventive health program in ECDs and out of school initiatives to demonstrate milestones to closing the gap in access to health services and conduct an assessment from most vulnerable populations perspective on elements of health not delivered in the universal health coverage program for advisory to county, national and private sector
2	Food and Nutrition	<ol style="list-style-type: none"> 1. Monitor: Food subsidy and cash transfer under hunger safety net program among informal settlements; inequity and inclusion levels in provision of farm inputs in agricultural sector 2. Assess: School feeding and nutritional initiatives in schools as a driver for retention and education continuation in marginal and hard to reach areas; 3. Audit and document gender inequalities in the climate adaptation initiatives by pastoralists and farming communities and assess climate change innovations by rural vulnerable communities to address food inequities 4. Audit inequalities and exclusions in food distributions among most vulnerable populations in drought stricken areas of Kenya. The focus will extend to counties receiving equalization fund.

	Agenda	NGEC's Role
3	Manufacturing	<ol style="list-style-type: none"> 1. Audit and document gender and inclusion issues in areas experiencing displacement for flagship Capital projects in Kenya. 2. Audit participation and inclusion of vulnerable groups in marginal areas in product value addition interventions: The commission will target 5 sectors: food processing, waste management, smart agriculture, livestock and energy. 3. Review the legal framework by county governments promoting opportunities for start-ups of small scale businesses among youth women and PWDs and issue advisories. 4. Issue a status report on level of involvement of vulnerable groups in manufacturing sector
4	Housing	<ol style="list-style-type: none"> 1. Audit private and public housing schemes to establish extent to which youth, older members of the society, persons with disability and women and urban population benefit from housing scheme. 2. Audit equality and inclusion issues on housing programs focusing on slum upgrading projects in 4 counties. 3. Monitor compliance of the housing schemes with set standards for promoting equality and inclusion including reasonable accommodation and adjustment to promote greater access to housing and other built environment. 4. Design and support implementation of a public education program targeting families and community to provide older members of society and PWD with minimum housing requirements.

1.10 Rationale for the 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 2018. This second Strategic 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, equity and non-discrimination across all institutions and organizations in Kenya. Additionally, the Strategic Plan will facilitate monitoring and evaluation (M & E) of the Commission's programmes and activities.

1.11 Expected Operating Environment/Planning Assumptions

This Strategic Plan is based on the assumptions that there will be no adverse changes in the legal framework governing the Commission's mandate and that there shall be social and political stability in the Country. In addition, it is 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.

1.12 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.

2.0

SITUATIONAL ANALYSIS

A review of the first Strategic Plan was done by Deloitte Consulting Limited. They identified gaps in implementation of NGEc's previous Strategic Plan as summarized in the table below;

Summary of the Gaps

Mandate and Objectives	Inadequate Stakeholder Management	Measurability of Performance	Human Resources
<ul style="list-style-type: none"> The mandate is not clear across the organization and some strategic objectives are directly linked to the mandate Programmes are not always clear on which strategic Objectives their activities address 	<ul style="list-style-type: none"> Stakeholder engagement has not been structured and has mainly been reactive. NGEC needs to evaluate stakeholders and develop an engagement structure 	<ul style="list-style-type: none"> The current KPIs do not adequately reflect the level of effort The KPI metrics cannot adequately measure success since measurable targets were not set 	<ul style="list-style-type: none"> There is a shortage of staff in all programmes There are also some skills gaps that need to be addressed Roles are unclear in some cases and staff perform tasks as and when they arise

Balancing Capacity & Functions	Processes & Integration	Funding	Distinction of Roles
<ul style="list-style-type: none"> NGEC targets to execute a wide set of functions using its current staffing and financial resources resulting in an imbalance 	<ul style="list-style-type: none"> Majority of the Departments do not have formalized processes and even where available, these processes are undocumented Interaction between different programmes is on an informal basis 	<ul style="list-style-type: none"> Funding from the Government is not sufficient to cover all administration costs and there is a freeze on new hires Funds received from donors are for specific purposes and may influence the focus of the programmes 	<ul style="list-style-type: none"> Similar roles with other commission may be a source of confusion It may be difficult to draw synergies due to the overlapped roles Recognizing efforts and achievements of the commission may be a challenge

2.1.1 Key Achievements

Some of the Key achievements of the Commission included:

1. Review and provision of advisory in more than 300 pieces of legislations, policies and administrative guidelines to County and National Governments.
2. Formation of 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.
3. Facilitation in development of guidelines and handbooks for promoting equality and inclusion.
4. Being enjoined in public litigation in at least eighteen (18) cases.
5. Support to the planning and budgeting arms of government in development of frameworks for gender responsive budgeting
6. Audit of 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.
7. Facilitation in development and launch of promotional campaigns against violence and abuse of human rights for SIGs.
8. Ensuring that gender and equality indicators were included in the national and county government annual performance management systems.
9. Establishment of regional offices in Garissa, Nakuru, Kisumu, Kitui and Malindi to decentralize its services.

2.1.2 Challenges Faced

During the implementation of the first Strategic Plan, NGECE faced the following challenges:

- (a) Limited financial resources which hampered effective discharge of the Commission's mandate.
- (b) Inadequate human resource, especially in technical areas, which affected effective implementation of planned programmes.
- (c) 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.

2.1.3 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. Therefore, there is need for continuous stakeholder sensitization on areas/programmes in which they can collaborate with NGECE.
- (c) Teamwork 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 goodwill is critical. Therefore, there is need for the Commission to enhance its rapport with the National and County Governments, and the private sector for the Country to enhance realisation of the principles of equality and inclusion.
- (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. There is also an urgent need to have NGEC rules and regulations finalised and approved.

2.1.4 Financial Analysis

The Commission's financial support from the Government increased steadily from Kshs. 234m in 2013/14, Kshs. 290m in 2014/15, Kshs 309m in 2015/16, 386.9m in 2016/17, 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 was consumed by 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 and development partners.

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

2.2 PESTLE Analysis

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 general elections scheduled for 2022 may result in a new governance regime in both National and County governments that may have varied priorities, hence possible change in policies.

The implementation of devolved governance 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, NGECE 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 and various cases of corruption. This has led to inadequate funding in various sectors of Government.

NGECE will work closely with national government institutions and the county governments to promote equitable distribution of resources. NGECE will also put in place initiatives that will ensure special interest groups such as women, youth, PWDs, minority and marginalised groups 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 members of society, 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.

Articles 43 of the Constitution of Kenya 2010 provides for Economic and Social Rights. Section 8 (g) of The National Gender and Equality Commission Act 2011 mandates NGECE to work with relevant institutions 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. During the Plan period, NGECE will endeavour to deliver this mandate.

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 in public service delivery. The use of email, social media such as Twitter, Facebook, Whatsapp, Instagram, LinkedIn is expected to increase the visibility of NGECE through quick information sharing.

Technology has, however, 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). Fake news and general misinformation is another big challenge. Increased uptake of technology in public and private sector presents NGECE 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 interest groups. NGECE 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 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"> Formulation, review and implementation of policies, laws and programs on public service, youth and gender 	<ul style="list-style-type: none"> Monitor, audit, facilitate and advise the Ministry 	<ul style="list-style-type: none"> Development, review and implementation of policies, laws and programs to address gender equality and inclusion of the youth in national development
2. Ministry of Labour and Social Protection	<ul style="list-style-type: none"> Formulation, review and implementation of policies, laws and programs on labor and social security 	<ul style="list-style-type: none"> Monitor, audit, facilitate and advise the Ministry 	<ul style="list-style-type: none"> Development, review and implementation of policies, laws and programs to ensure – inclusion of SIGs in national development agenda
3. Kenya National Commission on Human Rights (KNCHR)	<ul style="list-style-type: none"> Promotion of human rights 	<ul style="list-style-type: none"> Collaboration on promotion of the rights of SIGs 	<ul style="list-style-type: none"> Collaboration on promotion of human rights for SIGs
4. Commission on Administrative Justice (CAJ)	<ul style="list-style-type: none"> Promotion and protection of administrative justice 	<ul style="list-style-type: none"> Collaboration, monitor, audit, report and advise on administrative justice issues relating to SIGs 	<ul style="list-style-type: none"> Collaboration on promotion and protection of administrative justice for SIGs
5. National Council for Persons with Disabilities	<ul style="list-style-type: none"> Implementation of programs on PWD's 	<ul style="list-style-type: none"> Coordinate, monitor, audit, report and advise on PWDs programs 	<ul style="list-style-type: none"> Collaboration on Implementation of PWDs programs
6. Women Enterprise Fund (WEF)	<ul style="list-style-type: none"> Funding women entrepreneurs 	<ul style="list-style-type: none"> Monitor, audit, report and advise on the fund's program 	<ul style="list-style-type: none"> Enhanced women's access to the funding for entrepreneurship

Stakeholder	Role of the stakeholder	Stakeholder expectation from NGECE	NGECE's expectation from stakeholder
7. Ministry of Environment and Natural Resources	<ul style="list-style-type: none"> Provision of overall policy and laws on environment, natural resources and climate 	<ul style="list-style-type: none"> Monitor, audit, report and advise on environmental issues 	<ul style="list-style-type: none"> Formulation of policies and laws on environment that promote gender equality and inclusion of SIGs
8. Other Government Ministries, Departments and Agencies (MDAs)	<ul style="list-style-type: none"> Execute on behalf of the Government their respective mandate with attention to priorities of equality and inclusion 	<ul style="list-style-type: none"> Monitor, audit, report and advise on execution of their mandates 	<ul style="list-style-type: none"> Adherence to principles of gender equality and freedom from discrimination
9. Parliament	<ul style="list-style-type: none"> Legislation 	<ul style="list-style-type: none"> Build capacity, monitor, audit, report and advise on legislation role 	<ul style="list-style-type: none"> Adherence to principles of gender equality and inclusion
10. Judiciary	<ul style="list-style-type: none"> Judicial service 	<ul style="list-style-type: none"> Build capacity, monitor, audit, report and advise on legislation role 	<ul style="list-style-type: none"> Adherence to principles of gender equality and inclusion
11. Private Sector	<ul style="list-style-type: none"> Provision of goods, services and innovation 	<ul style="list-style-type: none"> Build capacity, monitor, audit, report and advise on promotion of gender equality and inclusion in private sector 	<ul style="list-style-type: none"> Adherence to principles of gender equality and inclusion
12. Development Partners	<ul style="list-style-type: none"> Provide development support 	<ul style="list-style-type: none"> Monitor, audit, report and advise on status of gender equality and inclusion of the SIGs 	<ul style="list-style-type: none"> Provide financial and technical support
13. Civil Society organisations	<ul style="list-style-type: none"> Advocacy and watchdog role 	<ul style="list-style-type: none"> Monitor, audit, report and advise on matters of gender equality and inclusion 	<ul style="list-style-type: none"> Collaboration in promoting gender equality and freedom from discrimination
14. Media	<ul style="list-style-type: none"> Informing and educating the public on issues of gender inequality and freedom from discrimination 	<ul style="list-style-type: none"> Information sharing on cases of gender inequality and discrimination 	<ul style="list-style-type: none"> Provision of accurate information on gender inequality and discrimination

3.0

STRATEGIC DIRECTION

3.1 NGEN's Strategic Map

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

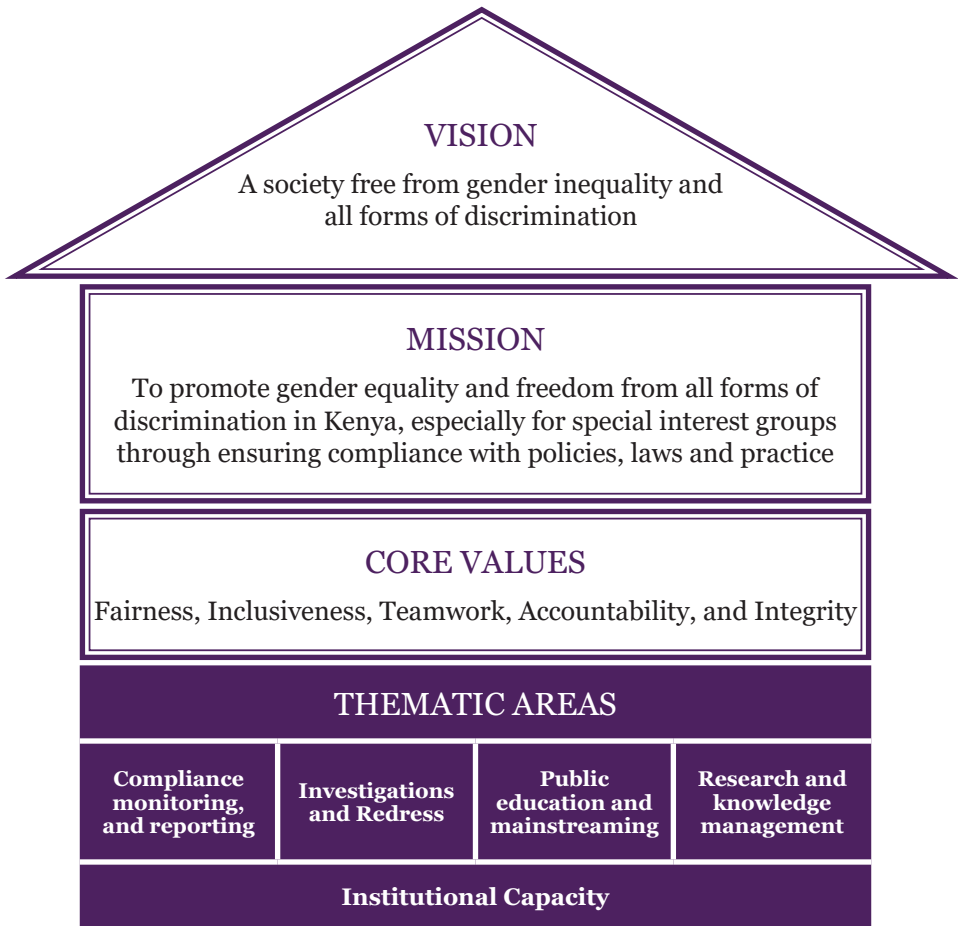


Figure 1: NGEN strategic map

3.2 Themes, Objectives and Strategies

During the Plan period (2019 -2024) the Commission will focus on the following broad themes:

- i) **Compliance Monitoring 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. Further, NGEK 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) **Investigations and Redress:** 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. Additionally, the Commission will strengthen its systems and processes for receiving complaints and responding to any reported violations.
- iii) **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. NGEK 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.
- iv) **Research and Knowledge Management**
One of the functions of NGEK 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, avail and disseminate data on the status of integration of principles of equality and inclusion desegregated fully of categories of SIG's. The Commission will also put in place mechanisms for successful implementation of knowledge management, with the main aim of converting resident tacit knowledge into explicit knowledge for actionable use. In view of this the Commission will identify and map their existing knowledge, employ knowledge management principles in order to promote the flow of both resident knowledge and external knowledge to bring out new knowledge in research.

- v) Institutional Capacity Building-** The Commission will strengthen its human resource capacity through recruitment and training of staff. 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. NGEC 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 : Thematic areas, Strategic Objectives and Strategies Map

THEMES	OBJECTIVES	STRATEGIES
1) Compliance monitoring, and reporting	1. To enhance compliance with the principles of equality and inclusion for State and non-State actors	i) Advise and facilitate on policy, laws, regulations, standards and guidelines to aid compliance.
		ii) Facilitate State compliance on reporting
		iii) Strengthen partnerships and collaborations
	2. To monitor compliance with the principles of equality and inclusion for State and non-State actors	i) Monitor participation and inclusion of SIGs in the development agenda
		ii) Monitor Institutional and Organizational reporting.
		iii) Monitor the implementation of commitments on integration

THEMES	OBJECTIVES	STRATEGIES
2) Investigations and Redress	1. To reduce violations of the principle of equality and freedom from discrimination for the SIGs	i) Conduct investigations on violations of the principles of equality and inclusion
		ii) Review standards, policies and legislation.
		iii) Strengthen partnerships and collaborations.
	2. To offer redress to complaints on violations of the principles of equality and freedom from discrimination.	i) Develop and operationalize a complaints handling system
		ii) Develop and operationalize a referral system
		iii) Facilitate legal redress for SIGs
3) Public education and mainstreaming	1. To promote public awareness on principles of equality and inclusion	iv) Coordinate and advise on public education programmes
		v) Facilitate State and non-state actors on principles of equality and inclusion.
		vi) Create awareness on integration of principles, policies and legislations of equality and inclusion at national and county levels
		vii) Strengthen partnerships and collaborations
	2. To promote implementation of affirmative action and inclusion of SIGs in development agenda	i) Monitor implementation of affirmative action policies.
		ii) Create awareness on affirmative action
		iii) Monitor implementation of affirmative action programmes.
		iv) Promote inclusion and participation of SIGs in national development agenda
		v) Promote inclusion and participation of SIGs in leadership

THEMES	OBJECTIVES	STRATEGIES
4) Research and knowledge management	1. To increase evidence-based knowledge on issues of equality and inclusion through research.	i) Strengthen research capacity for the Commission
		ii) Conduct research on matters affecting SIGs
		iii) Co-ordinate research activities on matters relating to equality and freedom from discrimination.
		iv) Develop and maintain databases on issues related to equality and freedom from discrimination for different SIGs.
		v) Produce periodic reports on realization of equality and freedom from discrimination for the various SIGs.
		vi) Document institutional knowledge
	2. Identify, map and promote the flow of both resident tacit and external knowledge to bring out new knowledge in research.	i) Develop and approve KM policy and strategy
		ii) Develop expert lists/skills matrices
		iii) Carry out a KM Gap analysis
		iv) Put in mechanisms to enhance knowledge creation, sharing and transfer
		v) Develop Succession Plans
		vi) Establish Communities of Practice
		vii) Establish mentorship programs

THEMES	OBJECTIVES	STRATEGIES
5) Institutional Capacity	1. To attract, develop and retain skilled and productive human capital	viii) Maintain optimal staff levels
		ix) Enhance staff capacity
		x) Enhance staff motivation
	2. To enhance organizational capacity, effectiveness and efficiency	i) Establish and embrace a result based performance and reward management system
		ii) Create seamless business processes
		iii) Leverage on ICT
	3. To strengthen corporate governance and stakeholder involvement	i) Build capacity of Commissioners and management on strategic leadership, governance practices and strategic management.
		ii) Strengthen risk management and internal controls and systems.
		iii) Promote integrity in leadership and management.
		iv) Ensure that the commission maintains quorum at all times during its tenure
		v) Enhance corporate image
		vi) Increase institutional visibility
		vii) Enhance internal and external communication
	4. To strengthen financial capacity of the Commission	i) Prudent management of resources
		ii) Intensify resource mobilization
	5. To acquire and maintain appropriate infrastructure and assets	i) Collaborate with others to acquire adequate commission office space
		ii) Equip commission offices
		iii) Enhance mobility of the commission

4.0

COORDINATION, IMPLEMENTATION AND RESOURCES

4.1 Introduction

For the Commission to fully implement this Strategic Plan, it has to strengthen its institutional capacity and put in place appropriate implementation and coordination frameworks.

4.1.1 Chairperson

The Chairperson shall supervise and direct the work of the Commission including the implementation of this Strategic Plan.

4.1.2 Commissioners

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

4.1.3 The Audit Committee

The audit committee is established in accordance with the Public Finance Management (PFM) Act 2012 and Public Finance Management Regulations, 2015. The Audit Committee will enhance corporate governance that reduces the potential for fraudulent financial reporting. It will oversee the commission's management, internal and external auditors.

4.1.4 Commission Secretary

The Commission Secretary shall be the Chief Executive Officer and Head of the Secretariat. The Secretary shall be responsible to the Commission for day to day management of the secretariat in the implementation of Commission decisions and this Strategic Plan.

4.1.5 The Secretariat

The secretariat shall discharge the functions of the commission including implementation of this plan and other policy directives emanating from the Commission. The Commission Secretariat will be organized into two (2) Directorates as follows:

- (a) Directorate of Programmes and Research.
- (b) Directorate of Corporate Services.

(a) Directorate of Programmes and Research

The Directorate shall be organized as follows:

- (i) Special Interest Groups Department
 - Gender and women division
 - Disability and elderly division
 - Youth and children division
 - Minority and Marginalized division
- (ii) Research and Documentation, Monitoring and Evaluation Department
 - Research division
 - Monitoring, evaluation and documentation division
- (iii) Legal, Complaints, Investigations and Redress Department
 - Legal Division
 - Complaints and investigations division
 - Redress division
- (iv) Regional Offices Co-ordination Department
 - Nyanza Regional Office - Kisumu
 - South Rift Regional Office - Nakuru
 - North Eastern Regional Office - Garissa
 - Lower Eastern Regional Office - Kitui
 - Upper Coast Regional Office - Malindi (Kilifi)

The Commission plans to open five (5) more offices during this strategic plan period.

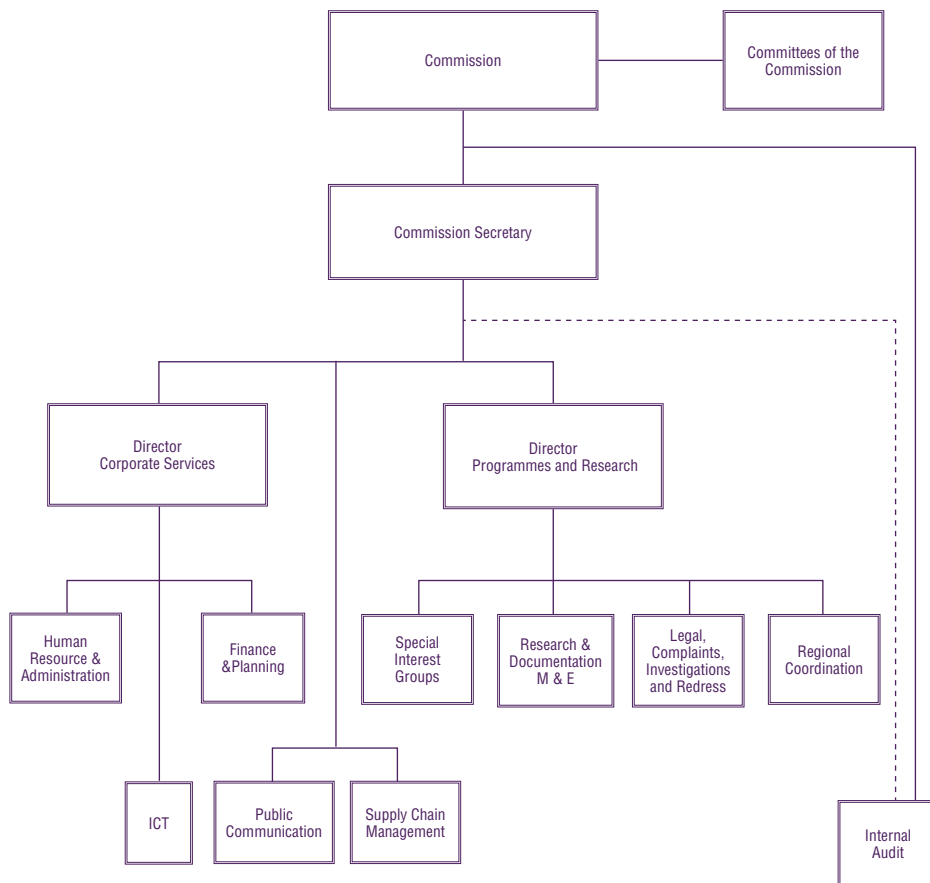
(b) Directorate of Corporate Services

The directorate of Corporate Services will comprise of the following:

- (i) Human Resource and Administration Department
 - Human Resource Management division
 - Administration division
- (ii) Finance and Planning Department
 - Finance division
 - Accounts division
 - Planning division
- (iii) Supply Chain Management Division
- (iv) Public Communications Division
- (v) ICT Unit
- (vi) Internal Audit Unit

4.2 ORGANOGRAM

Figure 2 NGECE Organogram



4.3 Staff Projections

The approved staff establishment is 197. The current inpost is 94 and the variance is 104, which the Commission plans to bridge during the plan period. The actual recruitment will be done case by case depending on appropriate timing and resources.

4.4 Financial Resources Requirement

During the five years planning period, the Commission projects to spend a total of Kshs **3.9 Billion**. The breakdown of the amounts is detailed in Table 4.

Table 4: Financial Requirements (in Kshs Millions)

Objective	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	Total Kshs (Millions)
Theme 1: Compliance, Monitoring and Reporting						
To enhance and monitor compliance with the principles of equality and inclusion in State and non-State actors	52	60	65	67	70	314
THEME 2: Investigations and Redress						
To reduce violation of the principle of equality and freedom from discrimination for the SIGs	21	26	36	60	71	214
Theme 3: Public Education and Mainstreaming						
To promote public awareness on principles of equality and inclusion	28	35	54	68	75	260
To promote implementation of affirmative action and inclusion of SIGs in development agenda	41	46	61	91	101	340
Theme 4: Research and Knowledge Management						
To increase evidence-based knowledge on issues of equality and inclusion through research and knowledge management	37	46	58	88	100	329
Theme 5: Institutional Capacity						
To attract and retain skilled and productive human capital	120	155	179	358	478	1,290
To enhance organizational capacity effectiveness and efficiency	23	29	58	74	86	270
To strengthen corporate governance and stakeholder involvement	71	74	78	93	104	420
To strengthen Financial Capacity of the Commission	10	10	12	14	14	60
To Acquire and Maintain Appropriate Infrastructure and Assets	42	52	69	117	130	410
Total	445	533	670	1030	1229	3,907

4.5 Financial Resource Mobilization

NGEC will put in place strategies to ensure availability of adequate financial resources to support implementation of planned activities. Thus, the Commission will formulate and implement a resource mobilization strategy. The strategy will document ways of raising funds and technical support from the Government, development partners and private sector.

The ways of raising funds will include but are not limited to:

- a) Engaging National treasury for increased budget allocation
- b) Engaging relevant parliamentary committees
- c) Identifying and engaging potential development partners
- d) Instituting Public Private Partnerships
- e) Engaging and partner with county governments
- f) Partnering with international and domestic Non-Governmental Organizations
- g) Engaging and partnering with international and domestic non-governmental foundations

The Commission will also put in place measures to ensure prudent utilization of available resources. These measures will include:

- a) Implementation of efficient and effective processes and procedures;
- b) Adoption of ICT in the various processes;
- c) Outsourcing of non-core activities;
- d) Stringent financial discipline; and
- e) Develop and operationalize risk management framework.

5.0

MONITORING, EVALUATION, REPORTING AND LEARNING

5.1 Introduction

Monitoring, Evaluation, Reporting and Learning are key to successful implementation of this Strategic Plan. Achievement of the desired outcome from the identified strategies, the Strategic Plan will require to be fully implemented. Successful implementation of the Plan requires clear and timely decisions, improved information flow, established motivators (incentives and sanctions) and restructuring of the Commission. The Strategic Plan shall inform development of the Annual Work Plans for each directorate, departments, divisions and units; and performance targets of individual employees.

A Management Monitoring and Evaluation Committee shall be established to track the progress, successes and/or failures of this Strategic Plan. This 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.

5.2 Monitoring, Evaluation and Reporting Framework

An effective Monitoring, Evaluation and Reporting Framework will require the following:

- (a) A Management Monitoring and Evaluation (MM&E) Committee to be established comprising of the Commission Secretary, and Heads of Directorates and Departments. The Committee will be chaired by the Commission Secretary while the Monitoring, Evaluation and Documentation Division will offer the secretariat services. The Committee will oversee the implementation of the Strategic Plan.
- (b) The MM&E Committee will hold monthly meetings to review the status of the implementation of the Strategic Plan as it relates to the respective directorates and departments. In addition, it will identify areas requiring strategy change or budget reallocations which will be identified and appropriate recommendations made for consideration by the Commission.
- (c) The MM&E Committee will be reporting quarterly to the Commission on the progress made towards the attainment of the objectives.

5.3 Key Performance Indicators (KPIs)

Table 5 shows the projected Key Performance Indicators (KPIs) for financial and non-financial targets set for the year 2019 to 2024.

Table 5: Key performance indicators

KPIs	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
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%

KPIs	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Employee satisfaction index	75%	80%	90%	100%	100%
Automation index	65%	80%	90%	100%	100%

5.4 Mid-Term Review

The Strategic Plan will be reviewed midway the Plan period (January 2022). This review will be undertaken by the MM&E Committee assisted by an External Facilitator. The midterm review will inform the necessary changes in the objectives, strategies and activities to be incorporated for the remainder of the Plan period. Any emerging issues from the operating environment affecting the Commission will be addressed at this point.

5.5 Learning

The MM&E Committee shall table the mid-term review report to the Commission. The Commission will discuss and adopt the report in particular the recommendations and lessons learnt. Upon receiving mid-term report, the Commission will share the report with stakeholders inviting their feedback. This process will inform the need for strategizing.

5.6 End Term Review of the Strategic Plan

Six months prior to the end of the Plan period (January 2024), the Commission will initiate the process of end term review. It is proposed that an external evaluator be recruited for this purpose. The end term report will inform the next Strategic Plan.

APPENDIX I

IMPLEMENTATION MATRIX

THEME 1: Compliance, Monitoring and Reporting									
Strategic objective 1: To enhance and monitor compliance with the principles of equality and inclusion in state and non-state actors									
Strategy	Activity	Output	Performance Indicator (s)	Total costs (ksh. Million)	Year of Implementation				Responsible Person
					2019/20	2020/21	2021/22	2022/23	2023/24
(i) Monitor participation and inclusion of SIGs in Development agenda	Audit state and non-state actors on compliance	Audits conducted	✓ Number of audits conducted ✓ Audit reports	20					Assistant Director-SIGs
	Prepare reports on audit findings and recommendation	Status reports prepared annually	✓ Number of reports prepared	15					
	Convene stakeholders fora to disseminate audit findings	Stakeholders fora held	✓ Number of fora ✓ Reports	10					
	Issue non-compliance letters	Letters issued	✓ Number of letters	5					
	Issue advisories	Advisories issued	✓ Number of advisories	5					Assistant Director-SIGs Assistant Director -Legal Principal Officer Communication

THEME 1: Compliance, Monitoring and Reporting									
Strategic objective 1: To enhance and monitor compliance with the principles of equality and inclusion in state and non-state actors									
Strategy	Activity	Output	Performance Indicator (s)	Total costs (Ksh. Million)	Year of Implementation				Responsible Person
					2019/20	2020/21	2021/22	2022/23	2023/24
(ii) Monitor Institutional and Organizational reporting	Receiving biannual reports from Ministries, Counties, Departments and Agencies (MCDAs)	Reports received	✓ Number of reports	1					Assistant Director-SIGs
	Collate, analyse and prepare biannual and annual reports to the Commission	Reports prepared	✓ Number Reports shared	10					
	Issue certificates of compliance	Certificates issued	✓ Number of certificates issued	0.5					
	Hold an Annual Equality and Inclusion awards ceremony (USAWA Awards)	Annual Award ceremony held	✓ Number of annual awards held ✓ Documentary produced	40					
	Issue letters of non-compliance	Letters issued	✓ Number of letters	0.5					
(iii) Advise and facilitate on policy, laws, regulations, standards and guides to aid compliance	Carry out desk reviews to identify and document implementation gaps	Desk reviews conducted	✓ Number of desk reviews	-					Assistant Director -Legal
	Hold dialogue fora for duty bearers on compliance issues	Dialogue fora held	✓ Number of for a Reports	10					
	Issue advisory on appropriate policy and/or legal measures	Advisories issued	✓ Number of advisories	1					

THEME 1: Compliance, Monitoring and Reporting									
Strategic objective 1: To enhance and monitor compliance with the principles of equality and inclusion in state and non-state actors									
Strategy	Activity	Output	Performance Indicator (s)	Total costs (K.sh. Million)	Year of Implementation				Responsible Person
					2019/20	2020/21	2021/22	2022/23	2023/24
(iv) Strengthen partnerships and collaborations.	Develop and implement a collaboration and partnership policy	Policy developed	✓ Policy approved and operationalized	3					Assistant Director-SIGs
	Undertake stakeholder mapping on areas of collaboration	Stakeholder mapping undertaken	✓ Areas of collaboration identified and documented	2					Assistant Director - Regional
	Carry out stakeholder surveys and implement recommendations	Periodic Surveys conducted	✓ Number of surveys ✓ Survey reports	5					Assistant Director-Research, KM&D
(v) Facilitate state compliance on reporting	Document the ratified treaties that relate to SIGs	Treaties documented	✓ Number of treaties ratified and documented	-					Assistant Director -SIGs
	Hold consultative fora on reporting	Consultative fora held	✓ Number of Consultative fora held ✓ Reports	10					Assistant Director -Legal
	Network with state in preparation of international reports	Reports generated	✓ Number of reports generated	-					Principal Officer Communication
	Participate in international treaty body sessions	International treaty body sessions attended	✓ Number of sessions attended ✓ Session reports	100					Commission Secretary

THEME 1: Compliance, Monitoring and Reporting										
Strategic objective 1: To enhance and monitor compliance with the principles of equality and inclusion in state and non-state actors										
Strategy	Activity	Output	Performance Indicator (s)	Total costs (Ksh. Million)	Year of Implementation					Responsible Person
					2019/20	2020/21	2021/22	2022/23	2023/24	
(vi)Monitoring the implementation of the commitments	Disseminate treaty bodies concluding observations	Concluding observation disseminated	✓ Number of reports disseminated ✓ Dissemination reports	25						Assistant Director -SIGs Assistant Director-Legal Assistant Director - Regional
	Facilitate development of national action plans	National Action plan (NAP) developed	✓ Number of NAP developed	15						Assistant Director -SIGs Assistant Director-Legal
	Monitor implementation of national action plans on treaties and conventions	NAP implementation monitored	✓ Monitoring reports	10						Assistant Director -SIGs Assistant Director-Legal
	Audit implementation of commitments and concluding observations	Audits conducted	✓ Number of audits ✓ Audit reports	25						Assistant Director -SIGs Assistant Director -Legal
	Issue advisories	Advisories issued	Number of advisories	1						Assistant Director -SIGs Assistant Director -Legal Principal Officer Communication

THEME 2: Investigations and Redress

Strategic objective 1: To reduce violations of the principle of equality and freedom from discrimination for the SIGs

Strategy	Activity	Output	Performance Indicator (s)	Total costs (Ksh. Million)	Year of Implementation					Responsible Person
					2019/20	2020/21	2021/22	2022/23	2023/24	
(i) Develop and operationalize a complaints handling system	Hold a stakeholders forum on the draft regulations	Stakeholders forum held	✓ Number of stakeholders reached	1						Assistant Director -Legal
	Finalize NGECE regulations 2018	Regulations finalised	✓ Regulations approved	1						
	Establish NGECE complaints management system	Complaint management system (CMS) established	✓ CMS operationalized	10						
	Launch and publicise NGECE's complaint management system	CMS launched and publicised	✓ Launch report	2						Assistant Director -Legal Assistant Director -Regional
(ii) Conduct investigations on violations of the principles of equality and inclusion	Receive and process complaints	Complaints received and processed	✓ Number of complaints	-						Assistant Director -Legal Assistant Director -SIGs Assistant Director -Regional
	Initiate own motion investigations	Investigations initiated	✓ Number of investigations ✓ Report	40						Assistant Director -Legal Assistant Director -SIGs
	Solicit services from any public officer or investigation agencies	Services sought	✓ Number of services	5						Assistant Director -Legal
	Hold inquiries and public hearings	Inquiries and hearings held	✓ Number of inquiries and hearing ✓ Inquiries and hearing report	60						Assistant Director -Legal Assistant Director -SIGs Assistant Director -Regional

THEME 2: Investigations and Redress									
Strategic objective 1: To reduce violations of the principle of equality and freedom from discrimination for the SIGs									
Strategy	Activity	Output	Performance Indicator (s)	Total costs (Ksh. Million)	Year of Implementation				Responsible Person
					2019/20	2020/21	2021/22	2022/23	2023/24
(iii) Facilitate legal redress for SIGs	Conduct hearings and summon witnesses	✓ Hearings conducted ✓ Witnesses summoned	✓ Number of hearings ✓ Number of witnesses ✓ Report	10					Commission Secretary Assistant Director -Legal
	Raise awareness of the complaint system to the SIGs	Awareness raised	✓ Number of awareness fora ✓ Number of SIGs reached	10					Assistant Director -Legal Assistant Director - Regional
	Institute public interest litigations (PIL) and disseminate outcomes	Public interest litigations instituted and outcomes disseminated	Number of public interest litigations	10					Assistant Director -Legal
	Institute and conduct Alternative Dispute Resolution (ADR)	ADR conducted	✓ Number of ADRs	10					
(iv) Develop and operationalize a referral system	Provide legal aid for SIGs	Legal Aid provided	✓ Number of SIGs reached	10					
	Establish a referral mechanism with Article 59 Commissions and other agencies	Referral mechanism established	✓ Referral mechanism operationalized	10					Assistant Director -Legal
	Establish partnership and collaboration with national council for administration of justice(NCAJ)	Partnership and collaboration established	✓ NGEK representation in NCAJ	-					
	Publicise the referral system	Referral system publicised	✓ Number of stakeholders reached	2					

THEME 2: Investigations and Redress									
Strategic objective 1: To reduce violations of the principle of equality and freedom from discrimination for the SIGs									
Strategy	Activity	Output	Performance Indicator (s)	Total costs (Ksh. Million)	Year of Implementation				Responsible Person
					2019/20	2020/21	2021/22	2022/23	2023/24
(v) Review standards, policies and legislation	Raise awareness of the referral system to the SIGs	Awareness raised	✓ Number of SIGs reached	5					
	Develop an inventory of existing legislations standards, policies and regulations	Inventory developed	✓ Inventory legislations standards, policies and regulations	-					Assistant Director -Legal
	Identify legislations standards, policies and regulations that undermine equality and inclusion	Legislations standards, policies identified	✓ Numbers identified	2					
	Facilitate development of model legislative framework, standards and regulations	Legislative framework, standards and regulations developed	✓ Number of Models	10					
	Critique upcoming policies, bills, standards and draft regulations	Upcoming policies, bills, standards and draft regulations critiqued	✓ Reports	5					Assistant Director -Legal
	Examine and advise for review of existing policies, standards, legislations and regulations	Existing policies, standards, legislations and regulations examined	✓ Number of policies, standards, legislations and regulations reviewed	5					
	Issue advisories	Advisories issues	✓ Number of advisories	1					

THEME 2: Investigations and Redress									
Strategic objective 1: To reduce violations of the principle of equality and freedom from discrimination for the SIGs									
Strategy	Activity	Output	Performance Indicator (s)	Total costs (Ksh. Million)	Year of Implementation				Responsible Person
					2019/20	2020/21	2021/22	2022/23	2023/24
(vi) Strengthen partnerships and collaborations	Develop and implement a collaboration and partnership policy	Collaboration and partnership policy developed	✓ Policy approved	2					Assistant Director -Legal
	Establish a legal technical working group (TWG) on equality and inclusion and enter into an MOU	TWG established	✓ Number of key stakeholders reached ✓ MOU signed	1					
	Strengthen capacity of the technical working group	TWG capacity strengthened	Number of TWG trained	2					Assistant Director -Legal Assistant Director -SIGs Assistant Director - Regional

THEME 3: Public Education and Mainstreaming									
Strategic objective 1: To promote public awareness on principles of equality and inclusion									
Strategy	Activity	Output	Performance Indicator (s)	Total costs (Ksh. Million)	Year of Implementation				Responsible Person
					2019/20	2020/21	2021/22	2022/23	2023/24
(i) Coordinate and advise on public education programmes	Develop guidelines on integration of principles of equality and inclusion in public education	Guidelines developed	Approved guidelines	10					Assistant Director -SIGs/ Legal

THEME 3: Public Education and Mainstreaming										
Strategic objective 1: To promote public awareness on principles of equality and inclusion										
Strategy	Activity	Output	Performance Indicator (s)	Total costs (Ksh. Million)	Year of Implementation					Responsible Person
					2019/20	2020/21	2021/22	2022/23	2023/24	
(i) Coordinate and advise on public education programmes	Develop guidelines on integration of principles of equality and inclusion in public education	Guidelines developed	Approved guidelines	10						Assistant Director –SIGs/ Legal
	Develop a framework for coordination of public education programmes	Framework developed	Approved framework	10						Assistant Director –SIGs/ Regional
	Map and establish networks of key stakeholders	Stakeholder mapping undertaken	✓ Mapping Report ✓ Number of networks established	20						Assistant Director –SIGs/ Regional
	Build capacity of the stakeholders to deliver the programmes	Stakeholder capacity building workshops held	✓ Number of workshops held ✓ Workshop report ✓ Number of stakeholders trained	50						Assistant Director –SIGs/ Regional
(ii) Facilitate State and non-state actors on principles of equality and inclusion.	Map and distinguish state and non-state actors based on communication needs	State and non-state actor mapping undertaken	✓ Mapping Report ✓ Established State and non-state actors database	10						Assistant Director –SIGs Assistant Director –Legal Assistant Director RKM & D Assistant Director-Regional

THEME 3: Public Education and Mainstreaming									
Strategic objective 1: To promote public awareness on principles of equality and inclusion									
Strategy	Activity	Output	Performance Indicator (s)	Total costs (Ksh. Million)	Year of Implementation				Responsible Person
					2019/20	2020/21	2021/22	2022/23	2023/24
(i) Coordinate and advise on public education programmes	Develop guidelines on integration of principles of equality and inclusion in public education	Guidelines developed	Approved guidelines	10					Assistant Director –SIGs/ Legal
	Establish equality and inclusion technical working groups at the NGEC Headquarters	Equality and inclusion TWGs established at NGEC HQ	✓ Number of TWGs established	5					Assistant Director –SIGs Assistant Director –Legal Assistant Director RKM & D
	Establish equality and inclusion technical working groups in all counties	Equality and inclusion TWG established in counties	✓ Number of TWGs established	50					Assistant Director-Regional Assistant Director –SIGs
(iii) Create awareness on integration of principles, policies and legislations of equality and inclusion at national and county levels	Develop and disseminate IEC materials	<ul style="list-style-type: none"> ✓ IEC materials developed ✓ IEC materials disseminated 	<ul style="list-style-type: none"> ✓ Number of IEC materials developed and disseminated 	25					Principal Officer Communication Assistant Director –SIGs
	Sensitize the public on the integration of the principles of equality and inclusion	Public sensitization fora held	<ul style="list-style-type: none"> ✓ Number of fora held ✓ Fora reports 	20					Assistant Director –SIGs Principal Officer Communication
	Sensitize the SIGs on the integration of principles of equality and inclusion	SIGs sensitization for a held	<ul style="list-style-type: none"> ✓ Number of fora held ✓ Number of SIGs reached ✓ Fora reports 	50					Assistant Director –SIGs

THEME 3: Public Education and Mainstreaming									
Strategic objective 1: To promote public awareness on principles of equality and inclusion									
Strategy	Activity	Output	Performance Indicator (s)	Total costs (Ksh. Million)	Year of Implementation				Responsible Person
					2019/20	2020/21	2021/22	2022/23	2023/24
(i) Coordinate and advise on public education programmes	Develop guidelines on integration of principles of equality and inclusion in public education	Guidelines developed	Approved guidelines	10					Assistant Director –SIGs/ Legal
(iv) Strengthen partnerships and collaborations	Enter into MOU or MOA with identified stakeholders	MOU or MOA developed	✓ Number of signed MOU or MOA with identified stakeholders	5					Assistant Director –SIGs Assistant Director –Legal Assistant Director RKM & D Assistant Director-Regional
	Hold monthly/ quarterly consultative meetings with stakeholders	Consultative meetings held	✓ Number of consultative meetings held ✓ Meeting Reports	5					Assistant Director –SIGs Assistant Director –Legal Assistant Director RKM & D Assistant Director-Regional

Theme 3: Public Education and Mainstreaming									
Strategic Objective 2: To promote implementation of affirmative action and inclusion of SIGs in development agenda									
Strategy	Activity	Output	Performance Indicator (s)	Total costs (Rsh. Million)	Year of Implementation				Responsible Person
					2019/20	2020/21	2021/22	2022/23	
(i) Monitor implementation of affirmative action policies	Identify and document existing affirmative action policies and programmes	Affirmative action policies and programmes identified and documented	✓ Number of policies and programmes documented ✓ Number of programmes identified and documented	5					Assistant Director –SIGs Assistant Director –Legal
	Hold consultative fora with key stakeholders	Consultative fora held	✓ Number of fora held ✓ Number of stakeholders reached ✓ Meeting reports	10					Assistant Director –SIGs
	Facilitate development of model standards, guidelines, and policy on affirmative action	Standards and guidelines developed	✓ Number of approved standards and guidelines	10					Assistant Director –SIGs Assistant Director –Legal
	Issue advisories	Advisories issued	✓ Number of advisories issued	5					Assistant Director –SIGs Assistant Director –Legal Principal Officer Communication
(ii) Create awareness on affirmative action	Sensitize key stakeholders	Sensitization fora held	✓ Number of sensitizations for a held	20					Assistant Director –SIGs Assistant Director-Regional

Theme 3: Public Education and Mainstreaming										
Strategic Objective 2: To promote implementation of affirmative action and inclusion of SIGs in development agenda										
Strategy	Activity	Output	Performance Indicator (s)	Total costs (Ksh. Million)	Year of Implementation					Responsible Person
					2019/20	2020/21	2021/22	2022/23	2023/24	
(iii) Monitor implementation of affirmative action programmes	Partner and collaborate with state and non-state actors to sensitize SIGs on affirmative action policies and programmes	✓ Partnership and collaboration established ✓ SIGs sensitized	✓ Number of partnerships established ✓ Number of SIGs reached	20						Assistant Director –SIGs
	Audit implementation of affirmative action policies and programmes	Audits conducted and documented	✓ Number of audits conducted and documented	50						Assistant Director –SIGs Assistant Director-Regional
	Issue advisory based on the audit findings.	Advisories issued	✓ Number of advisories issued	5						Assistant Director –SIGs Assistant Director –Legal Principal Officer Communication
(i) Promote inclusion and participation of SIGs in national development agenda	Develop minimum standards on participation and inclusion of various SIGs	Minimum standards developed	✓ Number of approved minimum standards	25						Assistant Director –SIGs Assistant Director –Legal Assistant Director RKM & D
	Audit the status of inclusion of SIGs in development	Audits conducted	✓ Number of audits conducted ✓ Audit reports	50						Assistant Director –SIGs Assistant Director-Regional

Theme 3: Public Education and Mainstreaming									
Strategic Objective 2: To promote implementation of affirmative action and inclusion of SIGs in development agenda									
Strategy	Activity	Output	Performance Indicator (s)	Total costs (Ksh. Million)	Year of Implementation				Responsible Person
					2019/20	2020/21	2021/22	2022/23	2023/24
(i)	Sensitize SIGs to benefit from development agenda	Sensitization fora held	✓ Number of sensitization fora held ✓ Number of SIGs reached	50					Assistant Director –SIGs Assistant Director-Regional
	Advocate for mainstreaming of SIGs	Advocacy campaigns held	✓ Number of campaigns undertaken	50					Assistant Director –SIGs Assistant Director-Regional
	Advise the state on issues and challenges inhibiting the mainstreaming of SIGs	Advisories issued	✓ Number of advisories issued	5					Assistant Director –SIGs Assistant Director –Legal Principal Officer Communication Assistant Director-Regional
	Advocate for observance of principles of equality and inclusion as enshrined in The Constitution of Kenya, 2010.	Advocacy initiatives conducted	✓ Number of advocacy initiatives undertaken	5					Assistant Director –SIGs Assistant Director –Legal
	Audit and document the status of inclusion of SIGs in leadership	Audits conducted and documented	✓ Number of Audits conducted and documented	25					Assistant Director –SIGs Assistant Director-Regional

Theme 3: Public Education and Mainstreaming									
Strategic Objective 2: To promote implementation of affirmative action and inclusion of SIGs in development agenda									
Strategy	Activity	Output	Performance Indicator (s)	Total costs (Ksh. Million)	Year of Implementation				Responsible Person
					2019/20	2020/21	2021/22	2022/23	2023/24
	Issue advisories on the gaps in inclusion	Advisories issued	✓ Number of advisories issued	5					Assistant Director –SIGs Assistant Director –Legal Principal Officer Communication Assistant Director-Regional

Theme 4: Research and Knowledge Management									
Strategic Objective 1: To increase evidence-based knowledge on issues of equality and inclusion through research and knowledge management									
Strategy	Activity	Output	Performance Indicator (s)	Total costs (Ksh. Million)	Year of Implementation				Responsible Person
					2019/20	2020/21	2021/22	2022/23	2023/24
(i) Strengthen research capacity for the Commission	Develop research policy	Research policy developed	✓ Approved policy	3					Assistant Director RKM & D
	Increase staff capacity to conduct research	Staff capacity increased	✓ Number of staff trained	5					Assistant Director RKM & D
	Establish collaboration and partnership in research.	Collaborations and partnership established	✓ Number of Collaborations and partnership established	2					Assistant Director RKM & D

Theme 4: Research and Knowledge Management										
Strategic Objective 1: To increase evidence-based knowledge on issues of equality and inclusion through research and knowledge management										
Strategy	Activity	Output	Performance Indicator (s)	Total costs (Ksh. Million)	Year of Implementation					Responsible Person
					2019/20	2020/21	2021/22	2022/23	2023/24	
(ii) Conduct research on matters affecting SIGs	Map areas and sectors of focus for research	Areas of research and sectors identified and documented	✓ Report	5						Assistant Director RKM & D
	Develop research proposals relevant to SIGs	Proposals developed	✓ Number of proposals	5						Assistant Director RKM & D
	Undertake studies/surveys on areas identified	Studies and surveys conducted	✓ Number of Studies and surveys conducted ✓ Reports	50						Assistant Director RKM & D Assistant Director-Regional
	Publish and disseminate research findings	Research findings published and disseminated	✓ Number of reports published and disseminated	10						Assistant Director RKM & D Principal Officer Communication Assistant Director-Regional
(iii) Co-ordinate research activities relating to equality and freedom from discrimination	Map researchers investigating issues on SIGs	Key researchers mapped	✓ Number of researchers mapped	3						Assistant Director RKM & D
	Hold quarterly consultative meetings with researchers to discuss research relevant to SIGs	Consultative meetings held	✓ Number of meetings held	2						Assistant Director RKM & D
	Develop MoUs and MOAs	MoU and MOA developed	✓ Number of approved and signed MoUs and MOAs	5						Assistant Director RKM & D

Theme 4: Research and Knowledge Management									
Strategic Objective 1: To increase evidence-based knowledge on issues of equality and inclusion through research and knowledge management									
Strategy	Activity	Output	Performance Indicator (s)	Total costs (Ksh. Million)	Year of implementation				Responsible Person
					2019/20	2020/21	2021/22	2022/23	2023/24
(i) Develop and maintain databases on issues related to equality and freedom from discrimination for different SIGs	Coordinate dissemination of research findings	Dissemination fora held	✓ Number of dissemination fora held	20					Assistant Director RKM & D Assistant Director-Regional
	Establish appropriate information management systems for capturing data on issues of equality and inclusion of SIGs	Information management systems established and operationalized	✓ Number of Information management systems established and operationalized	100					Assistant Director RKM & D Principal ICT Officer
	Integrate the systems with those of other stakeholders for information sharing	System integrated	✓ Number of systems integrated	10					Assistant Director RKM & D
	Update the databases on weekly basis	Databases updated	✓ Number of databases updated	10					Assistant Director RKM & D
	Establish mechanism for retrieval, dissemination and storage of information	Mechanism established	✓ Mechanism operationalized	10					Assistant Director RKM & D

Theme 4: Research and Knowledge Management									
Strategic Objective 1: To increase evidence-based knowledge on issues of equality and inclusion through research and knowledge management									
Strategy	Activity	Output	Performance Indicator (s)	Total costs (ksh. Million)	Year of Implementation				Responsible Person
					2019/20	2020/21	2021/22	2022/23	2023/24
(ii) Produce periodic reports on realization of equality and freedom from discrimination for the various SIGs	Generate information in user friendly (accessible) format	Accessible Information generated	✓ Number of reports generated	5					Assistant Director RKM & D
	Disseminate data and information using the appropriate media	Data disseminated	✓ Number of stakeholders reached	10					Assistant Director RKM & D
	Share reports with the relevant stakeholders	Reports shared	✓ Number of reports shared						Assistant Director RKM & D
	Produce annual reports	Annual reports produced	✓ Number of reports produced	10					Assistant Director RKM & D
(iii) Document institutional knowledge	Support research on NGEK	Supported researches	✓ Number of researches supported	10					Assistant Director RKM & D
	Produce documentaries on NGEK activities	Documentaries produced	✓ Number of documentaries produced	50					Assistant Director RKM & D Principal Officer Communication
	Encourage staff to exploit their talents and potential on documentation about SIGs	Staff talents and potential tapped	✓ Number of articles and documents developed	2					Assistant Director RKM & D Principal Officer Communication
	Strengthen production of quarterly NGEK newsletter	Newsletter produced	✓ Approved newsletter shared	2					Assistant Director RKM & D Principal Officer Communication

Theme 5: Institutional Capacity										
Strategic Objective 1: To attract, develop and retain skilled and productive human capital										
Strategy	Activity	Output	Performance Indicator (s)	Total costs (ksh. Million)	Year of Implementation					Responsible Person
					2019/20	2020/21	2021/22	2022/23	2023/24	
(ix) Maintain optimal staff levels	Establish optimum staff levels	Optimum staff level established	Staff establishment manual	750						Head of Human resources
	Implement the new organization structure	Organization structure implemented	New organization structure in place	100						Head of human resources
	Recruit adequate technical staff	Staff recruited	Number of technical staff recruited	240						Head of human resources
(x) Enhance staff capacity	Undertake training needs assessment (TNA)	TNA undertaken	TNA report	-						Head of human resources
	Undertake staff training	Training undertaken	Number of staff trained	100						Head of human resources
	Undertake training impact assessment	Impact assessment undertaken	Impact assessment report	-						Head of human resources
	Develop and implement functional coaching and mentoring programme	Programmes developed and implemented	Number of beneficiaries	-						Head of human resources
(xi) Enhance staff motivation	Review and improve terms and conditions of service	Reviewed terms and conditions of service	Revised HR manual	50						Head of human resources
	Review and implement career progression guidelines	Career progression guidelines reviewed	Revised guidelines manual	-						Head of human resources
	Sensitize staff on safety and health issues	Staff sensitized	Number of staff sensitized	-						Head of human resources

Theme 5: Institutional Capacity									
Strategic Objective 1: To attract, develop and retain skilled and productive human capital									
Strategy	Activity	Output	Performance Indicator (s)	Total costs (Ksh. Million)	Year of Implementation				Responsible Person
					2019/20	2020/21	2021/22	2022/23	2023/24
	Carry out annual work environment and employee job satisfaction surveys	Annual Surveys undertaken	Annual survey reports	5					Head of human resources
	Implement recommendations of the employee work satisfaction survey and work environment survey	Recommendation implemented	Level of implementation	15					Head of human resources
	Develop and implement reward and sanctions policy	Policy developed	Policy document	30					Head of human resources

Theme 5: Institutional Capacity									
Strategic Objective 2: To enhance organizational capacity, effectiveness and efficiency									
Strategy	Activity	Output	Performance Indicator (s)	Total costs (Ksh. Million)	Year of Implementation				Responsible Person
					2019/20	2020/21	2021/22	2022/23	2023/24
(ix) Establish and embrace a result based performance and reward management system.	Develop and implement staff performance and reward system	Reward system established	Reward system operational	10					Head of Corporate Services
	Train staff on reward system	Training undertaken	Number trained	80					Head of Corporate Services
	Implement staff performance and reward management system	Systems implemented	Level of implementation	10					Head of Corporate Services

Theme 5: Institutional Capacity								
Strategic Objective 2: To enhance organizational capacity, effectiveness and efficiency								
Strategy	Activity	Output	Performance Indicator (s)	Total costs (Ksh. Million)	Year of Implementation			Responsible Person
(ix) Create seamless business processes	Undertake business process review	Review undertaken	Review report	10				Head of Corporate Services
	Develop new operational policies and procedures	New operational policies and procedures	Policy and operational manual	20				Head of Corporate Services
	Train staff and implement new operations policies and procedures	Staff trained	Number trained	20				Head of Corporate Services
	Develop Service charter and standard operating manuals	Service Charter and standards developed	Service charter	20				Head of Corporate Services
(x) Leverage on ICT	Carry out an ICT needs analysis	Analysis undertaken	Report	-				Head of ICT
	Acquire identified ICT hardware and software	Hardware and software acquired	Operational software and hardware	60				Head of ICT
	Adopt an Enterprise Resource Planning (ERP) system to manage human resource functions	An ERP system in place	Implementation status	20				Head of HR and Head of ICT
	Train staff on available ICT systems	Trained staff on ICT systems	Number trained	10				Head of ICT
	Undertake automation survey and implement the recommendation	Surveys undertaken	Survey report	5				Head of ICT
	Put in place a robust monitoring, evaluation mechanism.	Monitoring and evaluation mechanism in place	Operational monitoring and evaluation mechanism	5				Head of ICT

Theme 5: Institutional Capacity									
Strategic Objective 3: To strengthen Corporate Governance and stakeholder involvement									
Strategy	Activity	Output	Performance Indicator (s)	Total costs (Ksh. Million)	Year of Implementation				Responsible Person
					2019/20	2020/21	2021/22	2022/23	2023/24
(ix) Build capacity of Commissioners and management on strategic leadership, governance practices and strategic management	Undertake governance needs assessment for the commissioners and management	Assessment undertaken	Assessment report	5					Head of Corporate Service
	Develop commissioners development plan based on competency needs assessment	Plan Developed	Evaluation report	5					Commission Secretary/ Commissioners
	Undertake training for commissioners and management on corporate governance, practice, strategic planning and execution	Training undertaken	Number trained	25					Commission Secretary
	Finalize and implement commissioners' Charter	Commissioner's Charter finalized	Operational charter	5					Commission Secretary
	Develop and implement commissioners' Performance Management System (PMS)	Commissioners' performance management system implemented	Performance management system operational	5					Commission Secretary
	Undertake governance audit and implement recommendations	Audit undertaken and recommendations implemented	Audit report and implementation status	5					Commission Secretary

(ix) Strengthen risk management and internal controls and systems	Develop Enterprise Risk Management (ERM) framework	ERM developed	ERM Operational	40						Head of Audit
	Undertake a review of internal control and reporting systems	Review undertaken	Report	5						Head of Audit and Head of Finance
	Sensitization of staff ERM framework and internal control systems	Staff sensitized	Number of Staff Sensitized	5						Head of Audit
(ix) Promote integrity in leadership and management	Implement the ERM framework	ERM framework	Implementation Status	-						Head of Audit
	Develop and implement the code of conduct and ethics	Code developed	Code of Conduct and ethics manual	2						Commission Secretary and Head of HR
	Sensitize staff and commission on the code of conduct and ethics	Staff Sensitized	Number Sensitized	4						Commission Secretary and Head of HR
(ix) Ensure that the Commission maintains quorum at all times during its tenure	Sensitize staff and commissioners on provisions of chapter six of the constitution of Kenya, leadership and integrity Act and National values	Staff and Commissioners sensitized	Number sensitized	4						Commission Secretary and Head of HR
	Lobby for optimal number of commissioners at all times	Lobbying undertaken	Number of Commissioners	-						Commission Secretary

(ix) Enhance corporate image	Develop corporate communication strategy	Corporate communication strategy developed	Corporate communication manual	30						Head of Public Communication
	Operationalize corporate communication strategy	Corporate communication manual operationalized	Implementation status	10						Head of Public Communication
	Undertaking branding strategy	Branding undertaken	Brand manual	50						Head of Public Communication
(ix) Increase institutional visibility	Undertake corporate awareness campaigns (e.g TV, radios, talk shows, fliers and banners)	Campaign undertaken	Number reached	20						Head of Public Communication
	Update the commission website and social media profile regularly	Website updated	Frequency of updating	-						Head of Public Communications & ICT
	Develop and implement a corporate social responsibility programme	Corporate social responsibility developed	Status of implementation	-						Head of Public Communications
(ix) Enhance internal and external communication	Increase the number of county offices	Number increased	Number of offices	30						Commission Secretary
	Strengthen internal connectivity	Connectivity strengthened	Number of connected stations	30						Head of ICT
	Establish appropriate fora	Fora established	Number of people reached through the fora	30						Head of Public Communication
	Engaging the media	Media engaged	Number reached	5						Head of Public Communication
	Maximise use of social media	Maximised use of media	Number reached	5						Head of Public Communication
	Regular update of the commission's website and social media	Updated website and social media	Frequency of updating	-						Head of Public Communication and ICT

	Use of teleconferencing facilities	Teleconferencing used	Numbers of teleconferences	100						Head of ICT
	Strengthen presence in counties	Presence in Counties	Number of Counties	100						Head of Public Communication and ICT

Theme 5: Institutional Capacity										
Strategic Objective 4: To strengthen Financial Capacity of the Commission										
Strategy	Activity	Output	Performance Indicator (s)	Total costs (Ksh. Million)	Year of Implementation					Responsible Person
					2019/20	2020/21	2021/22	2022/23	2023/24	
(i) Prudent management of resources	Adhere to public finance management Act	Adherence to the Act	Level of adherence	-						Head of Audit
	Adhere to public procurement and disposal Act	Adherence to procurement and disposal Act	Level of adherence	-						Head of Audit
	Strengthen audit systems	Audit systems strengthened	Strong audit systems in place	50						Head of Audit
	Outsource none core activities	Activities outsourced	Number outsourced and cost savings	-						Head of Finance
(ii) Intensify resource mobilization	Develop budget proposal to government to increase programme funding	Proposals developed	Submitted proposals	-						Head of Finance
	Lobby for increased funding	Lobbying undertaken	Funds received	3						Commission Secretary
	Map out development partners on areas of interest in view of the commission's mandate	Mapping undertaken	Number of development partners	2						Head of Programmes/ Corporate Services

Theme 5: Institutional Capacity										
Strategic Objective 4: To strengthen Financial Capacity of the Commission										
Strategy	Activity	Output	Performance Indicator (s)	Total costs (Ksh. Million)	Year of Implementation					Responsible Person
					2019/20	2020/21	2021/22	2022/23	2023/24	
	Prepare project proposals to potential development partners	Project proposals prepared	Number of proposals	-						Head of Programmes/ Corporate Services
	Hold biannual roundtable meetings with development partners	Biannual meetings held	Number of meetings and partners reached	5						Commission Secretary
	Engage in public private partnerships	Private players engaged	No. engaged	-						Head of Programmes/ Corporate Services
	Form partnerships with county governments	Partnerships engaged	No. of counties engaged No. of projects	-						Head of Programmes/ Corporate Services

Theme 5: Institutional Capacity									
Strategic Objective 6: To Acquire and Maintain Appropriate Infrastructure and Assets									
Strategy	Activity	Output	Performance Indicator (s)	Total costs (Ksh. Million)	Year of Implementation				Responsible Person
					2019/20	2020/21	2021/22	2022/23	2023/24
(i) Collaborate with others to acquire adequate Commission office space	Engage other independent commissions on requirement of office space	Commissions engaged	MoUs signed	40					Commission secretary
	Engage the national and county governments on the possibility of acquiring land for office space	National and county governments engaged	Area of land acquired	40					Commission Secretary
	Solicit for funds to put up office space	Funds solicited	Funds raised	20					Commission secretary
(ii) Equip commission offices	Undertake a need assessment	Assessment undertaken	Report	-					Head of Procurement
	Acquire office equipment as appropriate	Equipment acquired	Number of equipment acquired	80					Head of Procurement
	Ensure proper maintenance of office equipment	Office equipment maintained	Equipment Inventory	20					Head of Procurement and Head of ICT
(iii) Enhance mobility of the Commission	Acquire enough vehicles	Vehicles acquired	Number of vehicles	100					Head of Procurement and Head of HR
	Outsource transport as necessary	Transport outsourced	Contracts	50					Head of Procurement
	Maintain vehicles as appropriate	Vehicles maintained	Maintenance logbook	60					Head of Human Resource

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