



The National Gender and Equality Commission

STRATEGIC PLAN

2025-2029

Usawa kwa Wote: Equality for All



THE NATIONAL GENDER AND EQUALITY COMMISSION

STRATEGIC PLAN

© 2025-2029

KENYA VISION 2030

TOWARDS A GLOBALLY COMPETITIVE
AND PROSPEROUS NATION



VISION

An inclusive society free from gender inequality and all forms of discrimination

MISSION

To promote and protect 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

- Dignity
- Equality
- Teamwork
- Integrity
- Inclusivity

Published by

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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 a focus on Special Interest Groups, which include: women, children, and youth, Persons with Disabilities (PWDs), older members of society, minorities and marginalized groups.

It is with much pleasure that I unveil the Fourth Strategic Plan to cover the Commission's Strategic direction for the period (2025-2029). The First and Second Strategic Plans were about grounding and consolidating the mandate of the Commission. This Strategic Plan like its predecessor the

third Strategic Plan continues to build 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. The Strategic Plan adopts a model of Consolidation and Growth to recognise the gains made in the past and then grow to greater heights in achieving our mandate.

This Strategic Plan deliberately draws a nexus between the Commission's mandate and the country's economic blueprint Vision 2030 and its attendant Fourth Medium Term Plan 2023-2027 (MTP IV). Further, the Strategic Plan is aligned to Africa Agenda 2063, the Sustainable Development Goals (SDGs), and the 2022-2027 government development blue print the Bottom-up Economic Transformation Agenda (BETA). The Plan is also aligned with the emerging issues of climate change as they relate to special interest groups. The Plan is further hinged on the Commission's desire to apply advanced Information, Communications and Technology to deliver our mandate. The Vision, Mission and Core Values in this Strategic Plan have been conceptualized to reflect current needs and future aspirations as far as entrenching substantive equality and non-discrimination is concerned. 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.

On behalf of the Commissioners, Management and Staff of the National Gender and Equality Commission, I thank all the stakeholders for providing support during the development of the Strategic Plan. Your commitment and dedication are highly valued.

HON. REHEMA DIDA JALDESA
CHAIRPERSON

PREFACE AND ACKNOWLEDGEMENT



The National Gender and Equity Commission Strategic Plan (2025-2029) sets the direction and Strategies that the Commission will take in the next five years. The Strategic Plan continues on an ambitious five Key Result Areas namely: Compliance, Monitoring and Reporting, Investigations and Redress, Public Education and Mainstreaming of SIGs, Research & Knowledge Management and Institutional Capacity.

The KRAs have been aligned with the 2022-2027 Government's BETA agenda to ensure Special Interest Groups are part of the development and implementation of National goals.

A strong monitoring and evaluation framework will accompany the implementation of the activities detailed in the revised Strategic Plan. Towards this, 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 formulation of the Strategic Plan. We profoundly acknowledge the professional input provided by the Consultant, CS. Mathew Malinda for the Strategic facilitation throughout the formulation process.

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 the effective implementation of what we have planned to do in the coming five years.

**PURITY NGINA, PhD, MBS,
COMMISSION SECRETARY/CEO**

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DEFINITION OF CONCEPTS AND TERMINOLOGIES

Key Activities: Actions taken or work performed, through which inputs are mobilized to produce outputs.

Baseline: A description of the initial state of an indicator before the start of a project/programme, against which progress can be assessed or comparisons made.

Indicator: A means for measuring progress/change that results from an intervention. It measures a change in a situation or condition and confirms progress towards the achievement of a specific result. It is used to measure a project's impact, outcomes, outputs and inputs that are monitored during project implementation to assess progress.

Key Results Areas: They are the broad areas in which you are expected to deliver results.

Outcome: The intermediate results generated relative to the objective of the intervention. It describes the actual change in conditions/situation as a result of an intervention output(s) such as changed practices as a result of a programme or project.

Output: Products, services, or immediate results, tangible or intangible resulting directly from the implementation of activities or applying inputs.

Strategies: Broad abstractions which are descriptive of the means for achieving the strategic objectives.

Strategic Issues: These are problems or opportunities emanating from situational analysis that an organisation has to manage to be able to fulfil its mandate and mission.

Strategic Goal: General qualitative statements on what an organisation is hoping to achieve in the long term. Each strategic goal is linked to a strategic issue. Goals are the foundations of your plan and need to be set at the start of the planning process.

Strategic Objectives: These are what the organization commits itself to accomplish to achieve strategic goals. Strategic objectives should be SMART; they establish performance levels to be achieved on priority issues and measures of success in fulfilling critical mission statement elements.

Target: A result to be achieved within a given time frame.

Value Chain: A description of the production-to-market linkages, generating value to the customer through efficient processes and procedures. Value chains are about understanding how the creation of value is distributed along the chain.

ACRONYMS AND ABBREVIATIONS

BETA	-	Bottom-up Economic Transformation Agenda
CEDAW	-	Convention on the Elimination of all Forms of Discrimination Against Women
CEO	-	Chief Executive Officer
CRPD	-	Convention on Rights of Persons with Disabilities
EAC	-	East Africa Community
ERM	-	Enterprise Risk Management
FGM	-	Female Genital Mutilation
ICT	-	Information Communication Technology
IFMIS	-	Integrated Financial Management Information System
ISACA	-	Information Technology, Security, and Assurance
KNHREC	-	Kenya National Human Rights and Equality Commission
KRA	-	Key Result Area
M&E	-	Monitoring and Evaluation
MSME	-	Micro, Small, and Medium Enterprises
MTP	-	Medium Term Plan
NGEC	-	National Gender and Equality Commission
PWD	-	Persons With Disabilities
SDGs	-	Sustainable Development Goals
SIGs	-	Special Interest Groups
VCA	-	Value Chain Analysis

EXECUTIVE SUMMARY

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 Vision of the Commission is, ***“An inclusive society free from gender inequality and all forms of discrimination”***. Its Mission is ***“To promote and protect 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: ***Dignity, Equality, Teamwork, Integrity and Inclusivity***.

The identified Key Result Areas formed the basis for setting the objectives for the Commission for five years. Key Result Areas are: Compliance, Monitoring and Reporting, Investigations and Redress, Public Education and Mainstreaming of SIGs, Research and Knowledge Management and Institutional Capacity.

Chapter One Presents the Context of Strategic Planning. It provides the rationale of the Strategic Plan the NGEC’s, relevant Constitutional, legal and policy framework, and the global, regional and national challenges. The Plan stipulates NGEC’s role in attaining the International, Regional and National Agenda. This includes: The Sustainable Development Goals, Africa Union Agenda 2063, East Africa Community Vision 2050, Vision 2030 and its attendant MTP IV and the Bottom-up Economic Transformation Agenda (BETA). It also stipulates the organizations historical and institutional account and the process of formulating the Strategic Plan.

Chapter Two States the mandate of the National Gender and Equality Commission and the strategic direction of the Commission, the Vision, Mission, Strategic goals, Core values and the Quality Policy Statement.

Chapter Three Explains the Situational Analysis. The situational analysis gives an outline of the External Environment of Macro and Micro-environment, Industry Environment and Market Analysis. The Chapter also explains the Summary of Opportunities and Threats and the Internal Environment. It also explains Governance and Administrative Structures, Internal Business Processes, Resources and Capabilities, Summary of Strengths and Weaknesses, Analysis of Past Performance, Key Achievements, Challenges, Lessons Learnt as well as Stakeholder Analysis.

Chapter Four Narrates the Strategic Issues, Strategic Goals and Key Result Areas.

Chapter Five Explains the strategic objectives and strategic choices.

Chapter Six Gives an outline of the implementation plan which gives a narration of the action plan, the annual work plan and budget Performance Contracting, Coordination Framework, Institutional Framework, Staff Establishment, Skills Set and Competence Development, Leadership Systems and Procedures as well as Risk Management Framework.

Chapter Seven Explains the financial requirements for implementing the strategy, resource mobilisation strategies and resource management.

Chapter Eight Provides the Monitoring, Evaluation and Reporting framework, and performance standards for the Commission that will ensure implementation is on track.

CHAPTER



INTRODUCTION

1.0 Overview

This Chapter presents the Context of Strategic Planning. It provides the rationale of the NGEC's Strategic Plan, relevant constitutional, legal and policy framework, and the global, regional and national challenges. The Plan stipulates NGEC's role in attaining the International, Regional and National Agenda. This includes: The Sustainable Development Goals, Africa Union Agenda 2063, East Africa Community Vision 2050, Vision 2030 and its attendant MTP IV and the Bottom-Up Economic Transformation Agenda (BETA). It also stipulates the Commission's historical and institutional account and the process of formulating the Strategic Plan.

1.1 Strategy as an Imperative for the Commission's Success

The National Gender and Equality Commission appreciates the role of the Strategic Plan as a crucial tool in public sector transformation to enhance service delivery and performance management systems. Strategic planning is a significant component of the results-based management framework. Its purpose is to ensure that public sector institutions deliberately and effectively define their strategic directions and make informed and appropriate decisions regarding resource allocation to implement priority policies and programmes. This significance is manifest in its role of ensuring that the entire results-based management ecosystem delivers the desired outcomes. The need for an elaborate Strategy is prompted by the need for Compliance, Monitoring and Reporting, Investigations and Redress, Public Education and Mainstreaming of SIGs, Research and Knowledge Management and Institutional Capacity.

This Strategic Plan is crucial for NGEC's institutional success, providing clear direction, and facilitating effect. It guides the Commission in fulfilling its mandate of promoting gender equality and freedom from discrimination for all people in Kenya with a focus on Special Interest Groups, which include: women, children, youth, Persons with Disabilities (PWDs), older members of society, minorities and marginalized groups.

In developing this Plan, the Commission has considered its past and present performance, as well as key development blueprints from the Government and various regional and international bodies. This analysis has identified strategic issues and formulated broad strategic goals to address them.

The strategies developed will steer NGEC towards realizing its vision and achieving high-performance levels over the next five years. NGEC will implement its objectives and strategies under five Key Results. These are: Compliance, Monitoring and Reporting, Investigations and Redress, Public Education and Mainstreaming of SIGs, Research and Knowledge Management and Institutional Capacity.

The Strategic Plan draws an alignment between the Commission's mandate and the country's economic blueprint Vision 2030 and its attendant Fourth Medium Term Plan 2023-2027

(MTP IV). Further, the Strategic Plan is aligned to Africa Agenda 2063, the Sustainable Development Goals (SDGs), and the 2022-2027 government development blueprint print-the Bottom-Up Economic Transformation Agenda (BETA). The Plan is also aligned with the emerging issues of climate change as they relate to special interest groups. The Plan is further hinged on the Commission's desire to apply advanced Information, Communications and Technology to deliver our mandate.

The Vision, Mission and Core Values in this Strategic Plan have been conceptualized to reflect current needs and future aspirations as far as entrenching substantive equality and non-discrimination is concerned. 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.

1.2 The Context of NGEK Strategic Planning

The Commission has been implementing the second Strategic Plan 2018-2024. Key achievements, challenges and lessons learnt are documented in Chapter Three. This new Strategic Plan will help the Commission to direct its efforts and resources towards the 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 continue to facilitate the identification and implementation of strategies that will enhance the integration of principles of gender equality, equity and non-discrimination across all institutions and organizations in Kenya. Additionally, the Strategic Plan will facilitate the Monitoring and Evaluation (M&E) of the Commission's programmes and activities.

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 take up on an upward trend and that stakeholders will support the Commission in the implementation of the various programmes and activities.

The Strategic Plan facilitates the Commission to enhance value chain addition, stakeholder benefits, and service delivery and performance management systems. The formulation of the 2025-2029 Strategic Plan has been necessitated by the expiry of the Strategic Plan 2018-2024, The Need to align the Strategic Plan to transformative government aspirations as stipulated in the Bottom-Up Economic Transformation Agenda (BETA), Need to develop new Plan in alignment to the Vision 2030 MTP IV 2023-2027, and need to adapt to the dynamic social environment. The Strategic Plan will enable NGEK to proactively respond to changes in the external environment stakeholder elasticity. Need to ensure long-term sustainability. Need to comply with the revised guidelines for the preparation of the fifth generation of strategic plans, 2023-2024.

1.2.1 United Nations 2030 Agenda for Sustainable Development

The Sustainable Development Goals (SDGs) represent a global commitment to ensure sustainable equitable development. The rallying call of "leaving no one behind" is in tandem with NGEK's vision of a society free from gender inequality and all forms of discrimination. NGEK is alive to the fact that, as part of implementing the SDGs, the Government has already published and launched its roadmap to achieving the SDGs. Furthermore, the domestication

and integration of SDGs are imbedded in the MTP III 2018-2022 and MTP IV 2023-2027. As an oversight body, NGECE will monitor Kenya's implementation of all SDGs with a special focus on 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 SDG goals.

1.2.2 African Union 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. NGECE is aware that the Government has integrated and aligned Africa's Agenda 2063 aspirations with MTP IV. NGECE will monitor the implementation of the aspirations of Africa's Agenda 2063 concurrently with the implementation of MTP IV. The Commission is aware that Aspiration No. 6 speaks directly to NGECE'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, based on 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.

1.2.3 East Africa Community Vision 2050

The EAC Vision 2050 articulates the dreams and aspirations of the East African people and commits to what they will do to achieve these dreams. It follows closely on the development of the African Union Agenda 2063, which articulates the aspirations of all the people of the African continent.

The EAC Vision 2050 is grounded on eight pillars; Infrastructure development; agriculture, food security and rural development; industrialisation; environment and natural resource management; tourism, trade and other services development; good governance, defence, peace and security; enablers for implementation of vision 2050; and cross-cutting issues.

The National Gender and Equality Commission (NGECE) plays a vital role in contributing to the East Africa Community Vision 2050. Specifically, NGECE will promote Inclusive Development in Promoting gender equality and empowering women and marginalized groups to participate fully in the development process, Engaging and empowering the youth to contribute to and benefit from regional development, integrating gender perspectives into regional development plans and ensuring that women and marginalized groups benefit equally from development initiatives.

1.2.4 Constitution of Kenya 2010

The Commission fully recognizes the Constitution of the Republic of Kenya as the supreme law of the land, which binds all persons, and all state organs at all levels of Government and all arms of government. The Commission shall strive to respect, uphold and defend the Constitution. As a Constitutional Commission, NGECE is bound by Article 249 of the Constitution of Kenya

2010, which provides the objects of the Commission 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.

As a Constitutional Commission, NGECC is bound by Article 249 of the Constitution of Kenya 2010, which provides the objects of the Commission 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 NGECC 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 must 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; 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 are 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.

1.2.5 Kenya Vision 2030, Bottom-up Economic Transformation Agenda and Fourth Medium-Term Plan

Kenya's long-term development blueprint: 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 NGECE'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 NGECE SIGs should be included in National Development. The Commission will

monitor, facilitate and advise 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 the 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, NGECE will audit implementation to ensure the SIGs' targeted benefit.

Vision 2030 is implemented through MTPs, this revised Strategic Plan coincides with the fourth MTP 2023-2027. During the Plan period, NGECE will monitor and audit the implementation of MTP IV, which focuses on transforming lives and advancing socio-economic development through the Bottom-Up Economic Transformation Agenda (BETA). NGECE will point out gaps or omissions to ensure that "no one is left behind". NGECE will report annually to Parliament and the Office of the Deputy President on progress made to include youth, women, PWDs, minority and marginalised groups in national and county development.

1.2.5.2 The Bottom-up Economic Transformation Agenda

NGECE has aligned itself to play its role in implementing the Bottom-up Economic Transformation Agenda (2022-2027) which seeks to turn around the Country's economic growth. The BETA plan focuses on agricultural transformation and inclusive growth, Micro, Small, and Medium Enterprises (MSMEs), Housing and settlement, health care and digital superhighway and creative industry. . More specifically, NGECE shall in the next five years focus on among others:

	Agenda	NGECE's Role
1	Agricultural Transformation	<ol style="list-style-type: none"> 1. Promote the application of Indigenous knowledge in food production 2. Support rural communities to invest in productive diversified agricultural activities 3. Monitor the development of the database for farmers and other actors in agriculture 4. Support affirmative actions and programs targeting women and youth in climate-smart agriculture, value chain, marketing and access to collaterals. 5. Monitor the application of the principles of equality and inclusion in the distribution of subsidized farm inputs. 6. 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 funds.

2	Climate Change and Management of the Environment	<ol style="list-style-type: none"> 1. Participate and contribute to all climate change related discourse as it relates to the role of the SIGs and their vulnerability. 2. Support community green zones and promote a green economy 3. Conduct an assessment of gender dimensions in climate change actions (adaptation and mitigations) 4. Monitor the sharing of climate change benefits between county governments, and actors of climate change (women, youth minorities and marginalized communities, children) 5. Conduct research on the uptake of clean energy among Special Interest Groups in Kenya with a focus on the uptake of clean energy solutions for lighting, cooking, and running micro industries 6. Contribute to climate change justice programs
3	Micro, Small, and Medium Enterprises (MSMEs),	<ol style="list-style-type: none"> 1. Facilitate public education to promote the uptake of Micro, Small, and Medium Enterprises initiatives among women, youth, PWDs and minority and marginalized communities. 2. Promote affirmative actions in the opportunities set aside under Micro, Small, and Medium Enterprises. 3. Audit the integration of the principles of equality and inclusion in the Micro, Small, and Medium Enterprises opportunities. 4. Review laws and administrative guidelines about the promotion and implementation of the Micro, Small, and Medium Enterprises initiatives
4	Universal Health Care	<ol style="list-style-type: none"> 1. Development and dissemination of standards on the right to health to support county governments reach the most vulnerable segment of the population. 2. Audit health incentive schemes installed by county governments to increase access and uptake of universal health services.
		<ol style="list-style-type: none"> 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 they can be served.
		<ol style="list-style-type: none"> 4. Monitor school-based preventive health programs in ECDs and out-of-school initiatives to demonstrate milestones to closing the gap in access to health services and conduct an assessment from the most vulnerable population's perspective on elements of health not delivered in the universal health coverage program for advisory to county, national and private sector.

5	Digital Superhighway	<ol style="list-style-type: none"> 1. Research the gender digital divide in Kenya and provide recommendations for reducing such inequalities. 2. Monitor the uptake of e-services among the most vulnerable populations and identify strategies for increasing uptake. 3. Increase the use of ICT at the Commission to deliver services and information to the vulnerable and hard-to-reach populations in Kenya. 4. Facilitate consideration of affirmative actions among the minority and marginalized communities for increased access and utilization of digital solutions.
6	Housing and Settlement	<ol style="list-style-type: none"> 1. Support government agencies including the Intergovernmental Relations Technical toward ensuring the full transfer of the function of housing and settlement to the county governments. 2. Audit private and public housing schemes to establish the extent to which youth, older members of society, persons with disability women and the urban population benefit from housing schemes. 3. Audit equality and inclusion issues on housing programs focusing on slum upgrading projects in urban counties. 4. 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. 5. Design and support the implementation of a public education program targeting families and communities to provide older members of society and PWD with minimum housing requirements.

1.2.6 Legal framework

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 several treaties and Conventions relating to NGEK’s SIGs. These include; the 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 NGEK during the Plan period.

1.2.6.1 Relevant Legislations

The following laws provide a part of the legal framework under which NGEK operates:

- (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. 29 of 2022
- (v) Sexual Offences Act, No. 3 of 2006

- (vi) The Prohibition of FGM 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 edition 2012[1998]
- (xii) Public Archives and Documentation Service Chapter 19
- (xiii) Public Procurement and Asset Disposal No. 33 of 2015
- (xiv) Social Assistance Act No. 24 of 2013
- (xv) Older Persons and Ageing Policy
- (xvi) National Social Protection Policy
- (xvii) National Policy on Family Promotion and Protection
- (xviii) Domestic Violence Protection
- (xix) Land Laws
- (xx) Domestic Violence Protection
- (xxi) National Youth Council and Land Laws should be added.

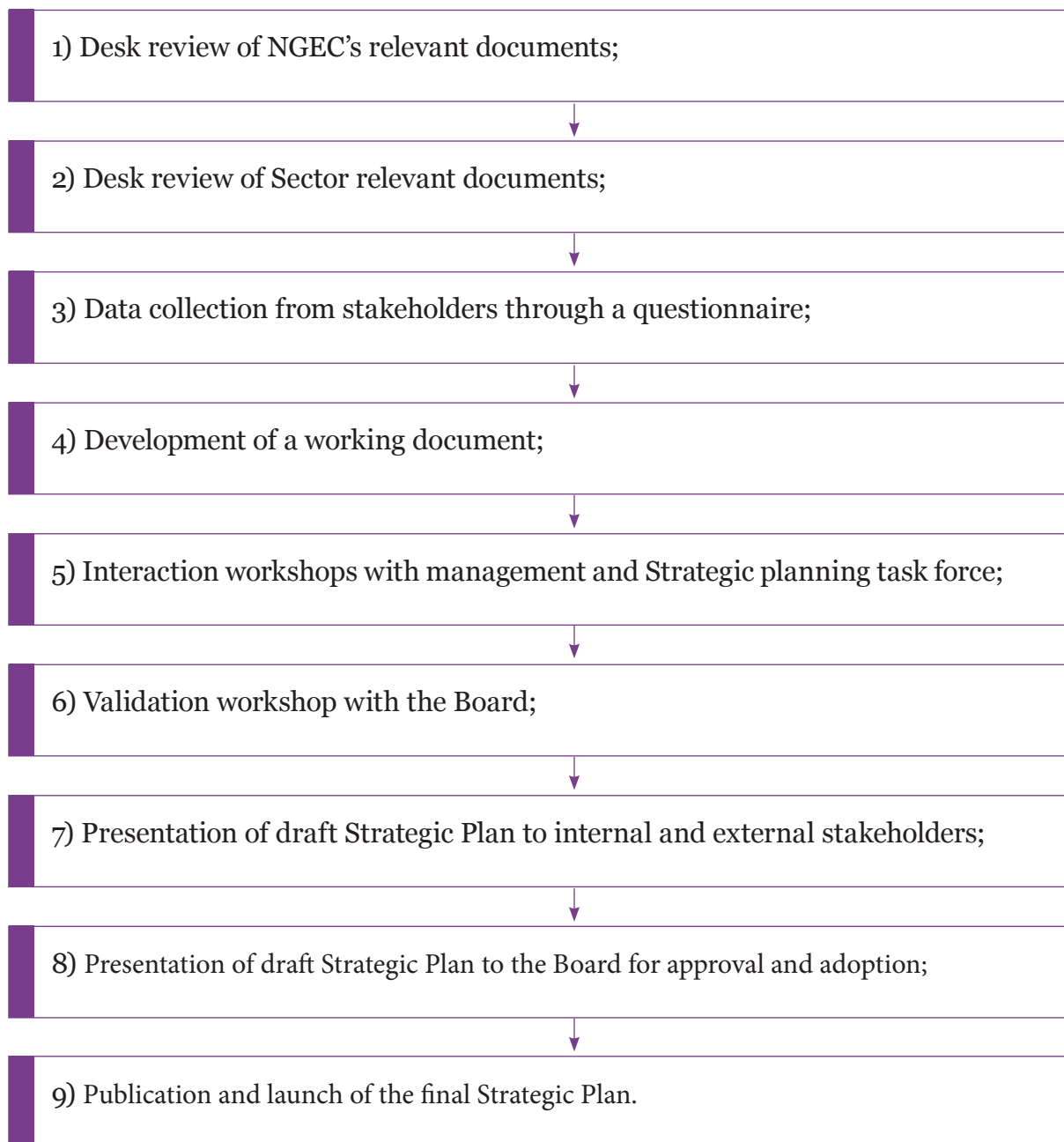
1.3 Historical Framework of NGEC

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, older members of society, minorities and marginalized groups.

1.4 Methodology of Developing the Strategic 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 the effective and efficient implementation of the Plan. The midterm review which is a part of the monitoring and evaluation has now been undertaken and consists of meetings with staff, the Management Monitoring and Evaluation committee established to spearhead the midterm review, consultations with champions identified for each Key Result Area and meetings with the executive and the policy arm of the Commission.

The formulation process involved the following stages:



CHAPTER



STRATEGIC DIRECTION

2.0 Overview

This Chapter states the mandate of the National Gender and Equality Commission and the strategic direction of the Commission, the Vision, Mission, Strategic goals, Core values and the quality policy statement.

2.1 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, and 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 advise 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 requirements 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 interest 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.

2.2 Vision Statement

An inclusive society free from gender inequality and all forms of discrimination.

2.3 Mission Statement

To promote and protect gender equality and freedom from all forms of discrimination in Kenya, especially for Special Interest Groups through ensuring compliance with policies, laws and practice.

2.4 Strategic goals



2.5 Core Values

- 1) **Dignity:** The Commission will treat all people with respect, compassion and empathy
- 2) **Equality:** The Commission will promote inclusiveness, fairness and consideration for all
- 3) **Teamwork:** The Commission will work collaboratively to achieve its goals
- 4) **Integrity:** The Commission will exercise high standards of ethical behaviour at all times
- 5) **Inclusivity:** The Commission will strive to engender diversity, equality and respect for all

2.6 Quality Policy Statement

The National Gender and Equality Commission is committed to providing quality service in: Compliance, Monitoring and Reporting, Investigations and Redress, Public Education and Mainstreaming of SIGs, Research and Knowledge Management and Institutional Capacity.

In line with our mandate, we shall meet the needed expectations of Kenya Citizens through quality processes and we aim to understand our customers' challenges and identify their requirements, provide services that meet our customers' needs, develop and equip a team of highly qualified individuals, comply with quality management systems and ensure that objectives associated with this quality are implemented, monitored and reviewed regularly in accordance with our mandates and quality standards.

CHAPTER



SITUATIONAL AND STAKEHOLDER ANALYSIS

3.0 Overview

This Chapter explains the Situational and Stakeholder Analysis. The Situational Analysis will give an outline of the External Environment Macro and Micro-environment, Industry Environment and Market Analysis. The Chapter also explains the Summary of Opportunities and Threats and the Internal Environment. It also explains Governance and Administrative Structures, Internal Business Processes, Resources and Capabilities, Summary of Strengths and Weaknesses, Analysis of Past Performance, Key Achievements, Challenges, Lessons Learnt as well as Stakeholder Analysis.

3.1 Situational Analysis

3.1.1 External Environment

Analysis of the external environment reveals an understanding of the developments in the external environment to appreciate the implications of such factors as manifested in opportunities and/or threats. The opportunities and/or threats should inform the identification of appropriate strategic responses. The understanding of the developments should be informed by a comprehensive analysis of the various types of external environments. These include the macro-environment and micro-environment.

3.1.1.1 Macro-environment

The macro-environment can be analysed using various frameworks, one of the most common being the PESTEL analysis, which considers the following elements.

A. 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, diverging political opinions sometimes create tension and result in violence which has tended to create business disruptions. Such disruptions may negatively affect the functioning of the Government, thus impacting service delivery, which could lead to inequalities and discrimination in both public and private establishments.

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 the realization of its mandate, NGECC will work within the prevailing political environment to influence the 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.

B. 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.

NGEC will work closely with national government institutions and 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, minorities and marginalised groups participate effectively in the economic aspects of the country, including employment and decision-making in both the public and private sectors.

C. 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.

Article 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.

D. 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, and social media such as Twitter, Facebook, WhatsApp, Instagram, and 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 the public and private sectors presents NGECE with an opportunity to use ICT in creating awareness and collaborations with institutions from both the public and private sectors to efficiently deliver on its mandate.

E. Environmental Factors

As it strives to fulfil its mandate of promoting and protecting gender equality and freedom from all forms of discrimination in Kenya, NGECE will endeavour to create awareness of environmental conservation, waste management and rehabilitation for the environmental benefits. The Commission will play its part in the management of Climate Change and Climate Justice.

F. Legal Environment

The Constitution of Kenya 2010 provides a robust legal framework for gender equality and freedom from discrimination. There are still gaps in providing adequate financial support to address inequalities in both the public and private sectors. 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.

Environmental factor	Opportunities	Threats
Political	<ul style="list-style-type: none"> National recognition and commitment to the need to enhance gender equality and inclusion Presence of devolved government structures 	—
Economic	<ul style="list-style-type: none"> Increased investments in affirmative action programmes by the State Availability of development partners willing to support the achievement of principles of equality and inclusion 	Conditionalities attached to funding by development partners
Social	<ul style="list-style-type: none"> Regional and international partnerships in gender equality and freedom from discrimination Opportunity to make use of volunteerism for expertise in various fields International commitments on gender equality and inclusion 	<ul style="list-style-type: none"> Harmful cultural practices that undermine gender equality and inclusion Perception of NGECE by the public as a women only agency Patriarchal society Lack of adequate commitment to support gender equality and inclusion
Technological	<ul style="list-style-type: none"> Technological advancements 	—
Legal		<ul style="list-style-type: none"> Inadequate legal backing in the enforcement of regulations and standards on gender equality Claw-back of constitutional clauses on gender equality and inclusion

3.1.3 Internal Environment

Internal environment NGECE comprises the Commission's internal factors, resources, and capabilities that influence its operations, culture, and performance. Understanding and managing these internal elements effectively is crucial for NGECE to achieve its objectives of promoting and protecting gender equality and freedom from all forms of discrimination in Kenya. 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. The Commissioners will give strategic direction on strategy implementation, facilitate resource allocation and monitor quarterly. The Secretariat shall develop, implement and monitor annual work plans.

3.1.3.1 Governance and Administrative Structures

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. The Commissioners will give strategic direction on strategy implementation, facilitate resource allocation and monitor quarterly. The Secretariat shall develop, implement and monitor annual work plans. The Commission will constitute: The Chairperson, the Commissioners and the Board Committees.

The Secretariat will be comprised of The Commission Secretary who shall be the Chief Executive Officer and Head of the Secretariat. The Secretary shall be responsible to the Commission for the day-to-day management of the secretariat in the implementation of Commission decisions and this Strategic Plan. Under the Commission, the Secretary will be two Directorates: the Directorate of Programmes and Research and the Directorate of Corporate Services.

3.1.3.2 Internal Business Processes

The Commission will pay great attention to optimising activities that improve internal operational efficiency and guarantee maximum valued services to our stakeholders. As we implement the strategy the monitoring and evaluation will include: conducting a Value Chain Analysis (VCA) for the Commission processes to assess how each activity creates value, lowers costs and increases customer satisfaction. This will be done through proper coordination in all the organs of the Commission. The Commission will commit itself to efficient and effective logistics, ICT environment, and compliance with prudent business practice and quality assurance. The Commission will apply the Principle of attracting, developing and retaining competent staff. The Commission will embrace principles of good governance.

3.1.3.3 Resources and Capabilities

The Commission enjoys qualities resources and capabilities which contribute to the Fit for Purpose status of the organization to address its mandate. Such include: Clear Legal mandate; Independence of the Commission; Qualified and competent staff and Commissioners with diverse backgrounds; Presence of regional offices as drivers of devolution of NGECE services; Inclusion and respect for diversity within the Commission; Existing robust operational policies and administrative guidelines on equality and inclusion.

On the other hand, the Commission faces the following qualities resources and capabilities which work against the Commission's effort to deliver: Low visibility particularly at the grass- root level; inadequate exposure to international best practices on emerging issues; inadequate exercise of quasi-judicial powers bestowed upon the Commission; Inadequate monitoring of integration of equality and inclusion principles in the private sector; Inadequate flow of information between NGECE and key stakeholders; inadequate funding and inadequate human capital.

3.1.4 Summary of Strengths and Weaknesses

Table 3.2: Summary of Strengths and Weaknesses

Factor	Strength	Weakness
Governance and Administrative Structures	<ul style="list-style-type: none"> • Clear Legal mandate • As an oversight body and a National Human Rights Institution • NGECE is at the forefront of gender mainstreaming, positioning it as a credible oversight body for public and private institutions 	<ul style="list-style-type: none"> • Low visibility, particularly at the grass-root level • Inadequate exposure to international best practices on emerging issues • Inadequate exercise of quasi-judicial powers bestowed upon the Commission
Internal Business Processes	<ul style="list-style-type: none"> • Independence of the Commission • Inclusion and respect for diversity within the Commission • Existing robust operational policies and administrative guidelines on equality and inclusion 	<ul style="list-style-type: none"> • Inadequate monitoring of integration of equality and inclusion principles in the • Inadequate flow of information between NGECE and key stakeholders
Resources and Capabilities	<ul style="list-style-type: none"> • Qualified and competent staff and Commissioners with diverse backgrounds • The presence of regional offices as drivers of the devolution of NGECE services 	<ul style="list-style-type: none"> • Inadequate funding • Inadequate human capital

3.1.5 Analysis of Past Performance

3.1.5.1 Achievements for 2019- 2023

The NGECE's performance during the ending strategic period was 63% according to the internal assessment that was done. The evaluation result will act as a baseline for the next performance phase. Below in each thematic area, the following scores were attained:



Other Achievements

Some of the Key achievements of the Commission included:

- (i) 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.
- (ii) Facilitation in the development of guidelines and handbooks for promoting equality and inclusion.
- (iii) Audit of programs and status of special interest groups including social protection, basic education, and county interventions in infrastructure water and health before receipt of equalization fund.
- (iv) Facilitation in development and launch of promotional campaigns against violation and abuse of human rights for SIGs.
- (v) Ensuring that gender and equality indicators were included in the national and county government annual performance management systems.
- (vi) Establishment of regional offices in Garissa, Nakuru, Kisumu, Kitui, Isiolo and Kilifi Counties.
- (vii) Formulated Complaints Handling Mechanism Procedure 2022.
- (viii) Participated in Monitoring of elections.

- (ix) Participated in Monitoring of census.
- (x) Enhanced inclusivity 2023.
- (xi) Signatories in International treaties.
- (xii) Launching of Disability policy.
- (xiii) Development of HR manuals.

3.1.5.2 Challenges Faced

During the implementation of the ending Strategic Plan, NGEC faced the following challenges:

- (a) Limited financial resources hampered the effective discharge of the Commission's mandate.
- (b) Inadequate human resources, especially in technical areas, which affected the effective implementation of planned programmes.
- (c) Public limited awareness of the functions of the Commission.
- (d) Limited Physical visibility.
- (e) Delayed establishment of research and knowledge management department.
- (f) Inconsistencies in key performance indicators and monitoring framework.
- (g) Late establishment of the Department on Research and Knowledge Management.
- (h) Covid-19.

3.1.5.3 Lessons Learnt

The Commission has drawn several 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 are key to achieving the Commission's mandate. Therefore, there is a need for continuous stakeholder sensitization on areas/programmes in which they can collaborate with NGEC.
- (c) Teamwork among staff and Commissioners is key in ensuring the effective discharge of NGEC's mandate. Thus, the Commission will continue to work as a team to enhance the effective delivery of its programmes.
- (d) Political goodwill is critical. Therefore, there is a need for the Commission to enhance its rapport with the National and County Governments, and the private sector for the Country to enhance the realisation of the principles of equality and inclusion.
- (e) Legal backing is important in the enforcement of the constitutional provisions on equality and inclusion. Therefore, there is a 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 applied.
- (f) Need to extend the physical presence to at least 5 more regional offices.

3.2 Stakeholder Analysis

NGEC's stakeholders' analysis was undertaken and the results are presented below.

Table 1: Stakeholders of NGE

	Stakeholder	Role of the Stakeholder	Stakeholder expectations from NGE	NGEC's expectations from stakeholder
1.	Ministry of Public Service, Gender and Affirmative Action	Formulation, review and implementation of policies, laws and programs on Public Service, Gender and Affirmative Action	Monitor, audit, facilitate and advise the Ministry	Development, review and implementation of policies, laws and programs to address Public Service, Gender and Affirmative Action in national development
2.	Ministry of Youth Affairs, Sports and The Arts	Formulation, review and implementation of policies, laws and programs on Youth Affairs, Sports and the Arts	Monitor, audit, facilitate and advise the Ministry	Development, review and implementation of policies, laws and programs to address Youth Affairs, Sports and the Arts in national development
3.	Ministry of Labour and Social Protection	Formulation, review and implementation of policies, laws and programs on labour and social security	Monitor, audit, facilitate and advise the Ministry	Development, review and implementation of policies, laws and programs to ensure – the inclusion of SIGs in the national development agenda
	Stakeholder	Role of the Stakeholder	Stakeholder expectations from NGE	NGEC's expectations from stakeholder
4.	Kenya National Commission on Human Rights (KNCHR)	Promotion of human rights	Collaboration on the promotion of the rights of SIGs	Collaboration on the promotion of the rights of SIGs
5.	Commission on Administrative Justice (CAJ)	Promotion and protection of administrative justice	Collaboration, monitor, audit, report and advise on administrative justice issues relating to SIGs	Collaboration on the promotion and protection of administrative justice for SIGs
6.	National Council for Persons with Disabilities	Implementation of programs on PWD's	Coordinate, monitor, audit, report and advise on PWDs programs	Collaboration on the Implementation of PWDs programs

7.	Women Enterprise Fund (WEF)	Funding women entrepreneurs	Monitor, audit, report and advise on the fund's program	Enhanced women's access to funding for entrepreneurship
8.	Ministry of Environment, Climate Change and Forestry	Provision of overall policy and laws on environment, natural resources and climate	Monitor, audit, report and advise on environmental issues	Formulation of policies and laws on the environment that promote gender equality and inclusion of SIGs
9.	Other Government Ministries, Departments and Agencies (MDAs)	Execute on behalf of the Government their respective mandate with attention to priorities of equality and inclusion.	Monitor, audit, report and advise on the execution of their mandates	Adherence to principles of gender equality and freedom from discrimination
10.	Parliament	Legislation	Build capacity, monitor, audit, report and advise on legislation role	Adherence to principles of gender equality and inclusion
11.	Judiciary	Judicial service	Build capacity, monitor, audit, report and advise on legislation role	Adherence to principles of gender equality and inclusion
12.	Private Sector	Provision of goods, services and innovation	Build capacity, monitor, audit, report and advise on the promotion of gender equality and inclusion in the private sector.	Adherence to principles of gender equality and inclusion
Stakeholder		Role of the Stakeholder	Stakeholder expectations from NGE	NGEC's expectations from stakeholder
13.	Development Partners	Provide development support	Monitor, audit, report and advise on the status of gender equality and inclusion of the SIGs.	Provide financial and technical support.
14.	Civil Society organization's	Advocacy and watchdog role	Monitor, audit, report and advise on matters of gender equality and inclusion.	Collaboration in promoting gender equality and freedom from discrimination
15.	Media	Informing and educating the public on issues of gender inequality and freedom from discrimination	Information sharing on cases of gender inequality and discrimination	Provision of accurate information on gender inequality and discrimination

16.	General Public	Support NGECS Mandate	Good governance and conduct of ethical behaviour	Active public participation
17.	County governments	Implement NGECS agenda at the County level	Visibility in all the Counties	Implement Ngecs initiatives
	Stakeholder	Role of the Stakeholder	Stakeholder expectations from NGECS	NGECS's expectations from stakeholder
18	Count Assembly	Legislation & Oversight	Build capacity, monitor, audit, report and advise on legislation role	Adherence to principles of gender equality and inclusion
19.	Community-Based Organizations (CBOs)	Provision of goods, services and innovation	Build capacity, monitor, audit, report and advise on the promotion of gender equality and inclusion in the private sector.	Adherence to principles of gender equality and inclusion
20.	Faith-Based Organizations (FBOs)	Provision of goods, services and innovation	Build capacity, monitor, audit, report and advise on the promotion of gender equality and inclusion in the private sector.	Adherence to principles of gender equality and inclusion

CHAPTER



STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

4.0 Overview

This Chapter narrates the Strategic Issues, Strategic Goals and Key Result Areas.

4.1 Strategic issues

1. Compliance	8. Human capital
2. Violation of equality and non-discrimination	9. Leadership and governance
3. Complaints	10. Financial sustainability
4. Integration of the principles of gender equality, freedom from discrimination and Inclusion	11. Operations and systems
5. Inclusion and Equality of SIGs	12. Information Communication Technology
6. Evidence-based knowledge	13. Infrastructure and Assets
7. Generation and utilization of data	14. Environmental sustainability

4.2 Strategic goals



- | | |
|---|---|
| 1 Improve compliance | 8 Optimum skilled and motivated human capital |
| 2 Reduce violation | 9 Embrace the principle of Good Governance |
| 3 Ensure justice | 10 Attain financial sustainability |
| 4 Achieve gender equality and inclusion | 11 Improve operations and systems |
| 5 Mainstream affirmative action in inclusion and equality of SIGs | 12 Fully embrace ICT across the network |
| 6 Increase evidence-based knowledge | 13 Acquire and maintain appropriate Infrastructure and Assets |
| 7 Generate and utilize data | 14 Increase forest cover |

Key Result Areas

- 1 Compliance, monitoring and reporting
- 2 Investigations and Redress
- 3 Public Education and Mainstreaming
- 4 Research and Knowledge Management
- 5 Institutional Capacity

4.3 Key Result Areas

i) Compliance Monitoring and Reporting: The Commission, being an oversight body, has nearly 60% of its core function on monitoring, auditing and investigating 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 concerning issues of equality and freedom from discrimination for all Special Interest Groups.

ii) Investigations and Redress: The Commission will work with the relevant stakeholders to ensure 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 violations in online reporting.

iii) Public Education and Mainstreaming: 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 of 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 of emerging issues key among others: climate change, cybercrime, radicalisation and their effects on society.

iv) Research and Knowledge Management

One of the functions of NGEK is to conduct and coordinate research that will inform policies and programmes for promoting gender equality and freedom from discrimination. The Commission will improve the 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 SIGs. The Commission will also put in place mechanisms for the successful implementation of knowledge management, with the main aim of converting resident tacit knowledge into explicit knowledge for actionable use. Given this, the Commission will identify and map their existing knowledge, and employ knowledge management principles to promote the flow of both resident knowledge and external knowledge to bring out new knowledge in research.

Table 4.1: KRA's, Strategic Issues and Goals

KRAs	Strategic Issue	Goal
KRA1: Compliance, monitoring and reporting	Compliance	Improve compliance
KRA2: Investigations and Redress	Violation of equality and non-discrimination Reduce violation	
	Complaints	Ensure justice
KRA3: Public Education and Mainstreaming	Integration of the principles of gender equality, freedom from discrimination and Inclusion	To achieve gender equality and inclusion
	Inclusion and Equality of SIGs	Mainstream affirmative action in inclusion and equality of SIGs
KRA4: Research and knowledge management	Evidence-based knowledge	Increase evidence-based knowledge
	Generation and utilization of data	Generate and utilize data.
KRA5: Institutional Capacity	Human capital	Optimum skilled and motivated human capital
	Leadership and governance	Embrace the principle of Corporate Governance.
	Financial sustainability	To attain financial sustainability
	Operations and systems	Improve operations and systems.
	Information Communication Technology	Fully embrace ICT across the network.
	Infrastructure and Assets	Acquire and Maintain appropriate Infrastructure and Assets
	Environmentalsustainability	Increase forest cover

CHAPTER



STRATEGIC OBJECTIVES AND STRATEGIES

5.0 Overview

This Chapter explains the strategic objectives and strategic choices.

5.1 Strategic Objectives

To deliver on the identified Key Result Areas, the following strategic objectives were set out:

- 1) To enhance 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
- 3) To offer redress to complaints on violations of principles of equality and freedom from discrimination
- 4) To promote public awareness of the principles of inclusion and equality
- 5) To promote the implementation of affirmative action and inclusion of SIGs
- 6) To increase evidence-based knowledge on issues of equality and inclusion
- 7) To advocate for increased generation and utilisation of gender equality and inclusion data
- 8) To attract, develop and retain a skilled and productive workforce
- 9) To strengthen good governance and stakeholder involvement
- 10) To strengthen the financial sustainability of the Commission
- 11) To improve the Commission's operations and systems
- 12) To fully embrace ICT across the NGEC network
- 13) To acquire and maintain appropriate Infrastructure and Assets
- 14) To enhance environmental sustainability by planting trees

Table 5.1: Outcomes Annual Projections

Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
KRA1: Compliance, monitoring and reporting To enhance compliance with the principles of equality and inclusion in State and non-State actors	Improved compliance	Level of compliance	35%	55%	65%	75%	85%

Projections							
Strategic Objective	Outcome	Outcome Indicator	Year 1	Year 2	Year 3	Year 4	Year 5
KRA2: Investigations and Redress							
To reduce violations of the principle of equality and freedom from discrimination	Reduced violation	Level of violation reduction	20%	40%	60%	80%	100%
To offer redress to complaints on violations of principles of equality and freedom from discrimination	Reduced complaints	Level of complaints reduction	25%	45%	60%	70%	80%
KRA3: Public Education and Mainstreaming							
To promote public awareness of the principles of inclusion and equality	Mainstreamed affirmative action in inclusion and equality of SIGs	Public awareness of principles of inclusion and equality	25%	45%	60%	70%	80%
To promote the implementation of affirmative action and inclusion of SIGs	Implementation of affirmative action and inclusion of SIGs in the development agenda	Level of awareness of principles of awareness	25%	45%	60%	70%	80%
KRA4: Research and knowledge management							
1. To increase evidence-based knowledge on issues of equality and inclusion	Increased evidence-based knowledge	Increase in evidence knowledge	20%	40%	60%	70%	75%
2. To advocate for increased generation and utilization of gender equality and inclusion data	Data generated and utilized	Level in increase of data generated and utilised	20%	40%	60%	70%	75%
KRA5: Institutional Capacity							
To attract, develop and retain a skilled and productive workforce	Optimum level of motivated staff	Staff satisfaction index	30%	65%	70%	75%	80%
To strengthen good governance and stakeholder involvement	Enhanced good governance	Governance audit score	33%	65%	70%	75%	80%
To strengthen the financial sustainability of the Commission	Financial sustainability	Level of financial sustainability	30%	65%	70%	75%	80%

Projections							
Strategic Objective	Outcome	Outcome Indicator	Year 1	Year 2	Year 3	Year 4	Year 5
To improve the Commission's operations and systems	Improved operations and systems	Operations and systems audit score	32%	65%	70%	75%	80%
To fully embrace ICT across the NGECC network	ICT fully embraced across the network	Level of coverage	40%	55%	70%	80%	90%
To acquire and Maintain appropriate Infrastructure and Assets	Appropriate infrastructure and assets acquired and maintained	Infrastructure and equipment assets audit score	60%	65%	75%	80%	85%
To enhance environmental sustainability by planting trees	Forest cover increased	Number of trees planted	1000	1000	1000	1000	1000

5.2 Strategic Choices

To effectively realise the identified strategic goals and achieve intended outcomes and at the end of the day address the identified Strategic Issues, NGECC will implement the strategy as per table 5.2 on KRAs, strategic objectives and strategies:

Table 5.2: Strategic Objectives and Strategies, Activities

KRA	Strategic Objective(s)	Strategies
KRA 1: Compliance, monitoring and reporting	Objective 1: To enhance compliance with the principles of equality and inclusion in State and non-State actors	• Monitor participation and inclusion of SIGs in the Development agenda.
		• Monitor participation of SIGs in governance and leadership.
		• Monitor Institutional and Organizational reporting on compliance.
		• Facilitate policy, laws, regulations, standards and guidelines to aid compliance.
		• Advise on policy, laws, regulations, standards and guides to aid compliance.

KRA	Strategic Objective(s)	Strategies
		<ul style="list-style-type: none"> Monitoring the implementation of international and regional commitments Facilitate State compliance with International and regional reporting. Facilitate the state to ratify relevant treaties and conventions concerning SIGs. Monitor implementation of affirmative action programs and policies.
KRA2: Investigations and Redress	Objective 1: To reduce violations of the principle of equality and freedom from discrimination	<ul style="list-style-type: none"> Review standards, policies and legislation to enhance compliance with principles of equality and freedom from discrimination
		<ul style="list-style-type: none"> Conduct investigations on violations of the principles of equality and inclusion. Conduct public inquiries on gross violation of principles of equality and freedom from discrimination. Undertake Rapid Response to serious violations of the right to equality and freedom from discrimination including Sexual & Gender Based Violence. Establish coalitions and liaisons with stakeholders on the rights of equality and freedom from discrimination of SIGs.
	Objective 2: To offer redress to complaints on violations of principles of equality and freedom from discrimination	<ul style="list-style-type: none"> Operationalize the NGECC complaint handling and processing system.
		<ul style="list-style-type: none"> Conduct public interest litigation on violations of principles of equality and freedom from discrimination. Facilitate access to ADR mechanisms to SIGs. Offer legal aid to SIGs on violation right to equality and freedom from discrimination. Develop, maintain and analyse database on complaints and victim of the violation of the right to equality and freedom from discrimination including GBV.
KRA3: Public Education and Mainstreaming	Objective 1: To promote public awareness of the principles of inclusion and equality	<ul style="list-style-type: none"> Facilitate public education programs concerning SIGs.

KRA	Strategic Objective(s)	Strategies
		• Facilitate State and non-state actors on principles of equality and inclusion.
		• Create awareness of the integration of principles of Equality and Inclusion in policies and legislation at national and county levels.
		• Strengthen partnerships and collaborations.
		• Male engagement on gender and non-discrimination interventions.
	Objective 2: To promote the implementation of affirmative action and inclusion of SIGs	•Monitor implementation of affirmative action programs and policies.
		• Create awareness of affirmative action programs and policies.
• Promote inclusion and participation of SIGs in the national development agenda.		
• Promote inclusive budgeting and plans.		
KRA4: Research and knowledge management	Objective 1: To increase evidence-based knowledge on issues of equality and inclusion	• Strengthen the research capacity of the Commission.
		• Facilitate subscriptions to journals and other research portals.
		• Enhance Research, Infrastructure and Resources
		• Research matters affecting SIGs
		• Co-ordinate research activities on matters relating to equality and freedom from discrimination
		• Produce periodic reports on the realization of equality and freedom from discrimination.
	Objective 2: To advocate for increased generation and utilization of gender equality and inclusion data	• Increase publicity and awareness of gender equality and inclusion data.
KRA5: Institutional Capacity	Objective 1: To attract, develop and retain a skilled and productive workforce	• Maintain Optimal Staffing Level
		• Learning and Development

KRA	Strategic Objective(s)	Strategies
		• Reward and Compensation
		• Employee Welfare
	Objective 2: To strengthen good governance and stakeholder involvement	• Build the capacity of Commissioners and management on strategic leadership, governance practices and strategic management.
		• Strengthen risk management and internal controls and systems.
		• Promote integrity in leadership and management.
		• Enhance corporate image
		• Increase institutional visibility.
		• Increase institutional visibility.
	Objective 3: To strengthen the financial sustainability of the Commission	• Prudent management of financial resources
		• Strengthen Financial management Policies and procedures.
		• Strengthen resource mobilization strategies.
	Objective 4: To improve the Commission's operations and systems	• Enhanced Assurance and Consultancy Services
		• Establish Audit Client Capacity Building Plan
		• Efficient internal audit processes
	Objective 5: To fully embrace ICT across the NGEC network	• Rollout systems for seamless business processes
		• Operationalize the ICT Steering Committee
		• Enhance Data Security and Privacy
		• Optimize Internal and External Communication Systems
	Objective 6: To acquire and Maintain appropriate Infrastructure and Assets	• Establish a standardized process for acquiring and maintaining equipment.
		• Collaborate with others to acquire adequate Commission office space.
		• Equip Commission offices and staff
		• Asset management
		• Enhance records management
	Objective 7: To enhance environmental sustainability	• Enhance the mobility of the Commission.
		• Increase forest cover by planting 1000 trees per year.

CHAPTER



IMPLEMENTATION AND COORDINATION FRAMEWORK

6.0 Overview

This Chapter outlines the implementation plan which gives a narration of the action plan, the annual work plan and budget Performance Contracting, Coordination Framework, Institutional Framework, Staff Establishment, Skills Set and Competence Development, Leadership Systems and Procedures as well as Risk Management Framework.

6.1 Implementation Plan

6.1.1 Action Plan

The activities of the Strategic Plan will be implemented through an Implementation matrix framework that will allow effective implementation of the Strategic Plan. The Implementation Matrix shall consist of:



Table 6.1: Implementation Matrix

Strategic Issue: Compliance																
Strategic Goal: Improve compliance																
KRA1: Compliance, monitoring and reporting																
Outcome: Improved compliance																
Strategic Objective 1: To enhance compliance with the principles of equality and inclusion in State and non-State actors																
Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target		Y3	Y4	Y5	Budget (KSh. Mn)					Responsibility*	
					Y1	Y2				Y1	Y2	Y3	Y4	Y5	Lead	Support
Monitor participation and inclusion of SIGs in the Development agenda.	Audit status of participation of SIGs in development	Audits conducted	Number of audits conducted. Audit reports	2		1		1			20		20		SIG RMED RC	
	Prepare reports on audit findings.	Status reports prepared	Number of reports prepared	2		1		1			5		5		SIG RMED RC	
	Disseminate audit findings.	Awareness of the status of SIGs	Number of Reports disseminated	2		1		1			2		2		SIG RMED RC	
	Stakeholder consultative forums to discuss audit findings	Action taken on findings	Number of stakeholder for a held	20		5	5	5	5		8	8	8	8	SIG RMED RC	
	Issue advisories	Action taken	Number of advisories issued	16		1	5	5	5	1	1	1	1	1	RM ED	
	Monitoring election processes	Report on election monitoring processes	Number of reports	5		2	2	1		20	20		50		SIG RMED RC	
Monitor participation of SIGs in governance and leadership	Capacity building of SIGs on issues of governance and leadership	Capacity of SIGs strengthened.	Number of capacity-building forums.	25	5	5	10	10	5	10	10	10	10	10	SIG RMED RC	

Strategic Issue: Compliance														
Strategic Goal: Improve compliance														
KRA1: Compliance, monitoring and reporting														
Outcome: Improved compliance														
Strategic Objective 1: To enhance compliance with the principles of equality and inclusion in State and non-State actors														
Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target		Budget (KSh. Mn)					Responsibility*		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5
Monitor Institutional and Organizational reporting on compliance	Receive annual progress reports from Ministries, Counties, departments and Agencies (MCDAs)	Reports received	Percentage compliance	100	100	100	100	100	100	10	10	10	10	10
	Collate, analyse and prepare annual reports on the status of compliance	Reports prepared	Percentage compliance	100	100	100	100	100	100	10	10	10	10	10
	Issue certificates of compliance	Certificates issued	Number of recognition certificates issued	1500	300	300	300	300	300	0.5	0.5	0.5	0.5	0.5
	Hold an Annual Equality and Inclusion awards ceremony (USAWA Awards)	Annual Award ceremony held	Number of annual awards held Number of institutions recognized		1	1	1	1	1	10	10	10	10	10
	Issue management letters on the status of compliance	Letters issued	Number of letters	1500	300	300	300	300	300	0.2	0.2	0.2	0.2	0.2

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Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target		Budget (KSh. Mn)					Responsibility*				
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Facilitate policy, laws, regulations, standards and guidelines to aid compliance.	Review of policy, laws, regulations and standards and guidelines	Memorandum issued	Number of memorandum	50	50	50	50	50	1	1	1	1	1	1	Legal	SIG REGIONAL COORDINATION
	Hold stakeholder consultative forum	fora held	Number of fora held Reports	20	4	4	4	4	4	5	5	5	5	5	Legal	SIG REGIONAL COORDINATION
	Development of model policies, guidelines and standards	Models developed	Number of model policies guidelines and standards developed	2		1		1		10	10	10	10	10	SIG	LEGAL
Advise on policy, laws, regulations, standards and guides to aid compliance.	Issue advisory on appropriate policy and/or legal measures	Advisories issued	Number of advisories issued	5	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	Legal	SIG

Strategic Issue: Compliance																	
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Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target		Budget (KSh. Mn)					Responsibility*					
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Monitoring the implementation of international and regional commitments	Develop monitoring framework	Monitoring framework developed	Number of frameworks developed	3		1	1	1								RMED	SIG
	Contribute to the development of the National Action Plan	Action plan developed	Number of Action Plans Developed	4		1	1	1	1			2	2	2	2	SIG	RMED
	Dissemination of the action plan	Action Plan Disseminated	Number of dissemination forums	4		1	1	1	1			2	2	2	2	SIG	RMED
	Audit implementation of commitments and concluding observations	Audits conducted	Number of audits Audit reports	2			1		1			5	5	5	5	SIG	RMED
	Issue advisories	Advisories issued	Number of advisories	2			1		1			5	5	5	5	SIG	RMED
	Conduct audits on the status of gender equality and inclusion of target groups in the national development	Audit conducted	Audit report	2			1		1			5	5	5	5	SIG	RMED RC

Strategic Issue: Compliance																	
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Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target		Budget (KSh. Mn)					Responsibility*					
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Facilitate State compliance with International and regional reporting	Document the ratified treaties that relate to SIGs	Treaties documented	Number of treaties ratified and documented	2			1			1			1	1	1	SIG	LEGAL
	Development of a monitoring framework	Monitoring framework developed	Number of frameworks developed	2			1			1			1	1	1	SIG	LEGAL
	Hold consultative fora on reporting.	Consultative fora held	Number of consultative fora held	2			1			1			1	1	1	SIG	LEGAL
	Network with the state in preparation of country reports	Reports generated	Number of reports generated	20	5		5			5	5	1	1	1	1	SIG	LEGAL
	Advise on timely state reporting	Advisories issued	Number of advisories on reporting	2	1	1	1	1	1	1						SIG	LEGAL
	Participate in international and regional treaty body sessions	International and regional treaty body sessions attended	Number of sessions attended Sessions reports	20	5		5			5	5	20	20	20	20	SIG	

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Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target			Budget (KSh. Mn)					Responsibility*			
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Facilitate the state to ratify relevant treaties and conventions concerning SIGs.	Review treaties and conventions concerning SIGs.	Treaties and conventions Reviewed.	Number of treaties and conventions identified for ratification	2		1		1					1		LEGAL	SIG
	Advise the Government on treaty ratification.	Advisories issued	Number of advisories	2		1		1					1		LEGAL	SIG
	Network with the State in the drafting of the ratification instruments	Draft ratification instrument developed	Number of drafts developed	2		1		1					1		LEGAL	SIG
	Make submissions on the proposed treaty.	Memorandum submitted	Number of Memoranda	2		1		1					1		LEGAL	SIG

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Outcome: Improved compliance																
Strategic Objective 1: To enhance compliance with the principles of equality and inclusion in State and non-State actors																
Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target		Budget (KSh. Mn)					Responsibility*				
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Monitor implementation of affirmative action programs and policies.	Identify and document existing affirmative action policies and programmes	Affirmative action policies and programmes identified and documented	Number of policies and documented programmes identified and documented	6	2	1	1	1	1	2	1	1	1	1	SIG	RC
	Establish monitoring mechanisms to track the implementation and impact of policies and programs targeting SIGs.	Monitoring mechanism established	Monitoring reports Existence of documented procedures, or guidelines, or protocols outlining the monitoring process.	1											RM ED	SIGRC
	Audit the implementation of affirmative action programs/policies	Audits conducted	No. of audit reports	6	2	1	1	1	1	1	1	15	15	15	15	RM ED

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Strategic Goal: Improve compliance																
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Outcome: Improved compliance																
Strategic Objective 1: To enhance compliance with the principles of equality and inclusion in State and non-State actors																
Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target			Budget (KSh. Mn)					Responsibility*			
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Conduct research to identify barriers and challenges faced by SIGs in accessing development opportunities.	Research on barriers and challenges faced by SIGS in accessing development opportunities	Research Report	5	1	1	1	1	1	20	20	20	20	20	RM ED	SIGRC	
Issue advisories based on the Research and audit findings	Advisories issued	No. of advisories Issued	5	1	1	1	1	1								
Monitor the participation and inclusion of SIGs in Development Processes	The public participation process monitored	Monitoring reports	5	1	1	1	1	1	20	20	20	20	20			

Strategic Issue: Violation of equality and non-discrimination																
Strategic Goal: Reduce violation																
KRA2: Investigations and Redress																
Outcome: Reduced violation																
Strategic Objective 1: To reduce violations of the principle of equality and freedom from discrimination																
Strategy	Key Activities	Expected Output	Output Indicators	Tar-get For 5 years	Target					Budget (KSh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Review standards, policies and legislation to enhance compliance with principles of equality and freedom from discrimination	Develop a guide on reviewing legislation, Bills, standards, policies and regulations.	Guideline developed	Guide	1		1					0.5				Legal(D-Director Legal	SIGs
	Develop an inventory of reviewed legislations, Bills, standards, policies and regulation	Inventory developed	Inventory of legislations, bills, standards, policies and regulations	1		1						0.5			Legal) Director Legal	SIGs
	Identify legislations, Bills, standards, policies and regulations that undermine equality and inclusion	Legislation standards, policies and regulations identified	Numbers identified	400	80	80	80	80	80	0.5	0.5	0.5	0.5	0.5	Legal) Director Legal	SIGs
	Facilitate the development of model legislative framework, standards and regulations	Model legislative framework, standards and regulations developed	Number of Models developed	8	1	1	2	2	2	1	1	1	1	1	Legal) Director Legal	SIGs
	Develop memorandums on draft Bills, policies, regulations, and standards	Memorandums	Number of memorandums	200	40	40	40	40	40	0.2	0.2	0.2	0.2	0.2	Legal) Director Legal	SIGs
	Examine and advise for review of existing policies, standards, legislations and regulations	Existing legislation, policies, standards, and regulations reviewed	Number of legislations, policies, standards, and regulations reviewed	200	40	40	40	40	40	0.5	0.5	0.5	0.5	0.5	Legal) Director Legal	SIGs

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Outcome: Reduced violation																
Strategic Objective 1: To reduce violations of the principle of equality and freedom from discrimination																
Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (KSh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Conduct investigations on violations of the principles of equality and inclusion.	Issue advisories	Advisory issues	Number of advisories	100	20	20	20	20	20	0.2	0.2	0.2	0.2	0.2	Legal) Director Legal	SIGs
	Receive and process complaints	Complaints received and processed	Number of complaints received and processed	600	120	120	120	120	120	2	2	2	2	2	Legal) Director Legal	SIGs RC
	Develop a database of complaints received	Database developed	No of the Modules active	1		1					5				Legal (Director Complaints	SIGs
	Initiate own motion investigations	Investigations initiated	Number of investigation reports	600	120	120	120	120	120	2	2	2	2	2	Legal (Director Complaints	SIGs, DCI
	Employ and Solicit services from any public officer or investigation agencies Services sought	Service sought Investigators employed	Number of services Number of investigators employed	5	1	1	1	1	1	2	2	2	2	2	Legal (Director Complaints	OCS, DCS, HRM
Conduct public inquiries on gross violation of principles of equality and freedom from discrimination	Hold public inquiries and public hearings	Inquiries and hearings held Recommendation and hearing reports	Number of inquiries and hearings	5	1	1	1	1	1	1	1	1	1	1	Legal (Director Complaints	SIGs RC
	Raise awareness of the complaint system to SIGs	Awareness raised	Number of awareness for a number of SIGs reached Issue	40 1,200	8 240	8 240	8 240	8 240	8 240	2 240	2 240	2 240	2 240	2 240	Legal (Director Complaints	SIGs

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Strategic Goal: Reduce violation																
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Outcome: Reduced violation																
Strategic Objective 1: To reduce violations of the principle of equality and freedom from discrimination																
Strategy	Key Activities	Expected Output	Output Indicators	Tar-get For 5 years	Target					Budget (KSh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Sup-port
Undertake Rapid Response to serious violations of the right to equality and freedom from discrimination including Sexual &Gender Based Violence.	Conduct rapid investigations	Rapid investigations conducted	Number of Rapid Investi-gations Preliminary investigation Reports	5	1	1	1	1	1	1.5	1.5	1.5	1.5	1.5	Legal (Director Complaints)	SIGs RC
	Hold meetings with duty-bearers	Commitment for compliance	Number of meetings with duty bearers Meetings reports	40	8	8	8	8	8	2	2	2	2	2	Legal (Director Complaints)	SIGs RC
Advocacy for the right to equality and freedom from discrimination	Sensitize duty bearers on the rights of SIGs	Duty bearers sensitized Forums held	Number of Forums Number of duty bearers	40 1,200	8 240	8 240	8 240	8 240	8 240	1 1	1 1	1 1	1 1	1	Legal (Director Complaints)	SIGs RC
	Advocacy for SIGs on their rights	SIGs sensitized on their rights	Number of SIGs reached Number of forums	2,000	200	300	400	500	600	2	2	2	2	2	Legal (Director Complaints)	SIGs RC
	Disseminate	Number of meetings held The number of stakeholders reached	Number of Meeting Reports	15	2 60	2 60	2 60	2 60	2 60	3 3	3 3	3 3	3 3	3	Legal (Director Complaints)	SIGs RC

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Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (KSh. Mn)					Responsibility*		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Establish coalitions and liaisons with stakeholders on the rights of equality and freedom from discrimination of SIGs.	Develop a database of stakeholders(State and non-state)	Database developed	The number of stakeholders reached	1		1					1					Legal (Director Complaints)	SIGs
	Establish a referral network and mechanism to offer legal services to Article 59 and other stakeholders	Referral network established	The number of stakeholders reached	2,000	200	300	400	500	600	2	2	2	2	2		Legal (Director Complaints)	SIGs
	Develop a Letter of Agreement (LOA) between the mapped stakeholders	Signed letters of Agreement	Number of LOAs developed and signed	2,000	200	300	400	500	600	1	1	1	1	1		Legal (Director Complaints)	SIGs

Strategic Issue: Complaints																
Strategic Goal: Ensure justice																
KRA2: Investigations and Redress																
Outcome: Reduced complaints																
Strategic Objective 2: To offer redress to complaints on violations of principles of equality and freedom from discrimination																
Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target		Budget (KSh. Mn)					Responsibility*				
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Operationalize the NGEC complaint handling and processing system	Draft simplified versions of the complaints regulations	Simplified handbooks developed	The number of simplified versions developed	2		2					5				Legal (Director Complaints)	Communications
	Sensitize members of the public about the NGEC complaints mechanism and regulations	Number of forums held Members of the public sensitized	The number of members of the public reached	40 1,200	8 240	8 240	8 240	8 240	8 240	1 1	1 1	1 1	1 1		Legal (Director Complaints)	SIGs RC
	Design a simplified online complaints filing and processing system	Simple online complaints filing and processing system developed	E-filing system developed	1		1					1				Legal (Director Complaints)	ICT
	Conduct public interest litigation on violations of principles of equality and freedom from discrimination	Map out key PIL partners and their focus on issues of equality and freedom from discrimination	PIL partners mapped, and the database developed	Database of PIL stakeholders	1		1					5			Legal (Director Complaints)	SIGs

Strategic Issue: Complaints																					
Strategic Goal: Ensure justice																					
KRA2: Investigations and Redress																					
Outcome: Reduced complaints																					
Strategic Objective 2: To offer redress to complaints on violations of principles of equality and freedom from discrimination																					
Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target	Y1	Y2	Y3	Y4	Y5	Budget (KSh. Mn)			Y1	Y2	Y3	Y4	Y5	Responsibility*		Support
Conduct public interest litigation on violations of principles of equality and freedom from discrimination	Map out key PIL partners and their focus on issues of equality and freedom from discrimination	PIL partners mapped, and the database developed	Database of PIL stakeholders	1			1					5								Legal (Director Complaints)	SIGs
	Hold quarterly PIL strategy meetings on violation of the right to equality and freedom from discrimination	Strategy meetings on PIL held	Number of PIL strategy meetings	20	4	4	4	4	4	4	1	1	1	1	1	1	1	1		Legal (Director Complaints)	SIGs
	Institute public interest litigation suits	Public interest litigations instituted	Number of PILs instituted	10	2	2	2	2	2	2	2	2	2	2	2	2	2	2		Legal (Director Complaints)	
	Disseminate the outcome of PIL	Outcomes of PIL disseminated	Number of dissemination forums Number of people/institutions reached	15	2 60	2 60	2 60	2 60	2 60	2 60	2 60	5 60	5 60	5 60	5 60	5				Legal (Director Complaints)	SIGs

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Outcome: Reduced complaints																
Strategic Objective 2: To offer redress to complaints on violations of principles of equality and freedom from discrimination																
Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target			Budget (KSh. Mn)					Responsibility*			
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Facilitate access to ADR mechanisms to SIGs	Develop a customised ADR guide for SIGs on key disputes affecting SIGs	Customised ADR guides on key disputes affecting SIGs developed	Number of SIGs visited	5	1	1	1	1	1	5	5	5	5	5	Legal (Director Complaints)	Com-munica-tions
			Number of arbitral awards given													
	Sensitize SIGs on the use of customised ADR guides and General ADR procedure	SIGs trained on customised ADR guides and general ADR procedures.	Number of forums held Number of guides developed Number of SIGs trained on ADR pro-cedures	40	8	8	8	8	8	5	5	5	5	5	Legal (Director Complaints)	SIGs
				1,200	240	240	240	240	240							

Strategic Issue: Complaints																
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Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target		Budget (KSh. Mn)					Responsibility*				
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Offer legal aid to SIGs on violation right to equality and freedom from discrimination.	Conduct legal Aid Clinics with a focus on systemic Issues affecting SIGs which vary from county to county.	Themed Legal Aid Clinics conducted	Number of themed Legal Aid Clinics conducted	40	8	8	8	8	8	5	5	5	5	5	Legal (Director Complaints)	SIGs RC
	Establish strategic partnerships and collaboration with State and non-State actors.	Partnership and collaboration established.	No. of Partners engaged.	20	4	4	4	4	4	1	1	1	1	1	Legal (Director Complaints)	SIGs RC
	Operationalize a referral system	Referral system operationalised	Systems working	100%	50%		50%								Legal (Director Complaints)	SIGs

Strategic Issue: Complaints																			
Strategic Goal: Ensure justice																			
KRA2: Investigations and Redress																			
Outcome: Reduced complaints																			
Strategic Objective 2: To offer redress to complaints on violations of principles of equality and freedom from discrimination																			
Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (KSh. Mn)					Responsibility*				
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support			
Develop, maintain and analyse database on complaints and victims of the violation of the right to equality and freedom from discrimination including GBV.	Develop a framework for collecting and sharing data of victims from different state agencies.	Framework developed	Frame-work developed	1		1						2				Legal (Director Complaints)	SIGs		
	Train and disseminate the framework with the different agencies holding data of victims	State agencies trained	Number of state agencies trained Number of officials reached	12										4	4	4	18	18	Legal (Director Complaints)

Strategic Issue: Integration of the principles of gender equality, freedom from discrimination and Inclusion																
Strategic Goal: To achieve gender equality and inclusion																
KRA3: Public Education and Mainstreaming																
Outcome: Mainstreamed affirmative action in inclusion and equality of SIGs																
Strategic Objective 1: To promote public awareness of the principles of inclusion and equality																
Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (KSh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Facilitate public education programs concerning SIGs.	Conduct public education fora for SIGs	Public education fora conducted	Number of public education fora Reports	120	24	24	24	24	24	20	20	20	20	20	SIG	RC
	Develop key messages on Equality and Inclusion.	Key messages on Equality & Inclusion developed	Number of key messages	30	12	12	12	12	12	3	3	3	3	3	SIG RC	PUBLIC COMM
Facilitate State and non-state actors on principles of equality and inclusion.	Disseminate key messages through various channels on Equality and Inclusion.	Key messages on Equality & Inclusion Disseminated.	The number of key messages disseminated messages.	30	12	12	12	12	12	5	5	5	5	5	SIG RC	PUBLIC COMM
	Mapping out state and non-state actors		Stakeholder's database.	600	150	150	150	150	150	1	1	1	1	1	SIG	RC

Strategic Issue: Integration of the principles of gender equality, freedom from discrimination and Inclusion																
Strategic Goal: To achieve gender equality and inclusion																
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Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target			Budget (KSh. Mn)					Responsibility*			
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Establish and strengthen Equality and Inclusion Technical Working Groups both the county and national.	Equality and Inclusion Technical Working Groups established and strengthened	Number of E&ITWG established The number of E&ITWG strengthened	18 34	7	6	6	6	7	5	5	5	5	5	RC	SIG
	Hold stakeholder coordination/ consultative fora on issues affecting SIGs	Coordination/ consultative fora held	The number of coordination/ consultative fora Reports	400	80	80	80	80	80	10	10	10	10	10	SIG RC	
	Facilitate capacity-building workshops for state and non-state actors on principles of Equality and Inclusion.	Capacity building workshop facilitated	Number of workshops held Reports	20	4	4	4	4	4	10	10	10	10	10	SIG RC	
	Develop guidelines/ models/ frameworks/ checklists on equality and inclusion.	Guidelines/ models/ frameworks/ checklists developed	Number of guidelines/ models/ frameworks/ checklists developed.	2		1		1			10		10		SIG RC	

Strategic Issue: Integration of the principles of gender equality, freedom from discrimination and Inclusion																	
Strategic Goal: To achieve gender equality and inclusion																	
KRA3: Public Education and Mainstreaming																	
Outcome: Mainstreamed affirmative action in inclusion and equality of SIGs																	
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Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target Y1	Y2	Y3	Y4	Y5	Budget (KSh. Mn)	Y1	Y2	Y3	Y4	Y5	Responsibility* Lead	Support
Create awareness of the integration of principles of Equality and Inclusion in policies and legislation at national and county levels.	Hold community engagement fora.	Community engagement for a held	Number of community engagement fora held.Reports.	144	24	24	24	24	24	20	20	20	20	20	20	SIG RC	
	Hold stakeholder engagement fora.	Stakeholder engagement fora held	The number of stakeholder engagement fora held.Reports.	144	24	24	24	24	24	20	20	20	20	20	20	SIG RC	
	Hold fora with the integration of principles of Equality and Inclusion in policies and legislation at national and county levels.	Legislators fora held	Number of legislators for a held.Reports.	10	2	2	2	2	2	10	10	10	10	10	10	LEGAL SIG RC	
	Develop policies and legislative guidelines on the principles of equality and inclusion.	Policy guidelines developed	The number of policy guidelines developed	3		1	1	1	1			10	10	10	10	SIG LEGAL	

Strategic Issue: Integration of the principles of gender equality, freedom from discrimination and Inclusion																
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Strategic Objective 1: To promote public awareness of the principles of inclusion and equality																
Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target			Budget (KSh. Mn)					Responsibility*			
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strengthen partnerships and collaborations.	Mapping of potential partners.	Mapped partners	Stakeholders' database.	14	14					5					SIG	LEGAL
	Hold partner meetings to discuss common goals, potential areas of collaboration														RC	RMED
	Partnerships meetings held	Partnerships meetings held	Number of partnership meetings held	70	14	14	14	14	14	5	5	5	5	5	SIG	LEGAL
	Establish formal partnerships	Formal partnerships established	Number of partnerships established.	18	6		6		6						SIG	LEGAL
	Collaborate on developing joint funding proposals.	Joint funding proposals developed	Number of funded proposals.	30	6	6	6	6	6	1	1	1	1	1	SIG	LEGAL
	Co-creation of programs and strategies on equality and inclusion.	Programs and strategies co-created	The number of programs and strategies developed.	30	6	6	6	6	6	1	1	1	1	1	SIG	LEGAL
Develop joint work plans with partners.	Joint work plans developed.	The number of work plans developed.	30	6	6	6	6	6	6	1	1	1	1	1	SIG	LEGAL
		The number of joint activities held.													RC	RMED

Strategic Issue: Integration of the principles of gender equality, freedom from discrimination and Inclusion																			
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Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target Y1	Y2	Y3	Y4	Y5	Budget (KSh. Mn)			Y1	Y2	Y3	Y4	Y5	Responsibility* Lead Support	
Male engagement on gender and non-discrimination interventions.	Establish and Strengthen Male engagement in technical working group	Male engagement TWG strengthened	Number of Male engagement TWG established The number of Male TWG strengthened.	25	5	5	5	5	5	5	5	5	5	5	5	5	5	SIG RC	
	Hold public dialogue fora with men	Dialogue for a held	Number of dialogues for a held	60	15	15	15	15	15	15	10	10	10	10	10	10	10	SIG RC	RC
	Hold a public awareness campaign targeting men using various channels	Public awareness targeting men held	The number of public awareness held.	60	15	15	15	15	15	15	10	10	10	10	10	10	10	SIG RC	RC
	Conduct sensitization workshops targeting men, the community and other stakeholders.	Sensitization workshops held	The number of sensitization workshops held.	60	15	15	15	15	15	15	10	10	10	10	10	10	10	SIG RC	RC

Strategic Issue: Inclusion and Equality of SIGs																
Strategic Goal: Mainstream affirmative action in inclusion and equality of SIGs																
KRA3: Public Education and Mainstreaming SIGs																
Outcome: Implementation of affirmative action and inclusion of SIGs in the development agenda																
Strategic Objective 2: To promote the implementation of affirmative action and inclusion of SIGs																
Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target For					Budget (KSh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Create awareness of affirmative action programs and policies	Partner and collaborate with state and non-state actors to sensitize SIGs on affirmative action policies and programmes.	Sensitization fora held	Number of sensitizations for a held	5	1	1	1	1	1	1	20	20	20	20	20	SIG RMED RC
	Hold consultative fora with key stakeholders on emerging issues affecting SIG concerning affirmative action programmes/policies	Consultative fora held	The number of stake holders reached Meeting reports	10	2	2	2	2	2	2	20	20	20	20	20	SIG RC RMED
	Facilitate development of model standards, guidelines, and policy on affirmative action	Standards and guidelines developed	Number of approved standards and guidelines	5	1	1	1	1	1	1	10	10	10	10	10	SIG RC LEGAL
Promote inclusion and participation of SIGs in the national development agenda.	Advocate and facilitate the development and implementation of policies that mainstream SIGs in national development plans and initiatives.	Policies that mainstream SIGs in national development plans and initiatives developed and implemented	No. of Policies developed No. of policies implemented	12	2	2	2	2	2	2	10	10	10	10	10	SIG RC LEGAL

Strategic Issue: Inclusion and Equality of SIGs																			
Strategic Goal: Mainstream affirmative action in inclusion and equality of SIGs																			
KRA3: Public Education and Mainstreaming SIGs																			
Outcome: Implementation of affirmative action and inclusion of SIGs in the development agenda																			
Strategic Objective 2: To promote the implementation of affirmative action and inclusion of SIGs																			
Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Y1	Y2	Y3	Y4	Y5	Budget (KSh. Mn)					Responsibility*				
	Review existing policies and laws to ensure they address the needs and rights of SIGs, including women, youth, persons with disabilities, and other marginalized groups.	Policies reviewed	No. of policies reviewed No. of laws reviewed	100	20	20	20	20	20	10	10	10	10	10	SIG RC	LEGAL			
	Facilitate training programs and capacity-building workshops for SIGs to enhance their skills in leadership, entrepreneurship, advocacy, and governance.	Training Programmes held	No. of training held No. of SIGs reached	30	6	6	6	6	6	10	10	10	10	10	SIG	RC			
	Facilitate public Education and sensitization programs to educate the public, policymakers, and stakeholders on the importance of including SIGs in national development efforts.	Public Education programs held	No. of Public Education programs No. of sensitization forums	30	6	6	6	6	6	10	10	10	10	10	SIG	RC			
	Organize community dialogues, workshops, and forums to foster understanding and collaboration among different stakeholders	Community Dialogues held	No. of dialogue forums held	30	6	6	6	6	6	10	10	10	10	10	SIG	RC			
	Develop minimum standards on participation and inclusion of various SIGs	Minimum standards developed	Number of approved minimum standards	6	1	1	1	1	1	1	5	5	5	5	5	SIG	LEGAL		

Strategic Issue: Inclusion and Equality of SIGs														
Strategic Goal: Mainstream affirmative action in inclusion and equality of SIGs														
KRA3: Public Education and Mainstreaming SIGs														
Outcome: Implementation of affirmative action and inclusion of SIGs in the development agenda														
Strategic Objective 2: To promote the implementation of affirmative action and inclusion of SIGs														
Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Y1	Y2	Y3	Y4	Y5	Budget (KSh. Mn)			Responsibility* Lead	Support
Promote inclusive budgeting and plans.	Review/ Develop and disseminate gender-responsive and inclusive Budgeting and Planning Framework/ Guidelines for National and County Governments.	Gender-responsive and Inclusive Budgeting and Planning Framework/ Guidelines developed and disseminated	The existence of a framework or guidelines on Gender-Responsive and Inclusive Budgeting and Planning	2	1	1				3	3		SIG RC	LEGAL
	Establish mechanisms to monitor the implementation of gender-responsive and inclusive budgets.	Tools developed to monitor the implementation of gender-responsive budgets	The existence of tools to monitor the implementation of gender-responsive budgets	2	1	1				3	3		RMED	SIG RC
	Coordinate and conduct capacity-building workshops for government officials, planners, and civil society organizations on gender-responsive budgeting and planning.	Capacity-building workshops on gender-responsive budgeting and planning held	No. of Capacity building workshops on gender-responsive budgeting and planning held	48	10	10	10	10	8	5	5	5	SIG	RC
	Equip stakeholders with tools and methodologies to analyze budgets from a gender and inclusion perspective.	Stakeholders equipped with tools and methodologies to analyze budgets from a gender and inclusion perspective	No. of stakeholders equipped	600	120	120	120	120	120	5	5	5	SIG	RC

Strategic Issue: Inclusion and Equality of SIGs														
Strategic Goal: Mainstream affirmative action in inclusion and equality of SIGs														
KRA3: Public Education and Mainstreaming SIGs														
Outcome: Implementation of affirmative action and inclusion of SIGs in the development agenda														
Strategic Objective 2: To promote the implementation of affirmative action and inclusion of SIGs														
Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years					Budget (KSh. Mn)					Responsibility*
				Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	
Analyze National and County Budgets to assess the allocation and impact on Special Interest groups and identify gaps in resource allocation.	Analysis of National and County Budgets for Special Interest Groups (SIGs) conducted	Analysis Report on National and County Budgets for Special Interest Groups (SIGs)	4		1	1	1		5	5	5	5		RC
Public Education and sensitization of communities and stakeholders to promote an understanding of how inclusive budgets can address social inequalities and promote sustainable development.	Public Education forums held	No. of Public education forums	30	6	6	6	6	6	5	5	5	5	5	RC
Monitor the public participation process/ exercise to access the participation and inclusion of SIGs in budgeting processes	The public participation process monitored	Monitoring reports	50	10	10	10	10	10	5	5	5	5	5	SIG

Strategic Issue: Evidence-based knowledge															
Strategic Goal: Increase evidence-based knowledge															
KRA4: Research and knowledge management															
Outcome: Increased evidence-based knowledge															
Strategic Objective 1: To increase evidence-based knowledge on issues of equality and inclusion															
Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Y1	Y2	Y3	Y4	Y5	Budget (KSh. Mn)				Responsibility*	
Strengthen research capacity for the Commission.	Answer more calls for research proposals.	Increased response to calls for research proposals	Number of research proposals submitted	10	2	2	2	2	2	1	1	1	1	RMED	SIG RC
		More research on partnerships with existing and new partnerships													
Facilitate subscriptions to journals and other research portals	Increase knowledge on gender equality and non-discrimination through subscriptions to scientific portals and journals like Science Direct, Elsevier, PUBMED and JSTOR among others	Enhanced evidence-based knowledge of gender equality and freedom from discrimination	No. of policy briefs developed	10	2	2	2	2	2	1	1	1	1	PC	RMED FA RM
Enhance Research Infrastructure and Resources	Equip the research department with the necessary hardware and software facilities such as data analysis software	Equipped the research department with the necessary hardware and software facilities such as data analysis software	Inventory of research software and data analysis tools accessible to NGEK staff.	5	1	1	1	1	1	0.5	0.5	0.5	0.5	RMED	ICT

Strategic Issue: Evidence-based knowledge													
Strategic Goal: Increase evidence-based knowledge													
KRA4: Research and knowledge management													
Outcome: Increased evidence-based knowledge													
Strategic Objective 1: To increase evidence-based knowledge on issues of equality and inclusion													
Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Y1	Y2	Y3	Y4	Y5	Budget (KSh. Mn)			Responsibility*
Research matters affecting SIGs	Map areas and sectors of focus for research	Areas of research and sectors identified and documented	Number of Research areas identified	25	5	5	5	5	5	0.3	0.3	0.3	SIG RC PC
	Undertake studies/surveys on areas identified.	Studies and surveys conducted	Number of Studies and surveys conducted	5	1	1	1	1	1	20	20	20	SIG RC
			Number of reports published	5	1	1	1	1	1	1	1	1	PC
	Disseminate reports of research findings	Research reports disseminated	Number of dissemination fora held	10	2	2	2	2	2	1	1	1	SIG PC RC
Co-ordinate research activities on matters relating to equality and freedom from discrimination	Map researchers/Research institutions investigating issues on SIGs	Key researchers/research institutions mapped	Number of researchers/research institutions mapped with diverse research expertise	15	3	3	3	3	3	0.1	0.1	0.1	SIG
	Hold biannual stakeholders' consultative meetings on research relevant to SIGs.	Biannual stakeholders' consultative meetings on research relevant to SIGs	Number of reports for Consultative meetings held	10	2	2	2	2	2	0.2	0.2	0.2	SIG PC
	Facilitate researchers to disseminate research findings on equality and inclusion.	Dissemination fora held	No. of dissemination fora held	10	2	2	2	2	2	0.2	0.2	0.2	SIG

Strategic Issue: Evidence-based knowledge																
Strategic Goal: Increase evidence-based knowledge																
KRA4: Research and knowledge management																
Outcome: Increased evidence-based knowledge																
Strategic Objective 1: To increase evidence-based knowledge on issues of equality and inclusion																
Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Y1	Y2	Y3	Y4	Y5	Budget (KSh. Mn)					Responsibility*	
	Facilitate development and update databases on issues related to equality and freedom from discrimination for different SIGs.	Establish appropriate information management systems for capturing data on issues of equality and inclusion of SIGs.	Information management systems established and operationalized	5	1	1	1	1	1	3	3	3	3	3	RMED	ICT
	Periodic assessment of Gender equality and inclusion issues	Periodic reports produced	Number of periodic reports	10	2	2	2	2	2	0.1	0.1	0.1	0.1	0.1	RMED	SIG PC RC
Strategic Issue: Generation and utilization of data																
Strategic Goal: Generate and utilize data.																
KRA4: Research and knowledge management																
Outcome: Data generated and utilized																
Strategic Objective 2: To advocate for increased generation and utilization of gender equality and inclusion data																
Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Responsibility*
Increase publicity and awareness of gender equality and inclusion data	Advocate for gender disaggregation of data collected by government agencies and other institutions.	Improved capacity of institutions to collect disaggregated data	Number of institutions reached	493	98	98	98	98	101	1	1	1	1	1	RMED	SIG RC

Strategic Issue: Human capital																
Strategic Goal: Optimum skilled and motivated human capital																
KRA5: Institutional Capacity																
Outcome: Optimum level of motivated staff																
Strategic Objective 1: To attract, develop and retain a skilled and productive workforce																
Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (KSh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Maintain Optimal Staffing Level	Identify Cadres that require immediate filling	Increased Staffing Level	Approval from Treasury Shortlisting, Interview and selection reports.	50	10	10	10	10	10	50	50	50	50	50	HRM	OCS ODCS FINANCE
Learning and Development	Prepare Training budget	Empowered Staff	Number of Staff trained. Training reports	50	10	10	10	10	10	1	1	1	1	1	HRM	OCS ODCS FINANCE
Reward and Compensation	Develop and implement of Succession Strategy.	Efficient Management and Leadership	Succession Policy	1			1				1			HRM	OCS ODCS FINANCE	
Reward and Compensation	Prepare Annual Compensation Budget	Efficient Payroll S Compliance with Statutory regulations	Budget report Statutory reports Signed and filed payroll	60	12	12	12	12	12	300	350	400	450	500	HRM	OCS ODCS FINANCE

Strategic Issue: Human capital																
Strategic Goal: Optimum skilled and motivated human capital																
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Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (KSh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Employee Welfare	Onboarding Insurance Services e.g. Medical, Group Life and Group Personal Accidents	Improved employee wellness	Contracts on Insurance services	15	3	3	3	3	3	40	50	60	70	80	HRM	CS DCS FINANCE
	Team building	Improved employee relations	Team build- ing reports	5	1	1	1	1	1	5	5	5	5	5	HRM	CS DCS FINANCE
	Develop and Implement Employee Assistance Programmes (EAP)	EAP Com- mittees	EAP commit- tee reports	1	1			1		3			3		HRM	CS DCS FINANCE

Strategic Issue: Leadership and Governance																
Strategic Goal: Embrace the Principle of Good Governance																
KRA5: Institutional Capacity																
Outcome: Enhanced Good Governance																
Strategic Objective 2: To strengthen good governance and stakeholder involvement																
Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (KSh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Build the 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		1						1				CS	DCS
	Develop the commissioner's development plan based on competency needs assessment.	Plan Developed	Evaluation report		1						0.2				CS	DCS
	Undertake training for commissioners and management on corporate governance, practice, strategic planning and execution.	Training undertaken	Number trained		27	27	27				7	7	7		CS	DSC
	Develop and implement commissioners' Performance Management System (PMS)	Commissioners' performance management system implemented	Performance management system operational		1						5				CS	DCS
	Undertake governance audit and implement recommendations	An audit undertaken and recommendations implemented	Audit report and implementation status	5	1	1	1	1	1		0.1	0.1	0.1	0.1	CS	DCS

Strategic Issue: Leadership and Governance													
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Outcome: Enhanced Good Governance													
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Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target	Y1	Y2	Y3	Y4	Y5	Budget (KSh. Mn)	Lead	Responsibility*
Strengthen risk management and internal controls and systems	Develop Enterprise Risk Management (ERM) framework	ERM developed	ERM Operational		1	1	0.2					CS	DSC
	Undertake a review of internal control and reporting systems	Review undertaken	Report		1	1	1					CS	DSC
	Sensitization of staff ERM framework and internal control systems	Staff sensitized	Number of Staff Sensitized	100%			0.2	0.2	0.2	0.2		CS	IA
	Implement the ERM framework.	ERM framework	Implementation Status	100%			1	1	1	1			
Promote integrity leadership and management.	Develop and implement the code of conduct and ethics	Code developed	Code of Conduct and Ethics Manual	1	1						1	CS	DSC
	Sensitize staff and commission on the code of conduct and ethics	Staff Sensitized	Number Sensitized	100			0.2	0.2	0.2	0.2		CS	DSC
	Sensitize staff and commissioners on provisions of chapter six of the constitution of Kenya,	Staff and Commissioners sensitized	Number sensitized	150	30	30	30	30	0.5	0.5		CS	DSC

Strategic Issue: Leadership and Governance																
Strategic Goal: Embrace the Principle of Good Governance																
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Strategic Objective 2: To strengthen good governance and stakeholder involvement																
Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (KSh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Enhance corporate image	Develop a corporate communication strategy	Corporate communication strategy developed	Corporate Communication manual	1	1						1				PC	SIGs
	Operationalize corporate communication strategy	Corporate Communication manual operationalized	Implementation status	5	1	1	1	1	1	1	1	1	1	1	PC	SIGs
	Undertaking branding strategy	Branding undertaken	Brand manual	1	1						1	1			PC	SIGs
	Undertake corporate awareness campaigns	Campaign undertaken	Number reached	20	4	4	4	4	4	4	2	2	2	2	PC	SIGs
Increase institutional visibility	Update the commission website and social media profile regularly	Website updated	Frequency of updating	20	4	4	4	4	4	4	0.5	0.5	0.5	0.5	ICT	PC
	Develop and implement a corporate social responsibility programme	Corporate social responsibility developed	Status of implementation	10	2	2	2	2	2	2	2	2	2	2	SIGs	PC
	Increase the number of county offices	Number increased	Number of offices	4		1	1	1	1	1		4	4	4	Admin	Finance, proc, Comm Mission

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Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (KSh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Enhance internal and external communication	Strengthen internal connectivity	Connectivity strengthened	Number of connected stations	6		2	2	2			5	5	5	5	SIGs	PC
	Establish appropriate fora	Fora established	Number of people reached through the fora	10	2	2	2	2		5	5	5	5	5	SIGs	PC
	Engaging the media	No. of media engaged	Number Media reached	10	5		5		0.2			0.2			ICT	PC
	Maximize the use of social media	Maximized use of media	Number reached	5M	1	1	1	1	1	0.3	0.3	0.3	0.3	0.3	PC	ICT
	Regular updates of the commission's social media pages	Updated social media pages	Frequency of updating	20	4	4	4	4	4						PC	ICT
	Use of teleconferencing facilities	Teleconferencing used	Numbers of teleconferences	250	50	50	50	50	50	0.3	0.3	0.3	0.3	0.3	ICT	ICT

Strategic Issue: Financial Sustainability																
Strategic Goal: To attain financial sustainability																
KRA5: Institutional Capacity																
Outcome: Financial Sustainability																
Strategic Objective 3: To strengthen the financial sustainability of the Commission																
Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (KSh. Mn)					Lead	Responsibility*
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
Prudent management of financial resources	Ensure adherence to the PFM Act, National Treasury guidelines, policies regulations and NGEF Finance & Accounts Manual	Quarterly and Annual Financial statements	Clean Audit reports	25	5	5	5	5	5	2	2.2	2.4	2.6	2.8	Finance & Accounts	All depart ments
	Integrating the PFM Act into the operations	Policies and regulations	Finance and Accounts Manual	1				1					2		Finance	
	Efficient allocation and utilization of financial resources	Annual budget and workplans	Functional and realistic budgets and workplans	5	1	1	1	1	1	1.5	1.7	1.8	2	2.2	Finance	HODs
	Adherence to the Public Procurement and Asset Disposal Act and regulations	Quarterly procurement reports on all contract awards and awards to AGPO suppliers	Clean audit reports	20	4	4	4	4	4	0.5	0.5	0.5	0.5	0.5	SCM	ALL HODs
	Establishment of fundamental requirements/ need identification	Annual consolidated procurement plans	Realistic procurement plans	5	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	SCM	ALL HODs

Strategic Issue: Financial Sustainability																
Strategic Goal: To attain financial sustainability																
KRA5: Institutional Capacity																
Outcome: Financial Sustainability																
Strategic Objective 3: To strengthen the financial sustainability of the Commission																
Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (KSh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strengthen Financial Management Policies and procedures.	Ensure adherence to the International Public Sector Accounting Standards (IPSAS)	Migration to Accrual Accounting system	Implementation of an Accrual system of accounting	1	1					5					Accounts Department	All HODs
	Ensure adherence to Generally Accepted Accounting Standards (GAAP)	Accurate reporting	Number of reports	5	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	Accounts Department	Management
Strengthen resource mobilization strategies.	Support resource mobilization through the preparation of the budget.	Proposals for funding presented to potential funding agencies	No. of successful donor engagements	100%	100%	100%	100%	100%	100%	2	2.2	2.4	2.6	2.8	Resource mobilization unit	Finance & Accounts
	Preparation of donor progress report	Donor progress report	Report	100%	100%	100%	100%	100%	100%	1	1	1	1	1	Finance, Planning, and Accounts	HODs
	Prepare Financial report	Donor financial report	Report	100%	100%	100%	100%	100%	100%	2	2	2	2	2	Accounts department	HODs

Strategic Issue: Operations and systems														
Strategic Goal: Improve operations and systems														
KRA5: Institutional Capacity														
Outcome: Improved operations and systems														
Strategic Objective 4: To improve the Commission's operations and systems														
Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Y1	Y2	Y3	Y4	Y5	Budget (KSh. Mn)			Responsibility*	
Enhanced Assurance and Consultancy Services	Identify areas of governance, risk management and control weakness and establish consultancy and assurance engagements that need to be undertaken.	Annual Audit Plan indicating assignments to be undertaken.	Number of Reports	5	1	1	1	1	1	1	1	1	HIA	
	Review updated risk registers, and establish emerging risk areas to be undertaken	-Updated risk-based annual workplan - Analysis of risk registers			10	10	10	10	10				HIA	
	Undertake a review of operational systems, processes, policies, procedures	Reviewed operational systems, processes, policies and procedures			10	10	10	10	10	10	10	10	HIA	
		Audit report												

Strategic Issue: Operations and systems																					
Strategic Goal: Improve operations and systems																					
KRA5: Institutional Capacity																					
Outcome: Improved operations and systems																					
Strategic Objective 4: To improve the Commission's operations and systems																					
Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Y1	Y2	Y3	Y4	Y5	Budget (KSh. Mn)					Y1	Y2	Y3	Y4	Y5	Lead	Responsibility*
Establish Audit Client Capacity Building Plan	Audit Committees Training/Sensitization Reports	Audit Committees Training/Sensitization Reports	Training reports -Number of committee members trained	5	1	1	1	1	1	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	HIA		
	Sensitize Staff on Internal Audit mandate, role, responsibilities and success stories	Staff responsiveness and cooperation on audit processes and issues	Reports of staff meeting held	5	1	1	1	1	1	0	0	0	0	0	0	0	0	0	HIA		
	Develop an Internal Audit Manual	Documented Internal Audit policy and procedure Manual	Approved and operationalized policy and procedure manual	2	1				1		1			1					HIA		
Efficient internal audit processes	Training Internal Audit Staff on Internal Audit Manual	Trained staff	Number of staff -Level of compliance to audit manual	2	1				1	0.1	0	0	0	0.1	0		0	0	HIA		
	Review and ensure approval of the Internal Audit and Audit Committee charter	Revised and approved Internal Audit and Audit Committee charter	Operational Internal audit and audit committee charter	2	1				1	1.2	0	0	0	1.2	0		0	0	HIA		
	Periodic Internal Quality Assessment	Internal Assessment Report	Recommendations to be implemented	5	1	1	1	1	1	0.1	0.1	0.1	0.1	0.1	0.1		0.1	0.1	HIA		
	External Quality Assessment	External Assessment Report	Recommendations to be implemented	2	1					1	0.2						0.2		HIA		

Strategic Issue: Information Communication Technology																	
Strategic Goal: Fully embrace ICT across the network																	
KRA5: Institutional Capacity																	
Outcome: ICT fully embraced across the network																	
Strategic Objective 5: To fully embrace ICT across the NGEK network																	
Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (KSh. Mn)					Responsibility*		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Rollout systems for seamless business processes	Implement Government of Kenya-led automation initiatives	Connectivity to GCN, Internet Banking, HR, IFMIS, eProcurement	System uptime	99.9	99.9	99.9	99.9	99.9	99.9							ICT	FAP
	Implement data collection systems aligned with NGEK's research and monitoring mandates.	Data collection tools collected data	Number of tools implemented, data collected	20	4	4	4	4	4	4	1	1	1	1	1	ICT	ICT
	Invest in data visualization software to present findings effectively	Data visualization software, visual reports	Number of visual reports, user satisfaction	100	20	20	20	20	20	20	0.5	0.5	0.5	0.5	0.5	ICT	ICT
Operationalize the ICT Steering Committee	Develop business-aligned ICT Strategy	ICT Strategy Report	Approved ICT Strategy	1	1						0.5					ICT	ICT
	Develop ICT Policies and Standards	Policies and Standards	Approved policies and standards in operations	1	1						0.5					ICT	ICT
Enhance Data Security and Privacy	Train staff on data protection best practices and cyber hygiene	Training sessions, training materials	Percentage of staff trained.	100%	20%	20%	20%	20%	20%	4	4	4	4	4		ICT	ICT
	Develop and enforce a comprehensive data security policy	Data security policy document	Adoption rate of policy, compliance level	1	1	1	1	1	1							ICT	ICT

Strategic Issue: Information Communication Technology																	
Strategic Goal: Fully embrace ICT across the network																	
KRA5: Institutional Capacity																	
Outcome: ICT fully embraced across the network																	
Strategic Objective 5: To fully embrace ICT across the NGEC network																	
Strategy	Key Activities	Expected Output	Output Indicators	Target For 5 years	Target					Budget (KSh. Mn)					Responsibility*		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Optimize Internal and External Communication Systems	Implement risk management strategies.	Risk management plan	Number of risks identified and mitigated	1	1						1					ICT	Audit
	Evaluate and upgrade existing communication infrastructure	Upgraded communication systems	System performance, user satisfaction	1	1						2	2	2	2	2	ICT	PC
	Explore secure collaboration platforms for internal communication and project management.	Collaboration platforms	Number of platforms adopted, usage rate	5	1	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	ICT	PC
	Conduct a thorough cost-benefit analysis to identify suitable cloud solutions.	Cost-benefit analysis report	Cost savings achieved, identified cloud solutions.	1	1					1						ICT	ICT
	Partner with reputable cloud service providers who adhere to Kenyan data privacy regulations	Partnership agreements	Number of partnerships, compliance with regulations	10	2	2	2	2	2	2	2	2	2	2	2	ICT	ICT
	Develop a cloud migration strategy that prioritizes data security and compliance.	Cloud migration strategy document	Percentage of services migrated, compliance level	100%	20%	20%	20%	20%	20%	5	5	5	5	5	5	ICT	ICT

Strategic Issue: Infrastructure and Assets																	
Strategic Goal: Acquire and Maintain appropriate Infrastructure and Assets.																	
KRA5: Institutional Capacity																	
Outcome: Appropriate infrastructure and assets acquired and maintained																	
Strategic Objective 6: To acquire and maintain appropriate Infrastructure and Assets																	
Strategy	Key Activities	Expected Output	Output I ndicators	Target For 5 years	Target					Budget (KSh. Mn)					Responsibility*		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Establish a standardized process for acquiring and maintaining equipment	Establish a standardized process for acquiring and maintaining IT equipment	Procurement and maintenance process	Procurement efficiency, equipment uptime	1	1						1					ICT	Supply Chain, Finance
Collaborate with others to acquire adequate Commission office space	Resource mobilization	Budget to procure new office	Approved budget	1			1					80				Admin	Procurement, Finance
	Procurement of office space	New office space	Contract / lease document	1			1									Admin	Procurement, Finance
Equip Commission offices and staff	Resourcing of staff with ICT tools and equipment	Equipped staff, inventory lists	Percentage of staff equipped, satisfaction level	150	25	25	25	25	25	8	8	8	8	8	8	ICT	Supply Chain, Finance
	Implement an asset management system to track inventory and ensure timely maintenance	Asset management system, inventory reports	Accuracy of inventory	1		1						1				SCM	ICT, Admin
Asset management	Establishment of a registry	Functional registry	Functional registry	1		1						1				Admin	Procurement, F& A
	Training of key staff on records management	Key staff informed on records management	Attendance registers / certificates	1		1						1				Admin	Procurement, F& A

Strategic Issue: Infrastructure and Assets																	
Strategic Goal: Acquire and Maintain appropriate Infrastructure and Assets.																	
KRA5: Institutional Capacity																	
Outcome: Appropriate infrastructure and assets acquired and maintained																	
Strategic Objective 6: To acquire and maintain appropriate Infrastructure and Assets																	
Strategy	Key Activities	Expected Output	Output I ndicators	Target For 5 years	Target					Budget (KSh. Mn)					Responsibility*		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Enhance the mobility of the commission.	Purchase of motor vehicles	Enhanced mobility	Logbooks	4		1	1	1	1			33	33	33	33	Admin	Procurement, F&A

Strategic Issue: Environmental sustainability																
Strategic Goal: Increase forest cover																
KRA5: Institutional capacity																
Outcome: Forest cover increased																
Strategic Objective 7: To enhance environmental sustainability																
Strategy	Key Activities	Expected Output	Output I ndicators	Target For 5 years	Target					Budget (KSh. Mn)					Responsibility*	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Increase forest cover by planting 1,000 trees per year	Plant 1,000 trees per year	Trees planted	Tree planting report	5000	1000	1000	1000	1000	1000	0.5	0.5	0.5	0.5	0.5	CEO	DCS

6.1.2 Work Plan and Budget

The Commission shall develop Annual Work Plans for implementation of the Strategic Plan before the budgeting cycle. Directorates and Departmental budget shall be informed by the annual work plan, which in turn shall inform the Annual Budget. This is towards allocating resources required for implementation of the Strategic Plan.

6.1.3 Performance Contracting

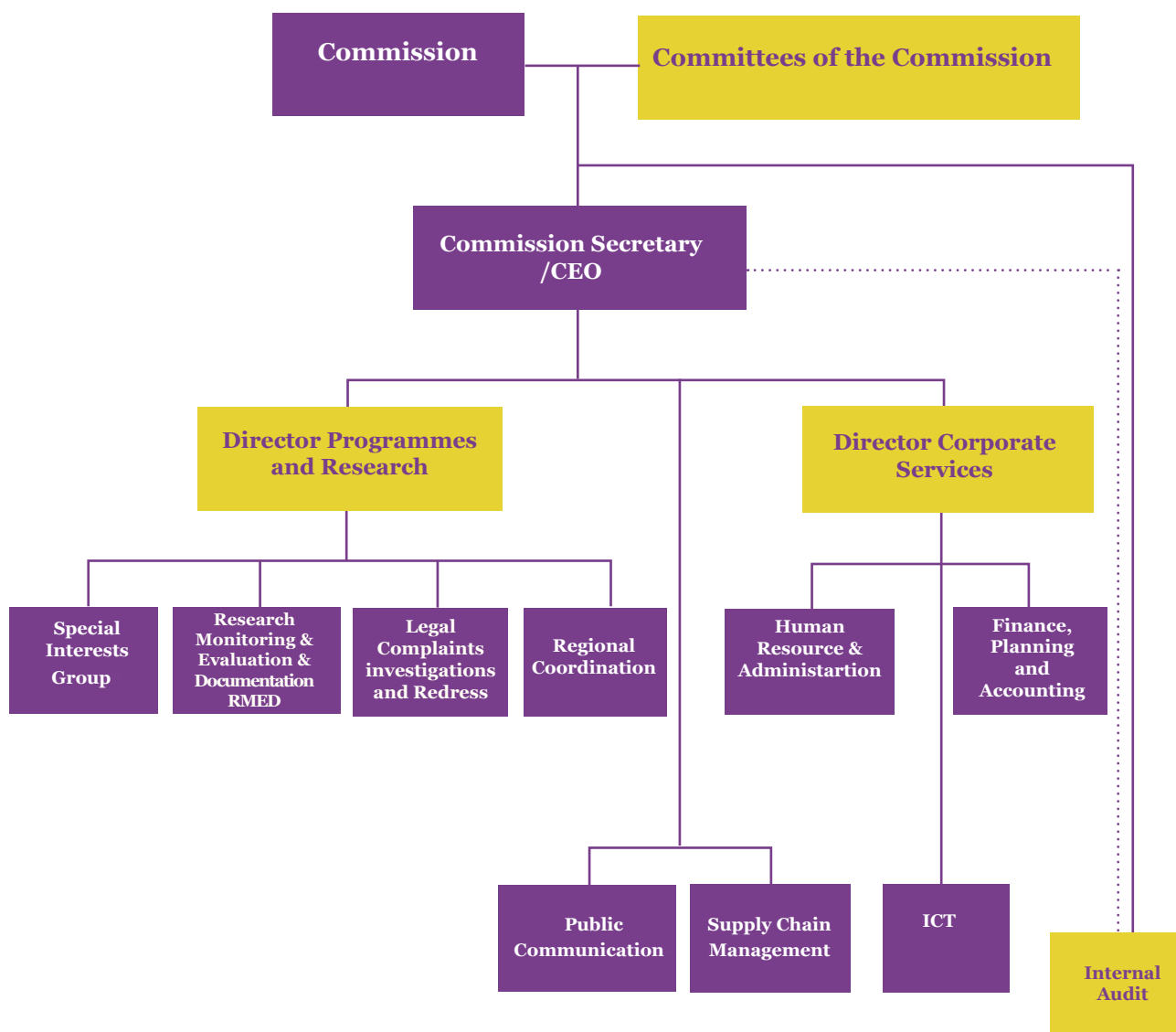
The Commission shall develop annual performance contracts that include key result areas of the Strategic Plan. This will set targets and deliverables informed by the annual work plan of the Strategic Plan.

6.2 Coordination Framework

To ensure the implementation of the Strategic Plan activities, Directors shall ensure annual work plans are developed before the annual target setting. This will be cascaded to departmental work plans and further to individual annual targets. Quarterly monitoring of the annual work plan shall be done and reported.

6.2.1 Institutional Framework

Organization Chart



6.2.2 Staff Establishment, Skills set and Competence Development

The staff establishment is 197. The current impost is 94 and the variance is 103, which the Commission plans to bridge during the plan period. The Commission must review its human resource policies, manuals and structures to facilitate the achievement of the pending targets in this current Strategic Plan. The actual recruitment will be done case by case depending on appropriate timing and resources.

Table 6.2: Staff Establishment

S/No.	Cadre	Authorized Establishment (A)	In-Post (B)	Variance (A-B)
1	Commission Secretary	1	0	1
2	Director, Programmes and Research	1	1	0
3	Director, Corporate Services	1	1	0
4	Assistant Director, Programmes	1	1	0
5	Assistant Director, Legal, Complains and Investigations	1	1	0
6	Assistant Director, Research, Monitoring, Evaluation and Documentation	1	1	0
7	Assistant Director, Human Resource and Administration	1	0	1
8	Assistant Director, Finance, Planning and Accounting	1	1	0
9	Principal Programme Officers (Youth & Children, Marginalized, And Minorities, Gender and Women, Disability and Elderly and Regional Coordination	5	5	0
10	Principal Legal Officers, Legal, Complaints and Investigations and Redress	3	0	3
11	Principal Research Officer	1	1	0
12	Principal Monitoring and Evaluation Officer	1	1	0
13	Principal Human Resource Officer	1	1	0
14	Principal Administrative Officer	1	1	0
15	Principal Finance Officer	1	1	0
16	Principal Accountant	1	1	0
17	Principal Planning Officer	1	0	1
18	Principal Supply Chain Management	1	1	0
19	Principal Public Communications Officer	1	1	0
20	Principal ICT Officer	1	1	0
21	Principal Internal Auditor	1	1	0
22	Senior Programme Officers (Youth & Children, Marginalized, And Minorities, Gender and Women, Disability and Elderly and Regional Coordination	14	7	7
23	Senior Legal Officers, Legal, Complaints and Investigations and Redress	3	2	1
24	Senior Research Officer	1	0	1
25	Senior Monitoring and Evaluation Officer	1	0	1
26	Senior Human Resource Officer	1	1	0
27	Senior Finance Officer	1	1	0
28	Senior Accountant	1	0	1

S/No.	Cadre	Authorized Establishment (A)	In-Post (B)	Variance (A-B)
29	Senior Supply Chain Management	1	0	1
30	Senior Public Communications Officer	1	1	0
31	Senior ICT Officer	1	0	1
32	Senior Internal Auditor	1	1	0
33	Programme Officers (Youth & Children, Marginalized, and Minorities, Gender and Women, Disability and Elderly and Regional Coordination	28	17	11
34	Pa/Programme Officers	6	3	3
35	Legal Officers, Legal, Complaints and Investigations and Redress	1	4	2
36	Research Officer	2	0	2
37	Monitoring and Evaluation Officer	1	0	1
38	Documentation Officer	1	0	1
39	Human Resource Officer	2	1	1
40	Administration Officer	1	1	0
41	Finance Officer	2	1	1
42	Accountant	2	2	0
43	Planning Officer	1	0	1
44	Supply Chain Management	1	1	0
45	Graphic Designer	1	1	0
46	Public Communications Officer	1	1	0
47	ICT Officer	2	2	0
48	Executive Secretary	1	0	1
49	Personal Aide	0	1	-1
50	Programme Assistant	8	1	7
51	Legal Clerk	3	0	3
52	Library Assistant	1	0	1
53	Supply Chain Management Assistant	2	2	0
54	Accounts Assistants	1	1	0
55	Administration Officers II	5	3	2
56	Office Administrator I	8	0	8
57	Assistant Office Administrator II	9	9	0
58	Driver I	1	1	0
59	Records Management Officer I	1	0	1
60	Braille Transcriber I	2	0	2
61	Personal Aide	2	0	2
62	Assistant Officer Administrator II	11	0	11
63	Driver II	5	5	1
64	Records Management Officer II	1	1	0
65	Telephone Operator II	1	1	0

S/No.	Cadre	Authorized Establishment (A)	In-Post (B)	Variance (A-B)
66	Customer Service Officer II	1	1	0
67	Security Officer II	1	0	1
68	Sign Language Interpreter II	1	0	1
69	Braille Transcriber II	1	0	1
70	Office Assistant I	0	1	-1
71	Public Communication Officer III	0	1	-1
72	ICT Officer III	0	1	-1
73	Drivers III	6	7	-1
74	Personal Aide	2	0	1
74	Office Assistant III	12	2	10
76	SLI/Debrailist	1	1	0
	TOTAL	197	108	89

Table 6.3: Skills Set and Competence Development

Cadre	Skills Set	Skills Gap	Competence Development
Secretary/CEO	Bachelor's Degree in a relevant field with 15 years experience		Governance / Leadership Courses
Directors	Bachelor's Degree in relevant field with 12 years experience		Senior Leadership Courses
Assistant Director	Bachelor's Degree in relevant field with 9 years experience		Senior Leadership Courses
Principal Officer	Bachelor's Degree in relevant field with 6 years experience		Senior Management Courses
Senior Officer	Bachelor's Degree in relevant field with 3 years experience		Senior Management Courses
Officer I	Bachelor's Degree in relevant field with 3 years experience		Supervisory Courses
Officer II	Bachelor's Degree in a relevant field		Public Relations Courses
Assistant Officer	Diploma level	Sign Language Interpretation/ Brailleing	Skills improvement Courses/Sign Language/Brailleing

Cadre	Skills Set	Skills Gap	Competence Development
Driver/Personal Aid /Reception	KCSE/Certificate		Defensive Driving/ Skills Improvement/ Customer Care Courses
Office Assistant	Certificate		Skills Improvement/ Customer Care Courses

6.2.3 Leadership

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. The Commission will provide strategic direction on the implementation of the Strategic Plan, facilitate resource allocation and monitor quarterly. The Secretariat shall develop, implement and monitor annual work plans.

6.2.3.1 Chairperson

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

6.2.3.2 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.

6.2.3.3 The Audit Committee

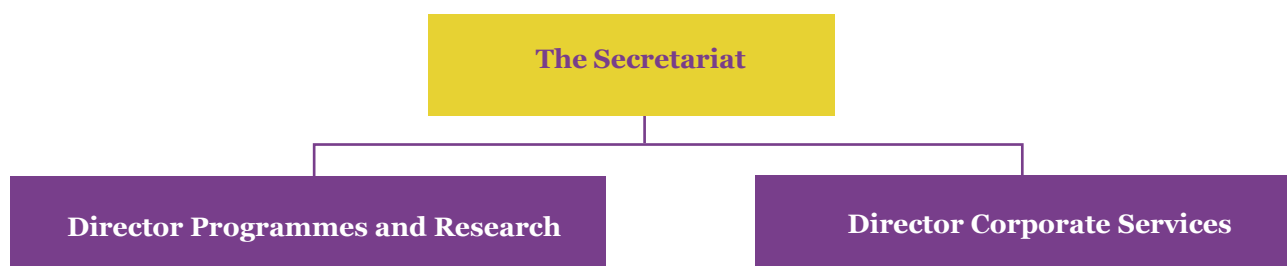
The Audit Committee is established in accordance with the Public Finance Management Act 2012 and Public Finance Management Regulations, 2015. The Audit Committee will enhance corporate governance and reduce the potential for fraudulent financial reporting. It will oversee the commission's management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

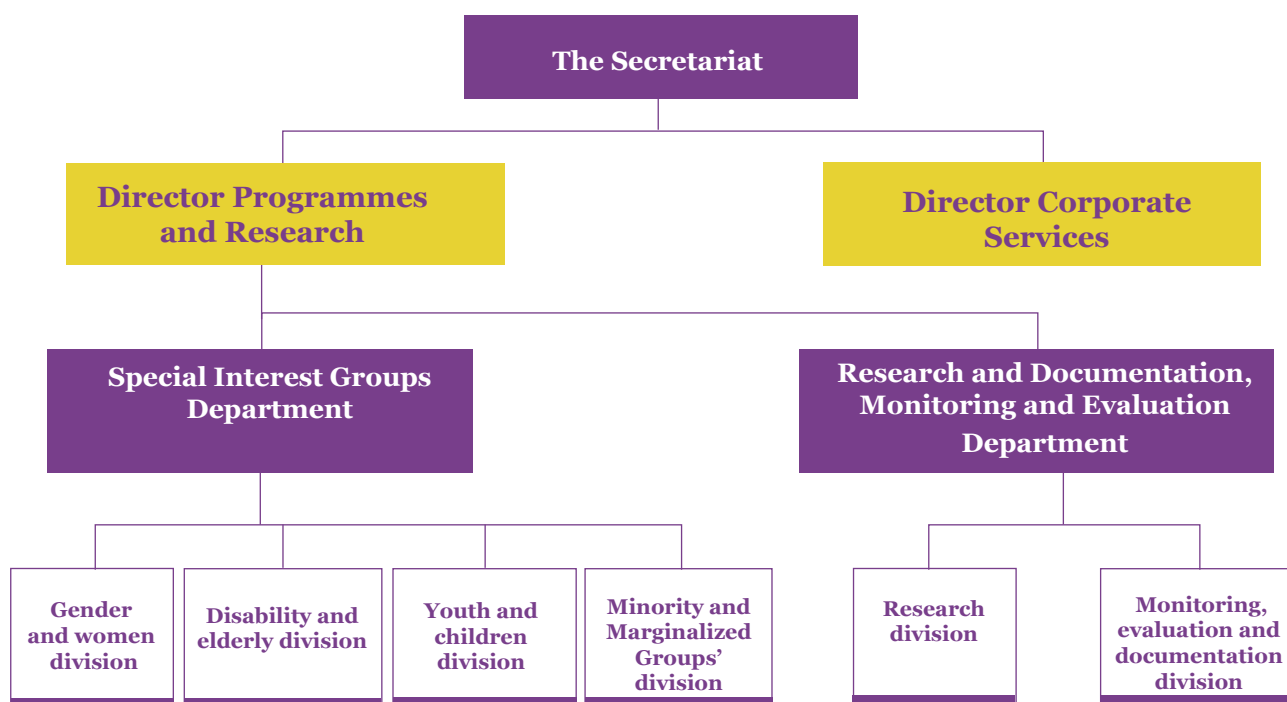
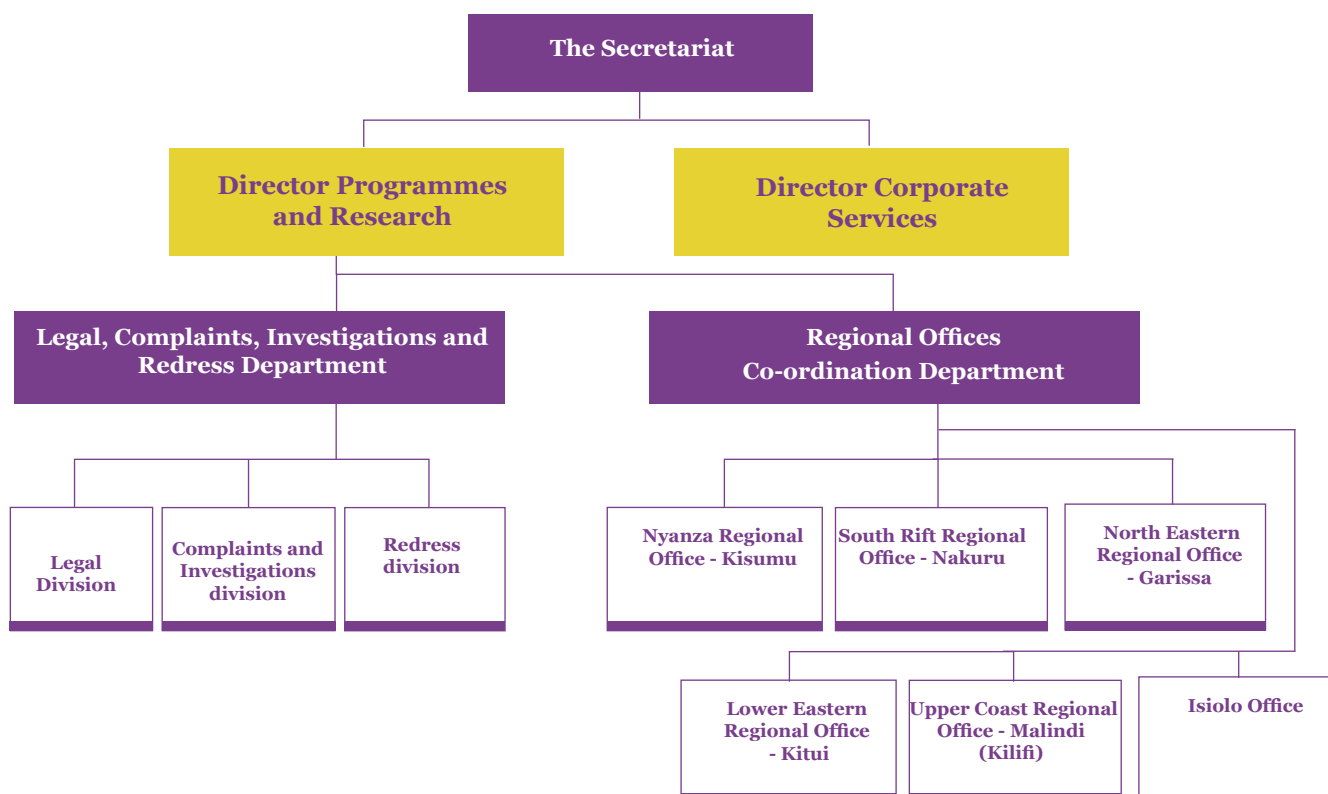
6.2.3.4 Commission Secretary

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

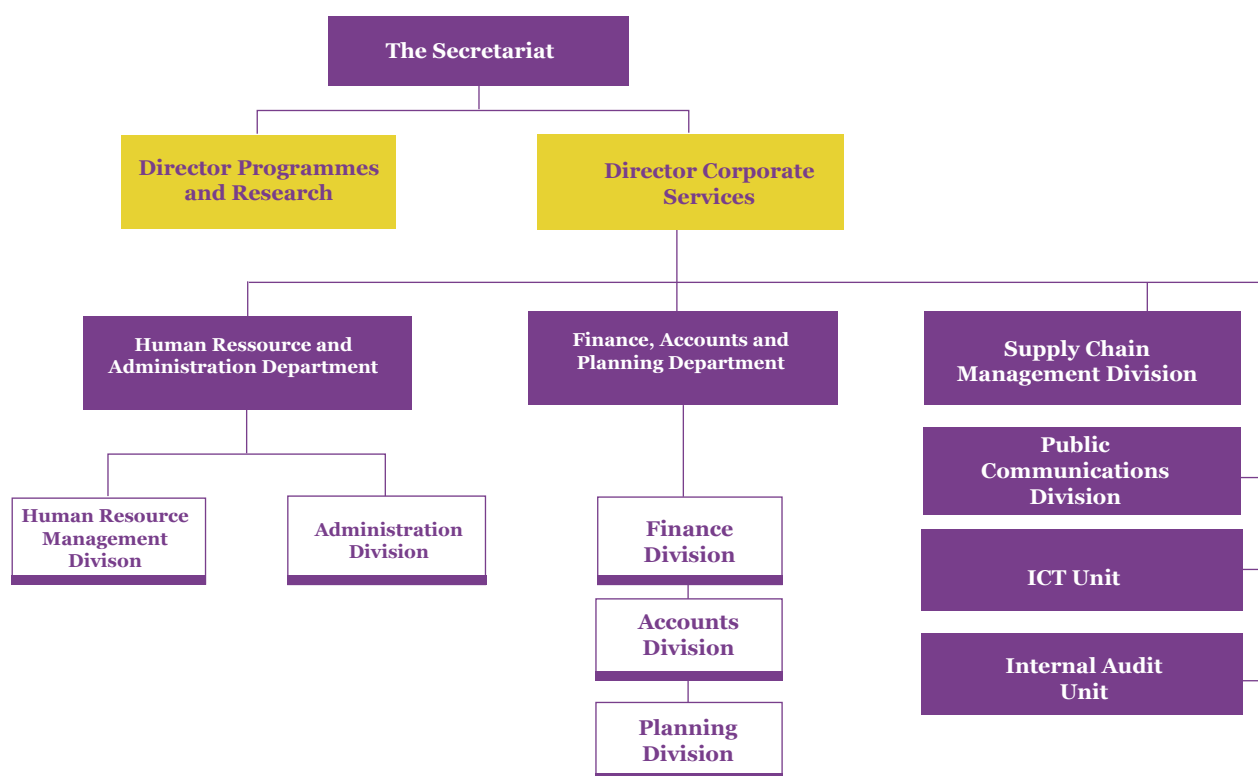
6.2.3.5 The Secretariat

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**(i) Special Interest Groups Department****(ii) Research and Documentation, Monitoring and Evaluation Department****(iii) Legal, Complaints, Investigations and Redress Department****(iv) Regional Offices Co-ordination Department**

(b) Directorate of Corporate Services



6.2.4 Systems and Procedures

The Commission will continuously improve its systems, processes and procedures for effective implementation of the Strategic Plan. The Commission will strive to excel in quality management systems standards and adopt information and communication technology in digitalizing its service delivery.

6.3 Risk Management Framework

NGEC shall maintain a robust Enterprise Risk Management (ERM) framework to ensure that:

- i) All risks are identified and assessed based on the likelihood of the risk occurring and the impact of any occurrence of such risk. The likelihood of risk shall be the probability that a given event will occur. The impact of a risk shall be the result or effect of an event.
- ii) The initial identification and assessment of risk will focus on the inherent exposure, which is pure exposure without consideration of any mitigation through risk responses. Once identified and assessed all inherent risks shall also be assessed as to the net residual exposure, which is the level of risk remaining after mitigating factors have been considered.
- iii) The ERM framework shall set out agreed-upon risk response mechanisms. Each risk shall be evaluated to confirm appropriate risk responses have been put in place to address the likelihood and the impact of an occurrence of such risk. Agreed upon risk responses shall include; the acceptance of risk; the establishment of risk mitigation controls and action plans; the sharing of risk with third parties; and the adoption of other risk avoidance measures.

- iv) The ERM framework will separate identified risks into the following risk categories for effective risk management:
- a) Financial Risk: Risk events associated with economic conditions, capital structure, liquidity, credit, and profitability.
 - b) Operational Risk: Risk events associated with business processes, customer service and products, people, infrastructure investments, internal controls and regulatory and legal compliance.
 - c) Strategic Risk: Risk events associated with strategic decisions, including growth strategies, mergers or partnerships, acquisitions, and reputation.

Table 6.4: Risk Management Framework

S/NO.	Risks	Risk likelihood (L/M/H)	Severity (L/M/H)	Overall Risk level (L/M/H)	Mitigation Measures
Compliance, monitoring and reporting					
1	Non-compliance with existing legal and policy frameworks	H	H	H	Issuance of advisories Regular audits Implement award and sanction scheme
2	Inadequate monitoring structures/systems	H	M	M	Implement a standardized data collection and reporting system
3	Inadequate political will	M	M	M	
Investigations and Redress					
1	Inadequate trained investigators & advocates	H	H	H	Lobby for training of staff on investigation Lobby for the deployment of investigators from the National Police Service
2	Inadequate funding to support complaints investigations and public inquiries	H	H	H	Resource mobilization on targeted complaints and inquiries
S/NO.	Risks	Risk likelihood (L/M/H)	Severity (L/M/H)	Overall Risk level (L/M/H)	Mitigation Measures
3	Lack of capacity to handle new technology facilitated violations of principles of equality and freedom from discrimination.	H	H	H	Lobby for training to address technology-facilitated violations of the right to equality and freedom from discrimination
4	Merger of the Commission	H	H	H	Lobby with political and stakeholders against the merger

5	Lack of coordinated data collection and storage on violations of principles of equality and freedom from discrimination such as SGBV	H	H	H	Mobilization of resources on methodologies of data collection, sharing and storage by different stakeholders and duty-bearers Training different duty bearers on standardization of data collection, security of storage and sharing methods to facilitate access to justice
Public Education and Mainstreaming of SIGs					
1	Low public awareness and the perception that the Commission deals only with Gender Issues	H	H	H	Conduct extensive public education campaigns Utilise all existing channels
2	Gender and Social Norms – resistance to change	H	H	H	Public Education campaigns Continuous community engagement
3	Inadequate funding	H	H	H	advocate for increased budget allocation and seek alternative funding sources Resource mobilisation
S/NO.	Risks	Risk likelihood (L/M/H)	Severity (L/M/H)	Overall Risk level (L/M/H)	Mitigation Measures
	Insufficient outreach to Special Interest Groups (SIGs)				Develop targeted outreach programs and partnerships with state and non-state actors.

Research and Knowledge Management					
1	Data Quality and Availability	M	M	M	Reduce incidences of inaccurate or incomplete data which can lead to unreliable findings by establishing data quality standards and procedures for data collection, storage and analysis.
2	Government policy disruption such as the removal of gender mainstreaming indicators from performance contracting	H	H	H	Adjust data capture instruments as needed to ensure their continued effectiveness. Continued engagement with MDA focal officers to ensure continued reporting on the indicators. Policy level engagements between the Commission, State Departments for Gender and Affirmative Action and PSC on reinstatement of Gender Mainstreaming and Inclusion Indicators.
3	Decreased funding from the Government	H	H	H	Bring on board more partners. Increase resource mobilization
S/NO.	Risks	Risk likelihood (L/M/H)	Severity (L/M/H)	Overall Risk level (L/M/H)	Mitigation Measures
Institutional Capacity					
1	Failure to generate audit recommendations that support the improvement of internal control, risk management and governance processes due to Lack of audit skills and experienced audit staff and Lack of a risk management framework	M	H	M	Train/build the capacity of audit staff and ensure approval of the developed Risk management framework and align the internal audit plan to the risk management framework.

2	Failure to provide appropriate assurance on internal control, risk management and governance processes due to lack of a comprehensive audit charter, lack of a documented Internal Audit manual, audit committee not providing effective oversight and failure to involve the client in the audit process.	M	M	M	Review and implement a comprehensive Audit Charter, ensure that the Internal Audit manual is reviewed and approved, ensure involvement of audit clients in all audit reviews and ensure the appointment of an effective audit committee.
3	Lack of independence of internal audit where the Internal Audit department's reporting structure within the commission does not enable it to effectively deliver on its mandate, Internal audit staff being involved in operational duties and restricted access to commission records & physical facilities.	M	M	M	The internal audit department should be properly structured to effectively deliver on its mandate, including functional reporting to the audit committee, grading and placement of staff, ensuring auditors are not involved in operational duties and ensuring auditors have unrestricted access to organisation records & physical facilities.
S/NO.	Risks	Risk likelihood (L/M/H)	Severity (L/M/H)	Overall Risk level (L/M/H)	Mitigation Measures
4	Failure of the Board Audit Committee to provide appropriate support to the internal audit function due to failure to review the Audit Committee Charter and/or Internal Audit Charter and failure to ensure compliance with the Audit Committee and/or Internal Audit Charters	M	H	M	Review the Audit Committee Charter and Internal Audit Charter, ensure that reviewed Charters are approved by the commission and ensure compliance with the Audit Committee and Internal Audit Charters.
5	Failure to undertake a quality assurance review for conformance to the auditing standards	M	H	M	Ensure adherence to auditing standards & ensure audit staff are members of professional bodies

CHAPTER



RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

7.0 Overview

This Chapter summarizes annual budget estimates of the resource requirements to implement the Strategic Plan, resource mobilization strategies to bridge resource gaps identified and resource management to optimize resources that will be available towards the implementation of the Plan.

7.1 Financial Requirement

During the five-year planning period, the Commission projects to spend a total of Kshs 7 Billion. The breakdown of the amount is detailed in Table 7.1.

Financial Requirements

Table 7.1:
Financial Requirements for Implementing the Strategic Plan

Cost Item	Projected Resource Requirements (Ksh. Mn)					Total
	Year 1	Year 2	Year 3	Year 4	Year 5	
KRA1: Compliance, Monitoring and Reporting	88.7	154.7	103.7	184.7	103.7	635.5
KRA 2: Investigations and Redress	47.9	65.4	66.4	64.9	64.9	309.5
KRA 3: Public education and mainstreaming of SIGs	331	359	356	356	336	1738
KRA 4: Research and knowledge management	110.5	111.5	118.5	113.5	117.5	571.5
KRA 5: Institutional capacity	465.9	559	695.5	682.2	728.7	3131.3
Administrative Cost	104.4	125	134	140	135	638.4
Total	1185.80	1374.60	1474.10	1541.30	1485.80	7024.20

Table 7.2: Resource Gaps

Financial Year	Estimated Financial Requirements (KSh. Mn)	Estimated Allocations (KSh. Mn)	Variance (KSh. Mn)
2024	1185.80	407.70	740.70
2025	1374.60	506.30	868.30
2026	1474.10	515.30	958.80
2027	1541.30	525.00	1016.30
2028	1485.80	535.00	950.80
Total	7024.20	2489.30	4534.90

Resource allocations for the first three (3) years can be guided by the MTEF Budget estimates, while the two (2) outer years can be projected based on allocation trends.

7.2 Resource Mobilization Strategies

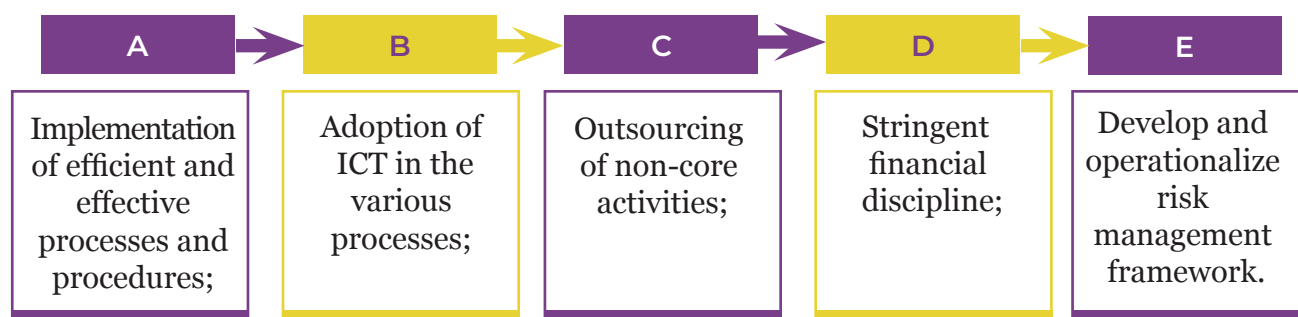
NGEC will put in place strategies to ensure the availability of adequate financial resources to support the implementation of planned activities. Thus, the Commission will formulate and implement a resource mobilization strategy. The strategy will document ways of raising funds and technical support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

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

- Engaging the National Treasury for increased budget allocation
- Engaging relevant parliamentary committees
- Identifying and engaging potential development partners
- Instituting Public Private Partnerships
- Engaging and partnering with county governments
- Partnering with international and domestic Non-Governmental Organizations
- Engaging and partnering with international and domestic non-governmental foundations

7.3 Resource Management

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



CHAPTER



MONITORING, EVALUATION AND REPORTING FRAMEWORK

8.0 Overview

This Chapter provides the Monitoring, Evaluation and Reporting framework, and performance standards for the Commission that will ensure implementation is on track. Monitoring, Evaluation, Reporting and Learning are key to the 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, and established motivators. The Strategic Plan shall inform the development of the Annual Work Plans for each directorate, departments, divisions and units; and performance targets of individual employees. A Management Monitoring and Evaluation (M M&E) Committee is 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.

8.1 Monitoring Framework

Monitoring the implementation of the Strategic Plan shall be based on the annual workplans. Progress for each activity shall be measured against specific targets in the Plan and reporting done on a quarterly and annual basis. Results from the analysis shall be used to inform decision-making, identify challenges and take immediate corrective action. Data collected during monitoring shall be used for performance evaluation. The following monitoring mechanisms shall be applied.

The Directorate of Planning will spearhead and coordinate monitoring of the implementation of the Strategic Plan. Monitoring will involve continuous and systematic collection of data and information to track implementation. In addition, a monitoring framework and a comprehensive feedback mechanism will be developed to monitor the implementation of the Strategic Plan. Further, monitoring will be conducted periodically using the M&E framework to ensure effective implementation. The data/information generated from monitoring will be utilized to take corrective actions on the implementation as may be necessary.

The Commission Secretary shall ensure that a performance management system is implemented, actual performance is measured against agreed targets at all levels and feedback is provided to key actors in the implementation. Monitoring shall be embedded at each level of the Commission for the Strategic Plan to be effectively implemented. The Directors shall ensure that strategies are implemented, performance is measured, progress reports are made and corrective action is taken where necessary.

8.2 Performance Standards

The Commission will measure performance by gathering information about its performance and contain both quantitative and qualitative data obtained through a variety of ways, such as surveys, interviews and analytics software. Necessary adjustments will be made through making modifications to the strategy that may increase the possibility of achieving the goals set.

The Commission's performance management system will be integrated into the monitoring, evaluation and reporting framework. The Strategic Plan shall be cascaded to enable staff to understand and plan for their respective roles at the Directorate, departmental level and individual work plans with clear performance indicators, resource requirements and responsibility for their achievement.

Data and information collection tools have been developed to measure performance as per the indicators. The reports will describe actions taken towards achieving the specific strategies of the Plan and will include achievements, challenges, emerging issues and recommendations.

Actual results will continually be reviewed against the budget and any variances investigated. Where necessary, work-plans shall be amended to align with available resources or the budget will be revised to take into account new developments that require action.

8.3 Evaluation Framework

Evaluation will involve a systematic and objective assessment of the effectiveness, efficiency, relevance and impact of the Strategic Plan. The Heads of Directorates will be responsible for Strategy Coordination and will conduct baseline surveys, and mid-term and end-term evaluation. It is envisaged that the results of the evaluation will be utilized to inform decision-making, promote accountability, facilitate learning, and support addressing identified gaps in the implementation of the Framework.

Table 8.1: Outcome Performance Matrix

Key Result Area	Outcome	Outcome Indicator	Baseline	Target	
			Value	Year	Mid-Term Period
KRA1: Compliance, Monitoring and Reporting	Improved compliance	Level of compliance	77%	2024/25	80%

KRA 2: Investigations and Redress	Reduced Violation	Level of violation reduction	35%	2024/25	65%
	Reduced Complaints	Level of complaints reduction	35%	2024/25	65%
Key Result Area	Outcome	Outcome Indicator	Baseline	Target	
			Value	Year	Mid-Term Period
KRA 3: Public education and mainstreaming SIGs	Promotion of public awareness on principles of inclusion and equality	Level of promotion created	62%	2024/25	72%
	Implementation of affirmative action and inclusion of SIGs in the development agenda	Level of implementation of affirmative action and inclusion of SIGs in the development agenda	65%	2024/25	75%
KRA4: Research and knowledge management	Increased evidence knowledge	Increase in evidence knowledge	64%	2024/25	70%
	Data generated and utilized	Level of increase in datagenerated and utilised	64%	2024/25	75%
KRA 5: Institutional Capacity	Optimum level of motivated staff	Staff satisfaction index	45%	2024/25	65%
	Enhanced good governance	Governance auditscore	71%	2024/25	75%
	Financial sustainability	Level of financial sustainability	56%	2024/25	60%
	Improved operation and systems	Operations and systems audit score	30%	2024/25	50%
	ICT fully embraced across the networks	Level of coverage	78%	2024/25	85%
	Appropriate Infrastructure and assets acquired and maintained	Infrastructure and equipment assets audit score	45%	2024/25	60%
	Forest cover increased	Number of trees planted	0%	2024/25	2500

8.3.1 Mid-Term Evaluation

The Commission will conduct a mid-term review of the Strategic Plan to examine the progress towards achieving the set targets. This will be undertaken two and half years into the implementation of the Strategic Plan (June 2027). It will facilitate a review of strategies and indicators to inform evidence-based adjustments. The recommendations of mid-term evaluation will help in making improvements to the Strategic Plan implementation process. It will also provide appropriate adjustments as the environment may demand.

8.3.2 End -Term Evaluation

Six months before the end of the Plan period, 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.

The final evaluation for this Strategic Plan shall be carried out to determine:

- 1) The extent to which the activities undertaken achieved the objectives;
- 2) The achievements realized;
- 3) Challenges faced and mitigation measures;
- 4) Lessons learnt; and
- 5) The way forward on the subsequent Plan.

8.4 Reporting Framework and Feedback Mechanism

Reporting will involve communicating the findings, results, and lessons learned from the monitoring and evaluation processes with, stakeholders, and the public to provide transparency and accountability. The CEO will prepare periodic reports on the status of implementation of the Strategic Plan which will be shared with appropriate stakeholders.

The reports will describe actions taken towards achieving specific outcomes and strategies and will include benefits, performance measures and progress made. It will be important to ensure that appropriate information is shared with relevant stakeholders promptly. The Commission will also seek appropriate feedback to draw an informed conclusion on issues as they arise. The Reporting mechanism will include:

- 1) Quarterly progress reports detailing achievements, challenges, and lessons learned.
- 2) Ad hoc reports as needed to address specific issues or requests from stakeholders.
- 3) Annual performance reports providing a comprehensive overview of NGECE activities, outcomes and plans.
- 4) Ensure that reporting practices comply with requirements and organizational governance standards. Maintain transparency and accountability in reporting processes to build trust and credibility.
- 5) Solicit feedback from stakeholders on the reporting framework and make interactive improvements as needed.
- 6) Incorporating lessons learned and best practices into future reporting cycles to enhance the effectiveness of the framework.

ANNEXES

Table 8.2: Quarterly Progress Reporting Template

NGEC QUARTERLY PROGRESS REPORT
QUARTER ENDING

Expected Output	Output Indicator	Annual Target (A)	Quarter for Year	Cumulative to Date			Remarks			Corrective Intervention
				Target (B)	Actual (C)	Variance (C-B)	Target (E)	Actual (F)	Variance (F-E)	

Table 8.3: Annual Progress Reporting Template

NGEC ANNUAL PROGRESS REPORT YEAR ENDING

Expected Output	Output Indicator	Annual Target (A)	Achievement for Year	Cumulative to Date Year			Remarks			Corrective Intervention
				Target (B)	Actual (C)	Variance (C-B)	Target (E)	Actual (F)	Variance (F-E)	

Table 8.4: Evaluation Reporting Template

Key Result Area	Outcome	Outcome Indicator	Baseline	Mid-Term Evaluation			End of Plan Period Evaluation			Remarks	Corrective Intervention
			Target (B)	Actual (C)	Variance (C-B)	Target (E)	Actual (F)	Variance (F-E)			

NOTES

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