

REPUBLIC OF KENYA



GOVERNMENT OF MAKUENI COUNTY



**DEPARTMENT OF GENDER, CHILDREN, CULTURE &
SOCIAL SERVICES**

MAKUENI COUNTY GENDER POLICY

2021

FOREWORD

The Makueni County Gender Mainstreaming policy has been developed by the Government of Makueni County through the Department of Gender, Children, Culture and Social Services in order to create a framework for streamlining equal and equitable involvement of men and women in Makueni County so as to promote inclusive socio-economic development. It also seeks to translate the constitutional dictates on equality and non-discrimination by addressing the existing gaps in gender mainstreaming, legal and regulatory environment so as to establish sustainable strategies.

The policy provides direction on coordinating gender mainstreaming at both departmental levels of the County Government as well as the wider Makueni County by creating a framework for stakeholder engagement and strategic partnerships, gender policy prioritisation for recruitment, training, promotion, procurement opportunities, good governance and overall development.

The policy supports implementation of the County's Vision spelt out in the County Integrated Development Plan (CIDP 2018-22) and the Makueni County Vision 2025 on the strategic interventions for promoting just and equitable development, reducing poverty among its residents and identification of action areas for inclusive development.

The policy is intended to serve as a guiding document and provide a framework for action by all stakeholders. It is alive to the diverse nature of the County and hence engenders sector wide approach in addressing the unique needs of the County in so far as gender equity is concerned. Further, the policy is critical in minimizing negative impacts by ensuring that the needs and concerns of special interest groups are addressed. It also ensures development programs and policies are people centred and sustain the effects of development. This policy advocates for strategies aimed at ensuring greater participation of women and equal access to development resources and distribution of benefits.

I am delighted that the policy is coming at a time when there is heightened optimism for gender parity in delivering the County's development agenda as under Makueni County Vision 2025 and Kenya Vision 2030 at large.

I applaud the Department of Gender, Children, Culture and Social Services for their leadership and initiative for participating in this process. It is my pleasure therefore to present this Makueni County Gender Mainstreaming Policy to the County for implementation.

County Executive Committee Member
DEPARTMENT OF GENDER, CHILDREN, CULTURE & SOCIAL SERVICES

ACKNOWLEDGEMENT

The successful development of the Makueni County Gender Policy is as a result of concerted efforts by various stakeholders who made valuable contribution to the process. I wish to appreciate the Deputy Governor and Executive Committee Member of Gender, Culture and Social Services providing leadership in the policy formulation process.

Special thanks to *Equality Now* for partnering with us and availing resources to ensure the successful development of this policy and for the technical support given.

I also acknowledge the role of technical team who worked tirelessly with the department formulation of this policy and for their significant contributions

**Chief Officer,
GENDER, CHILDREN, CULTURE AND SOCIAL SERVICES**

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ACRONYMS AND ABBREVIATIONS

CEDAW:	Convention of the Elimination of All forms of Discrimination against women
CIDP:	County integrated development plan
CoK:	Constitution of Kenya
ECOSOC:	United Nations Economic and Social Council
GCCSS:	Gender, Children, Culture & Social Services
GoK:	Government of Kenya
GMC:	Government of Makueni County
MDGs	Millennium Development Goals
MTP:	Medium-term Plan
M&E:	Monitoring and Evaluation
MoU:	Memorandum of Understanding
SDGs:	Sustainable Development Goals
SIGs:	Special Interest Groups

CHAPTER 1: BACKGROUND

1.1 Introduction

Gender inequality in Makueni County as a major obstacle to socio-economic and political development of its people. The socio-economic development of the County is dependent on the full utilization of its human capital i.e both women and men. The County Government realizes that the continued marginalization and under-utilization of women who constitute 50.4 percent (population census 2019) of the County population is a major obstacle to its rapid socio-economic development.

Gender equality was officially recognized in 1945 through the United Nations Charter as a global strategy for economic growth and poverty reduction. This set the stage for further development making it an integral component of the subsequent equality debates embodied in instruments particularly the 1967 Convention of the Elimination of All forms of Discrimination against women (CEDAW). The spirit of the CEDAW is rooted in the goals of the United Nations: “to reaffirm faith in fundamental human rights, in the dignity and worth of the human person, in the equal rights of men and women” as enunciated in the 1948 Universal Declaration of Human Rights (UDHR) among other international and regional treaties, conventions and agreements. The Universal Declaration of Human Rights provides the foundation for a just and decent future for all, where all men and women enjoy equal rights.

According to the Strategy of Mainstreaming as defined in the United Nations Economic and Social Council (ECOSOC) agreed conclusions 1997, Gender Mainstreaming is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in any area and at all levels. It is a strategy for making the concerns and experiences of women as well as of men an integral part of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres, so that women and men benefit equally, and inequality is not perpetuated. The ultimate goal of mainstreaming is to achieve gender equality.

Most recently, both the Millennium Development Goals (MDGs) (2000-2015) and the Sustainable Development Goals (SDGs) (2015-2030) have incorporated gender equality as a standalone goal and as a target across other goals.

As per the Constitutive Act of the African Union, Article. 4 (1) Gender Equality is stated amongst the principles that all states should adhere to. Further, the principle of equality is a key pillar of the Constitution of Kenya, which advocates for the rights of women as being equal in law to men, and entitled to enjoy equal opportunities in the political, social and economic spheres. Article 81 (b) which refers to the general principles of Kenya's electoral system states 'the electoral system shall comply with the following principle - (b) not more than two-thirds of the members of elective public bodies shall be of the same gender.

The establishment of a National Gender and Equality Commission enhances the framework for the promotion of gender equality and equity as well with the coordination of gender mainstreaming in national development (Article 59).

As a member of the international community, Kenya has signed instruments undertaking to promote gender parity among men and women without discrimination on the basis of one's sexual, political or religious circumstances, inter alia. Effectively, Kenyans have realized that equitable development cannot be effectively achieved without integrating women, men, youth, children, marginalized groups, persons with disabilities and the older persons in all aspects of budgeting and public spending. In this regard, the country has made notable strides through the Constitution by recognizing the rights and the role of youth, women, marginalized and vulnerable groups. Recent national Plans such as the Medium-term Plan III (MTP III) and budgets are increasingly being oriented towards addressing equality and equity principles as under the Constitution. In addition, The National Policy on Gender and Development (2019) recognizes that it is the right of men, women, boys and girls to participate in and benefit from development and other initiatives.

The Government of Makueni County has, since the onset of devolved governance in 2013, prepared County Integrated Development Plans (CIDP) and the subsequent implementation of projects/programmes through the annual development plans and the annual budget estimates. The CIDP 2018-22 is the second-generation medium-term planning for the county. The plan is geared towards implementation of Makueni Vision 2025 whose goal is wealth creation for socio-

economic transformation. These policy documents aspire to achieve inclusive development for all (men and women, boys and girls) in the County and as such, it is clearly evident that there is a dire need to mainstream gender into all spheres of development. Therefore, this policy will create a framework for streamlining equal and equitable involvement of men and women in Makueni County so as to promote inclusive socio-economic development in this regard.

1.2 Rationale for the Policy

This policy intends to provide a framework for action by all stakeholders. It further provides a legitimate point of reference for addressing gender inequalities across all sectors of the County in order to generate efficient and equitable development outcomes. The policy engenders sector wide approach in addressing the unique needs of the County population by translating the constitutional dictates on equality and non-discrimination through addressing the existing gaps in gender mainstreaming, legal and regulatory environment so as to establish sustainable strategies in that regard.

The policy aims to give a meaning to the vision of the Government of Makueni County as set out in County Integrated Development Plan (CIDP 2018-22) and the Makueni Vision 2025 for its residents as pertains the strategic interventions for promoting a just and equitable development and reducing poverty among its residents and identify the action areas for the provision of an inclusive development.

1.3 Guiding Principles

The following principles will underpin this policy:

- A recognition of human development as being concerned with equity, equality, participation, association, social justice and human rights.
- Gender discrimination is a serious impediment to development that affects the whole County and thus needs to be eliminated through appropriate individual and collective strategies.
- The demonstration of political good will and commitment to foster growth and equity is a prerequisite to ensuring the successful implementation of this policy.
- A participatory approach that entails broad consultation and involvement of both women and men in all spheres of development guarantees success of the transformation of society to promote democracy, equality and equity between women and men.

- All Government policies must acknowledge women and men as equal and important human resources for development. This equality and equity of women and men is anchored on the protection and respect of the rights of the individual.
- All Government policies, the private sector, parastatals, non-governmental organisations, traditional structures and practices must recognise that women and men are guaranteed equality before the law and protected from discrimination through the Constitution.
- There is a need to promote and support equal and equitable access, control and ownership of resources, information, opportunities and decision-making positions for women and men. It is therefore imperative to address the imbalances with respect to women's access, control and ownership of resources and decision-making positions.

1.4 Policy Statement

This policy endeavours to create a governance framework for addressing the shortcomings faced by Government of Makueni County in attempts to foster gender equality and promote cooperation among stakeholders in realisation of the constitutional requirements for inclusive, just and equitable development of the County. Upon successful implementation, the resulting gains will greatly enhance Makueni's ability to achieve equitable growth and better living standards of its people.

1.5 Scope of the Policy

The Policy will apply specifically and directly to all County Departments and Agencies. It is also expected that the principles, strategies and approaches in the policy shall also apply to the private sector and civil society organizations. Although this Policy is concerned with all categories and aspects of gender, special focus will be on the empowerment of women who are currently the marginalized gender.

1.6 Policy Development Process

This policy was developed through a consultative process involving the public, civil society and various departments of the Government of Makueni County. The Policy has been subjected to extensive stakeholder consultation and validation.

CHAPTER TWO: SITUATIONAL ANALYSIS

2.1 Situational Analysis

The commitment of the County to attain gender equity and equality is underlined in various National and International legal and policy documents. Both the Constitution of Kenya and the *Employment Act (2007)* outlaw discrimination on the basis of gender and emphasize social justice and equal opportunities, terms and conditions of employment, or other matters arising out of the employment. *The National Policy on Gender and Development (2019)* recognizes that it is the right of men, women, boys and girls to participate in and benefit from development and other initiatives. It is a policy that seeks to help Kenya meet its development goals and establish women and men-friendly institutions.

On 16th January 2019, the Government of Makueni County in partnership with the Gender Violence Recovery Centre of Nairobi Women's hospital launched a Gender Based Violence Recovery Centre (GBVRC) at the Makueni County Referral Hospital. The first of its kind to be launched in a County hospital in Kenya. A five-year Memorandum of Understanding was signed which laid out a framework for collaboration between the parties to develop, promote and strengthen joint actions and collaboration towards prevention, reporting and quick response to gender-based violence in Makueni County.

Following the launch of the Gender Based Violence Recovery Centre (GBVRC), the County Government of Makueni in partnership with GVRC of Nairobi Women's hospital initiated gender based violence sensitization program for duty bearers and anti-GBV champions in every ward for capacity building for primary prevention and response to GBV within the county. The sensitization forums brought together over 600 community anti-GBV champions and duty bearers in every ward targeting ward and village administrators, ward development officers, medical providers, state department children officers, civic coordinators, Boda boda Sacco representatives, market chairpersons, religious leaders, PWDs representatives, Chiefs, Police, KNUT Officials, Volunteer Children Officers among other stakeholders.

Also, the Government of Makueni County signed a Memorandum of Understanding with *Equality Now* based on the common desire to respond to, prevent and manage Sexual and Gender Based Violence in the County using the multi-sectoral approach. Through partnership with Equality Now,

the county is in the process of developing a County Sexual and Gender based Violence policy in order to be adequately equipped to handle SGBV cases across the county.

Additionally, Makueni County has established an emergency safe shelter in one of the health centres with a 14-bed capacity each (8 for women and 6 for men) for short term placement of the most vulnerable survivors of GBV. These are survivors who may have nowhere to go and require temporary shelter as they await further actions on their conditions. In order to break the silence on GBV and encourage reporting of Sexual and Gender Based Violence violations particularly by men, the Department of Gender has established a 24-hour hotline and has continued to encourage citizens to report by either calling, sending text messages or use of reverse calls. More so, the Department conducted GBV sensitization road shows in all the 6 Sub Counties during the 16 Days of Activism against gender based violence and emphasized on the need to break the culture of silence and speak out against all forms of gender based violence in communities, homes, schools, churches and all public spaces.

With the technical support from Equality Now, the County through the department held media breakfast meetings aimed at sensitizing media practitioners on GBV, ethical reporting and social mobilization for reporting and rejection of GBV. This was necessitated by the need for media engagement on safety and protection of victims and survivors of all forms of violence. Besides this, we conducted a training of trainers' capacity building and education. This was meant to strengthen the quality of conversations by those identified to initiate conversations in schools.

The County has organized safe spaces forums targeting boys and girls between the ages of 10-17 years where 7,280 out of which 4,049 girls and 3,231 boys were given an opportunity to share openly and acquire necessary skills and information on their own safety and protection. The safe spaces also provided a platform for children to engage freely and identify issues affecting them across the county. The Department of intends to conduct follow up forums in order to evaluate and monitor impact of previous safe spaces forums and address emerging issues.

Despite a progressive Constitution that promotes gender equality and women's empowerment, gender inequality remains a key issue of concern in Makueni County. The patriarchal social order supported by statutory, religious and customary laws and practices; and the administrative and procedural mechanisms for accessing rights have continued to hamper the goal of attaining gender equality and women's empowerment. Progressive provisions in law have not delivered gender

equality in practice raising the need to develop a policy that addresses the variety of manifestations of gender discrimination and inequality.

In Makueni County, development planning has not been adequately disaggregated to respond to gender, youth, persons with disabilities and other diverse needs that are unique to these groups. Quite often, these groups have been excluded in decision making processes and their needs have not been well articulated. For instance, past experience has revealed that initiation of ample water projects impacts women positively as they can save time spent drawing water to engage more in other economic activities such as agribusiness or income generating activities. Yet, women have generally not been fully involved in key areas of decision making including maintenance of water projects.

Development practitioners and planners fail to recognize that development policies impact men, women, boys and girls differently. Their priority needs and those of Special Interest Groups (SIGs) are not taken on board during policy development, budgeting, implementation, Monitoring and Evaluation. This calls for a collective process of articulating a shared vision of sustainable human development and translating it into reality (through policy, programmes and budgets) hence the need for the effective participation of both women and men.

It has been noted that the County lacks a proper gender analysis that reveal clarification of gender roles across departments for instance, what positions and job groups are assigned to men, women and PLWDs(men and women). How does gender inequity in the workplace contribute to violence against women and men? In addition, the CIDP does not clearly emphasize on participation, processes and mainstreaming of gender including gender based planning and budgeting as well as mainstreaming diversity (disability, youth- both men and women, elderly, boys and girls) and other marginalized groups.

In its commitment to mainstream gender in various sectors, the Government of Makueni County continues to advocate for adoption of affirmative action in development programmes and processes. The County has conducted a survey to establish the level of gender mainstreaming and analysis of gender issues, needs, gaps and priorities across departments. This will help in future planning of County Government to respond and address gender issues/concerns and empowerment.

Despite the fact that the County has committed to mainstreaming gender across all sector, there still exists gaps that hinder efforts towards attainment of equality and greater participation of women and equal access to development resources and distribution of benefits.

Economic empowerment programmes

In Makueni County, women continue to experience both structural and systemic challenges. This is despite the fact that they are the backbone of the agriculture sector (food production) and that they form a large proportion of the agricultural work force. It is evident that more often their economic role, participation and potential is underestimated.

A study conducted in Makueni County by SNV revealed that although there are gender sensitive policies, these are partially implemented; women's ability to claim their rights is limited; low education level and limited access to business information amongst women in comparison to their male counterparts; women's limited participation in leadership such as cooperative hinders progress on all fronts; women's access to productive resources still low. Three gender norms (workload; lack of access to credit and control over decision on income) were also identified as inhibitive to women's pursuit to succeed in businesses.

In addition, an analysis of the bodaboda Saccos revealed that women constitute less than 1% of the total membership. Besides, majority of the youths engaged in bodaboda business are mostly men who are easily targeted for various County benefits and opportunities. In addition, reports from Makueni County Tetheka Empowerment Fund reveal that more women than men access the loan facility because men are rarely organized in groups.

This therefore necessitates the need for integrating gender specific issues during planning, budgeting, implementation and monitoring. Similarly, disaggregated information on resources, programmes and sub-programmes targeting persons with disability, youth, and vulnerable persons has not been made readily available.

Gender sensitive work environment

The Department responsible for gender affairs conducted a survey to establish the level of gender mainstreaming across County departments. According to feedback gathered during interviews and discussions, it was evident that departments were gender blind and programming was done with little consideration to gender perspectives. There was less emphasis on gender disaggregated data and indicators that enables women, men, boys, girls and PWDs benefit from development and empowerment programmes geared towards improving their livelihoods and reducing inequality

gaps thus promoting equal opportunities in access to government benefits, equity, fairness and justice for all.

During a forum held with over 1,000 County employees, young mothers working in Makueni County raised their concern of the need for a private space for breast feeding mothers and fathers who have to take care of young children while at work. If implemented, this will promote breastfeeding of children, increase retention of female employees, reduce employee absenteeism associated with taking care of sick children and increase male participation in the reproductive role of nurturing their children. It is evident that a supportive work environment with a private place to express milk and access to a quality breast pump helps women feel more confident in continuing to breastfeed after returning to work.

Land & property ownership

In Makueni, very low percentage of women have access and control over land. Under the dominantly patriarchal culture of the Kamba community, men hold exclusive rights to household and community resources, as well as control of power for decision making. Land and livestock which are by far the most critical resources in the agro-pastoral economy are owned and controlled by men and inherited along the male lineage. Due to retrogressive cultural beliefs, unmarried women rarely inherit land, and many single mothers are therefore forced to live as squatters on their parent's land. Families and clan units vest in men overbearing power and control over family property, therefore compounding property related violation of women as they are prevented from inheriting land.

It is evident that when agriculture transitions from subsistence to commercial, there is a paradigm shift of access and control and women do not control the produce (mainly food and cash) that accrue out of their work. In addition, most women do not make decisions on household property such as land, livestock and farm produce, even though most of this is earned through women's unpaid work. Women also have less access to modern farming technology yet they provide up to 75% of agricultural labour.

Poverty

In Makueni County, households headed by females are likely to be poorer than those headed by males. Female headed households account for 32.4% per cent of all households. The results reveal that 30.2 per cent of female-headed households are poorer compared to 26.0 per cent of their male counterparts (Kenya National Bureau of Statistics 2015/2016 integrated household budget survey). Therefore, while poverty is pervasive among most households in Makueni County, women and girls within these households experience double jeopardy in that traditional barriers to property ownership and resource utilization means that they have no access to the resources that their households and communities can afford. A majority of the women who are consigned to poverty and economic dependency are unable to protect themselves from coerced sex, physical and emotional abuse.

Inadequate participation of women in leadership and decision-making processes

Articles 27(8) and 81 of the Constitution of Kenya (CoK) 2010 provide for a not more than two-thirds principles in all houses of legislation and appointive bodies. Despite women being 51.4% of the population, only 47.1% of the voters register comprises of women. The numbers in elective representation unfortunately follow the same trend, with only 7.93% of women represented in Parliament. This falls far behind the Constitutional requirement of not more than two-thirds representation of either gender.

In Makueni County, the traditional view that women should concentrate on their domestic roles has made politics to be seen as a ‘no go zone’ for them. Women continue to be socialized to believe that it is only men who can take up political leadership. The patriarchal society in which Kenyan women operate ensures male domination of political and public life. For instance, a woman who takes up such challenges is said to be a bad woman (i.e. not a good mother, wife). In fact, most of the women in Makueni who have tried their hand in politics have been branded as divorcees and men-bashers. This name-calling discourages other women from getting into politics.

Table 1 presents the number of women in leadership positions within the county.

Table 1: Number and level of elected women in key leadership positions in Makueni County-2017

POSITION	ELECTED/APPOINTED WOMEN	NO. OF POSITIONS
Governor	0	1
Deputy Governor	1	1
County Executive Committee Members (CECMs)	3	9
Members of Parliament	1	6
Members of County Assembly (MCAs)	1	30
Chief Officers	4	14
Directors	7	32
Sub County Administrators	2	6

Source: Department of Gender Makueni County

Public participation and budgeting process

The process of integrating gender and participation into the county development cycle is done at each stage in the annual development/budgeting and implementation cycle from the budget circular to the evaluation report. However, the process is not inclusive of men, women, boys, girls and PWDs both men and women. In addition, it has been noted that the process lacks quality and meaningful participation particularly by women, the elderly and PLWDs.

Gender Based Violence

As in many communities in Kenya, gender-based violence among the Kamba community is systemic and culturally entrenched. Both men and women are socialized to expect and to accept violence as part of normal relationships and family or community life. As such the perpetrators are many times protected and or encouraged by family, community or even state institutions, while the victims are prevailed upon to bear with violations as a confirmation that they are worthy women. The family and community also conspire to conceal the violations and ensure that women and girls who are victims of violence do not get justice.

Added to this is the fact that gender-based violence is seen as a private rather than a public issue, and which therefore does not warrant the intervention of the wider community or public institutions. A woman who dares speak out about experiencing violence could be ostracized by the family for “taking matters of the home outside” – therefore exposing the family to shame or ridicule. Men are advised to beat their wives while “bringing them inside the homestead” rather than chasing them out, because wife beating should have a function of strengthening the marriage union by disciplining the woman, rather than breaking it. Many times women who report battery, sexual assault or expropriation of property to the authorities are referred back to the family or community elders for their complaints to be “solved” through community customs.

Further, reports from Makueni Gender Based Violence Recovery Centre reveal that violence against men is generally minimal and it stands at 16%. This is not to say that men and boys are not subjected to the violence, but women and girls are disproportionately affected by the vice. That notwithstanding, a majority of men continue to suffer in silence due to cultural stereotypes and fear of ridicule. For instance, data obtained from the Gender based violence recovery centre in Makueni hospital indicate that 286 female against 68 male experienced violence between January to September 2020.

2.2 Challenges

- a.) Limited adoption of gender mainstreaming approaches in governance processes;
- b.) Limited and uncoordinated mechanisms for gender mainstreaming at county/ departmental levels;
- c.) Information and knowledge gaps: Lack of sex-disaggregated data in both public and private institutions;
- d.) Difficulty in developing tangible gender indicators;
- e.) Non compliance with the two-thirds gender principle-in recruitment, training and promotion;
- f.) Cultural and social barriers;
- g.) Slow pace by the county in developing and implementing gender related policies;
- h.) Lack of technical backstopping to support gender mainstreaming efforts at various levels;
- i.) Inadequate capacity – including conceptual clarity on mainstreaming (skills, systems, tools, accountability) for effective implementation and monitoring at the County level;
- j.) Insufficient resource allocation towards gender mainstreaming programs and activities.

2.3 Legal Framework

This policy draws its context from the existing international, regional and national instruments and frameworks that support the realization of gender equality and inclusivity. These include: -

- i.) The Convention on Elimination of All forms of Discrimination Against Women (CEDAW).
- ii.) The Protocol to the African Charter on human and People's Rights of the Right of Women (Maputo Protocol)
- iii.) African Charter on the Rights and Welfare of the Child
- iv.) African Union Agenda 2063
- v.) The Solemn Declaration on Gender Equality in Africa.
- vi.) The Constitution of Kenya, 2010
- vii.) Marriage Act (No. 4 of 2014)
- viii.) Protection Against Domestic Violence Act (No. 21 of 2015)
- ix.) Basic Education Act
- x.) The Kenya Citizenship and Immigration Act, 2011 Act
- xi.) Matrimonial Property Act (No. 49 of 2013)
- xii.) Micro and Small Enterprises Act (No 55 of 2012)
- xiii.) The Prohibition of Female Genital Mutilation Act 2011
- xiv.) Anti-Trafficking in Persons Act 2010
- xv.) Sexual offences Act 2006
- xvi.) Citizenship and Immigration Act, 2011
- xvii.) Law of Succession Act 2012
- xviii.) National Gender and Equality Act 2011
- xix.) The Children Act (2010);
- xx.) The Refugee Act (2006);
- xxi.) Employment Act (2007);
- xxii.) Sexual Offenses Act (2006)
- xxiii.) National Gender and Development Policy 2000 now under review to align it to the new constitution
- xxiv.) The National Children Policy Kenya, 2010
- xxv.) National Land policy

- xxvi.) National Policy for Response to Gender Based Violence
- xxvii.) National Policy for the Abandonment of Female Genital Mutilation
- xxviii.) Relevant frameworks including The Kenya Vision 2030 the government’s blue print on the development agenda and its medium Term Plans (2008-2012, 2013-2017 and 2017-2020) c) Sessional paper No 2 on gender equality and Development 2006 d) Kenya Economic Recovery Strategy for Wealth Creation (2003-2007)
- xxix.) Makueni Vision 2025 and Makueni CIDP (II) – 2018 – 2022.

CHAPTER THREE: POLICY OBJECTIVES AND STRATEGIES

3.1 Policy Objective 1: To strengthen the policy, legal and regulatory framework on gender equity and inclusion.

Through this policy, the County reaffirms its commitment and determination to address legal and policy issues, procedures and practices that will serve to ensure equal rights and opportunities for women and men, boys and girls in all spheres. The framework will address issues on empowerment, affirmative action, equity, non-discrimination and public participation.

Policy Direction

The Government of Makueni County shall establish adequate policy, legislative and regulatory framework to facilitate the realization of equitable and just development.

Strategies

The Government of Makueni County, working with other stakeholders, shall:

- i. Review existing legislative framework to ensure all laws, policies and administrative guidelines observe gender equality and inclusion;
- ii. Domesticate national laws and policies as may be necessary for the achievement of gender principles;
- iii. Uphold and implement the legal, policy and regulatory framework on gender equality/inclusion; and
- iv. Ensure compliance with the set legal, policy and regulatory framework on gender equality/inclusion.

3.2 Policy Objective 2: To strengthen the institutional capacity for gender mainstreaming and promote linkages that support gender equality initiatives.

The Department responsible for gender mainstreaming needs to be well resourced for effective championing of gender equality and inclusion for enhancing recognition and visibility in County plans and implementation. The Government of Makueni County shall strengthen the Gender Department with a clear coordination role and deploy the requisite resources to enable it, in collaboration with other national, county and non-state actors; to advance gender equality in all sectors within the County.

Policy Direction

The Government of Makueni County commits to providing an enabling environment for mainstreaming of gender in all sectors both private and public.

Strategies

The Government of Makueni County, working with other stakeholders, shall:

- i. Allocate sufficient resources for gender programs, initiatives and activities;
- ii. Conduct public participation to take care of special interest groups;
- iii. Promote gender responsive budgeting;
- iv. Implement programs targeting gender equality and women's empowerment;
- v. Provide technical support to government departments and agencies on gender mainstreaming;
- vi. Strengthen the gender department to spearhead and monitor gender mainstreaming across the County;
- vii. To develop, maintain and provide gender sensitive information and gender disaggregated data for use in planning and project implementation at all levels and in all sectors;
- viii. Advocate for the establishment gender mainstreaming committees in the community, departments and agencies;

- ix. Seek strategic partnership by mapping out the relevant stakeholders and collaborations from various stakeholders supportive of gender equality so as to effectively address any gaps in the implementation of gender equality agenda;
- x. Promote public participation from a gender perspective in order to accommodate special interest groups
- xi. Develop a gender and communication strategy for informed decision making.

3.3 Policy Objective 3: To reduce sexual and gender based violence against women and men, girls and boys in both public and private spheres.

Policy Direction

The Government of Makueni County commits to eradicating all forms of abuse in the County.

Strategies

The Government of Makueni County, working with other stakeholders, shall:

- i. Formulate laws, policies and develop programs promoting response to and prevention of gender based violence;
- ii. Improve county Government administrative and health facilities evidence preservation technologies for use during prosecution;
- iii. Establish initiatives and programs to deal with Sexual and Gender Based Violence including the establishment of safe spaces and shelters for SGBV survivors and strengthening of Gender Desks in police stations, supporting toll free SGBV hotlines that facilitate reporting of gender based violence;
- iv. Increase advocacy and sensitization in order to eradicate gender based violence in the community;
- v. Increase sensitization and capacity building of staff on gender based violence prevention and response;

- vi. Encourage use of Alternative Dispute Resolution mechanisms for the prevention of Sexual and Gender-Based Violence;
- vii. Provide free Universal Health Care to enable GBV survivors to get health services in county government health facilities;
- viii. Undertake Research on SGBV to identify underlying and systemic causes and the best ways of addressing them;
- ix. Ensure enforcement and implementation of SGBV related laws and policies;
- x. Promote advocacy and education programs with a view to changing attitudes and culture that contributes to the acceptance and tolerance of SGBV;
- xi. Develop and strengthen the capacity of relevant institutions to undertake effective and timely investigations and prosecution of SGBV related offences; and
- xii. Promote male involvement in managing and responding to SGBV.

3.4 Policy Objective 4: To promote and implement gender responsive poverty eradication initiatives.

The causes of poverty in the county are structural and systemic and hinge on the social organization that relegates women to a position of lesser power over resources, decision making in the management of national affairs and access to opportunities. Poverty makes it difficult for women to realize rights in areas such as politics, decision- making, education, health, the economy and access to justice even when these are provided for in the law.

Policy Direction

The Government of Makueni County shall commit to alleviate poverty in the county through its programs and initiatives.

Strategies

The Government of Makueni County, working with other stakeholders, shall:

- i. Increase and strengthen access to credit opportunities for women and all other special interest groups through affirmative action initiatives;

- ii. Enforce women’s representation and participation in management committees of national and devolved funds initiatives, development projects and programs;
- iii. Promote implementation of constitutional economic and social rights protecting the family;
- iv. Review and enforce implementation of appropriate social protection systems and measures to ensure that all women and men, girls and boys in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services;
- v. Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate means for the county, to implement programs and policies to end poverty in all its dimensions;
- vi. Enhance and intensively promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion, economic or other status;
- vii. Initiating county social protection programs for vulnerable target groups; and
- viii. Eradicating cultural practices that limit women’s access to resources and assets.

3.5 Policy Objective 5: To enhance gender sensitive research and knowledge management.

Policy Direction

The county government commits to support gender sensitive research and knowledge management to inform policies, planning and decision-making.

Strategies

The Government of Makueni County, working with other stakeholders, shall:

- i. Facilitate research and knowledge management on gender sensitive programing;
- ii. Collaborate with key stakeholders and other relevant institutions to support research and information sharing;
- iii. Carry-out advocacy based on research findings with relevant duty-bearers (The National Government and other Development partners);
- iv. Utilize relevant research findings and recommendations to mobilize resources for gender mainstreaming;

- v. Establish a gender management database to be updated regularly and include disaggregated data as a minimum standard;
- vi. Develop and implement and Strengthen capacity to develop and use the National Guidelines on Collection, Collation and Analysis of Sex Disaggregated Data;
- vii. Evaluate whether implemented programs have had positive impacts on target beneficiaries.

3.6 Policy Objective 6: To advocate for elimination of retrogressive cultural beliefs and practices and all forms of discrimination against men, women, boys and girls.

Policy Direction

The county government commits to put in place measures to eliminate retrogressive cultural beliefs and practices that hinder achievement of gender equality in the county.

Strategies

The Government of Makueni County, working with other stakeholders, shall:

- i. Strive to eliminate all forms of discrimination, negative attitudes and practices that prejudice the girl child and the boy child;
- ii. Support women and men to work with children and youth to break down persistent gender stereotypes, taking into account the rights of the child and the responsibilities, rights and duties of parents;
- iii. Integrate gender main streaming and social inclusion in all levels of curricula development in order to remove gender stereotypes in school and training curriculum, educational materials and practices;
- iv. Develop and implement gender transformative approaches;
 - v. Develop structures and programs for role modelling and mentorship for both girls and boys;
- vi. Promote the realization of the Two-Thirds Gender Principle in appointments, promotion and assignments and tasks;
- vii. Support evidence-based generation of data on the extent, effects and implications of different inequalities presented by discrimination;
- viii. Ensure compliance with constitutional and legal provisions against discrimination;
- ix. Eliminate structural constraints that hinder the realization of the rights of boys and girls; and

- x. Support comprehensive sex education for boys and girls with parental involvement and emphasize on their respective responsibilities regarding their sexuality and fertility.

3.7 Policy Objective 7: Eliminate discrimination in access to employment, promotion and training including equal remuneration to enhance income security for men and women.

Policy Direction

The county government commits to ensure equal and equitable access to opportunities in order to realize the achievement of gender equality in the county.

Strategies

The Government of Makueni County, working with other stakeholders, shall:

- i. Enhance compliance to the ‘not more than two thirds’ gender principle in recruitment, appointment and promotion of women and men in all spheres for greater inclusion and visibility;
- ii. Implement labor policies that support minimum wage guidelines, regulations on work hours, and protection for trade union and collective bargaining rights, particularly for women to close the differences in access to economic opportunities, earnings and productivity gaps;
- iii. Establish a database on employment records of women and men in formal and informal sectors to track, evaluate and improve employment conditions for all, particularly women;
- iv. Review skills development programs and projects and target them at increasing decent employment for all particularly women;
- v. Build capacities of women’s entrepreneurial skills linked with start-up capital.

3.8 Policy Objective 8: Enhance and sustain measures to eliminate gender disparities in access to, retention, transition, performance and quality in education for women, men, girls and boys.

Policy Direction

The county government commits to ensure quality in education to eliminate gender disparities.

Strategies

The Government of Makueni County, working with other stakeholders, shall:

- i. Review skills development curriculum and programs in CTTIs to ensure that they demystify gender stereotypes;
- ii. Ensure equal participation of qualified women and men in leadership and decision-making positions in the education sector;
- iii. Adopt and strengthen measures to increase access to and retention of girls and boys in public education at all levels;
- iv. Intensify civic education programs on harmful cultural practices that inhibit access to education for girls;
- v. Promote mentorship programs in schools and sensitize households to encourage girls to take up STEM related careers;
- vi. Provide personal and menstrual hygiene information, standard facilities and allocate a budget for the provision of sanitary towels to girls and clean toilets for girls and boys in schools;
- vii. Promote accountability on utilization of bursary funds available for vulnerable girls and boys and institutionalize direct support for orphans and children with severe disabilities in school;

3.9 Policy Objective 9: Ensure equitable and meaningful participation and representation of women and men in governance, power and decision-making positions in public and private sectors.

Policy Direction

The county government commits to ensure equitable and meaningful gender sensitive participation and representation in the county.

Strategies

The Government of Makueni County, working with other stakeholders, shall:

- i. Support effective collaboration of state and non-state actors to build the capacity of women to participate and engage in competitive politics, leadership and governance; and,

- ii. Support and encourage active and meaningful participation of women in political and decision-making processes from the grassroots level.

3.10 Policy Objective 10: Implement measures to overcome barriers inhibiting women’s access to and control of productive resources e.g. land ownership, housing and agriculture.

Policy Direction

The county government commits to put in measures to overcome barriers inhibiting women ownership and control of assets in the county.

Strategies

The Government of Makueni County, working with other stakeholders, shall:

- i. Implement existing Constitutional reforms and a relevant legal framework that ensures equitable access to and control of land and other natural resources particularly for women for agricultural use, housing and other productivity ventures;
- ii. Enhance extension services and avail agricultural information and appropriate technologies to particularly benefit vulnerable women in agricultural practices;
- iii. Facilitate and enhance adoption of engendered climate processes, smart inputs and out markets, to ensure that agricultural and other livelihood practices are climate resilient; and,
- iv. Enhance women’s participation in agriculture.

3.11 Policy Objective 11: Facilitate affordable, accessible, acceptable and quality health care services including reproductive health care, emergency services, family planning, HIV and AIDS service for women and men, girls and boys.

Policy Direction

The county government commits to providing affordable accessible and quality health care services in the county in order to promote gender equality and inclusion.

Strategies

The Government of Makueni County, working with other stakeholders, shall:

- i. Strengthen the universal healthcare insurance scheme and enhance its coverage to provide comprehensive and integrated preventive, curative and rehabilitative health services for all;
- ii. Support implementation of existing health and nutrition programs to benefit vulnerable women and girls;
- iii. Strengthen efforts to reduce maternal mortality and new HIV and AIDs infections among women and girls; and
- iv. Establish, strengthen and regularly review programs targeted at women and girls and recommend improvements.

3.12 Policy Objective 12: Ensure a clean, secure and sustainable environment.

Policy Direction

The county government commits to providing a clean, secure and sustainable environment in order to promote gender inclusivity and equity.

Strategies

The Government of Makueni County, working with other stakeholders, shall:

- i. Ensure women participate in and benefit equitably from investments in various natural resources development initiatives;
- ii. Build capacities of development agencies in gender mainstreaming into environment and climate change laws, policies and programs and ensure that women, men, girls and boys participate in and contribute to and benefit from climate resilient programs and projects;
- iii. Support interventions aimed at equitable participation of women, men, girls and boys in the sustainable utilization of natural resources for economic benefits;
- iv. Have women well represented in decision-making processes over the environment and natural resources;
- v. Factor women's input into climate change adaptation and mitigation strategies;

- vi. Capacity build women on the negative effects of deforestation to be able to contribute towards sustainable natural resource management and climate change mitigation and adaptation;
- vii. Reduce gender disparity in access to natural resources;
- viii. Provide affordable clean water to reduce health risks related to poor quality of water; and
- ix. Provide gender-disaggregated data on the impacts of environmental and natural resources' degradation and climate change.

CHAPTER FOUR: IMPLEMENTATION FRAMEWORK

4.1 Institutional arrangements

A fully operational coordination and accountability mechanism is very key for the effective implementation of this policy. This chapter provides details of how the different state and non-state actors and structures should work together to ensure multi-sectoral and interagency collaboration.

The implementation of this policy will be coordinated by the department responsible for Gender Affairs in the County. The department will lead in coordination of all gender sector players at national and county government, private sector and other relevant stakeholders.

4.2 Roles of Department of Gender

- a) Integrate national standards and gender indicators in County Integrated Development Plans (CIDPs);
- b) Formulate and ensure implementation of county specific gender policies and laws;
- c) Ensure allocation of adequate resources for implementation of gender equality and other empowerment programs;
- d) Develop and implement County Gender Action Plans;
- e) Ensure gender responsive budgeting is adopted in the budget cycle;
- f) Identify and implement programmes targeting gender equality and women's empowerment;
- g) Collect, collate and disseminate county gender disaggregated data;
- h) Coordinate, organize and develop capacities of special interest groups;
- i) Monitoring and evaluate effectiveness of affirmative action programs in the County;
- j) Promotion of community organization and development

4.3 The Makueni Inter-governmental Gender Sector Working Group

There is established the Makueni Intergovernmental County Gender Sector working Group for effective coordination and reshaping county gender priorities, policies and actions.

4.3.1 Composition of the Committee

The committee shall be comprised of

1. The County Commissioner
2. The County CEC member responsible for gender who shall co-chair with the county commissioner.
3. The Chief Officer in Charge of Gender affairs;
4. The National Government County Director for Gender who shall be the Secretary.
5. The County Government Director for Gender who shall be the Co-Secretary with the National Government County Director;
6. County Police Commander,
7. A Representative of the Judiciary
8. A Representative of the ODPP,
9. National Gender and Equality Commission Representative (NGEC),
10. A Representatives of the National Council for Persons with Disability; and
11. Representatives from Development Partners, Civil Society Organizations, Private Sector, and Faith Based Organizations shall be ex officio members.

4.3.2 Roles of the Committee

1. To receive and deliberate annual work plans of each stakeholder for purposes of cooperation and coordination at county level.
2. To harmonize gender related activities to avoid duplication in the county
3. To develop joint implementation strategies for similar gender related work

4. To receive and deliberate on progress of joint programs and give recommendations on the improvement of the implementation of such activities/programs.
5. To make policy and program recommendations through the steering committee to the intergovernmental forum on gender
6. Carry out mapping of partners on Gender equality and women empowerment areas of operation at the county
7. Resource mobilization of gender activities at the county
8. Participate in the planning and implementation of gender related activities/events
9. Partner with the relevant departments in formulation and review of gender responsive CIDPs, policies, and strategies at the county level
10. Ensure adherence to principals of gender based budgeting
11. Promote inter-county consultative forums on gender
12. Contribute to joint knowledge management by sharing and documenting best practices in the gender sector; and
13. Establish thematic sectoral groups such as Gender based violence, Social economic empowerment and financial inclusion.

4.4 Roles and Responsibilities of other County Departments and collaborating partners and institutions

Table 2, provides roles and responsibilities of partnering institutions and their role in implementing this policy.

Table 2: Collaborating Partners and Institutions

No	Department/institutions & partners	Roles and responsibilities
1.	Office of the Deputy Governor	<ul style="list-style-type: none"> ▪ Lobby and monitor gender mainstreaming across departments; ▪ Resource mobilization and; ▪ Technical support.

2.	Department of Finance & Socio-Economic Planning	<ul style="list-style-type: none"> ▪ Ensure that women, men, girls and boys are equally targeted in economic planning and development; ▪ Avail adequate budgetary resources to the Department in charge of Gender Affairs; ▪ Ensure gender issues are adopted in the entire budget cycle and are mainstreamed in all aspects of the national and county financing, accounting and related processes; ▪ Enforce compliance with the national gender responsive budgeting guidelines; ▪ Undertake gender audits of sector budgets and expenditures; ▪ Issue gender budget statements.
3.	Department of Health Services	<ul style="list-style-type: none"> ▪ Facilitate affordable, accessible, acceptable and quality health care services including reproductive health care emergency services family planning, HIV/AIDS services for women, men, boys and girls
4.	Department of Education	<ul style="list-style-type: none"> ▪ Ensure equal education opportunities in education ▪ Development of gender sensitive curricula
5.	Department of Devolution	<ul style="list-style-type: none"> ▪ Public participation to accommodate special interest groups ▪ Promote linkage that support gender mainstreaming initiatives ▪ Ensure women, men, boys and girls representation and special interest groups in county public participation ▪ Championing of gender mainstreaming.
6.	National Gender & Equality Commission (NGEC)	<ul style="list-style-type: none"> ▪ Promote gender equality and freedom from discrimination; ▪ Monitor all aspects relating to equality and non-discrimination in Ministries, Counties, Departments and Agencies including the private sector;

		<ul style="list-style-type: none"> ▪ Continuously undertake gender audits and act as the principal organ of the state in ensuring compliance with the constitutional provisions; ▪ Ensure equality and freedom from discrimination relating to special interest groups including minorities and marginalized persons, women, persons with disabilities and children; and, ▪ Investigate complaints relating to gender appropriate action.
7.	Other line Departments, Ministries and agencies	<ul style="list-style-type: none"> ▪ Develop, review and implement sector specific policies to integrate gender in their budget processes, plans and programmes; ▪ Coordinate implementation of the policy components; ▪ Enforce compliance with the national gender equality guidelines and standards; ▪ Mainstream gender in training curricula at all levels and institute gender sector specific capacity building programmes; ▪ Enforce measures to implement gender friendly terms of recruitment, promotion and training to comply with equality and non-discrimination principles; ▪ Facilitate communication of efforts on sectoral gender activities and achievements; and ▪ Collect sector specific sex disaggregated data; ▪ Ensure allocation of adequate resources for implementation of gender equality and women’s empowerment programs; ▪ Ensure gender responsive budgeting is adopted in the budget cycle; ▪ Identify and implement programmes targeting gender equality and women’s empowerment; ▪ Collect, collate and disseminate county gender data;

		<ul style="list-style-type: none"> ▪ Report on policy implementation and county gender activities
8.	Public Service Commission of Kenya (PSC), Teachers Service Commission (TSC), Judicial Service Commission (JSC), County Public Service Boards (CPSBs) and County Assemblies Service Boards	<ul style="list-style-type: none"> ▪ Integrate the constitutional gender equality and non-discrimination principles and develop frameworks for human resource recruitment, training and; ▪ Integrate the ‘not more than 2/3 gender principle’ in recruitment, training and promotions; ▪ Collect data on human resource capacity and report on outcomes; and; ▪ Facilitate establishment of gender focal points
9.	Parliament and County Assembly	<ul style="list-style-type: none"> ▪ Enact relevant laws to promote gender equality and non-discrimination principles; ▪ Enhance compliance to the ‘not more than 2/3 gender principle’ in all sectors at all levels; ▪ Ensure national and county budgetary processes are gender responsive; ▪ Undertake investigations and report on non-compliance to the equality and non-discrimination principles; and ▪ Ensure compliance to equality and non-discrimination principles in approving development projects
10.	Civil Society Organizations and Faith Based Organizations	<ul style="list-style-type: none"> ▪ Continuously advocate for gender mainstreaming in all spheres at all levels; ▪ Advocate for budgetary provisions in the national and county budgets to cater for the needs of the poor, vulnerable groups and the marginalized in society particularly women and children ▪ Collaborate with Government to sensitize the public on this policy;

		<ul style="list-style-type: none"> ▪ Support the Department in charge of Gender Affairs in reporting on implementation of policies, plans and programmes ▪ In collaboration with Department in charge of Gender Affairs, identify target areas for research; ▪ Conduct awareness and civic education to popularize this policy; ▪ Offer platforms for effective dissemination of information and education; ▪ Participate in Gender Sector Working Group and Technical Working Groups and national planning and budgetary processes; ▪ Develop and implement programmes that address key gender intervention areas; ▪ Translate the policy into organizational policies, programmes and activities; and ▪ Provide legal services to the vulnerable groups.
11.	Private Sector	<ul style="list-style-type: none"> ▪ Ensure gender mainstreaming in corporate policies; ▪ Mobilise and release resources to support programmes aimed at gender awareness creation and mainstreaming; ▪ Provide incentives and support to women entrepreneurs; ▪ Institute and implement affirmative action measures; and ▪ Support Corporate Social Responsibility programmes
12.	Judiciary	<ul style="list-style-type: none"> ▪ Enhance access to justice for women, men, girls and boys ▪ Integrate the constitutional principles on equality and non-discrimination in adjudicating disputes; ▪ Integrate the not more than 2/3 gender principle in their sectors; ▪ In liaison with key stakeholders leverage legal aid services; and,

		<ul style="list-style-type: none"> ▪ Support vulnerable groups to access justice.
13.	Office of the Director of Public Prosecutions (ODPP)	<ul style="list-style-type: none"> ▪ Ensure effective prosecution of cases relating to gender equality and discrimination; ▪ Formulate prosecution policies in respect of gender; and ▪ Strengthen the special unit and its structures for handling and prosecuting cases of SGBV.
14.	Political parties	<ul style="list-style-type: none"> ▪ Promote gender mainstreaming in all political parties, structures, activities and systems; ▪ Ensure affirmative action measures in party structures, processes and mechanisms to implement the ‘not more than two thirds principles’; ▪ Ensure women effectively participate in political party activities.
15.	Media	<ul style="list-style-type: none"> ▪ Publicize, inform and educate the public about the policy; ▪ Promote ethical reporting in the media and eliminate gender stereotypes; ▪ Build capacity for gender sensitive research and reporting; ▪ Expose cases of GBV; ▪ Support media houses to develop a gender perspective in their programme content and reporting; and, ▪ Enhance and promote capacity of women in media to work in the technical production aspects of media.
16.	Development Partners	<ul style="list-style-type: none"> ▪ Facilitate mobilisation of resources to support implementation of the policy; ▪ Establish appropriate institutions and donor coordination mechanisms for ensuring gender responsiveness of development cooperation;

		<ul style="list-style-type: none"> ▪ Provide technical and financial resources for gender mainstreaming; ▪ Support provision of incentives for good practices in gender mainstreaming in all sectors at all levels; and, ▪ Provide funding support for gender programmes to reduce gender gaps and disparities in development.
17.	Councils of Elders/ Traditional Groups	<ul style="list-style-type: none"> ▪ Create awareness of practices, customs, traditions and cultures that undermine equal opportunity efforts in society; ▪ Guide communities and other organisations on what is culturally acceptable or unacceptable; and; ▪ Collaborate with Government departments, CSOs, FBOs and the private sector to sensitise and advocate for social and attitude change towards gender justice and empowerment for all.
18.	Individuals and Communities	<ul style="list-style-type: none"> ▪ Participation in awareness raising activities; ▪ Reporting incidences of gender discrimination and SGBV; ▪ Promote positive attitudes towards gender and development; and, ▪ Comply with the laws that protect dignity of persons and communities, including the use of social media.

CHAPTER FIVE: POLICY COMMUNICATION, MONITORING AND EVALUATION AND REVIEW

5.1 Communication

Communication is important in order to enhance performance, transparency and accountability with clear understanding of roles and responsibilities, build trust and ownership of the interventions by the stakeholders including communities, ensure timely feedback and adherence to established policies and guidelines. A clear communication strategy can help to avoid overburdening the grievance mechanisms as well as minimize exclusion errors and inadequate information about eligibility and guidelines of the different gender mainstreaming programs. It ensures that the various actors are fully aware of their rights and responsibilities.

In gender services provision communication involves areas of: program, interventions; policy objectives, strategies/ interventions and measures; monitoring and evaluation reports; partnerships and financing; expenditure accounting and feedback mechanism through grievance and case management systems. The intended recipients for such communication include: the community, other county departments, the National Government, County Assembly, Parliament, the Office of the Auditor General, private sector/philanthropic foundations, development partners, faith-based and community-based organizations.

Means of communication are varied and comprise staff/stakeholder meetings, dissemination of policy documents, public participation forums including workshops and seminars, central information and document repository, community complaints committees and the use of established national and county structures by the county and national governments. The use of media i.e. radio, television, braille and sign language, social media.

5.2 Monitoring and Evaluation

Monitoring and evaluation is important in measuring the level of change brought about by policy interventions. The resulting information is useful for continuous program adjustments against intended commitments and objectives, mobilizing additional resources and assessing the efficiency and effectiveness in using resource to address the needs of vulnerable groups.

Various methods will be used to monitor and evaluate programs in Makueni County to ensure that they are gender responsive. These include adoption and modification of existing tools such as the M&E Framework and Indicators Handbook to include gender sensitive programs, conducting baseline and impact evaluation studies and the use of program accountability checklists. The defined activities in the departmental work plans will determine the frequency of monitoring and evaluation.

The department responsible for Gender affairs will coordinate all other key actors, county departments and agencies as applicable .

5.3 Progress Reports

The department responsible for Gender affairs shall prepare annual M&E reports on implementation of the Policy. The Department shall also commission a midterm evaluation, to be conducted by an independent agency to measure outcomes and impacts of the Policy and inform its review. M&E studies are to be undertaken jointly with relevant stakeholders.

5.4 Accountability

Accountability in gender services provision is necessary for building trust and confidence with stakeholders, ensuring adherence to set timelines, reducing the risks of error, fraud and corruption and ensuring optimum value for money. Lack of accountability can lead to inefficiencies and compromises service delivery, entrenches negative organizational culture, waste of resources, erodes stakeholder trust and compromises the sustainability of projects.

Accountability is done by establishing controls (legal frameworks, policies, systems) to ensure accountability, participatory project planning, timely implementation and periodic project reviews.

5.5 Learning and Knowledge Management

Learning and knowledge management is a vital part of children services programming. It enables program actors to document the good practices and enable information-sharing on perspectives, ideas that inform decision-making, planning, take corrective actions and make program adjustments. This contributes to improved service delivery, productivity, effectiveness and innovation.

Learning and knowledge management for gender programs in Makueni county will be fostered by leveraging on technology to document processes and enable transfer of information, ideas and replication of good practices. Learning can also be propagated through continuous capacity building through trainings, mentoring, and coaching

5.6 Feedback Mechanisms and Stakeholder Consultation

The department responsible for Gender Affairs shall provide feedback to stakeholders through various platforms

5.7 Grievance and Case Management (G&CM)

The purpose of the G&CM mechanisms is to ensure that beneficiaries and communities have access to appropriate channels through which to voice grievances or concerns about the social protection programme and case management.

The main objective of the case management process is to ensure that all community members and programme implementers are enabled to file complaints and updates related to the programme which can be resolved in a reasonable timeframe. It ensures transparency, accountability and efficient implementation of the programs.

Makueni County has a departmental Grievance Redress Mechanism (GRM) System that is both offline i.e. established GRM desks from the lowest level of a program/project all the way to the county level, and online i.e. forms downloaded from the county website, filled and submitted via email, SMS, phone calls or visitation of a decentralized unit.

5.8 Policy Funding Mechanisms

The successful implementation of this policy will require adequate financial, human and technical resources to ensure effective and efficient implementation for desired policy outcomes. Increased government financing for gender programs will help to realize the gender equality agenda set out in national and global aspirations/agenda in county and national policies and relevant SDGs. The County Government will prioritize and set aside a specific annual budgetary allocation for gender programs and activities in the County. Additional funding can be attained through strategic partnerships with development partners (faith-based, community-based, non-governmental and

intergovernmental organizations, donor agencies), private sector and philanthropic organizations. The county government shall therefore aim to expand sources of financing through these collaborations and partnerships.

5.9 Policy Review

The department shall from time to time, in collaboration with all key stakeholders, review the policy to ensure that it remains relevant and addresses the emerging issues and trends at international, national and county level.

ANNEX I: IMPLEMENTATION MATRIX

Objective	Strategy	Indicator (s)	Actors (s)	Timelines/Frequency of reporting
<p>Objective 1: To strengthen the policy, legal and regulatory framework on gender equity and inclusion</p>	<p>-Review the existing legal framework on gender equality in the County;</p> <p>-Review existing legislative framework to ensure all laws, policies and administrative guidelines to observe gender equality and inclusion</p> <p>-Develop and gazette the necessary laws to provide for the procedural matters relating to the achievement of the gender principles;</p> <p>-Uphold and implement the legal, policy and regulatory framework on gender equality/inclusion; and</p> <p>-Strive to ensure compliance with the set legal, policy and regulatory</p>	<p>-No. of laws, policies, guidelines on gender and inclusivity reviewed, enacted and enforced</p> <p>-No. of laws, policies, and guidelines developed and gazetted</p>	<p>-Department responsible for gender mainstreaming</p> <p>-Office of the CS</p> <p>-Department responsible for legal affairs</p> <p>-Department of devolution</p> <p>-All other departments and stakeholders</p>	<p>Quarterly</p>

Objective	Strategy	Indicator (s)	Actors (s)	Timelines/Frequency of reporting
	framework on gender equality/inclusion.			
Objective 2: To strengthen the institutional capacity for gender mainstreaming and promote and linkages that support gender equality initiatives	<ul style="list-style-type: none"> -Allocate sufficient resources for gender programs, initiatives and activities; -Promote gender responsive budgeting -Provide technical support to government departments and agencies on gender mainstreaming; -Strengthen the gender department to spearhead and monitor gender mainstreaming across the County; -To develop, maintain and provide gender sensitive information and gender disaggregated data for use in planning and project implementation at all levels and in all sectors 	<ul style="list-style-type: none"> -Level of funding for gender programs, initiatives and activities -No. of government departments/sectors /agencies supported on gender mainstreaming -No. of monitoring reports on gender mainstreaming -Amount of data on gender mainstreaming available for use in planning/budgeting -No. of gender mainstreaming committees established at 	<ul style="list-style-type: none"> -Department responsible for gender mainstreaming -Department responsible for socio-economic planning -Department responsible for monitoring and evaluation -Department responsible for public participation -Office of the CS 	Annually

Objective	Strategy	Indicator (s)	Actors (s)	Timelines/Frequency of reporting
	<p>-Advocate for the establishment of gender mainstreaming committees in the community, departments and agencies; and</p> <p>-Support research and knowledge management on gender mainstreaming.</p> <p>-To seek strategic partnerships and promote public participation by mapping out the relevant stakeholders and seek to engage strategic partnerships and collaborations from various stakeholders supportive of gender equality so as to effectively address any gaps in the implementation of gender equality agenda</p> <p>-Develop a gender and communication strategy for</p>	<p>community, departments, agencies etc</p> <p>-Level of support for research and knowledge management on gender mainstreaming</p> <p>-No. of MOUs established</p> <p>-A gender mainstreaming communication strategy established</p>		

Objective	Strategy	Indicator (s)	Actors (s)	Timelines/Frequency of reporting
	<p>effective reach out and inform decisions;</p> <p>-Promote gender inclusion and mainstreaming in Makueni County.</p>			
<p>Objective 3: To reduce sexual and gender based violence against women and men, girls and boys in both public and private spheres</p>	<p>-Formulate laws, policies and developing programs promoting response and prevention of gender based violence</p> <p>-Improve county Government administrative and health facilities evidence preservation technologies for use during prosecution</p> <p>-Establish initiatives and programs to deal with Sexual and Gender Based Violence in the including the establishment safe spaces and shelters for SGBV survivors and strengthening of</p>	<p>-No. of laws , policies and programs on GBV formulated</p> <p>-No. of evidence preservation techniques established and operationalized</p> <p>-No. of safe spaces</p> <p>-No. of Gender desks established in partnership with the police</p> <p>-A SGBV hotline established</p> <p>-No. of sensitization forums on SGVB held</p>	<p>-Department responsible for gender mainstreaming</p> <p>-Office of the CS</p> <p>-Department responsible for Legal affairs</p> <p>-Department responsible for ICT</p> <p>-Department of Health</p> <p>-Department responsible for public participation</p>	<p>Quarterly</p>

Objective	Strategy	Indicator (s)	Actors (s)	Timelines/Frequency of reporting
	<p>Gender Desks in police stations, supporting toll free SGBV hotlines at facilitate reporting of gender based violence</p> <ul style="list-style-type: none"> - increased advocacy and sensitization in order to eradicate gender based violence -Increase sensitization and capacity building of staff involved in gender based violence prevention and response -Encourage use of Alternative Dispute Resolution mechanisms for the prevention of Sexual and Gender-Based Violence; -Improve Government support in providing support services such as shelters for gender based violence survivors; 	<ul style="list-style-type: none"> -No. of staff involved in SGVB prevention capacity build -No. of alternative dispute Resolution Mechanisms on prevention of SGBV established -No. of SGBV Survivors supported -No. of SGBV Survivors treated for free under UHC program -No. of research reports on causes and remedies for SGBV -No of laws on SGBV enforceable 		

Objective	Strategy	Indicator (s)	Actors (s)	Timelines/Frequency of reporting
	<ul style="list-style-type: none"> -Provide free Universal Health Care to enable GBV survivors to get health services in county government health facilities -Undertake Research on SGBV to identify underlying and systemic causes and the best ways of addressing them. -Ensure enforcement of SGBV related laws and policies; - Promote advocacy and education programs with a view to changing attitudes and culture that contributes to the acceptance and tolerance of SGBV -Develop and strengthen the capacity of relevant institutions to undertake effective and timely investigations and prosecution of SGBV related offences; and 			

Objective	Strategy	Indicator (s)	Actors (s)	Timelines/Frequency of reporting
	-Promote male involvement in managing and responding to SGBV.			
Objective 4: To promote and implement gender responsive poverty eradication initiatives	<p>-Increase and strengthen access to credit opportunities for women and all other special interest groups through affirmative action initiatives;</p> <p>-Enforce women's representation and participation in management committees of national and devolved funds initiatives, development projects and programs;</p> <p>- Promote implementation of constitutional economic and social rights protecting the family;</p> <p>-Review and enforce implementation of appropriate social protection systems and</p>	<p>-No. of revolving funds available for women and other vulnerable groups</p> <p>-No. of women representatives in management committees both at national and county level</p> <p>-No. of sensitization forums on social and economic rights of women eg land ownership, inheritance etc</p> <p>-Report of employment trends/patterns in the</p>	<p>-Department responsible for gender mainstreaming</p> <p>-Department responsible for public participation</p> <p>-Department of lands</p> <p>-Department of Devolution and public service</p> <p>-Office of the CS</p>	Quarterly

Objective	Strategy	Indicator (s)	Actors (s)	Timelines/Frequency of reporting
	<p>measures to ensure that all women and men, girls and boys in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services;</p> <p>-Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate a means for the county, to implement programs and policies to end poverty in all its dimensions;</p>	<p>county (both executive and assembly)</p> <p>-No. of poverty alleviation programs geared at ending absolute poverty for women</p> <p>-No. of social protection programs for target vulnerable groups</p>		

Objective	Strategy	Indicator (s)	Actors (s)	Timelines/Frequency of reporting
	<ul style="list-style-type: none"> - Enhance and intensively promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion, economic or other status -Initiating county social protection programs for vulnerable target groups -Eradicating cultural practices that limit women’s access to resources and assets 			
Objective 5: To enhance gender sensitive research and knowledge management	<ul style="list-style-type: none"> -Facilitate research and knowledge management on gender sensitive programing; -Collaborate with key stakeholders and other relevant institutions to support research and information sharing; 	<ul style="list-style-type: none"> -No. of research reports on gender sensitive programs with findings being utilized -No. MOUs -No. of sensitization forums with different duty bearers 	<ul style="list-style-type: none"> -Department responsible for gender Affairs -Office of the CS -Department responsible for public participation -Other stakeholders 	Quarterly

Objective	Strategy	Indicator (s)	Actors (s)	Timelines/Frequency of reporting
	<ul style="list-style-type: none"> -Carry-out advocacy based on research findings with relevant duty-bearers (The National Government and other Development partners); and -Utilize relevant research findings and recommendations to mobilize resources for gender mainstreaming -Research on issues of Gender Equality and Women Empowerment; -Establish a gender management database to be updated regularly and include disaggregated data as a minimum standard; -Develop and implement National Guidelines on Collection, Collation and Analysis of Sex Disaggregated Data; 	<ul style="list-style-type: none"> -No. of staff capacity build on research data utilization -Gender management database established -No. of programs assessed to ascertain that they meet the policy targets and aspirations of GEWE - No. of beneficiaries of implemented programs on gender and inclusion 	<ul style="list-style-type: none"> -Department responsible for monitoring and evaluation -Department responsible for HR 	

Objective	Strategy	Indicator (s)	Actors (s)	Timelines/Frequency of reporting
	<ul style="list-style-type: none"> -Strengthen capacity to the develop and use of the national guidelines on collection, collation and analysis of sex disaggregated data; - Assess all programs to ascertain whether they meet the policy targets and aspirations of GEWE; and, -Evaluate whether implemented programs have had positive impacts on target beneficiaries 			
Objective 6: To advocate for elimination of retrogressive cultural beliefs and practices and all forms of discrimination against men, women, boys and girls	<ul style="list-style-type: none"> -Strive to eliminate all forms of discrimination, negative attitudes and practices that prejudice the girl child and the boy child -Support women and men to work with children and youth to break down persistent gender stereotypes, taking into account 	<ul style="list-style-type: none"> -No. of departments/sectors that have ensure 2/3rd gender rule in appointments, promotion and assignments and tasks 	<ul style="list-style-type: none"> -Department responsible for gender affairs -Department responsible for HR -Department responsible for public participation -Office of the CS 	<ul style="list-style-type: none"> Quarterly

Objective	Strategy	Indicator (s)	Actors (s)	Timelines/Frequency of reporting
	<p>the rights of the child and the responsibilities, rights and duties of parents</p> <p>-Integrate gender equality and social inclusion in all curricula at all levels of learning in order to remove gender bias in the school curriculum, educational materials and practices</p> <p>-Develop and implement a gender and social inclusion capacity building and awareness raising program;</p> <p>-Establish gender and social inclusion platforms and Put in place adequate programmatic interventions to address discrimination; and develop targeted measures to address</p>	<p>-No. of sensitization forums held forums on children rights</p> <p>-MOUs signed with educational stakeholders on gender mainstreaming</p> <p>-Program on gender and social inclusion developed and implemented</p> <p>-Structures and programs for role-modelling and mentorship programs for boys and girls established</p>	<p>-Department responsible for mentorship</p>	

Objective	Strategy	Indicator (s)	Actors (s)	Timelines/Frequency of reporting
	<p>intersectional and multiple inequalities</p> <ul style="list-style-type: none"> -Facilitate affordable and accessible to Health Care -promote women leadership and decision-making positions -Develop structures and programs for role modelling and mentorship for both girls and boys. -Decree the realization of the Two-Thirds Gender Principle in appointments, promotion and assignments and tasks -Support evidence-based generation of data on the extent, effects and implications of different inequalities presented by discrimination; 			

Objective	Strategy	Indicator (s)	Actors (s)	Timelines/Frequency of reporting
	<ul style="list-style-type: none"> -Ensure compliance with constitutional and legal provisions against discrimination; -Eliminate structural constraints that hinder the realization of the rights of boys and girl; and, -Support appropriate age sex education for boys and girls with parental involvement and emphasize on their respective responsibilities regarding their sexuality and fertility. 			
Objective 7: Eliminate discrimination in access to employment, promotion and training including equal remuneration to enhance income security for men and women	-Strengthen and review the legal and administrative framework for labor administration to integrate women in hitherto non-traditional trades i.e. construction, mining, infrastructure development, among others;	-No of sensitization forums on gender inclusivity in labour administration in all spheres -Unpaid care program for children, older persons, the sick, and PWDs that	-Department responsible for gender and mainstreaming -Department of trade and industry -Office of the CS	Quarterly

Objective	Strategy	Indicator (s)	Actors (s)	Timelines/Frequency of reporting
	<p>-Enhance compliance to the ‘not more than two thirds’ gender principle in recruitment, appointment and promotion of women and men in all spheres for greater inclusion and visibility; Implement labor policies that support minimum wage guidelines, regulations on work hours, and protection for trade union and collective bargaining rights, particularly for women to close the differences in access to economic opportunities, earnings and productivity gaps;</p> <p>-Recognize unpaid care (for children, older persons, the sick, and persons with disabilities) and domestic work to ensure shared responsibility within the house</p>	<p>reduces the burden on women</p> <p>-Skills development program for women on entrepreneurship</p> <p>-MOUs with informal sector on maternity/paternity leaves and other forms of gender mainstreaming</p>		

Objective	Strategy	Indicator (s)	Actors (s)	Timelines/Frequency of reporting
	<p>and invest in social services and infrastructure provision and social protection policies to reduce the burden on women;</p> <p>-Establish a database on employment records of women and men in formal and informal sectors to track, evaluate and improve employment conditions for all particularly women;</p> <p>Review skills development programs and projects and target them at increasing decent employment for all particularly women;</p> <p>-Build capacities of women's entrepreneurial skills linked with start-up capital; and,</p> <p>-Regulate job security for women and men on maternity/paternity</p>			

Objective	Strategy	Indicator (s)	Actors (s)	Timelines/Frequency of reporting
	leave and ensure safety and protection of women in informal sector including women with disabilities.			
Objective 8: Enhance and sustain measures to eliminate gender disparities in access to, retention, transition, performance and quality in education for women, men, girls and boys.	<ul style="list-style-type: none"> -positions in the education sector at national and county levels; -Adopt and strengthen measures to increase access to and retention of girls and boys in public education at all levels; -intensify civic education programs on harmful cultural practices that inhibit access to education for girls; -Promote mentorship programs in schools and sensitize households to encourage girls to take up STEM related careers; -Provide personal and menstrual hygiene information, standard 	<ul style="list-style-type: none"> -Guidelines on recruitment, retention of both boys and girls in public education -Mentorship opportunities for girls in STEM related careers -Availability and dissemination of personal and menstrual hygiene -Budget allocation for provision of sanitary towels to girls and clean toilets for girls and boys in schools 	<ul style="list-style-type: none"> -Department responsible for gender affairs -Department of Education -Department responsible for HR -Department responsible for socio-economic planning 	Quarterly

Objective	Strategy	Indicator (s)	Actors (s)	Timelines/Frequency of reporting
	<p>facilities and allocate a budget for the provision of sanitary towels to girls and clean toilets for girls and boys in schools;</p> <p>-Promote accountability on utilization of bursary funds available for vulnerable girls and boys and institutionalize direct support for orphans and children with severe disabilities in school;</p> <p>-Enhance school attendance by putting in place measures to address gender-based violence, sexual harassment, safety and protection in schools; and,</p> <p>-Review and enforce re-entry policies for pregnant schoolgirls to enable them to complete their education.</p>	<p>-No. of vulnerable girls on bursaries and scholarships</p> <p>-Re-entry policy available and enforced for pregnant girls</p>		

Objective	Strategy	Indicator (s)	Actors (s)	Timelines/Frequency of reporting
<p>Objective 9: Ensure equitable and meaningful participation and representation of women and men in governance, power and decision-making positions in public and private sectors.</p>	<p>-Initiate legislation to give effect to the constitutional principle that not more than two thirds of members of appointive and elective positions shall be of the same gender;</p> <p>-Ensure that political parties support women’s participation in political processes and promote gender equality;</p> <p>-Support effective collaboration of state and non-state actors to build the capacity of women to participate and engage in competitive politics, leadership and governance;</p> <p>-Support and encourage active and meaningful participation of women in political and decision-</p>	<p>-No. of women empowered to participate in appointive and elective, decision-making positions</p> <p>-</p>	<p>-Department responsible for gender affairs</p> <p>-Department responsible for public participation</p> <p>-Department responsible for public administration</p>	<p>Quarterly</p>

Objective	Strategy	Indicator (s)	Actors (s)	Timelines/Frequency of reporting
	making processes from the grassroots level.			
Objective 10: Implement measures to overcome barriers inhibiting women's access to and control of productive resources e.g. land ownership, housing and agriculture.	-Implement existing Constitutional reforms and a relevant legal framework that ensure equitable access and control to land and other natural resources particularly for women for agricultural use, housing and other productivity ventures;	-No. of agricultural extension services targeting women and women headed families -No. of sensitization forums on climate resilient agriculture	-Department responsible for gender mainstreaming -Department responsible for public participation -Department of Agriculture	Quarterly

Objective	Strategy	Indicator (s)	Actors (s)	Timelines/Frequency of reporting
	<p>-Enhance extension services and avail agricultural information and appropriate technologies to particularly benefit vulnerable women in agricultural practices;</p> <p>-Facilitate and enhance adoption of engendered climate processes, smart inputs and out markets, to ensure that agricultural and other livelihood practices are climate resilient; and,</p> <p>-Enhance women’s participation in agriculture</p>	<p>-No. of Women doing agriculture as an economic activity</p>	<p>-Department responsible for environment and climate change</p>	
<p>Objective 11: Facilitate affordable, accessible, acceptable and quality health care services including reproductive health care, emergency services, family</p>	<p>-Strengthen the universal healthcare insurance scheme and enhance its coverage to provide comprehensive and integrated preventive, curative and rehabilitative health services for all;</p>	<p>-Level of investment in UHC with special focus on comprehensive and integrated preventive, curative and rehabilitative health service</p>	<p>-Department responsible for gender mainstreaming</p> <p>-Department of Health</p> <p>-Department responsible for public participation</p>	<p>Quarterly</p>

Objective	Strategy	Indicator (s)	Actors (s)	Timelines/Frequency of reporting
planning, HIV and AIDS service for women and men, girls and boys	<ul style="list-style-type: none"> -Support implementation of existing health and nutrition programs to benefit vulnerable women and girls; -Strengthen efforts to reduce maternal mortality and new HIV and AIDs infections among women and girls; and, -Establish, strengthen and regularly review programs targeted at women and girls and recommend improvements 	<ul style="list-style-type: none"> -Level of support for implementation of existing health and nutrition programs -No. of programs/forums, campaigns on maternal mortality and new HIV and AIDS infections among women and girls 		

Objective	Strategy	Indicator (s)	Actors (s)	Timelines/Frequency of reporting
Objective 12: Ensure a clean, secure and sustainable environment	<ul style="list-style-type: none"> -Ensure women participate in and benefit equitably from investments in various natural resources development initiatives; -Build capacities of development agencies in gender mainstreaming into environment and climate change laws, policies and programs and ensure that women, men, girls and boys participate in and contribute to and benefit from climate resilient programs and projects; -Support interventions aimed at equitable participation of women, men, girls and boys in the sustainable utilization of natural resources for economic benefits -Have women well represented in decision-making processes over 	<ul style="list-style-type: none"> -No. of women participating in and benefitting from natural resources development/management initiatives -No. of capacity building forums on climate change laws, policies and programs as well as climate resilient programs and projects with free participation -No. of interventions aimed at equitable participation in sustainable utilization of natural resources -No. of women participating in climate 	<ul style="list-style-type: none"> -Department responsible for gender mainstreaming -Department responsible for environmental and climatic change issues -Department responsible for management of natural resources -Department of Water 	Quarterly

Objective	Strategy	Indicator (s)	Actors (s)	Timelines/Frequency of reporting
	<p>the environment and natural resources;</p> <p>-Factor women's input into climate change adaptation and mitigation strategies;</p> <p>-Capacity build women on the negative effects of deforestation to be able to contribute towards sustainable natural resource management and climate change mitigation and adaptation</p> <p>-Reduce gender disparity in access to natural resources;</p> <p>-Provide affordable clean water to reduce health risks related to poor quality of water;</p>	<p>change adaptation and mitigation strategies</p> <p>-No. of women capacity build on negative effects of deforestation</p> <p>-Level of investment in clean water campaigns</p>		