



Advocacy Strategy 2017-2020

Kenya



Acknowledgements

The results in this strategy document would not have been possible without the diligent work of Donald Mogeni, who wrote the strategy, and the research assistants Edgar Ouma and Wendy Okollo.

We also gratefully acknowledge the important contributions made by the SNV programme team in Kenya (Leah Njeri, Mugure Githuku) in addition to those in a global role (Raymond Brandes, Resy Vermeltfoort) and all the participants in the validation workshop.

April, 2017

Founded in The Netherlands in 1965, SNV has built a long-term, local presence in many of the poorest countries in Asia, Africa and Latin America. Our global team of local and international advisors work with local partners to equip communities, businesses and organisations with the tools, knowledge and connections they need to increase their incomes and gain access to basic services – empowering them to break the cycle of poverty and guide their own development.

This report is based on research for the 'Enhancing Opportunities for Women's Enterprises' programme funded by the Ministry of Foreign Affairs of The Netherlands (DGIS) under the 'Funding Leadership and Opportunities for Women' (FLOW) framework. Any part of this publication may be reproduced or transmitted in any form and by any means with proper referencing © 2017, SNV, Enhancing Opportunities for Women's Enterprises Programme.

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Abbreviations

ADP	Annual Development Plan
AGPO	Access to Government Procurement Opportunities
BPfA	Beijing Platform for Action
CBEF	County Budget and Economic Forum
CEDAW	Convention for the Elimination of All Forms of Discrimination Against Women
CIDP	County Integrated Development Plan
CSO	Civil Society Organisation
DGIS	Directoraat-Generaal Internationale Samenwerking (Directorate-General for International Cooperation under the Dutch Ministry of Foreign Affairs)
EOWE	Enhancing Opportunities for Women's Enterprises
FGM/C	Female Genital Mutilation/Cutting
FLOW	Funding Leadership and Opportunities for Women
ICPD PoA	International Conference on Population and Development Program of Action
IDCU	Inter-Departmental Coordination Unit
KEBS	Kenya Bureau of Standards
KIBT	Kenya Institute for Business Training
KIRDI	Kenya Industrial Research and Development Institute
KNASP	Kenya National AIDS Strategic Plan
KNBS	Kenya National Bureau of Statistics
KNCHR	Kenya National Commission on Human Rights
MFI	Micro-Finance Institution
MSP	Multi-Stakeholder Platform
MYWO	Maendeleo Ya Wanawake Organization
NGEC	National Gender and Equality Commission
NGO	Non-Governmental organisation
PFM	Public Finance Management
SDG	Sustainable Development Goal
SME	Small and Medium-sized Enterprise
SMEA	Small Micro Enterprise Authority
SMS	Short Message Service
SNV	Netherlands Development Organisation
WEE	Women's Economic Empowerment
WEF	Women Enterprise Fund
YEDF	Youth Enterprise Development Fund

Foreword

Women's economic empowerment is critical to national development and economic growth. Over the years, Kenya has made various progressive achievements exemplified by constitutional, legislative and policy reforms on one hand; and various programmatic initiatives such as the various catalytic funds (Uwezo Fund¹, Youth Enterprise Development Fund, and the Women Enterprise Fund) and the Access to Government Procurement Opportunities (AGPO) on the other. Various County Governments also continue to implement various initiatives that promote women's economic empowerment (WEE).

While there have been many achievements to celebrate, there are still many advocacy and public policy goals such as ensuring effective women participation and representation in leadership, prevalent of gender neutral policies that have been difficult to realise due to a combination of factors such as limited political will among key actors, limited capacity within the Government on understanding and designing effective WEE programmes and policies. Thus, engaging decision-makers and key influencers through advocacy will continue to be one of EOWE programme's² most important strategies to achieve its goals and ensure continued and progressive WEE in Kenya.

In order to improve the status of WEE in Kenya, SNV has developed this *Advocacy Strategy*. This strategy is divided into two main parts. The first part presents (in brief) the WEE situation in Kenya. The latter part presents EOWE's advocacy plan and implementation framework. The strategy is based on analysis of the current WEE policy environment in Kenya, SNV's varied project experiences, information gathered from EOWE programme staff, and members of other CSOs in the WEE sector. It is anticipated that by pursuing the strategic objectives identified in this strategy, the EOWE programme can become more effective in its WEE advocacy work through working with key decision makers and influencers at county and national levels.

¹ The Uwezo Fund is a flagship programme for vision 2030 aimed at enabling women, youth and persons with disability access finances to promote businesses and enterprises at the constituency level.

² Enhancing Opportunities for Women's Enterprises (EOWE) is a 5-year women's economic empowerment programme funded by the Department of Social Affairs of the Ministry of Foreign Affairs of The Netherlands under the 'Funding Leadership Opportunities for Women' (FLOW) framework. The programme aims to increase women's economic participation and self-reliance in Kenya and Vietnam by catalysing a conducive national and local environment for female entrepreneurship.

I The context of the EOWE Advocacy Strategy

Support for the empowerment of women can be seen through different initiatives by the Government of Kenya. Tracing back these efforts since 2002, demonstrable effort is visible in respective policy and programmatic initiatives. These include: the National Policy on Gender and Development (2000); Sessional Paper No.2 of 2006 on Gender Equity and Development; Economic Recovery Strategy (2003–2007); Vision 2030, Kenya’s commitment to the Millennium Development Goals, and the Sustainable Development Goals. Various gender responsive policy initiatives, including the Adolescent Reproductive Health and Development Policy and Plan of Action (2005–2015), Gender and Education Policy (2007), Kenya National Aids Strategic Plan (KNASP), Presidential Directive on Affirmative Action, National Policy for the Abandonment of FGM/C (Female Genital Mutilation/Cutting) also exist at sectoral levels.

More recently, the government has established various initiatives that have advanced women’s empowerment as well as working towards gender equality. These include: the Women Enterprise Fund (WEF), the Uwezo Fund, the Youth Enterprise Development Fund, and the Access to Government Procurement Opportunities (AGPO) program. These funds have enabled women to access funds for starting or growing their business ventures without burdensome conditions.

These initiatives are anchored in Vision 2030 which is the Government’s development blue print that aims to transform Kenya into a newly industrialising middle income country providing a high quality of life to its citizens by 2030 in a clean and secure environment. The first and second Medium Term Plans for the years 2008-2012 and 2013-2017 respectively highlight gender mainstreaming and the empowerment of women as key priorities in order to ensure equality between men and women in access to economic, social and political opportunities.

Constitutionally, demonstrable effort has been made towards gender equality. To this end, the introduction of the 2/3 gender rule³, to specifically create room for inclusion of women in leadership spaces was a laudable development. However, several administrative and legislative challenges to the realisation of this provision still abound. In addition, the Government has enacted laws to counter cultural attitudes that are barriers to gender equality and women empowerment. This is demonstrable through, legislations such as the Matrimonial Property Act (2013)⁴ and Marriage Act (2014)⁵. Further efforts towards gender equality and women’s economic empowerment can also be seen through several private sector initiatives that seek to promote access to credit and financial inclusion for women. With devolution now being part of Kenya’s governance architecture, various County Governments provide broad recognition and commitment to women’s economic empowerment and enterprise development as is highlighted within key County Government documents. Specifically, County Integrated Development Plans give recognition to women’s empowerment. Specific Annual Development Plans of various Counties also give recognition to the women’s empowerment and enterprise development themes through providing budgetary provisions supporting various investments related to WEE e.g. construction of markets, and farming inputs subsidies. However, counties still lack specific policy, legislative or strategic directives on women’s economic empowerment specifically.

In the same vein, counties continue to experience a number of challenges which restrict the attainment of the strategic goals for women’s economic empowerment and enterprise development. These include:

³ The 2/3 gender rule means that not more than 2/3 members of any appointive or elective body should be of the same gender.

⁴ Provides for rights and responsibilities of spouses in relation to matrimonial property. Specific focus is paid to section 7 which provides that ownership of matrimonial property vests in the spouses according to contribution of each spouse towards its acquisition. The Act marks a positive departure from the previous regime by recognizing both monetary and non-monetary contribution. Supportive roles such as child care and domestic work are now legally recognised at the dissolution of marriage and during the division of matrimonial property. These were roles that ordinarily were not considered as contribution towards acquisition of matrimonial property.

⁵ A comprehensive law consolidating various laws governing religious, customary, and civil marriages and divorces in the country. The legislation affords parties to any form of marriage equal rights, stating “[p]arties to a marriage have equal rights at the time of the marriage, during the marriage and at the dissolution of the marriage.” (*Id.* § 3.)

1. Timely access to financial resources hence affect; projects/programme implementation, payment for recurrent expenditures at subsequent levels - specifically for projects that promote women's economic empowerment in the agriculture sector;
2. Inadequate technical staff to provide effective technical and supervisory services;
3. Inadequate funds to offer subsidies;
4. Inadequate transport facilities for projects implementation, supervision and monitoring;
5. Low adoption of new technologies due to low resource base among women farmers;
6. None clarity on policy interpretation by both National and County Governments for both agriculture and water sectors;
7. High investments cost for enterprise development projects challenging projects challenging within resource constrained settings where other priorities such as sinking boreholes take preference.

2 WEE challenges and problems to be addressed

2.1 Limited women's participation

The Constitution of Kenya 2010 revolutionised the system of governance in the country. It introduced two levels of government (Article 6) and the devolved system of governance. Article 174 clarifies the objectives of devolution key among which include promoting democratic and accountable exercise of power; to give powers of self-governance to the people and to enhance the participation of the people in exercise of the powers of the state as well as in making decisions affecting them. Further, article 201 elaborates the principles and framework for public finance management and lays emphasis on transparency, accountability and public participation. However, even with these clear provisions, it seems that the majority of the citizenry – especially women do not have the requisite capacity to engage with the Government to ensure that the constitutional principles are upheld.

Even though the Constitution has expressly provided for public participation in governance processes at both national and county levels of government, there has been very minimal citizen participation and/or involvement. As planning, coordination, budgeting, execution, monitoring and evaluation is now being done at county level, women participation will be critical in order to ensure transparency and accountability thereby facilitating optimal application of resources to address WEE goals and objectives.

2.2 Conflicting and often duplicating mandates of various catalytic funds

While the Government's approach to establish various catalytic funds to promote WEE is laudable, the current uncoordinated and duplication of mandates could jeopardise effective WEE. Moreover, this duplication disallows the opportunity of addressing specific group challenges and barriers. Coupled with the various private sector and County Governments' initiatives, these uncoordinated mechanisms may contribute to the risk of over-financing and placing women entrepreneurs and their groups in a vicious cycle of debt. This strategy will therefore support advocacy processes that will seek to influence the review of the policy and legal framework governing Uwezo Fund, WEF and YEDF to delineate the mandates of the funds and eliminate the risks of duplication. This will potentially reduce administrative costs while increasing financial opportunities for more women. Although, previous legislative attempts to harmonise these funds have been unsuccessful, framing the proposal to harmonise the funds as a 'win' for more women may change the political incentives and open a window of opportunity for successful policy reform.



📷 Woman preparing her goods at the market.

2.3 Lack of (and poor) coordination

While being administered at county levels by specific officers (who are employees of the various management entities) the catalytic funds entirely fail to recognise the County Governments and their structures. They make no

provisions for intergovernmental coordination and also lack any linkage to county planning structures. The existence of the various national initiatives such as the Women Enterprise Fund and Uwezo Fund are good and commendable measures towards enhancing economic opportunities for women entrepreneurs. However, the operational and coordination challenges at county and national levels are likely to prevent these funds from effectively contributing to women's economic empowerment. These challenges include: lack of transportation and facilitation for loan officers at county level, a lack of synergy in coordinating capacity enhancement efforts by the various affirmative action (National and County Government) and private sector initiatives targeting women entrepreneurs.

This advocacy strategy will therefore advocate for the establishment of a statutory tri-partite coordinating mechanism between National and County Governments on one hand and the private sector on the other hand at county levels to address capacity building strategies, and share information which would greatly enhance effectiveness of the various mechanisms currently instituted for women's economic empowerment.

2.4 Centralisation of capacity building institutions

A major challenge faced by County Governments in promoting women's economic empowerment is their limited capacity with relation to research and development, standardisation, skills in enterprise development, access to vital statistics, and ability to deliver targeted business trainings to women entrepreneurs. To ameliorate these gaps, the strategy will advocate for the administratively decentralisation of national institutions with mandates in promoting business and entrepreneurship (perhaps through de-concentration) to support County Governments in developing these crucial capabilities. Such institutions include the Kenya Industrial Research and Development Institute (KIRDI), the Kenya National Bureau of Statistics (KNBS), the Kenya Institute for Business Training (KIBT) and the Small and Micro Enterprise Authority (SMEA). Through multi-stakeholder platforms (MSPs) and the Governor's Roundtable, the strategy will also seek to influence the County Governments to partner and coordinate with NGOs to complement capacity development of women entrepreneurs.

2.5 Haphazard targeting within current programmes

Although it is commendable that County Governments are implementing various programmes that empower women and women entrepreneurs, the targeting and selection of beneficiaries for current initiatives is somewhat haphazard. Moreover, the assumption that women are major beneficiaries in projects such as construction of market stalls is seriously invalid. This strategy will influence County and National Governments to increase efficiencies and data on specific targeted women and women entrepreneurs so as to effectively redirect scarce resources to those who most need the support in addition to allowing them the capability to be able to capture, document and report upon the transformative impacts of these initiatives on women entrepreneurs.

2.6 Political considerations and lack of policy, strategic and legislative provisions for WEE

With political considerations playing a crucial role in establishment and rollout of current county programmes devoid of any enabling legislative and institutional frameworks to promote women's economic empowerment within counties, there is a real risk that current promising initiatives may be lost during electoral cycles. This strategy will therefore seek to influence County Governments to work at enshrining current initiatives in county legislation, policies etc. With this inclusion, promising programmes and interventions are likely to survive volatile electoral cycles. Moreover, technocrats who work with County Government departments may use this grounding in policy to influence elected leaders to uphold such programmatic interventions in future.

2.7 Lack of/and challenges in access to information

Although the Public Finance Management Act provides a framework for access to information for citizens, County and National Governments have not sufficiently ensured that citizens (especially women) receive this information in a usable format. This strategy will therefore advocate for County and National Governments to adopt an open governance policy especially through proactive disclosure of information to enhance meaningful participation. This should promote sharing of information through use of accessible channels of communication such as county websites, transparency boards, bulk Short Message Service (SMS), local newsletters, local or community radio, television, *barazas*⁶ and any other media. The strategy will also advocate for County and National Governments to provide timely information and sufficient notice for forthcoming meetings; and provide information in formats that are accessible to a wide group of people, including persons with disabilities. This includes the translation of information to local languages where necessary for wider reach. Most importantly, County and National Governments should develop tools and mechanisms that ensure effective participation and engagement of women.

⁶ In East Africa, *baraza* refers to a public meeting.

Such a strategy can be employed to some of the women groups currently targeted under the various women's economic empowerment programmes and initiatives being implemented by the County Governments.

2.8 Gender neutral budgets

Gender neutrality of budgets does not imply that budgets will not have significantly different impacts on women and men of different economic/social groups. A gender-neutral approach means ignoring the gendered impact of policy, because it does not take into account the different positions women and men occupy in the economy and in society. Gender-sensitive budgets seek to reduce gender gaps and inequalities. They are intended to break down, or disaggregate, the Government's entire budget according to its impact on different groups of women and men with cognizance being taken of the society's underpinning gender relations, roles and opportunities to access and control resources. Gender-sensitive budgets are therefore fundamentally about mainstreaming gender issues and ensuring that these issues are integrated into all national and county policies, plans and programmes rather than regarding women as a special "interest group" to be catered for separately.

In as far as the approach to budgets is concerned; gender-responsive budgets should not only be factored in each sector, but must also be factored in the initial design of development projects and plans such as the County Integrated Development Plans (CIDPs), Annual Development Plans (ADPs), sector strategy documents etcetera by specifying the needs of men and women at the onset. This will involve investment in a rigorous analysis of the gender dynamics and allocation of funds accordingly.

2.9 WEE limited to provision of financial support

Current women's economic empowerment efforts have extensively focused on providing financial facilities to women. Other ways should include providing more than just credit facilities to women. Women in small and micro-enterprises (SMEs) should benefit through innovative financial approaches that include packages offering them health insurance or weather insurance in the cases where they practice farming. This strategy will advocate for access to credit to be complemented by other initiatives that address gender dynamics within the household. These could involve initiatives that increase control of resources, as well as those that challenge negative social norms.

3 Advocacy opportunities

3.1 WEE advocacy opportunities at national level

1. Participate in development of a framework for the implementation of the 2/3 gender rule across all spheres nationally and within counties.
2. Advocate for greater coordination among national WEE policy makers and implementing agencies. A clear coordination framework would facilitate effective implementation of the catalytic funds (Uwezo Fund, Women Enterprise Fund and Youth Enterprise Development Fund), but also other provisions such as the 2/3 gender rule and the Access to Government Procurement Programmes.
3. Advocate for inclusion of WEE issues in government position papers or policies on the SDGs and Vision 2010 medium term agendas.
4. Work with relevant ministries to improve ease of doing business indicators for women in Kenya.

3.2 WEE advocacy opportunities at county level

1. Advocate for greater women participation and involvement in planning, implementation and monitoring of WEE policies and programmes at the county levels. County policy makers should ensure meaningful women participation in development and implementation of County Integrated Development Plans and Sectoral Plans.
2. Advocate for greater WEE resource allocation. Women and women's organisations and other agencies implementing WEE programmes should meaningfully participate and monitor county budgetary processes e.g. by nominating representatives to County Budget and Economic Forums.

3. Advocate for adequate public education on WEE including dissemination of policies, guidelines and relevant legislations. County Governments and agencies involved in WEE programmes can reach wider audience through traditional and emerging social media (e.g. Facebook, Twitter, FM stations etcetera).
4. Influence County Budgets and the formulation of New County Integrated Development Plans.

3.3 Guiding principles for the Advocacy Strategy 2017-2020

a) Synergy and partnerships

Collaboration is key in implementation of this strategy. Building of new partnerships and strengthening or formalisation of existing ones will be pursued at both national and county levels. In addition, synergic relationships of relevant actors will be maximised.

b) Resources and budget

This strategy is developed based on currently available resources. However, due to evolution of the policy environment and new opportunities, priority should also be given to resource mobilisation, both financial and human. These resources should be directed towards supporting both core activities under the strategy as well as other relevant broad advocacy objectives.

c) Women's participation

The active and meaningful participation of the project's core constituency - the women, will be central in the implementation of this strategy.

d) Evidence-based advocacy

Collecting systematic evidence through increasing the depth and breadth of relevant policy research, improving its dissemination through deployment of effective messages such as policy briefs, building long-term relationships with policymakers at national and County Governments, forming coalitions and networks, building capacity of partners and the Government in utilising policy relevant evidence will be key in the delivery of the various WEE policy advocacy objectives.

3.4 Stakeholder under this Strategy

Stakeholders include the following:

1. Relevant County Government Departments
2. Relevant National Government Departments
3. County Assemblies – and members of relevant committees
4. Maendeleo Ya Wanawake Organization (MYWO)⁷
5. Council of Governors
6. Relevant CSOs at county and national levels
7. Kenya Private Sector Alliance
8. Kenya Bankers Association
9. Producer Associations
10. Kenya National Chamber of Commerce and Industry
11. Relevant media houses
12. National Assembly and Senate (through relevant committees or WEE champions).
13. Independent Commissions – Kenya National Commission on Human Rights (KNCHR), National Gender and Equality Commission (NGEC)
14. Research institutions

All stakeholders are essential for the successful implementation of this Advocacy Strategy. Their role will include supporting co-operation, alliances and consortia by filling specific advocacy gaps with their expertise and competency, and assisting with implementation of various advocacy strategies. Relevant stakeholders shall be invited to various fora to monitor progress in the implementation of this Strategy.

3.5 Monitoring plan

While this strategy has developed a detailed implementation framework for the identified objectives, it is expected that this plan will be reviewed and implemented in tandem with SNV's other core plans - such as a thorough-going communications and engagement strategy.

⁷ MYWO is a non-profit voluntary women's organization with a mission to improve the quality of life of the rural communities especially women and youth in Kenya.

3.6 Way forward

The following key steps are critical in initiating and implementing this Strategy:

1. Developing an accompanying detailed monitoring and evaluation plan to the consolidated implementation framework.
2. Developing an accompanying Communication and Engagement Strategy to the Advocacy Strategy.
3. Launching the Strategy in a process that involves SNV's core constituency, partners and stakeholders.
4. Popularising the Strategy so as to get buy in from a cross range of actors, constituencies and allies.
5. Building a critical mass around the Strategy.
6. Mobilising resources internally and externally.

ANNEXES

Annex 1: Advocacy strategy (implementation framework) 2017-2020

IMPACT: INCREASED EQUALITY OF ECONOMIC OPPORTUNITY	
Specific Objective 1: To improve policy and legislative environment for women's economic empowerment	
Key result areas	Assumptions and risks
<p>1. Improved implementation by County Government relevant policies, plans and processes that are gender sensitive. These will include:</p> <ul style="list-style-type: none"> a. Implementation of the 30% Access to Government Procurement Opportunities (AGPO) for women and youth; b. Introduction of Public Participation Act and complementary public participation guidelines and regulations in the 12 counties targeted by the EOWE programme; c. Ensuring women voice, influence and participation in the development of County Integrated Development Plans (CIDPs) and corresponding Annual Development Plans (ADPs), as well as in the entire Public Finance Management Cycle (Budget Formulation, Approval, Oversight and Reporting). <p>2. Improved coordination and targeting of business finance and credit to women by WEF, UWEZO, Youth funds and other funds introduced by County Governments.</p>	<p>Assumptions</p> <ul style="list-style-type: none"> 1. Willingness of government and non-governmental actors to engage, make use of evidence in policy and planning cycles; 2. Favourable policy environment for WEE issues; 3. Cordial working relationship between CSOs and the Government. <p>Risks</p> <ul style="list-style-type: none"> 1. Unstable political and policy environment with relation to women's empowerment; 2. Collapse / instability in CSOs and MSPs, alliances and coalitions.
Key activities	Means of verification
<p>Form Inter-Departmental Coordination Unit (IDCU) with relevant departments to WEE agenda, define purpose, agenda and modality of operation and develop joint-action plans with diverse national government stakeholders, Council of Governors, County Government Departments of Agriculture, Gender etc., Maendeleo ya Wanawake (MYWO), Kenya National Chamber of Commerce and Industry (KNCCI), Kenya Private Sector Alliance (KEPSA), local and national media, CSOs, etc.</p> <p>Conduct capacity assessment of county departments and other government partners in implementing WEE defined agenda.</p> <p>Develop training module and conduct training/build capacity of government stakeholders based from the assessment report</p> <p>Generate evidence by analysing the status and mechanism of implementation in relation to the selected policies and plans and processes. Get schedule of government activities in relation to selected policies for planning.</p> <p>Develop detailed work plans with clear roles and responsibilities and support implementation in favour of identified policies, plans and processes</p> <ul style="list-style-type: none"> a. Women's participation and contribution in CIDP and annual county budgets development; b. Implementation of 30% public contracts for women and youth; and c. Access of affirmative & county funds to women at local level. 	<ul style="list-style-type: none"> 1. Signed departmental, inter-ministerial and inter-county governmental MOUs and framework agreements; 2. Modalities of operation and coordination defined, agreed and signed by all parties; 3. Developed action plans and progress reports from MSPs; 4. Publication of policy briefs and other influencing materials; 5. Women consistently report increased participation in PFM processes and inclusion within relevant committees and representative bodies; 6. Key County and National Government institutions, NGEN and independent commissions report effective implementation of key policy and legislative frameworks for WEE.

<p>Assess and provide capacity support of county legislative arm in monitoring implementation of processes, plans and policies.</p> <p>Develop and disseminate influencing materials to identified key targets and stakeholders at national and county levels.</p> <p>Convene relevant County and National Assembly legislative committees for purposes of influencing key policy reforms relevant to the WEE agenda nationally and within counties.</p> <p>Pursue policy and legislative reforms to ensure that catalytic funds are more effective in promoting the WEE agenda – addressing key bottlenecks, gaps and challenges addressed in the ‘SNV WEE Policy Analysis Report’.</p> <p>Influence County Budget and Economic Forums (CBEFs) to introduce mechanisms for meaningful and effective women participation in Public Finance Management (PFM).</p> <p>Strengthen mechanisms, through consultation with women, to identify the different needs, capacities and voices of women to develop comprehensive programmes, plans, and products, which capture and make visible women’s differentiated needs.</p> <p>Promote cross county learning and sharing of the Inter-Departmental Coordination Unit (IDCU).</p> <p>Establish Governors Forum multi stakeholder platforms for dialogue.</p>	
Target audience	Key advocacy messages
<ol style="list-style-type: none"> 1. National Government (relevant ministries and departments); 2. County Governments (relevant departments); 3. National and County legislative committees; 4. Private sector; 5. Independent Commissions (KNCHR and NGEC); 6. Relevant state corporations like WEF; 7. Council of Governors. 	<ol style="list-style-type: none"> 1. Women’s economic empowerment is a prerequisite for sustainable development, economic growth and the achievement of SDGs; 2. Review and introduce policy and legislative provisions to promote WEE in Counties and Nationally; 3. There is scope for increasing National and County Governments’ investments in women’s economic empowerment; 4. Start with women by integrating gender-specific perspectives at the design stage of policy and programming; 5. More equitable access to assets and services – land, water, technology, innovation and credit, banking and financial services – will strengthen women’s rights, increase agricultural productivity, reduce hunger and promote economic growth; 6. Parliament and County Assemblies should do more to monitor the implementation of the country’s policies to ensure that women are better economically empowered if gender parity is to be attained; 7. Partnerships are needed to scale up women’s economic empowerment.

Key partners	
<ol style="list-style-type: none"> 1. Relevant County Government Departments 2. Relevant National Government Departments 3. County Assemblies – and members of relevant committees 4. Maendeleo Ya Wanawake Organisation (MYWO) 5. Council of Governors 6. Relevant CSOs at county and national levels 7. Kenya Private Sector Alliance 8. Kenya Bankers Association 9. Kenya National Chamber of Commerce and Industry 10. Relevant media houses 11. National Assembly and Senate (through relevant committees or WEE champions). 12. Independent Commissions – Kenya National Commission on Human Rights (KNCHR), National Gender and Equality Commission (NGEC) 13. Research institutions 14. Council of Governors 	
Specific Objective 2: To increase capacity of civil society actors to advocate on women's economic empowerment issues.	
Key result areas	Assumptions and risks
<p>Increased advocacy capacity of key actors (local and national levels) to advocate for and monitor implementation of gender sensitive policies</p>	<p>Assumptions</p> <ol style="list-style-type: none"> 1. Stakeholders willing to share practices and build practical solutions; coordination mechanisms are in place to facilitate scale; 2. Provision of organisational or technical support, including capacity-building and policy analysis and advocacy training as well as support to navigate the policy cycle. <p>Risks</p> <ol style="list-style-type: none"> 1. Unavailability of key capacity building targets, especially government officials may negatively affect roll-out of capacity building plan; 2. Other official tasks may override EOWE activities and plans; 3. Forthcoming elections may lead to a strategic shift from WEE by new administrations at County and National Governments.
Key activities	Means of verification
<p>Conduct a capacity/ training needs assessment for targeted actors.</p> <p>Informed by the assessment (above) develop an accompanying capacity building plan targeting the various significant actors.</p> <p>Map all relevant CSOs actors and mobilise them for advocacy.</p> <p>Facilitate training sessions in gender analysis and gender-sensitive programming and mainstreaming in socio-economic development</p>	<ol style="list-style-type: none"> 1. Publication of relevant modules; 2. Implementation of capacity building/enhancement plans; 3. Enumeration and implementation of key action points/plans from Governor's roundtable;

<p>planning for County and National Government staff, as well as NGO partners.</p> <p>Convene and/or take part in joint working sessions and planning meetings with county and national officials and representatives of NGOs and grassroots women's groups.</p> <p>Generate evidence and also document it. A training is relevant here.</p> <p>Initiate and mobilise for annual Governor's Roundtable on WEE stakeholders, MFIs, private sector, youth, CSOs, women associations and entrepreneurs, media, government ministries etc.</p> <p>Train CSOs on evidence based advocacy and policy analysis.</p> <p>Establish or create linkages with county and national CSOs forums and networks for advocacy.</p> <p>Develop the capacity of County Governments to be able to effectively domesticate national level policies, strategies and visions relevant for WEE.</p> <p>Work with Members of Parliament, County Assemblies to identify challenges hindering progress toward gender equality and women's empowerment legislative capacity and how to address them.</p>	<ol style="list-style-type: none"> 4. Evidence generated; 5. Partnerships and networks established and actively engaged for influence; 6. Reports.
<p>Target audience</p>	<p>Key advocacy messages</p>
<ol style="list-style-type: none"> 1. National Government (relevant departments) 2. County Governments (relevant departments) 3. National and County Assemblies 4. Private sector 5. Independent Commissions (KNCHR and NGEC) 	<ol style="list-style-type: none"> 1. Partnerships are needed to scale up women's economic empowerment; 2. Innovative approaches and partnerships – based on dialogue amongst actors are needed to scale up women's economic empowerment; 3. Improved co-ordination amongst stakeholders will increase the effectiveness of support and advocacy for women's empowerment; 4. An effective route to empowerment is through support for women organising at local and national level; 5. Despite good policies for gender equality in the country, their implementation at the county level is often unsuccessful because of poor understanding; 6. Gender mainstreaming strategies are needed for relevant policies that seek to promote WEE in Kenya.
<p>Key partners</p>	
<ol style="list-style-type: none"> 1. Relevant County Government Departments 2. Relevant National Government Departments 3. County Assemblies – and members of relevant committees 4. Maendeleo Ya Wanawake Organisation 5. Council of Governors 6. Relevant CSOs at county and national levels 7. Kenya Private Sector Alliance 8. Kenya National Chamber of Commerce and Industry 9. Relevant media houses 10. National Assembly and Senate (through relevant committees or WEE champions) 11. Independent Commissions – Kenya National Commission on Human Rights (KNCHR), National Gender and Equality Commission (NGEC) 	