

# Gender Equality Advocacy



## STRATEGIC PLAN

2023 - 2027



**THE CENTRE**

Collaborative Centre for  
Gender & Development

# CCGD Program Counties (2023)



## CCGD Program Counties (2023)

1. Kwale
2. Busia
3. Kajiado
4. Baringo
5. Samburu
6. Manderera
7. West-Pokot
8. Garissa
9. Turkana
10. Marsabit
11. Nakuru
12. Machakos
13. Nairobi
14. Mombasa
15. Tana River



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# FOREWORD



Over the last 28 years, CCGD's advocacy approach has consistently contributed to the fight against gender inequality and gender-based discrimination at national and regional levels. CCGD gender equality advocacy work supports the development of new policies to address identified gender gaps, review existing policies to keep up with trends brought about by emerging challenges and acceleration of implementation. CCGD carried out this mandate by piloting innovations and options that offer feasible service-based solutions to women and girls. CCGD has made significant gains, but the implementation of policies has not been effective enough to consistently reduce and close identified gender gaps at the envisaged scale. Emerging global challenges such as Covid-19 saw women shoulder disproportionate risks such as food insecurity, intimate partner

violence, limited accessibility to sexual and reproductive health services and increased burden of unpaid care work for the sick - whose impacts are still unravelling in the post-Covid-19 era.

The CCGD 2017-2022 plan witnessed some gains towards gender equality, including twelve Generation Equality Commitments made by the President in particular to end all forms of GBV, a modest increase in women's political representation after the 2022 general election and consistent resilience of women most visible in the growth of their participation in the small and micro enterprise (SME) business sector. Women's election gains still fell short of the minimum one-third constitutional threshold, and SME growth was mostly in the informal sector. Kenya is witnessing a backlash on equality gains by women and girls that threatens to undermine and even roll back progress. For instance, the media has witnessed an increase in counter (gender equality) narratives that ascribe the perceived poor performance by boys to the girl child empowerment campaign which is reported (with no evidence adduced) to be emasculating the boy child. CCGD's response is to invest in technical and financial resource partnerships and collaborative program arrangements with government ministries departments and agencies, academia, CSO and private sector stakeholders to continue building on the lessons learned from successes and challenges at closing the gender gap. The 2023-2027 plan utilizes lessons from the previous plan to re-focus the CCGD's advocacy agenda to contribute to maximizing participation, voice and agency of marginalized women (women youth) and girls and increasing their access to dignified work and appropriate services to address intersectional issues of sexual and gender-based violence and sexual and reproductive health rights.

**Prof. Philomena Mwaura,**  
Chair of the Collaborative Centre for Gender and Development  
Board of Directors



## ABOUT CCGD

CCGD was established in 1996 by a small group of academics, researchers and development experts to build capacity for gender-responsive planning, advocacy and programming. It has since grown into a dependable gender policy research and advocacy resource organization with program presence at county, national and regional levels. CCGD seeks to promote and contribute to a transformative shift in gender relations to entrench equality and non-discrimination. CCGD works through multisector partnerships between international, regional and national government ministries, departments and agencies, civil society and private sector interests to promote institutional accountability to gender-responsive governance and equitable development that secures rights and enables the empowerment of women and girls.

CCGD's work is founded on key international and national treaties, conventions and protocols on human rights, gender equality and non-discrimination and the Constitution, statutes and policies. These include; the Convention on Elimination of All Forms of Discrimination Against Women (CEDAW), the Beijing Platform for Action (BPFA); the International Conference on Population and Development (ICPD); the sustainable development goals (SDGs), the Maputo Protocol to the African Charter on Human and People's Rights on the Rights of Women in Africa and the Treaty for the Establishment of the East African Community. The spirit and letter of these international and regional treaties, conventions and protocols are captured in Kenya's Constitution and form the originating reference for generic and sector-specific policies and laws. Gender equality and freedom from sex-based and other forms of discrimination are guaranteed by the Constitution<sup>1</sup>.

### Staff/board strategic planning meeting







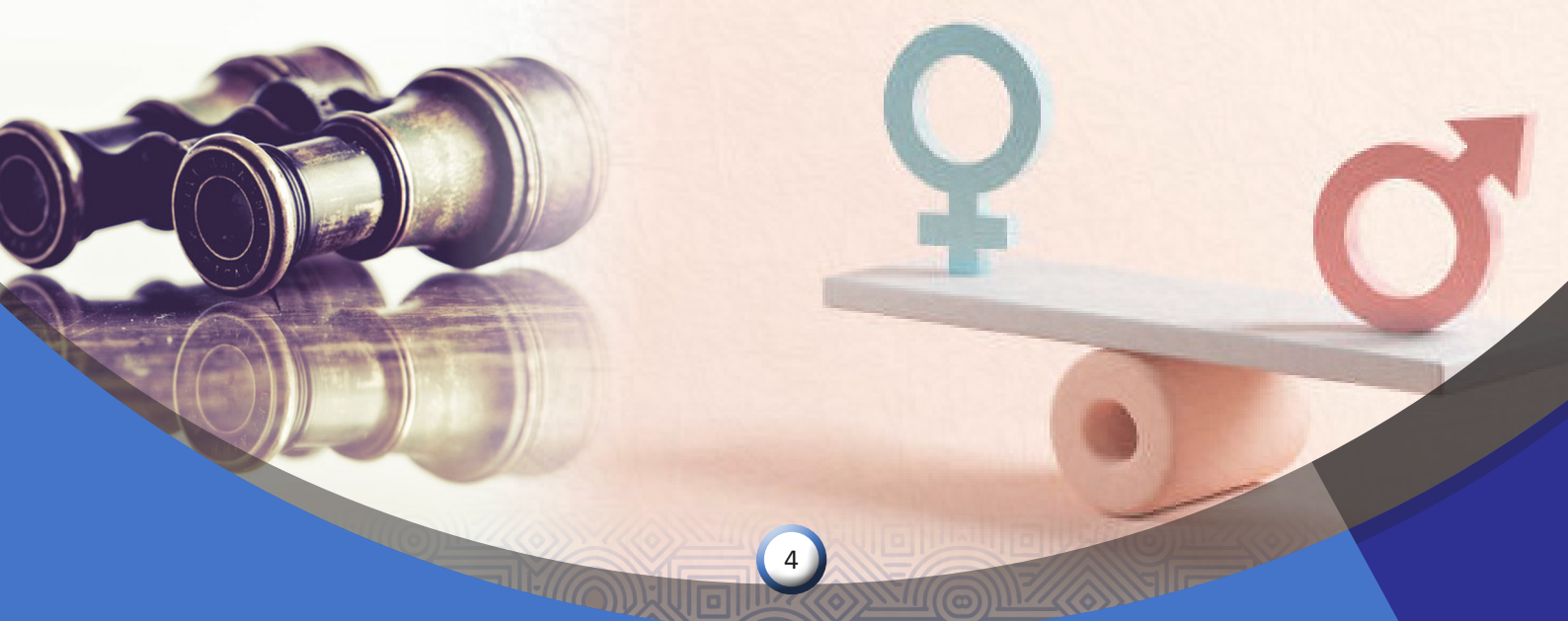
## VISION

A society that guarantees equality, social justice and respect for human rights of women, men, girls and boys.



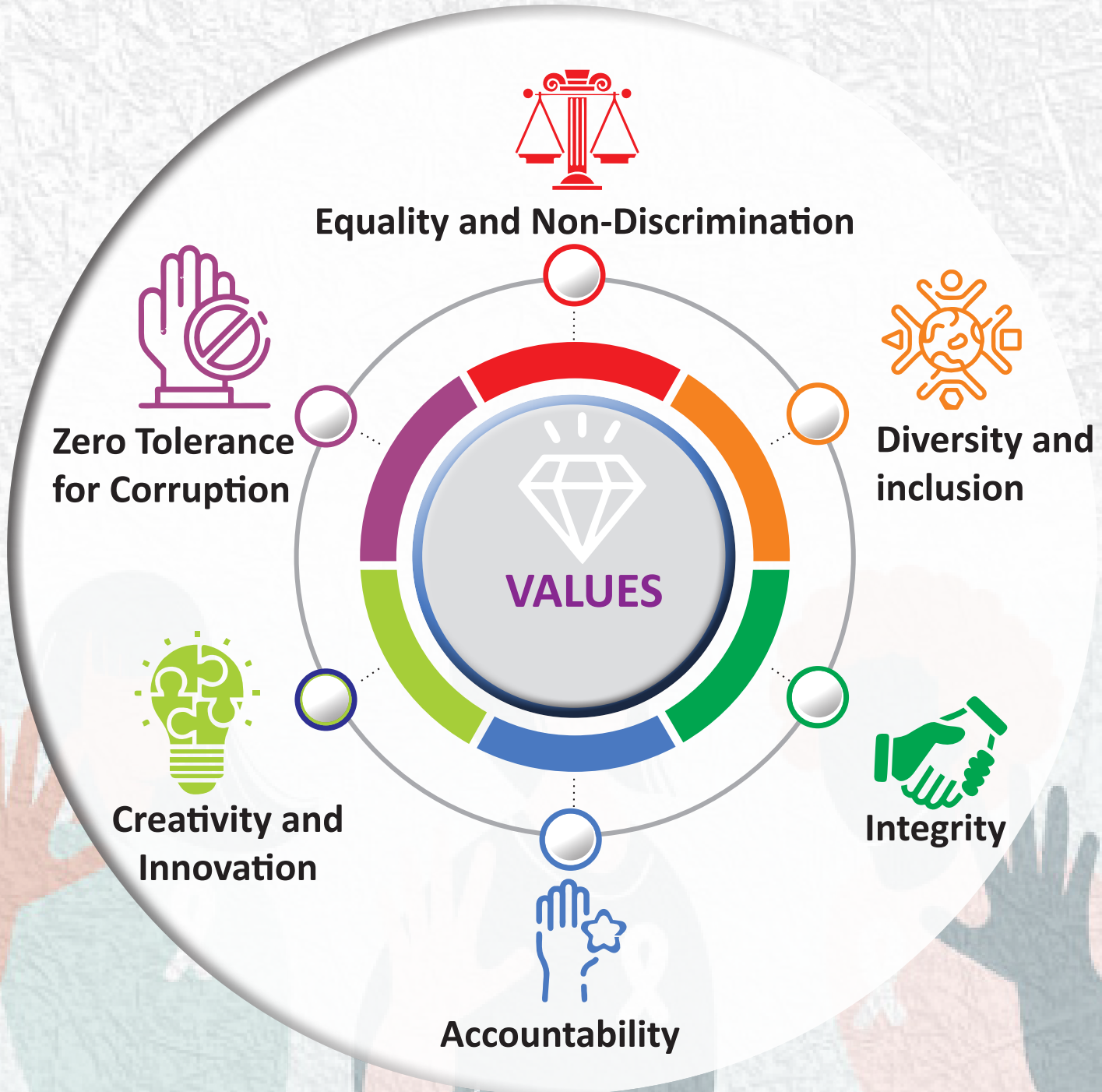
## MISSION

To collaboratively advocate for gender responsive transformation of society through policy and institutional reforms at international, regional, national and county levels.





# VALUES





## INTRODUCTION AND BACKGROUND

The CCGD Strategic Plan, 2023–2027 is a continuum of the 2017-2022 plan and it builds on the achievements and the lessons learned from project/program assessment reports, consultations and feedback from stakeholders, including government departments, ministries and agencies(MDAs), civil society and private sector, academia and diverse program communities, women, men, youth and children whom we worked and interacted with.

Stakeholders recognize CCGD for its sustained, deep and broad knowledge of gender needs, issues, interests, challenges and commitment towards collaboratively seeking and contributing to solutions through multi-sector and multi-agency partnerships. Such collaborations have been and continue to be fostered at regional, national and county levels and through international resource networks. The organization demonstrates the capacity to sustain resource support partnerships with multiple national, regional, and international development actors and donors and shows the capacity to bring new partners on board when policy advocacy needs calls for the mobilization of more resources. That notwithstanding, CCGD still has to face up to growing its human, technical and financial resources capacity to meet the increasing demand to scale up, replicate, diversify and accelerate its contribution to closing the known gender gaps as well as understanding and dealing with emerging gender equality issues and challenges in part attributable to gains and achievements not only at closing the gender gap but also brought about by globalization, violent conflict and climate (change) related disasters. If post-Covid-19 economic challenges and related restrictions to civic space within the region and globally are left unattended, they could continue to weaken political support to commitments to attain gender equality goals by governments.

*UNFPA Kenya, CCGD and partners during the launch of SRHR DRR in ASAL Counties*





## PESTEL ANALYSIS



*Former President Uhuru Kenyatta receives the African Gender Award 2022 for championing gender equality and development in the country.*

### POLITICAL



The period between 2017 and 2022 saw a notable improvement in the high-level demonstration of political support for implementing international human/gender rights treaties ratified by Kenya. The President reaffirmed his 12 commitments to boost government efforts towards ending GBV at the Generation Equality Forum in Paris in June 2021. The results of the 2022 General Election seemed to reflect this goodwill and saw a rise in the number of women elected as Governors from 3 in 2017 to 7 in 2022 while 8 women were elected as deputy governors. The number of elected women senators remained the same at 3, but 6 more women were elected MPs in 2022 bringing the number of women MPs to 29, an increase of 10 per cent up from 7.9 per cent. The number of women elected members of the County Assembly rose from 96 in 2017 to 112 in 2022. Representation by women still fails to attain the two-thirds threshold set by the

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CCGD shall continue to advocate for full adherence to the constitutional minimum at the very least.”

Constitution. In key decision-making parliamentary roles such as Committee Chairs, Chief Whips, Speakers, Minority and Majority Leader positions and in the 22-member cabinet the constitutionally mandated gender balance was not achieved. Only 7 women were appointed to cabinet representing 31.8 per cent -effectively below the constitutional minimum. Similarly, out of 51 Principal Secretaries only 12 are women representing 23.5 per cent which still falls below the constitutional minimum. CCGD shall continue to advocate for full adherence to the constitutional minimum at the very least.

## ECONOMIC



Over the past decade, Kenya has consistently ranked as one of the fastest-growing economies in Africa although Kenya's economy is dependent on agricultural exports that are vulnerable to global price fluctuations and climate change-related disasters. The risks of possible unsustainable debt becoming real looms large as government borrowing continues[2]. Disparities continue with women owning 54.5% of micro small and medium enterprises (MSMEs) yet women-run enterprises earn 43% lower profits than those run by men[3]. Similarly, women's access to formal finance remains low at 12.3%[4]. Women account for 23% of corporate sector board members and 22% of executive officers in the corporate sector[5] but women are underrepresented in formal waged employment where they comprise slightly above one-third (37%) and are, on average, paid 32% less than men for similar jobs in the sector[6]. Poverty levels among female-headed households and ASAL counties, in particular, remain a major obstacle to the achievement of sustainable economic gains. A population of 75% below 35 years could have been an asset but most of the youth cannot find gainful employment. CCGD shall invest in enabling vulnerable young women/youth to speak, participate, work and thrive.

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”

## SOCIAL



Kenya's high population growth presents social needs that exceed economic performance. Huge wealth disparities and the persistence of high corruption levels[7] - both closely related, exist among the Kenyan population thus limiting the potential of citizens from benefiting from sustained growth-based development. Feminization of poverty is still a concern that is partly sustained

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”

# GENDER EQUALITY



by the disproportionate time women spend on unpaid care and domestic work (UCDW) that restricts the time they can spend on productive and paid work. The burden of poverty experienced by women is heightened by Sexual and Gender-Based Violence and cultural practices such as FGM, child marriage, limited access to productive resources (in particular land) and finances, and inadequate access to sexual and reproductive health services. CCGD shall invest in increasing access to SGBV and SRHR services for women and girls.

## TECHNOLOGICAL



Kenya is considered the ICT regional hub in the EAC region and leads in broadband connectivity, mobile banking and FinTech services. More women are getting into Science, Technology, Engineering and Math (Stem) [8] signaling progress in closing the gender gap. Rural communities lack reliable electricity and digital literacy hence widening the ICT performance gap between the rural and urban areas that remains low. Elsewhere, women's access to productive resources like modern agricultural inputs, technologies and credit systems is limited by minimal connectivity and digital illiteracy which impacts negatively on their production. CCGD is committed to providing support to increase digital literacy and access to appropriate ICT.

*“  
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”*



**ENVIRONMENTAL****ENVIRONMENTAL**

Conflict and inter-communal violence are exacerbated by climate change which has continued to affect the frequency and intensity of natural disasters, natural resource scarcity, and environmental degradation. Extreme weather patterns put women in more vulnerable positions and often lead to an increase in violence directed at them. Policies applicable to environment, climate change, emergencies and disaster management are mostly gender-neutral and fail to include the experiences of women and girls. CCGD shall contribute to action research to strengthen the resilience of women through appropriate insurance products during climate disasters and emergencies and support the engendering of the applicable county and national government policies.

*“ CCGD shall contribute to action research to strengthen the resilience of women through appropriate insurance products during climate disasters and emergencies and support the engendering of the applicable county and national government policies. ”*

**LEGAL**

The Constitution of Kenya 2010, which captures the spirit and letter of major international and regional human/women rights treaties and conventions including, the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW); Beijing Platform for Action (BPFA); the International Conference on Population and Development (ICPD); the Millennium Declaration and Millennium Development Goals; the sustainable development goals and the Maputo Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa offer sound protection to CSOs. The constitution guarantees (gender) equality and freedom from sex-based and other forms of discrimination. No specific legislation has been enacted to operationalize the Constitutional provisions on gender equality in the national assembly therefore,

*“ CCGD shall continue to contribute towards strengthening access to justice by marginalized women and girls and supporting the Protection of Civic Space Platform. ”*



constitutional guarantees are yet to facilitate equal gender representation in the elective posts in Kenya. The rule of law and justice mechanisms are often weak, expensive and inaccessible to the majority of poor women hence allowing gender-based discriminatory cultural norms and practices to continue to prevail. The structures meant to enforce equality end up being functionally ineffective at correcting gender-based injustices. CCGD shall continue to contribute towards strengthening access to justice by marginalized women and girls and supporting the Protection of Civic Space.



## LESSONS DRAWN FROM THE ACHIEVEMENTS AND CHALLENGES

The following lessons drawn from achievements and challenges of the preceding strategy's project/program assessment reports, feedback from government ministries, departments and agencies (MDAs), CSOs and private sector interests, academia and conversations with men and women youth inform this current one.

- Supporting attainment of the needs of women and girls directly through policy solutions that avail and enable them easier access to utilities and services, is a more efficient and sustainable way to reduce gender inequalities.
- Enhancing voice, participation and agency of marginalized women and girls is the most effective way of accelerating the achievement of gender equality policy outcomes.
- A policy idea demonstrated successfully is better understood by policymakers and it provides evidence to support replication and scaling up of the same.
- Marginalized women and girls need support to utilize spaces and opportunities provided for in sectoral policy/ legal frameworks to participate equitably in decision-making.
- Investing technical and financial resources to achieve the objectives of program partnerships with government MDAs accelerates attention to and action on closing policy gaps.
- Integrating continuous data collection, analysis and dissemination helps identify and deal with barriers such as systemic failures that hinder service provision and uptake by various groups adversely affected by inequality.

*Beneficiary of Jasiri loan Ms. Binti Khamisi sharing experience at a workshop.*





## PRIORITIES

CCGD has prioritized continuing to contribute towards closing structural gender inequalities with interventions that accelerate the achievement of women's socio-economic empowerment and equitable participation in all spheres of decision-making. This will involve working collaboratively with county and national government MDAs, CSOs and the private sector to:

-  Change negative social norms, and harmful traditional practices and reverse the backlash against gender equality
-  Prevent and respond to Sexual and Gender-Based Violence (SGBV)
-  Increase access to age appropriate sexual and reproductive health services and enjoyment of related rights
-  Support initiatives that enable skilling, mentoring/coaching, placement and accessing in particular youthful women to sustainable work opportunities
-  Reduce negative impacts of unpaid care and domestic work on women and girls
-  Increase women's access to financial services
-  Enhance gender-responsive disaster risk reduction and management
-  Mainstream socio-gender concerns in public sector infrastructure development and increase equitable participation of women
-  Contribute to ongoing development/finalization of new policies



Clinician Hellen in a legal aid training at Kajiado Gender Based Violence Recovery Centre (GBVRC).



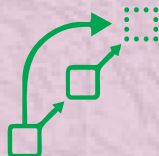
Busia Childcare staff with some of the children at the centre.



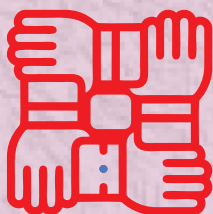
Baringo County Launches Localized Kenya National Action Plan II on Women Peace and Security.

**ENABLERS**

Expansion of CCGD's core program presence beyond nine counties (in the 2017 -2022 plan)



Scale up of successful service-based pilot initiatives



Supporting ongoing development / finalization of new policies that seek to accelerate the closing of gender gap



Enhancing resource and program implementation partnerships at Regional, National and County levels to support respective government MDAs delivering on their gender equality policy mandates and commitments



Supporting operations of multi-sector/ agency working groups/committees to enhance coordination, implementation and oversight of gender equality policies, programs and action plans



Enhancing CCGD's institutional capacity to plan and implement gender equality programs





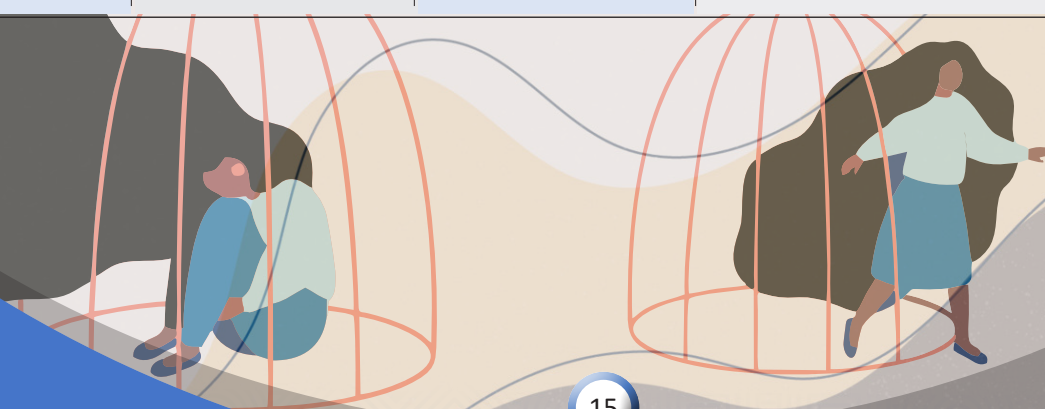
## SUMMARY MATRIX OF PROGRAM PRIORITIES

### 1. Sexual and Gender Based Violence (SGBV) and Sexual and Reproductive Health Rights (SRHR)

CORE PROBLEM	CORE OBJECTIVE	CORE OUTCOME	STRATEGIES/ACTIVITIES/OUTPUTS
Unmet SGBV / SRHR needs & services of young women.	Accelerate, coordination, prevention & response to SGBV to meet SRHR needs of women, youth & adolescents.	Women, young people & adolescents access appropriate SGBV & SRHR services.	Strengthen: coordination mechanisms; capacities of health care providers; community-based activism; male engagement; law & justice institutional mechanisms; timely data collection and utilization; the referral chain for survivors of SGBV; young women/youth institutional networks and participation; linkages with County Integrated Development Plans (CIDP) & Annual Development plans (ADPs) for sustainability and public budgetary support to SGBV & SRHR programs.

### 2. Vulnerable Young Women Participate, Work and Thrive

CORE PROBLEM	CORE OBJECTIVE	CORE OUTCOME	STRATEGIES/ACTIVITIES/OUTPUTS
Structural gender inequalities to schooling, skilling & recruitment limits young women's access to sustainable work.	To strengthen voice and agency of vulnerable young women and girls to access and thrive in personal and professional development opportunities and leadership.	Increase in number of young women absorbed in employment and business ventures.	Contribute to: enabling gender responsiveness at work institutions <sup>9</sup> ; transformation of financial services eco-system to serve young women; prevention & response to trafficking exploitation and forced labor of young women labor markets; adoption of gender responsive budgeting; strengthening young women led organizations; development, review and implementation of supportive policies that support young women's access to to schooling, skilling, recruitment, innovation & entrepreneurship and increasing awareness & action on gendered obstacles to vulnerable young women at individual social and formal levels.





### 3. Increasing access to quality child care services in Kenya

CORE PROBLEM	CORE OBJECTIVE	CORE OUTCOME	STRATEGIES/ACTIVITIES/OUTPUTS
Limited 0-4 quality childcare options for the diversity of working mothers/parents.	Contribute to expanding availability and accessibility to quality 0-4 childcare services to working mothers/parents.	Significant number of parents (mothers) of 0-4 children access quality childcare services.	Contribute to: Piloting & upscaling childcare options; supporting development & implementation of comprehensive national policy on care and domestic work; research/ data collection, analysis and publication/ dissemination; promoting male involvement in childcare; securing recurrent public budget funding for childcare & capacity building of service providers to oversee effective management and governance of childcare facilities.

### 4. Engendering Food Security and Livelihood Initiatives

CORE PROBLEM	CORE OBJECTIVE	CORE OUTCOME	STRATEGIES/ACTIVITIES/OUTPUTS
Persistence of patriarchal norms that privilege men over women on access, ownership & control of agricultural resources & benefits, while limiting women's participation in decision making.	Contribute to minimizing barriers to equal access to resources, opportunities and decision- making by women in agriculture, food security and livelihood sectors.	Reducing the gender gap and gender discrimination among the program communities.	Contribute to: supporting partner organization staff to mainstream gender throughout the program cycle; identifying & building capacity of women leaders & men champions to train others, conduct awareness, sensitization, and advocacy campaigns for gender equality as well as hold duty bearers to account; reviewing organizational policies, plans of partner organizations and community institutions to give women equal opportunities with men to access productive resources as well as participate equally in decision making.

### 5. Towards gender responsive climate Change Resilience and Disaster Risk Management (DRM)

CORE PROBLEM	CORE OBJECTIVE	CORE OUTCOME	STRATEGIES/ACTIVITIES/OUTPUTS
Policies & programs for climate change mitigation, emergencies and disaster management do not address gender equality issues and tend to leave women behind.	Increase climate resilience and disaster risk management of ASAL (agropastoral) women and communities.	Strengthened capacities of women & communities to take informed decisions about managing climate change and related disaster risks.	CCGD shall: conduct research analyze and disseminate/publish findings; mainstream gender in DRM policies & action plans; conduct gender-responsive time-use and power-structure household survey; identify and test suitable disaster mitigation products such as insurance packages in collaboration with private sector actors; capacity build national & county MDAs as well as CSO actors on gender responsive DRM and piloting of gender responsive DRM mitigation products; support monitoring implementation of DRM laws, policies and programs and contribute to Protection of women and girls in conflict and disaster situations & enhance their equitable participation in peace processes.

## 6. Countering Sextortion as a form of Gender-Specific corruption

CORE PROBLEM	CORE OBJECTIVE	CORE OUTCOME	STRATEGIES/ACTIVITIES/OUTPUTS
Lack of gender-sensitive anti-corruption laws and policies.	Contribute to recognition of sextortion as a form of corruption in anti-corruption laws and policies.	A robust inclusive anti-corruption legal policy framework that shall comprehensively recognize & address sextortion as a form of corruption.	Advocate for a gender-sensitive and inclusive multisectoral anti-corruption policy & implementation mechanism on sextortion; conduct baseline study on the status of sextortion in Kenya; contribute to efforts to implement policies that require employers to secure women and girls from sextortion; include the fight against sextortion in the agenda of <i>multi-sectoral forum</i> against corruption and nurture women's agency in the fight against gender-based corruption.

## 7. Mitigating Gender Impacts of Public Infrastructure Development

CORE PROBLEM	CORE OBJECTIVE	CORE OUTCOME	STRATEGIES/ACTIVITIES/OUTPUTS
Infrastructure initiatives are not gender responsive & mostly fail to include women/ girls' interests.	Mainstream gender concerns and interests in infrastructure projects.	Women/girls access equitable opportunities & benefits from infrastructure initiatives.	Work with governments to align infrastructure planning, decision-making, and implementation with key targets on gender equality;. increase voice, participation, & agency of women; include women in public procurement; support monitoring, evaluation & mitigation mechanisms to ensure gender equality objectives are met in infrastructure delivery & hold donors, governments and contractors to be accountable on gender mainstreaming results.





## 8. Women Economic Empowerment: Financing Entrepreneurship

CORE PROBLEM	CORE OBJECTIVE	CORE OUTCOME	STRATEGIES/ACTIVITIES/OUTPUTS
Limited capacity of women to access appropriate financial services and run profitable enterprises.	To enable women and youth to start & grow sustainable businesses ventures.	A significant number of women and young women/youth run sustainable business ventures.	Contribute to: expanding & accessing appropriate financial services, skills and business opportunities and services to women & youth; creating strategic partnerships with government institutions, private sector, financial institutions, & women collectives to support the target group; participatory action research throughout the program period & using findings to improve real time project performance; supporting young women economic empowerment dialogue & leadership network.

## 9. Protection of Civic Space in East Africa

CORE PROBLEM	CORE OBJECTIVE	CORE OUTCOME	STRATEGIES/ACTIVITIES/OUTPUTS
Shrinking of civic space in East Africa is making it difficult for CSOs to operate in a free and secure environment that enables them to achieve their goals.	To facilitate continued learning & innovation for CSOs to collaboratively counter threats & protect civic space in East Africa.	CSOs and in particular Women's Right Organizations/ Gender Equality Organizations to operate freely within the EAC & wider region.	CCGD shall: Foster collaborative & robust CSO engagement across EAC member states in response to civic space trends and developments in the region, through providing an interactive physical & virtual platform; support running of the Protection of Civic Space in East Africa Platform; contribute to supporting structured dialogue within the region through EAC Consultative Dialogue Framework between and among CSOs, private sector, government and multi-lateral agencies; host and contribute to supporting institutions & initiatives that aim to protect Civic Space and contribute to supporting a vibrant and focused youth dialogue network within the region.





## END NOTES

1. "Constitution of Kenya, 2010." National Council for Law Reporting. 2010. <https://www.wipo.int/edocs/lexdocs/laws/en/ke/ke019en.pdf>
2. that had risen to an absolute amount of US\$65B against a GDP of US\$101B placing the public debt level at 65% of GDP as of the year 2021 Annual Debt Management Report 2020, The National Treasury Oct 2020
3. [https://equileap.com/wp-content/uploads/2019/11/Gender-equality-in-Kenya\\_Special-report-by-Equileap.pdf](https://equileap.com/wp-content/uploads/2019/11/Gender-equality-in-Kenya_Special-report-by-Equileap.pdf)
4. [https://equileap.com/wp-content/uploads/2019/11/Gender-equality-in-Kenya\\_Special-report-by-Equileap.pdf](https://equileap.com/wp-content/uploads/2019/11/Gender-equality-in-Kenya_Special-report-by-Equileap.pdf)
5. [https://equileap.com/wp-content/uploads/2019/11/Gender-equality-in-Kenya\\_Special-report-by-Equileap.pdf](https://equileap.com/wp-content/uploads/2019/11/Gender-equality-in-Kenya_Special-report-by-Equileap.pdf)
6. [https://equileap.com/wp-content/uploads/2019/11/Gender-equality-in-Kenya\\_Special-report-by-Equileap.pdf](https://equileap.com/wp-content/uploads/2019/11/Gender-equality-in-Kenya_Special-report-by-Equileap.pdf)
7. Over the past 5 years Transparency International has consistently ranked Kenya amongst the world's most corrupt countries in their corruption index reports.
8. In 2017 21,400 professional women were employed in STEM fields, a 10.88% jump from the previous year. KNBS



# 2017-2022 PROGRAMME COUNTIES



2017-2022 PROGRAMME COUNTIES	
Kwale	
Kajiado	
Busia	
Samburu	
Mandera	
Bungoma	
Baringo	
Mombasa	
Nairobi	






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