MURANG'A COUNTY GOVERNMENT

MURANG'A MUNICIPALITY

GENDER MAINSTREAMING AND PARTICIPATION FRAMEWORK

MAY 2023

Table of Contents

Foreword

Gender mainstreaming is an approach to policy making that takes cognizance of both women's and men's interests and concerns. It is an inclusive strategy, aimed at integrating the need of all people. It is also based on a fact that women are not a 'vulnerable group', as they represent more than half of the population in most societies. The strategy aims to improve the quality of public policies, programmes and projects, ensuring a more efficient allocation of resources. Better results mean increased well-being for both women and men, and creation of a more socially just and sustainable society.

On the other hand, Public Participation is one of the national values and principles of governance enshrined in the Constitution of Kenya, 2010. Article 10(2)(a) of the Constitution specifically states that the national values and principles of governance include patriotism, national unity, sharing and devolution of power, the rule of law, democracy and participation of the people normally referred as public participation. Participation is of great significance considering the primacy it has been given in the Constitution which is the supreme law of this country and in relevant statutes relating to government institutions that expends public funds to directly impact on the lives of the people. The Constitution in Article 10 highlights participation as one of the ideas and aspirations of our democratic nation.

Gender mainstreaming ought to be real and not illusory and ought not to be treated as a mere formality for the purposes of fulfilment of the Constitutional dictates. Though the forms of facilitating an appropriate degree of gender mainstreaming are indeed capable of infinite variation, what is of significance is that at the end of the day a reasonable opportunity is offered to women and women to have an adequate say. What amounts to a reasonable opportunity will depend on the circumstances of each case.

These guidelines intend to ensure that gender mainstreaming in the municipality is not just about an introductory paragraph in a document stating that a gender equality perspective will be integrated. The aim is to include a gender equality perspective throughout the policy measures, documents and programmes. This document therefore, put in place strong mechanisms to ensure active participation in the municipality affairs by both women and men. This in turn is envisaged to guarantee robust methodologies and media that ensure fair participation of all residents of the Municipality.

Ruth Muiruri
Chairperson – Murang'a Municipal Board
<u>MURANG'A MUNICIPALITY</u>

Acronyms

AG	Attorney General
C& DE	Civic and Development Education
CAF	County Assemblies Forum
CBEF	County Budget and Economic Forums
CBOs	Community Based Organizations
CDF	Constituency Development Fund
CEC	County Executive Committee
CG	County Government
CGA	County Governments Act
CIDP	County Integrated Development Plan
CSO	Civil Society Organizations
CEDAW	Convention on the Elimination of all Forms of Discrimination Against Women
CUIDS	County Institutional Development Strategy
DFRD	District Focus for Rural Development
FBOs	Faith Based Organizations
IDeP	Integrated Development Plan
ISUDP	Integrated Strategic Urban Development Plan
KLGPR	Kenya Local Government Reform Program
LASDAP	Local Authorities Service Delivery Action plan
NSA	Non- State Actors
PLA	Participatory Learning Action
PWD	People with Disabilities
PWDs	Persons Living with Disabilities
SD	Sustainable Development
SDG	Sustainable Development Goal

CHAPTER ONE

1. INTRODUCTION

1.1. Gender Mainstreaming

Municipality Gender mainstreaming entails integrating a gender equality perspective at all stages and levels of municipality policies, programmes and projects. Women and men have different needs and living conditions and circumstances, and the main aim of gender mainstreaming is to take into account these differences when designing, implementing and evaluating policies, programmes and projects, so that they benefit both women and men and do not increase inequality. The Municipality assumes a dual approach towards gender equality, combining gender mainstreaming and specific measures for the advancement of women, to ensure better policy making and better use of resources. It is therefore a tool for achieving gender equality.

Evidently, decisions regarding public policies and services, which do not fully take into account the needs and situations of all final users may lead to inappropriate solutions and an inadequate allocation of public funds. Gender mainstreaming is an inclusive strategy, aimed at integrating the needs of all people. It is also based on the fact that women are not a "vulnerable group", as they represent more than half of the population in the Municipality. Gender mainstreaming is a strategy to improve the quality of public policies, programmes and projects, ensuring a more efficient allocation of resources. Better results mean increased well-being for both women and men, and the creation of a more socially just and sustainable society.

As such, gender equality is the overarching and long-term development goal of the municipality while gender mainstreaming is a set of specific, strategic approaches as well as technical and institutional processes adopted to the goal. The strategy aims to transform municipality discriminatory programming approaches such as those limiting women's full participation in the municipality development

1.2. Legal and Policy Context for Gender Mainstreaming

1.2.1. The Constitution of Kenya 2010

The Constitution of Kenya 2010 provides for a strong constitutional and legal foundation for entrenchment of gender issues. Article 27 guarantees equality of before the law and prohibits discrimination on various grounds, including gender. It mandates the state to take legislative and measures to implement the principle of equality. Article 81(b) puts requirement to not have more than two-thirds of the members of elective bodies to be same gender, promoting women's representation in political offices. Article 100 provides for the promotion of the representation of marginalized groups, including women in parliament.

1.2.2. Gender Equality Act (2019)

Aims to promote gender equality and the empowerment of women and through various mechanisms, including the establishment of gender desks in public institutions. Other legal instruments include the Prohibition of Female Genital Mutilation Act (2011), Sexual Offences Act (2006), and the Matrimonial Property Act (2013).

1.2.3. Institutional Framework

The Kenyan government has established various institutions to facilitate gender mainstreaming. These institutions include the National Gender and Equality Commission (NGEC) which promote gender equality and ensure the enforcement of gender-related laws and policies. The Office of the Director of Public Prosecutions (ODPP) works to address sexual and gender-based violence, ensuring that victims receive justice. On the other hand, gender desks in government ministries coordinate gender related initiatives and ensure that gender perspectives are integrated into all sectors.

1.2.4. International Commitments

Kenya is signatory to several international conventions that promote gender equality. The Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) obligates Kenya to eliminate discrimination against women in all areas of life. Beijing Declaration and Platform for Action, which is a set of commitments made during the 1995 Fourth World Conference on Women , calls for comprehensive measures to improve the status of women. Further, SDGs, specifically Goal 5 aims to achieve gender equality and empower all women and girls.

1.3. Rationale for the Gender Mainstreaming Framework

Gender mainstreaming is crucial for several interrelated reasons, encompassing social, economic, political, and developmental dimensions:

1. Promotion of Equality and Human Rights:

Kenya's Constitution (2010) enshrines the principles of equality and non-discrimination as legal obligations. Gender mainstreaming is essential to fulfilling these constitutional mandates and upholding the rights of all individuals. Kenya being a signatory to international treaties like CEDAW and the Beijing Declaration, with full commitment to the norms, has a moral and legal obligation to implement gender equality measures.

2. Economic Growth and Development

Gender equality contributes to economic growth by enabling women to participate fully in the workforce, thereby enhancing productivity and innovation. Empowering women economically can lead to poverty reduction, as women tend to reinvest in their families and communities, fostering sustainable development. Further, gender mainstreaming promotes the inclusion of women in decision-making processes, leading to more balanced governance and policies that address the needs of all citizens. Women's participation in peacebuilding and conflict resolution processes has been shown to improve outcomes in stability and security, which is vital for national development.

4. Social Justice and Cohesion

Gender mainstreaming helps to identify and dismantle systemic inequalities and discrimination, fostering social justice and cohesion in communities. It encourages a shift in societal attitudes and norms, challenging harmful practices such as FGM and gender-based violence, which hinder development.

5. Improved Health and Well-being

Gender-sensitive policies can improve health services for women and girls, addressing specific health needs and promoting maternal and reproductive health rights. Again, affirmative policy programmes such as ensuring equal access to education for girls and contributes to their empowerment and the overall well-being of families and communities.

6. Sustainable Development Goals (SDGs)

Gender mainstreaming aligns with the SDGs, particularly Goal 5 (Gender Equality), which calls for achieving gender equality and empowering all women and girls, crucial for holistic development.

7. Resilience to Global Challenges

Women play key roles in managing natural resources. Empowering them through gender-sensitive policies can enhance community resilience to climate change and environmental challenges. It's been observed that even in face of crises, such as pandemics, gender mainstreaming ensures that the specific needs of women and marginalized groups are addressed, leading to more effective responses.

1.4. Guiding Principles

i. **Commitment to Equality:** Ensure that all policies and practices reflect a commitment to gender equality and empower marginalized groups, especially women.

ii. **Inclusive Participation:** Involve diverse voices and perspectives in decision-making processes, particularly those of women and marginalized communities, to ensure that their needs and experiences are considered.

iii. **Evidence-Based Decision Making:** Utilize gender-disaggregated data and research to inform policies, programs, and initiatives. This helps in understanding gender dynamics and addressing specific needs.

iv. **Accountability and Monitoring:** Establish clear accountability mechanisms and indicators for tracking progress on gender mainstreaming. Regularly assess the impact of policies and programs on different genders.

v. **Capacity Building:** Invest in training and resources for stakeholders at all levels to enhance understanding of gender issues and improve the capacity to implement gender-sensitive approaches.

vi. **Policy Coherence:** Ensure that gender considerations are integrated into all sectors and levels of policy-making, promoting coherence between gender policies and broader development goals.

vii. **Sustainability:** Develop long-term strategies for gender equality that ensure ongoing commitment and resource allocation beyond initial projects or funding cycles.

viii. **Partnership and Collaboration:** Foster partnerships between government, civil society, and the private sector to enhance the effectiveness of gender mainstreaming efforts and leverage diverse resources and expertise.

ix. **Flexibility and Adaptability:** Be prepared to adapt strategies and approaches based on feedback and changing circumstances, allowing for continuous learning and improvement in gender mainstreaming efforts.

CHAPTER TWO

2. SITUATION ANALYSIS

2.1. Overview

The legal and policy context for gender mainstreaming is characterized by a strong constitutional framework, comprehensive laws, and institutional support. However, ongoing challenges require concerted efforts from government, civil society, and communities to ensure that gender equality is fully realized in practice. Continued advocacy, education, and resource allocation are essential for overcoming barriers and promoting a more equitable society.

2.2. Global, Regional and National Context of Gender Mainstreaming

2.2.1. Global Context of Gender Mainstreaming

The global context of gender mainstreaming is characterized by a robust framework of international agreements and initiatives that promote gender equality. International agreements and conventions such as Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) adopted in 1979, is a foundational treaty that mandates states to eliminate discrimination against women in all areas of life, including political, social, economic, and cultural spheres.

Beijing Declaration and Platform for Action (1995) resulting from the Fourth World Conference on Women outlines actions to achieve gender equality and women's empowerment. It emphasizes the need for gender mainstreaming across all sectors and levels of decision-making. Sustainable Development Goal 5 on gender equality explicitly include gender equality as a standalone goal and emphasize the importance of integrating gender perspectives into all SDGs. The targets aim to end discrimination, violence, and harmful practices against women and promote their full participation in leadership and decision-making. United Nations Women's Empowerment Principles Launched in collaboration with the UN Global Compact, provide a framework for businesses to promote gender equality in the workplace, marketplace, and community. Additionally, frameworks such as HeForShe Campaign which is a solidarity movement initiated by UN Women encourages men and boys to advocate for gender equality and take action against gender-based discrimination and violence.

Challenges in Global Context of gender mainstreaming include deep-rooted cultural norms and practices in many regions which continue to hinder progress toward gender equality. Insufficient funding and resources for gender equality initiatives often limit their effectiveness and sustainability. Further, variability in political commitment to gender issues has occasioned inconsistency in implementation of global gender policies and programs. There are however opportunities for advancement such as collaboration

among international NGOs, grassroots organizations, and movements through Global Advocacy Networks which can amplify voices advocating for gender equality. Additionally, leveraging technology and innovative solutions can enhance access to information and services for women, particularly in underserved communities. This can be bolstered through involving young people in advocacy and decision-making, an opportunity to foster new perspectives and inject new energy in the push for gender equality.

2.2.2. Regional Context of Gender Mainstreaming

The regional context of gender mainstreaming in Africa is shaped by a mix of historical, cultural, and political factors, alongside a framework for regional policies and agreements aimed at promoting gender equality and women's empowerment. The initiatives are shaped by legal and policy frameworks, international commitments, and cultural and social contexts.

Legal and policy frameworks such as initiatives of Africa Union (AU) including Africa Union Gender Policy, Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa, promote gender equality and empower women in all spheres of life. The policies and frameworks emphasize the integration of gender perspectives into AU programmes and activities, and protect and promote the rights of women, addressing issues such as discrimination, violence, and health rights.

Regional Economic Communities such as ECOWAS, SADC and EAC have developed gender policies and frameworks that guide member states in implementing gender-sensitive initiatives. Additionally, African countries are signatories to various international agreements such as CEDAW and the Beijing Platform for action, which provide a global framework for promoting gender equality and serve as a benchmark for regional policies.

2.2.3. National Context of Gender Mainstreaming

The legal and policy context for gender mainstreaming in Kenya is characterized by a strong constitutional framework, comprehensive laws, and institutional support. The Constitution of Kenya 2010 is a landmark document that significantly advance gender equality. Provisions such as Article 27 guarantees equality before the law and prohibits discrimination on various grounds including gender. It expressly mandates the state to undertake legislative and other measures to implement the principle of equality. This is further extended to Article 81(b) which requires that not more than two-thirds of either gender are supposed to occupy elective bodies, promoting women's representation of women in political affairs. Article 100 also provides for promotion of the representation of marginalized groups, including women in parliament.

Other legal instruments such Gender Equality Act (2019), the Prohibition of Female Genital Mutilation Act (2011), the Sexual Offences Act (2006), and the Matrimonial Property Act (2013) all complement the constitution to promote gender equality. Additionally, policies and action plans such as National Gender and Equality Commission (NGEC), Kenya Vision 2030, and National Action Plan for the Implementation of United Nations Security Council Resolution provide framework for integrating gender into national development processes and ensuring gender perspectives are considered in all government programming. They also promote gender equality and ensure enforcement of gender-related laws and policies, and emphasize women's participation in economic, social, and political spheres. Institutional frameworks such as the Office of the ODPP and Gender Desks in Government Offices promote gender equality and ensure the enforcement of gender-related laws. The country's commitment to international conventions that promote gender equality such as CEDAW, Beijing Declaration and Platform for Action, and SDGs bolster the comprehensive measures to improve the status of women and girls, men and boys.

However, despite the robust legal and policy framework, the national context of gender mainstreaming in Kenya reflects a complex interplay of progressive legal frameworks, supportive policies, and persistent cultural barriers occasioned by deep-rooted patriarchal norms and practices that continue to hinder the realization of the gender equality. There are implementation gaps, often between policy and practice, with limited enforcement laws and inadequate resources for full implementation of gender initiatives. These ongoing challenges require concerted efforts from government, civil society, and communities to ensure that gender equality is fully realized in practice. Continued advocacy, education, and resource allocation are essential for overcoming barriers and promoting a more equitable society

2.3. SWOT Analysis of Municipality Gender Mainstreaming

The demographic landscape of the Municipality indicate that women account for 52% of the total population. The DHS Survey (2024)……

Despite the enormous systems and structures put in place to facilitate gender mainstreaming, the process faces a number of challenges in the municipality. The challenges experienced include those of practice, management and resource inadequacy. Table 5 summarizes the SWOT analysis:

Table 1: SWOT Analysis of Gender Mainstreaming

Strengths	Weaknesses
- Constitutional guarantee of equality and freedom from discrimination on various grounds, including gender - Gender equality Act (2019) which promotes gender equality and provide mechanisms for implementation across sectors - National Gender Policy (2000) provides framework for integrating gender considerations and promotes gender-responsive planning and budgeting - Gender desks established to coordinate gender mainstreaming across sectors - Active involvement of NGOs and grassroot movements such as GROOTS Kenya	- Inconsistent political commitment to gender issues - Significant gaps in implantation and enforcement of gender related laws - Limited financial resources to fund gender initiatives - Inadequate capacity amongst staff to implement gender initiatives - Lack of awareness of the rights of women and girls as enshrined in various national laws and policies - Economic downturns lead to reduced funding for gender initiatives - Backlash from male chauvinists on gender promotion - Weak civil society participation - High levels of poverty, especially amongst women
Opportunities	Threats
- International commitments such as CEDAW and Beijing Platform for Action - Regional networks and alliances among women's organizations - Increased recognition of the importance of gender equality by political leaders - Sexual Offenses Act (2006) addresses issues of sexual violence and provide legal recourse for victims - Strong political will and leadership	- Deep rooted patriarchal norms limit women's access to economic opportunities - Gender violence remains pervasive issue within the municipality - Culture and tradition that reinforce gender stereotyping and discrimination - Drugs and substance abuse that aggravate the vulnerability of women and girls - 'Compliance only' attitude of the implementers of gender initiatives

CHAPTER THREE

3. PARTICIPATION AND INCLUSION FRAMEWORK

3.1. Overview

The purpose of the framework is to provide policy guidelines to manage the municipality in their engagements with the public on development and governance issues so that gender equality is integrated in the municipality programming. The framework is based on the need to achieve the constitutional directive on public participation and gender mainstreaming and is driven by the acknowledgment that Murang'a is a model municipality premised on the slogan of 'for the people, by the people and with the people'.

3.2. Scope of the Gender Mainstreaming Policy Framework

i. The policy framework applies to the full range of municipality functions that range from formulation of policies, programmes, and projects to implementation and feedback mechanism.

ii. The policy provides for the manner in which the municipality interacts with its residents in the context of public participation including working towards their civic empowerment;

iii. The policy is concerned with deliberative democracy, and supports a culture of open debate and dialogue on gender equality issues of concern based on the experiences of the residents of the municipality;

3.3. Guiding Values and Principles

The policy promotes the following values and principles:

i. Inclusive Participation: Involve diverse voices and perspectives in decision-making processes, particularly those of women and marginalized communities, to ensure that their needs and experiences are considered

ii. Intersectionality: Recognize that gender intersects with other identities (such as age, disability, and socio-economic status), and consider these intersections in policy design and implementation

iii. Capacity Building: Invest in training and resources for stakeholders at all levels to enhance understanding of gender issues and improve

iv. Cultural Sensitivity: Recognize and respect cultural contexts while challenging harmful practices and norms

v. Partnership and Collaboration: Foster partnerships between government, civil society, and the private sector to enhance the effectiveness of gender mainstreaming efforts and leverage diverse resources and expertise

3.4. Strategic Statements

3.4.1. Policy Goal

The goal of the policy is to create a gender-equal municipality where women and men, boys and girls have equal rights, opportunities, and responsibilities in all spheres of life.

3.4.2. Policy Objectives

This policy has the following specific objectives, which the Municipality will implement:

i. Provide a framework for promoting equality and human rights as enshrined in the Constitution of Kenya 2010 and international treaties like CEDAW and the Beijing Declaration;

ii. Advance economic growth and development through promoting gender equality and empowering women in the municipality to participate fully in production and innovation;

iii. Enhance gender parity in governance through promoting women participation in municipality programming and decision-making processes;

iv. Implement mechanisms that promote effective participation of minorities and marginalized groups;

v. Undertake capacity building initiatives that identify and dismantle systemic inequalities and discrimination;

vi. Promote well-resourced, updated and effectively implemented monitoring, evaluation and learning systems for effective gender mainstreaming;

vii. Establish effective grievance redress mechanisms to timely respond to gender-based issues in the Municipality

3.5. Strategic Policy Objectives and Actions:

3.5.1. Policy and Institutional Framework

Developing a policy and institutional framework for advancing gender issues within Murang'a Municipality involves setting clear objectives to promote gender equality and address specific local needs to empower men and women, These objectives guide the integration of gender issues and contribute to a more equitable and inclusive community.

A. Policy Concern:

The legal and policy context for gender mainstreaming in Kenya is characterized by a strong constitutional framework, comprehensive laws, and institutional support. The Constitution of Kenya 2010 is a landmark document that significantly advance gender equality. Provisions such as Article 27 guarantees equality before the law and prohibits

discrimination on various grounds including gender. However, in spite of the enormous constitutional, institutional, policy frameworks, systems and structures put in place to facilitate gender mainstreaming, the process at the municipality faces a number of challenges that range from weak institutionalization, inadequate capacity of staff to inadequacy in resourcing.

B. Strategic Statements

The Municipality will work to establish a strong and robust institutional framework that supports gender mainstreaming and fosters an inclusive environment for both women and men. The Municipality shall:

i. Constitute a Municipality Board Committee on Gender Mainstreaming to oversee integration of gender issues in the Municipality programming

ii. Adopt a gender-responsive practices to allocate resources for gender-specific programmes and initiatives.

iii. Collaborate with local NGOs, women organizations, civil society groups, and international bodies to mainstream gender issues across board

iv. Institutionalize public fora to provide platforms for women and marginalized groups to participate in decision-making

v. Develop plans that include gender analysis and address specific needs of women, men, and marginalized groups

3.5.2. Gender Disaggregated Data and Evidence-Based Policy Planning

Gender disaggregated data provide a strong foundation for effective gender mainstreaming, ensuring that Municipality policies and plans are informed by accurate and relevant data referring to women and men.

A. Policy Concern

Gender-sensitive planning within Murang'a Municipality, like many institutions across the country, is faced with several challenges that often include lack of disaggregated data on gender-specific needs and priorities, making it difficult to design effective interventions. There is also general limited awareness and understanding of gender issues for both planners and community occasioned by constrained resource availability for capacity building and engagement of diverse voices, especially marginalized women, leading to a lack of representation in planning processes.

B. Policy Statement

Proper framework for collecting gender-disaggregated data is important for gender sensitive policy planning and programming in the Municipality. Capacity built planners and community are able to sufficiently understand and consider gender dynamics during planning and programming. To ensure gender sensitive planning, the Municipality shall:

i. Establish mechanisms for disaggregated data collection to track gender-specific issues and impacts

ii. Implement regular training and capacity building for Municipality Board and Staff on gender sensitivity and mainstreaming practices

iii. Allocate sufficient funds for civic education on gender mainstreaming and promote a participatory culture driven by integrity, national values and principles of good governance

iv. Establish a unit responsible for collecting and analyzing gender-disaggregated data, assessing the impact of gender policies, and reporting on progress

3.5.3. Capacity Building and Training

Capacity building for gender mainstreaming is important to all actors engaged in development, including government agencies, resident associations, community-based organizations, faith-based organizations and other Non-State Actors, who need the relevant skills and experience to develop gender sensitive policies, programmes and projects. The actors require skills on data collection and analysis to produce gender-disaggregated information for decision-making purposes. Capacity building at different levels equally endows stakeholders with relevant skills for participating in development processes. For vulnerable groups, especially women, it removes the fear of intimidation and encourages them to hold service providers and leaders to account.

A. Policy Concern

Capacity building for gender mainstreaming has been affected by inadequate funding which has hampered ability of the municipality to effectively plan for, manage and coordinate the function. There have also been very little contribution from the development partners. Therefore, the municipality stakeholders need comprehensive capacities, skills, knowledge and experience to meaningfully mainstream gender issues in the municipality development.

Policy Statements

The municipality will undertake a coordinated and integrated capacity building towards empowering Board, Staff and community-based organizations, faith-based organizations, public institutions and other stakeholders for effective mainstreaming of gender issues and undertaking gender sensitive policy planning and development. The Municipality shall:

i. Conduct training for Municipality Board, Staff and other stakeholders on gender mainstreaming, gender analysis, and policy implementation
ii.
iii. Build capacities for community institutions, people, and NSAs on matters of public participation and participatory development in general.
iv. Engage adequate human resources with appropriate skills and competencies to manage public participation functions.
v. Develop the handbook for participatory development for improved performance, scheme of service and continuous capacity building
vi. Allocate adequate budget for capacity building of all actors involved in public participation.
vii. Collaborate in capacity building on public participation.
viii. Establish and strengthen coordination mechanisms in capacity building on public participation.
ix. Embed monitoring, evaluation and learning mechanisms in public participation processes as part of capacity building.

3.5.4. Public Awareness and Advocacy

The realization of responsive and people driven development that is conscious of gender perspectives requires effective public awareness and advocacy at all stages of the programme cycle. Through awareness campaigns, the community is sensitized about gender issues and the centrality of gender equality.

A. Policy Concern

Public awareness and advocacy is impacted by lack of understanding regarding gender issues, resulting in misconceptions and apathy. There is general lack of funding and resources with partner organizations working independently rather than collaboratively, making advocacy a disjointed effort. There are policy gaps with gender issues underrepresented or misrepresented in the media, leading to skewed public perception.

B. Policy Statements

To promote effective advocacy and awareness of gender issues that foster a more inclusive and equitable community, the municipality shall:

i.   Build coalitions with other stakeholders to advocate for gender-sensitive policies within the Municipality

ii.   Create a comprehensive communication plan that highlights the benefits of gender mainstreaming efforts and track progress over time.

iii. Establish accountability mechanisms to ensure commitment to gender policies and practices

iv.   Work to integrate gender considerations into all municipality policies and planning processes and ensure that gender analysis is part of decision making at all levels of the municipality

v.   Advocate for dedicated funding to support gender mainstreaming initiatives and programmes

vi.   Ensure that resources are allocated to support gender-focused projects and community outreach

3.5.5. Inclusion of Minorities and Marginalized Groups

The Constitution recognizes the need to build an inclusive and equitable society. It provides for the participation of minorities and marginalized groups in Articles 53, 54, 55, 56, 57 and 100. This group include women, children, PWD, youth, People living with HIV/AIDs, the elderly, ethnic, other minorities, special interest groups, vulnerable groups and marginalized communities.

A. Policy Concern

Lack of a relevant and functional mechanisms for engagement of the minorities and marginalized groups in the development and democratic processes has led to inadequate representation of their views and needs. Although the Constitution require inclusive participation and development, implementation of mechanisms for ensuring their participation and leveraging their contribution has been slow. Often, the marginalized are incapacitated and not able on their own to effectively participate in development processes. They are also not able to demand for inclusion in decision-making regarding provision of services and infrastructure.

Women's participation has been affected by gender-based barriers originating from attitude, customs, and traditions. Children are often ignored as having no contribution to make due to their level of maturity status even in policies that affect them. PWDs and minority groups, religious and political groups have special needs and can make substantive contribution to development processes but they are rarely facilitated to participate in these processes. The CSOs cannot be ignored for their potential in information dissemination, community mobilization and development activities at the grassroots level.

B. Policy Statements

To promote effective participation of minorities and marginalized groups at all levels, the Municipality shall:

i. Undertake stakeholder mapping to identify the minorities and marginalized groups for effective participation and engagement;

ii. Provide guidelines for meaningful participation of minorities and Marginalized Groups including youth participation, women participation, PWD Participation and child participation guidelines among other emerging minorities

iii. Establish a framework for collaboration with Civil Society organizations for effective involvement of women and minority groups

iv. Carry out a comprehensive and continuous stakeholder analysis considering the influence and importance so as to decide the levels of participation for each stakeholder to control, partner with, consult or inform accordingly.

v. Ensure public participation processes have plans for engagement of the minorities and marginalized groups, including provisions for appropriate hours, and venue for meetings;

vi. Tailor communication to meet the needs of minorities and marginalized groups

vii. Provide disability friendly infrastructure for PWDs during public participation processes, and

viii. Provide adequate budgetary resources for the engagement of minorities and marginalized groups.

3.5.6. Resource Allocation

Gender mainstreaming and ensuring gender issues are properly integrated require substantial budgetary allocation. The resources are necessary for financing the necessary infrastructure, stakeholder engagements, policy planning and activities such as monitoring and evaluation, community outreach, capacity building and civic education, and feedback and coordination mechanisms. It is therefore important that the municipality plans for and adequately budget for gender mainstreaming

A. Policy Concern

Resource allocation to gender mainstreaming within the municipality has been completely lacking. This shortfall has affected proper mainstreaming of women issues in the general programming of the municipality. The lack of funding has also affected advocacy and awareness creation amongst the citizens and stakeholders in the municipality's governance. Whilst local Non-Governmental Organizations such as GROOTS Kenya have undertaken capacity building activities regarding gender mainstreaming, that a lone been inadequate, unpredictable and a last resort since they are largely project driven and short term.

B. Policy Statement

The Municipality will integrate funding of gender mainstreaming as part of the budgeting for its activities within the financial year. Specifically, the Municipality shall:

i.   Collaborate with other development stakeholders and development partners to enhance external resource mobilization towards funding for gender initiatives within the municipality

ii. Establish alternative resource mobilization strategies towards strengthening gender mainstreaming with non-state actors and civil society collaborative activities

3.5.5. Monitoring, Evaluation and Learning (MEL) Systems

Clear indicators and metrics generated through monitoring, evaluation and learning (MEL) is important in measuring progress on gender equality and objectives. MEL objectively tracks implementation of outputs and activities of gender mainstreaming and assist both duty bearers and residents to assess outcomes and counter-check whether outcome is in line with the expected outputs, and to learn and recast mainstreaming processes as necessary.

A. Policy Concern

Monitoring and evaluation of gender mainstreaming has not been well defined and integrated into a MEL framework of the Municipality, and the few MEL outputs are not well published and disseminated for feedback. These factors are further exacerbated by inadequate capacity, and lack of funding for M&E function which in the end, undermines citizen confidence in the processes.

B. Policy Statements

To promote well-resourced updated and effectively implemented monitoring, evaluation and learning systems for gender mainstreaming, the Municipality in collaboration with other stakeholders will:

i. Put in place MEL systems for gender mainstreaming with clear institutional and implementation frameworks

ii. Publish and disseminate reports on gender mainstreaming with indicators met, lessons learned and challenges

iii. Establish structured communication and feedback mechanisms to ensure that MEL initiatives on gender mainstreaming are disseminated;

3.5.6. Complaints and Redress Mechanisms

A functional complaints and redress mechanism is important in ensuring gender issues are timely addressed and responded to. The Municipality residents have a Constitutional and legal right to petition the Municipality on any matter regarding municipality programming and provision of services.

A. Policy Concern

The lack of institutionalization of the Municipality Complaints and Redress Mechanism has contributed to ineffective management of issues raised by municipality residents. Again, the current focus of redress mechanism is more of compliance rather than improvement of service delivery. These deficits have undermined the institutional and utilization of other available mechanisms to address complaints.

B. Policy Statements

To promote effective reporting and handling of resident complaints regarding gender issues, the Municipality will collaborate with other stakeholders to:

(i) Establish and strengthen complaints and redress mechanism and procedures that are simple, available, publicized and understandable by users;

(ii)   Promote alternative dispute resolution mechanisms;

(iii)   Establish complaints and redress desk

(iv)   Keep in place documentation system to track the flow and redress of complaint; and

(v)   Sensitize citizens on complaints and redress mechanisms.

CHAPTER FOUR

4. INSTITUTIONAL ARRANGEMENT

4.1. Overview

The implementation of the policy guidelines will be guided by the provisions of the Constitution of Kenya 2010, the County Government Act, 2012, the Urban Areas and Cities Act, 2011 and the Public Finance Management Act, 2012. Accordingly, public participation and civic education shall be undertaken in a consultative, cooperative and coordinated manner whilst appreciating the role of the county and national governments as stipulated in law. The guidelines and action plans will be reviewed regularly to address any emerging issues.

4.2. Implementation Framework

Proper implementation framework is required for effective operationalization of the gender mainstreaming policy, making significant steps towards gender parity in the municipality. The implementation of the policy relies on active participation and collaboration among all stakeholders. The implementation framework will adopt the following offices and assigned roles:

Table 2: Role of Stakeholders in Municipality Gender Mainstreaming

Stakeholder	Role
Municipal Board	• Provide direction, guidance and leadership to ensure incorporation of gender perspectives in all Municipality policies and programmes; • Overall coordination, driving strategic planning and partnerships and linking stakeholders; • Secure resources to support gender mainstreaming activities • Maintaining long term relationships with civil society to ensure sustained engagement and delivery on gender mainstreaming strategies and priorities; • Support to stakeholders, capacity and skill development and ensuring the municipality is able to implement the gender mainstreaming guidelines; • Ensuring transparency and accountability; • Enabling the building of technical capacities of CSOs to undertake awareness campaigns and advocacy on gender mainstreaming
Board Committee on Gender Mainstreaming and Inclusion	• It is the entity that shall be in charge of all matters pertaining to gender mainstreaming in the municipality. • The Committee shall inter alia, prepare guidelines on gender mainstreaming indicating how engagements with other stakeholders and the public is to be undertaken.

Stakeholder	Role
	• Establish framework for facilitating dialogue among stakeholders to report on gender issues and address concerns raised
Municipality Staff	• Ensure that gender considerations are integrated into the departmental plans and projects • Organize/undergo training sessions on gender sensitivity and mainstreaming
County Assembly	• Oversight and holding the municipality to account for policy implementation; • Conveying citizen needs, aspirations and concerns with respect to gender mainstreaming.
Municipal Residents	• Municipal residents are the main pillars of the policy and have to be actively involved in the implementation of this policy including being actively engaged in monitoring, evaluation and learning. • They have a duty to attend public participation meetings and to contribute effectively. Being the overall consumers of public participation, citizens are expected to exercise their sovereignty by holding duty bearers and all other agencies to account. • Proactively engage with county institutions and also convey their critical needs, concerns and opinions; Actively contribute to program design for civic education and its implementation;
Civil Society	• Based on consultation with residents and CBOs, cooperate on campaigns, awareness, and advocacy regarding gender mainstreaming; • Contribute to set the policy discourse, and ensure a response to priority issues emerging from citizen consultation; • Provide specific sectoral expertise; • Enable/empower, support, train and partner with resident associations, CBOs, grass roots organizations and other groups to actively engage in gender issues that affect them; • Gender mainstreaming of the policy and its implementation and evaluation, including structures for women's grass roots participation • Assist in the monitoring and evaluation of gender initiatives, providing insights and recommendations for improvement
Sectoral Experts	• Conduct monitoring and evaluation, validation of civic education methods and their results and provide relevant M&E expertise to the municipality; • Design planning and support of gender mainstreaming exercises.
Media	• Support the cultural and attitudinal shift required for constructive engagement and participatory processes around civic education; • Convey citizen views and concerns to decision makers and convey positions and responses to public; • Cover relevant deliberative processes appropriately;

Stakeholder	Role
Development Partners	- Technical support and advice; - Identify, collate and facilitate inculcation of national and international best practices; - Linking to key stakeholders with relevant expertise nationally and internationally; - Support the building of the technical and financial capacities - Assist in the monitoring and evaluation of gender initiatives, providing insights and recommendations for improvement
Business and private sector	- Support initiatives that promote women's economic empowerment; - Fund civil society led initiatives. - Support the building of the financial capacities for the municipality to under gender initiatives

CHAPTER FIVE

5. MONITORING AND EVALUATION

5.1. Overview

The key to success of any plan is timely feedback and institution of requisite changes as proposed. Further, the ownership of the process and the results enhance people interest and enthusiasm in continued participation. In implementing the plan, the institutional arrangement will factor in a number of issues: the integration of 'demand' for information with 'supply'; strong commitment from the Board with a strong sense of 'inclusiveness' at the level of different divisions and sections of the municipality.

5.2. Monitoring and Evaluation of the Policy

The realization of the objectives of this policy will require consistent monitoring, evaluation and learning that will help the Board to;

- Quantify achievements gained in advocacy and citizen awareness leading to a more informed citizenry during civic education and development process;
- Identify critical success factors and both international and national best practices for civic education; and public participation
- Enhance and support access to information of the citizenry to government procedures and operations;

Therefore, there is need to entrench the application of this policy through engagement and collaboration with stakeholders in implementation strategies as well as creating awareness around the document. Some of the critical activities that shall define the implementation phase include;

- Development of specific measurable indicators to assess the effectiveness of gender mainstreaming efforts
- Periodic reporting on the progress of gender initiatives
- Develop educational materials for both public officials and the general public;
- Develop a broad training strategy for gender mainstreaming.
- Develop a communication strategy to sensitize stakeholders on the value of gender mainstreaming

Finally, for effective implementation, the municipality will strengthen the Monitoring and Evaluation Framework and include sufficient measurement indicators. The M&E planning accountability will entail an effort to meet the diverse information interests and expectations of all stakeholders. The evaluation will be a human cantered assessment of the extent of campaigns and awareness advocacy and the effect of the programme on inculcation of gender mainstreaming efforts.

CHAPTER SIX

6. POLICY REVIEW

6.1. Policy Review

This Policy on Gender Mainstreaming will be reviewed every two years. This will enable learning that would trigger improvement in policy development.

4.1. 1 Stakeholder Involvement

The policy review process shall involve the community members and to ensure that the policy remains relevant and responsive