



## **STRATEGIC PLAN (2025-2030)**

# **DIRECTORATE OF GENDER EQUALITY AND WOMEN EMPOWERMENT MINISTRY OF GENDER, CHILDREN, AND SOCIAL WELFARE**

**June 2024**

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## ACRONYMS

ACDEG	African Charter on Democracy, Elections and Governance
ACHPR	African Charter on Human and Peoples' Rights
AU	African Union
CEDAW	Convention on the Elimination of Discrimination Against women
COVID-19	Corona Virus Diseases, 2019
CSOs	Civil Society Organizations
DGEWE	Directorate of Gender Equality and Women Empowerment
DPPR	Directorate of Policy Development, Strategic Planning and Reporting
ECOWAS	Economic Community of West African States
FGM/C	Female Genital Mutilation/Cutting
GBoS	Gambia Bureau of Statistics
GDP	Gross Domestic Product
GII	Gender inequality index
GMD	Gambian Dalasi
GM	Gender Machinery
HDI	Human development index
ICCPR	International Covenant on Civil and Political Rights
ICPD	International Conference on Population and Development
IMF	International Monetary Fund
IOM	International Organization for Migration
KAP	Knowledge, Attitude and Practice
LECZ	Lower elevation coastal zone
LGA	Local Government Area
LGAs	Local Government Authorities
MAPS	Mainstreaming, Acceleration and Policy Support
MICS	Multiple Indicator Cluster Survey
MoGCSW	Ministry of Gender, Children and Social Welfare
NDP	National Development Plan
NEET	Not in Education, Employment or Training
NGP	National Gender Policy
NGO	Non-governmental Organization
NWC	National Women's Council
PFA	Platform for Action
SDGs	Sustainable Development Goals
SGBV	Sexual and Gender-based violence
SOEs	State-Owned Enterprises
TOR	Terms of reference
TRRC	Truth Reconciliation and Reparations Commission
UDHR	Universal Declaration on Human Rights
UNDP	United Nations Development Programme
UN	United Nations
USD	United States Dollar

## Executive Summary

This five-year Strategic Plan (2025-2030) for the Directorate of Gender Equality and Women Empowerment (DGEWE), under the Ministry of Gender, Children and Social Welfare provides the strategic framework for programming, planning, learning, resource mobilisation, monitoring and evaluation of the strategic objectives that underpin the National Gender Policy (2025-2034). The availability of the DGEWE five-year Strategic Plan provides a coherent and clear roadmap for operationalising the National Gender Policy (2025-2034) to achieve gender empowerment, mainstreaming and advocacy efforts in various sectors.

The development of the strategic plan was guided by data collected during the process of developing the National Gender Policy. The findings from review of existing literature on gender and women empowerment, review of gaps and challenges in the implementation of the Gender and Women Empowerment Policy (2010-20-20), National Consultations among others fed into the preparation of this plan.

The five-year strategic plan is divided into eleven chapters. Chapter one, provides background information about The Gambia detailing the demographic situation, macro- economic environment, rationale for the strategic plan, expected operating environment/planning assumptions and the process undertaken in developing the plan.

Chapter two covers the institutional frameworks in place to aid the implementation of the plan. While Chapter three provides analysis on the national responses to achieve gender equality and women's empowerment, Chapter four discusses key national development frameworks for promoting gender empowerment and equality.

Chapter five focuses on the Theory of Change on Gender and the Empowerment of Women highlighting the key milestones to be achieved using different pathways.

Chapter six delves deep into the strategic direction of the Plan, comprising the Strategic map showing the vision, mission and core values and the strategic themes, strategic objectives and strategies of DGWE.

Chapters seven, eight and nine gave an overview of the financial resources required for the implementation of the plan, resource mobilisation, monitoring, evaluation and reporting framework for the successful implementation of this Strategic Plan.

The final chapters, ten and eleven, highlight the key Performance indicators and mid-term and end of term review processes and an implementation to guide the implementation of the Strategic plan.

# 1: BACKGROUND

## 1.1 Demographic Situation

With a total land area of 10,689 square kilometers. and surrounded by Senegal on all sides except the west; The Gambia's population is currently estimated at 2.5 million people (2.5 million) growing at 3.1 percent per annum (GBOS, 2013) with a population density of over 260 persons per sq. km, fourth most densely populated country on mainland Africa, surpassed only by Rwanda, Burundi and Nigeria (GBoS, 2016). The Gambia is one of the poorest countries in the world with a human development index (HDI) of 0.496 and a ranking of 172 out of 189 countries (UN, 2019). The country has a young population with an overall median age of 18.2 years; 17.8 years and 18.5 years respectively for males and females and a high dependency ratio (GBoS, 2016). In 2013, males constitute 49.2 per cent of the total population compared to 50.8 per cent for females. With the exception of Banjul and Kanifing LGAs, the other LGAs have relatively more females than males. Brikama LGA is the only LGA which had equal proportion of both sexes.

Overall, life expectancy at birth is estimated at 63.4 years; males 60.8 years and females 65.9 years (GBoS, 2016). Between 2013 and 2019-20, the under-5 mortality rate increased from 54 to 56 deaths per 1,000 live births. Similarly, the infant mortality rate rose from 34 to 42 deaths per 1,000 live births, and the neonatal mortality rate increased from 22 to 29 deaths per 1,000 live births. However, child mortality decreased from 20 to 15 deaths per 1,000 live births over the same period (GBoS and ICF, 2020).

## 1.2 Macro-Economic Environment

According to the Gambia Poverty and Gender Assessment, 2022 by the World Bank, the national poverty rate declined at a slow pace, before the onset of the COVID-19 pandemic from 48.6 percent in 2015 to an estimated 45.8 percent in 2019, due to low and variable economic growth trajectory. However, data collected in 2020 showed that national poverty rate increased to 53.4 percent, a level last seen in 2008, instead of declining to a projected 44.9 percent based on pre-covid growth rates. The report further highlighted that Poverty rates in 2020 were highest in the Northeast part of the country but the number of poor people is higher in the more populous southwest, mainly in Brikama. Moreover, poverty rates were also reported much higher in rural areas, with some Local Government Areas (LGAs) experiencing an increase in the number of poor. Regarding wealth quantiles, the report showed that wealthier households generally fared better than middle class and poorer households between 2015 and 2020 reflecting both patterns of growth prior to the crisis and crisis impacts. As a mitigating strategy, some rural household members migrated to urban areas and larger households split into smaller households during the second and third quarter of 2020. In addition, large numbers of workers entered the agricultural sector, which experienced rapid growth driven by aquaculture and fisheries.

Preliminary estimates indicate that per-capita GDP increased from -2.4 to 1.2% in 2020 and 2021. Forecast predicted that the increase could result to a reduction in the rate of poverty by 1%. As indicated, the recovery done in 2021 was partial and the recovery was due to the rebound in Agriculture and constant flow of remittance, Tourism, as it is known is a very vital source for jobs in The Gambia. Before the pandemic, its contribution to GDP was estimated to be between 12 and 16 percent. Tourism supported over 42,000 jobs directly and another 40,000 jobs indirectly

(UNDP, 2020). It generated an annual US\$ 85 million in foreign exchange earnings, making it the country’s number one foreign exchange earner. The sector had attracted US\$ 45 million in foreign investment over 5 years prior to the pandemic. Tourist arrivals grew significantly over the past 2 decades, particularly since the Ebola crisis of 2014 and the political impasse of 2016. Between 2018 and 2019, arrivals grew by 15.7 percent year-on-year. A flourishing tourism sector will require long-run political stability, an expansion of tourism-related infrastructure, reduced crime rates, and the introduction of new products and initiatives to complement the 3s (sun, sea, and sand) such as festivals, national park tours, and combined packages with its neighbor Senegal.

The Gambian economy is not well-diversified, relying mainly on agriculture and services. It also relies substantially on remittances and international aid. Remittance inflows to the country amounted to US\$181 million in 2015 (Africa Economic Outlook, 2017). Therefore, the Gambia remains prone to external economic shocks as its primary sources of foreign exchange. Agriculture, tourism, and re-export trade activities heavily depend on exogenous factors. This challenge is recognized and addressed by the Country’s National Development Plan (2018-2021), which described a stalled economy arising from several shocks, including a poor 2016-2017 agricultural season as a result of the Climate Change, which reduced groundnut crop production; a severe reduction of tourism receipts, volatile oil and commodity prices ascribed to the COVID-19 Pandemic in 2020, Ukraine –Russia War, further affected the tourism sector and global supply chains.

In 2020, 12.5% of the male-headed households reported experiencing natural disasters, compared to 8.2% for female-headed households. The gender gap between male and female-headed households in shock exposure is smaller in the primarily urban coastal regions where livelihoods depend less on agriculture. The perception and reporting of actual shock experience likely depend on the magnitude of the impact of the shock respondents’ livelihoods, which may explain the finding that female-headed households are less vulnerable to shocks than their male counterparts. Over the last few decades, the participation of women in high-value commercial agriculture such as horticulture has increased (IFAD 2020), and they dominate upland and swamp rice production, which are unlikely to be affected by ongoing climate change induced rises in precipitation.

Table 1. Poverty by Gender of Household Head

Poverty Index	Gender	Estimates based on the lower poverty line
Headcount	Male	34.8
	Female	53.5
Poverty Gap	Male	11.6
	Female	22.2
Poverty Severity	Male	5.3
	Female	11.9

Source: *Integrated Household Survey, 2018*

Women who are the major driving force for development, especially in rural communities, face adverse poverty, thus making them vulnerable. The result is retarded development which is exacerbated by under-representation in decision-making and customary practices that disfavor the agency and empowerment of women and girls. Finally, the NDP's Annual Progress Report (2018) reported substantial progress registered by major strategic priorities, with Tourism registering a

100% on track record as of 2018, while Human Capital was just 45% on track; and agriculture and youth empowerment were constrained by 67% and 75%.

The Gambia SDG Status Report (2019) highlighted research, innovation and creative industry, education and youths, and human capital as sectors requiring significant sustainable development improvement. Despite the sluggish progress in these sectors, they are also the first to be affected by the COVID-19 pandemic. Thus, it is foreseen that the pandemic might further strangulate development in these sectors, and tourism is likely to fall off its track.

Given that some of the resources had been diverted to fighting the COVID-19 pandemic, there was a shortfall in the implementation and expected outcomes/achievements of the Gender and Women's Empowerment Policy in years following the COVID19 pandemic. Not only did the vulnerability of women increase, they were particularly at risk due to a convergence of several stressors such as reduced income (of a petty trader), increased burden of childcare (due to school closings), reduced quality of healthcare and increased level of gender-based violence (GBV) due to the pandemic. Increased stress due to lower income and the inconvenience of being locked indoors, are among the causation of increased level in Gender-Based Violence (GBV) suffered, particularly by women and girls in many countries worldwide, not excluding The Gambia. The institutions with the mandate and expertise in psychosocial support in the Gambia such as Directorate of Social Welfare is yet to identify the characteristics of the households experiencing elevated stress in relation to GBV during this trying period.

### **1.3 Rationale for the Strategic Plan**

Being an operational arm of the National Women's Council, The Directorate of Gender and Women's Empowerment under the Ministry of Gender, Children and Social Welfare develops a 5-year Plan to facilitate the fulfilment of its mandate. The plan offers a framework for the achievement of its strategic objectives that underpin the National Gender Policy (2025-2034) objectives. The plan is intended to promote partnership and collaboration between and within the key players in the gender and women empowerment ecosystem, enhance coordination and monitoring, evaluation and reporting among other. Suffice to say, the Strategic Plan will also service as an advocacy entity for gender mainstreaming in all phases of development.

The Strategic Plan is meant to address the strategic needs of women, girls, boys and men linked to changing the circumstances of their lives, and realizing their human rights and provides a more understanding of the DGWE's roadmap for programming in the next 5 years.

### **1.4 Expected Operating Environment/Planning Assumptions**

This Strategic Plan is based on the assumptions that peace and stability will continue to prevail in the country and there will be no adverse changes in the legal framework will have an adverse effect on the mandate of the DGEWE and its Council. It is also expected that despite the global challenges, government will continue to prioritize gender and women empowerment in the development agenda by providing the requisite resources. Additionally, it is assumed that the Development Partners and CSOs will continue to compliment Government's efforts in addressing gender and women empowerment issues.

### 1.5 Process in Developing the Plan

The development of the Plan was participatory as it involved a series of steps that also culminated into the formulation of the National Gender Policy (2025-2034). The process involved a review of existing literature on gender and women empowerment, review of gaps and challenges in the implementation of the Gender and Women Empowerment Policy (2010-20-20), a Gender Analysis in The Gambian context, National Consultations etc. The findings from these processes fed into the preparation of this plan.

## 2: INSTITUTIONAL FRAMEWORK

### 2.1 INSTITUTIONAL FRAMEWORK

In January 2019, a new Ministry of Women, Children and Social Welfare was established mandated by Cabinet Resolution to be responsible for coordination of the affairs of Women, Children and Social Welfare. To be in line with international best practice, the nomenclature was later changed to the Ministry of Gender Children and Social Welfare. Having the Ministry will go a long way in addressing weak coordination, capacity and under resourced national machinery for the advancement of women and girls. The Ministry recognized the slow progress registered so far in the implementation of the Gender and Women Empowerment Policy 2010-2020 and currently working on a revised National Gender Policy 2025-2034. The Ministry of Gender, Children and Social Welfare will secure the services consultant to conduct capacity need assessment of the Ministry and its line Departments and also developed a comprehensive strategic plan that will spell out the overall capacity needs, institutional mandate with defined roles and responsibilities. Gender Machinery (GM) includes the National Women’s Council (NWC) and Bureau now referred to as the Directorate of Gender Equality and Women Empowerment, the Gender Focal Point Networks, The National Assembly Caucus on Gender and Women Empowerment, the Cabinet Sub Committee on Gender, Children and Social Welfare. As per the new gender machinery structures, the National Women Council advice the Minister in charge of Gender, Children and Social Welfare on all matters that affect the health and wellbeing of women and girls. The National Steering Committees on major thematic areas such as Gender Policy Implementation, FGM/C, SGBV Technical Working Group, complement efforts of the Bureau in the implementation monitoring and evaluation of the Treaties convention and protocols. The roles and responsibilities of the Gender Machinery as detailed as follows:

<i>Institution</i>	<i>Roles and responsibilities</i>
The Ministry of Women, Children and Social Welfare	<ul style="list-style-type: none"><li>• Responsible for the overall coordination and harmonization of efforts by all stakeholders.</li><li>• Establish appropriate mechanism for coordinating Gender Mainstreaming at all levels.</li></ul>



	<ul style="list-style-type: none"> <li>• Lobby, advocate and mobilize resource for the implementation of the Gender policy</li> <li>• Provide support to gender units and focal points</li> </ul>
Directorate of Gender Equality and Women Empowerment	<ul style="list-style-type: none"> <li>• Provide technical support on gender mainstreaming to ministries, institutions, organizations, local governments bodies, civil society organizations and private sector.</li> <li>• Coordinate, Monitor and Evaluate the implementation process of the Gender Policy</li> <li>• Provide back stopping support in critical areas</li> <li>• Lobby, advocate and coordinate the sensitization process of all stakeholders on gender</li> <li>• Act as the Secretariat for the National Council for Gender and Women's Empowerment</li> <li>• Set standards, develop guidelines and disseminate and monitor their operations</li> </ul>
National Women's Council	<ul style="list-style-type: none"> <li>• Advise Government on Gender Issues</li> <li>• Oversee the implementation of the Gender Policy at Decentralized level</li> <li>• Lobby and advocate for policy reviews and enactment of laws.</li> <li>• Sensitize and advocate on gender issues at grassroots level</li> </ul>
Government Ministries and Parastatals (Gender Focal Point Network)	<ul style="list-style-type: none"> <li>• Translate the National Gender Policy (NGP) into institutional specific policies, strategies and programmes.</li> <li>• Assess the needs of their respective ministries in the field of gender responsive planning, programming, implementation, monitoring, and evaluation and make appropriate recommendations for capacity building</li> <li>• Support the gender units and focal persons by building their capacity in gender analysis, planning and provide budget lines for their operations</li> <li>• Monitor, evaluate and provide disaggregate data on sector programmes and their impact on gender equity</li> <li>• Institute and implement affirmative action on short term basis to bridge the existing gender gaps</li> <li>• Partner with the Ministry of Women's affairs and Gender and the Gender Bureau on matters of Gender mainstreaming.</li> <li>• Mobilize, allocate and release resources for gender mainstreaming</li> <li>• Ensure institutional policies and programmes are gender sensitive and benefit women and men.</li> </ul>
CSOs	<ul style="list-style-type: none"> <li>• Translate the National Gender Policy (NGP) into institutional specific policies, strategies and programmes</li> </ul>

	<ul style="list-style-type: none"> <li>• Develop and implement programmes that address key NGP intervention areas</li> <li>• Participate in the implementation committee</li> <li>• Monitor the implementation of NGP</li> <li>• Share information of institutional programmes with Ministry of Women’s Affairs and Gender through the Women and Gender Focal Point Network</li> </ul>
Development Partners	<ul style="list-style-type: none"> <li>• Recognize and use The Gambia Gender Policy in development cooperation partnerships</li> <li>• Collaborate with Ministry of Women’s Affairs and Gender, Gender Bureau and National Women’s Council on matters of gender mainstreaming</li> <li>• Establish mechanisms for ensuring gender responsiveness of development cooperation</li> <li>• Provide financial and technical support for promoting Gender Equality and Women Empowerment in Development Cooperation.</li> <li>• Develop/ set-up capacity building incentives for promoting gender equity and women’s empowerment in development cooperation</li> </ul>
Gender Policy Implementation Committee	<ul style="list-style-type: none"> <li>• Identify priority gender issues</li> <li>• Plan for relevant sector interventions</li> <li>• Review progress in implementation of the policy</li> <li>• Advise national machineries on key issues and strategies to attain Policy objectives</li> <li>• Support of the monitoring and implementation of the policy</li> </ul>

**3: NATIONAL RESPONSE TO GENDER EQUALITY AND WOMEN’S EMPOWERMENT**

**3.1 Gender Equality and Women’s Empowerment**

There has been significant advancement in the status of Gambian women most importantly following the introduction of the Women’s Amendment Act (2015) on the prohibition of Female Genital Mutilation and the Children’s Amendment Act (2016) on the prohibition of Child Marriage. These two legislations complement the Constitution (1997), the Women’s Act (2010), the Children’s Act (2005), the Trafficking in Persons Act (2007), the Tourism Offences Act (2003), the Domestic Violence Act (2013), the Sexual Offences Act (2013), and the Labour Act (2007) which have all been promulgated to address the rights of women and children and to combat discrimination in all its forms.

In 2018, a specialized government Sexual and Gender-Based Violence unit was established in the Ministry of Justice, to monitor, investigate, prosecute and provide counselling for survivors of sexual and gender-based violence most especially as it relates to women and children.

Similarly, a Network Against Gender- Based Violence (NGBV) made up of relevant Government Ministries and Civil Society organizations has been established through which the One-Stop-Centers are supported and maintained in Hospitals for the provision of medical, legal aid & counselling and psychosocial support to victims/survivors of sexual and gender-based violence.

The Ministry of Gender, Children and Social Welfare in 2019, in partnership with the United Nations Population Fund (UNFPA) established a sexual gender-based violence victim center. The center provides temporal accommodation, medical legal and counselling support to victims of sexual and domestic violence. To complement the work of the victim centre, a 24 hour call centre for reporting cases of GBV was established with support from UNFPA and UNICEF. In 2021, a center for the production of reusable sanitary pad was constructed in Basse, Upper River Region with support from the UN Secretary General’s Peace Building Fund. So far, capacities of 14 girls have been enhanced to produce reusable sanitary pad; another batch of 15 girls are currently undergoing the same training.

In 2017, out of 12 new judicial appointments to the Superior Courts of The Gambia, 5 of the judges are women, 4 out of the 7 judges of the newly constituted Gambia Court of Appeal are now women including the President of the Court of Appeal. For the first time in the history of The Gambia, we now have a Gambian female judge of the Supreme Court which is also now fully indigenized. Out of a total number of 20 judges in the superior courts, 10 are women; in like manner, 22 out of the 42 magistrates in the subordinate courts are women.

## **3.2 Constitutional and Legislative provisions on Gender Equality and Women’s Empowerment**

### **3.2.1 Constitution of The Gambia**

The 1997 Constitution is the basic law of the land. The Preamble states that “the fundamental rights and freedoms enshrined in this constitution will ensure for all time respect for and observance of human rights and fundamental freedoms for all, without distinction as to ethnic consideration, gender, language or religion”. Section 33(1) provides for the equality of all persons before the law and that no person shall be discriminated based on different grounds including gender. Even so, Section 33(5) (c) and (d) of that same Constitution provide exceptions for the non-application of the non-discriminatory clause in matters of personal law as it relates to adoption, marriage, divorce, burial and devolution of property on death or other matters as well as customary law in respect of any matter for persons to whom personal and customary law are applicable in so far as it relates to discrimination. Section 28 states that women shall *be accorded full and equal dignity of person with men* and shall be treated equally with men including *equal opportunities in political, economic and social activities*. This constitutional provision recognizes the equality of men and women and the right to equal opportunities in all spheres. It is also in line with the CEDAW, the African Protocol and its declaration, as it seeks to eliminate all forms of discrimination against women. Due to the patriarchal nature of the Gambian society, women are not treated equally with men in all areas of their lives. A lot of efforts have been made on trainings and advocacy by the National Gender Machinery and various civil society organisations. Section 26 states that every Gambian citizen of full age and capacity has the right to take part in the conduct of public affairs, to vote and be voted for in public office and to have equal access to public service

without unreasonable restrictions. Though the phrase "unreasonable restrictions" have not been defined by the Constitution, it should be construed in such a way that will be discriminatory and discouraging to women. A person who alleges that any of these provisions has been, is being, or is likely to be contravened in relation to himself or herself by any person; he or she may file to the High Court for redress.

A directive principle under section 214(4) states "in the composition of Government, women shall be fairly represented". This section is under the chapter relating to the directive principles of state policy which only serves as policy guidelines and is not enforceable. However, more needs to be done considering the low number of women in Cabinet, Parliament, Local Government and other public offices.

### **3.2.2 The Women's Act 2010**

Government formulated and enacted the Women's Act in 2010 and its amendment in 2015 to include sections 32A and 32B. The Act incorporated and domesticated both the CEDAW and the Protocol and provides the legal basis for the realization of the critical areas of concern outlined in the Beijing Platform for Action (1995). The passage of the Act went through a very wide and comprehensive consultative process that involved all stakeholders including the legal profession, the judiciary, parliamentarians, senior government officials and policy makers, religious and traditional leaders, grass roots women, community leaders, and civil society organizations.

### **3.2.3 Access to justice and equal protection before the law**

Section 7 of the Women's Act provides that every woman is entitled to equality and justice before the law and to equal protection of the law. Government is obligated to provide legal aid support; ensure law enforcement organs are equip to effectively interpret and enforce gender equality rights; ensure that women are equitably represented in the judiciary; and take adequate steps for reform discriminatory laws.

### **3.2.4 Elimination all forms of discrimination**

Section 14 of the Women's Act obligates government to eliminate all forms of discrimination against women.

Section 15 of the Women's Act deals with temporary special measures to be adopted by every organ, body, public institution, authority or private enterprise aimed at accelerating *de facto* equality between men and women.

### **3.2.5 The Local Government Amendment Act 2007**

The Local Government Act (2007), provides for Municipalities and Area Councils, which complement the central government authorities including the Ministry of Local Government and Regional Governors. Section 193 provides the legal basis for decentralization of power through the establishment of local government administration. The Local Government Authorities which are made up of City Councils, Municipalities and Area Councils are determined by the IEC. Members of the LGAs are elected every four years. The residents of the area within the LGA elect the members of the councils and Mayors. Additional representation is through nomination of representatives of different sections of the society namely women, youth, private/business sector, as well as the district chiefs. The LGAs Chairpersons are now elected. There are no specific provisions in the Act to promote affirmative action for women political participation and representation.

### **3.2.6 The Election Act 2015**

*The Election Act*, Cap: 3:01 laws of *The Gambia* 2009 established an Independent Electoral Commission which was provided for under Article. On 28 February 2017, the National Assembly passed the Elections (Amendment) Act 2017 “to encourage the widespread participation of the ordinary citizenry in the new democratization dispensation.” The President assented to the Act on 8 March, 2017. The amendment was a response to the major shrinking of the political space during the time of the previous government.

## **3.3 Key Global and Regional Legal Instruments and Institutional Frameworks Ratified**

### **3.3.1 Universal Declaration on Human Rights (UDHR)**

The participation of women in political decision-making positions/processes was recognized as a political right after the adoption of the Universal Declaration of Human Rights (UDHR) in 1948. UDHR Articles 2 and 21 stipulate equal enjoyment of political rights without discrimination based on one’s sex or any other ground. In 1966, the International Covenant on Civil and Political Rights (ICCPR) reaffirmed the UDHR principle of the right to partake in public and political life without discrimination. The Universal Declaration on Human Rights (UDHR) of 1948 recognizes the right of all persons to equality and non-discrimination. It also recognizes the right of all persons to life, access to information, education and to an adequate standard of living for its part, the International Covenant on Economic, Social and Cultural Rights (ICESCR) of 1966 recognizes the right of all persons to equality and non-discrimination.

### **3.3.2 The Covenant on the Elimination of All forms of Discrimination against Women (CEDAW)**

The road to CEDAW was set in motion by the Commission on the Status of Women (CSW)<sup>54</sup> which begun work on the draft Convention in 1976 and culminated with the adoption by the UN General Assembly of the Convention on the Elimination of All Forms of Discrimination against Women in 1979. The Convention entered into force on September 3, 1981 and constituted the climax of the United Nations efforts to comprehensively codify the body of international legal norms applicable for the full promotion and protection of the rights of women. It goes on to urge state parties to take appropriate measures to remove obstacles in the way of women’s participation. Article 8 also further states that legislative instruments and temporary special measures should be instituted for its realization. CEDAW was ratified by The Gambia in 1992 and calls for equality between men and women in politics and at all levels of government.

### **3.3.3 International Covenant on Civil and Political Rights (ICCPR)**

The ICCPR contains a number of important safeguards relevant to the women’s political participation. Like the UDHR, it guarantees the rights to non-discrimination, <sup>49</sup> equality, <sup>50</sup> life <sup>51</sup> and privacy; <sup>52</sup> as well as the freedom of thought, conscience and religion. Article 25 provides for the right of every citizen without reasonable restrictions to take part in the conduct of public affairs, directly or through freely chosen representatives; to vote and to be elected at genuine periodic elections; and to have access, on general terms of equality, to public service.

### **3.3.4 The Beijing Declaration and Platform for Action (PFA)**

The Beijing Declaration and Plan for Action (PFA) were developed by consensus at the end of a UN convened Conference on Women that took place in Beijing, China in 1995. A total of 185 governments and more than 5,000 representatives from 2,100 non-governmental organizations participated in the conference. Following upon the consensus generated at the ICPD, states reiterated the equal and inherent dignity of women and committed themselves to and uphold the full implementation of the human rights of women and girls as an integral part of universal human rights. The declaration noted the explicit recognition and reaffirmation of women's right to political participation. It recommended the full and equal participation of women in political, civil, economic, social and cultural life at the national level. It also recommended the adoption of Gender Mainstreaming as a strategy to reduce gender inequality at all levels of development.

## **3.4. Regional Legal Instruments and Institutional Frameworks**

### **3.4.1 African Charter on Human and Peoples' Rights (ACHPR)**

The African Charter on Human and Peoples Rights on the Rights of Women also focused on the equal participation of women and men in decision-making processes to achieve sustainable development. It states that initially 30% female representation should be aimed at by states who should work towards equal representation. The Fourth World Conference on Women in Beijing calls for "Measures to ensure women's equal access to, and full participation in, power structures and decision – making and increase women's capacity to participate in decision making and leadership."

### **3.4.2 Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa**

The African Women's Protocol was adopted in July 2003 and came into force on 25 November 2005. This the 10th anniversary since it came into force. As of September 2013, the Protocol has been ratified by 36 of the 54 Member States of the AU with South Sudan yet to sign and ratify the Protocol. The Protocol's emergence was largely to bridge the gap in the African Charter which did not have elaborate provisions for the women's rights. Article 18(3) of the African Charter requires state parties to 'ensure the elimination of discrimination against.

Article 9 provides for the right to participation in political and decision- making process. It obliges State Parties to take specific positive actions to promote participative governance and equal participation of women in the political life of their countries, through an affirmative action, enabling national legislation and other measures to ensure that: Women participate without any discrimination in all elections; Women are represented equally at all levels with men in all electoral processes; Women are equal partners with men at all levels of development and implementation of State policies and development programmes. States Parties shall ensure increased and effective representation and participation of women at all levels of decision- making.

### **3.4.3 The African Youth Charter**

The African Youth Charter was adopted at the seventh Ordinary Session of the African Union on July 2, 2006 in Banjul, The Gambia and entered into force on August 8, 2009. Under the Charter, states undertake to guarantee to all youth the enjoyment of rights and freedoms recognized in the Charter without discrimination on any ground, including sex. States also recognize and guarantee

the rights of young people to privacy and to free consent to marriage as well as their freedoms of expression including the right to receive ‘information and ideas of all kinds, through any medium of the young person’s choice’; and thought, conscience and religion.

#### **3.4.4 African Charter on Democracy, Elections and Governance (ACDEG)**

The ACDEG is an overt commitment of the AU to promote universal values and principles of democracy, good governance, human rights and development. It further seeks to entrench in the Continent a culture of change of power based on the holding of regular, free, fair and transparent elections conducted by competent, independent and impartial national electoral bodies. It is an instrument aimed at promoting both human rights and democracy, which are a sine qua non for development.

#### **3.4.5 The African Union Solemn Declaration on Gender Equality**

The Gambia is signatory to the African Union (AU) Solemn Declaration on Gender Equality in Africa, adopted by the heads of states of the AU in July 2004. In the Declaration, the Heads of States reaffirmed their commitment to gender equality as enshrined in Article 4(1) of the Constitutive Act of the African Union as well as other existing commitments, principles and obligations set out in the various regional, continental and international human rights instruments, particularly those addressing women’s rights. The Heads of State made eight solemn commitments in the Declaration. Commitment 5 of the Declaration specifically calls for the promotion of ‘The Gender Parity Principle at National and local Levels’. This commitment calls for concerted effort to promote gender parity at all levels. The essence of this commitment is that there must be a deliberate and concerted effort to promote the parity principle on an incremental basis.

#### **3.4.6 ECOWAS Protocol on Good Governance and Democracy**

The Protocol contains eight constitutional convergence principles shared by all 15 member states including independence of the judiciary, zero tolerance of power obtained by unconstitutional means and strengthening of national parliaments. The Protocol in its preamble recalled that women’s rights have been recognized and guaranteed in all international human rights instruments and regional human rights instruments. It further provides that ECOWAS states party to the protocol shall ensure popular participation in decision making, strict adherence to democratic principles and decentralization of power at all levels of governance’.

## **4: KEY NATIONAL DEVELOPMENT FRAMEWORKS**

### **4.1.1 Sustainable Development Goals**

The Gambia, like many other countries demonstrated its commitment to the implementation of Agenda 2030 by mainstreaming the Sustainable Development Goals (SDGs) into its National Development Plan (NDP 2018 – 2021) as well as the Gambia Recovery Focused National Development Plan 2023 - 2027; providing an opportunity to align and address its development priorities with SDG targets and indicators.

The Gambia launched the SDGs nationally in November 2015 with support from the UNDP. The launching was preceded by stakeholders’ consultations grouped into Economic, Social, and Environment clusters and tasked to critically look at the SDGs and recommend options for mainstreaming in the NDP. Recognizing the challenges of implementing all the 17 Goals and 169

targets; the time horizon of the National Development Plans; the country's context; the data constraints; and the financial requirements, stakeholders provided the initial prioritization which resulted in all Goals and around 111 targets identified as high priority.

#### **4.1.2 National Development Plans and frameworks for Promoting Gender Equality and Women's Empowerment**

The Government recognized gender equality and women's empowerment as a key enabler to the attainment of sustainable development. It has aligned the institutional arrangements for the SDGs and the NDP to enhance effective and efficient coordination for sustained gender equity and women empowerment.

A new draft constitution is being reviewed which espouses respect for fundamental human rights and freedoms, and the rule of law. The constitution also advocates for gender balance and fair representation of women, youth and persons with disabilities in parliament, other statutory bodies as well as in the State-Owned Enterprises (SOEs).

## **5: THEORY OF CHANGE**

### **5.1 Theory of Change**

The diagram below is a Theory of Change on Gender and the Empowerment of Women highlighting the key milestones to be achieved using different pathways. The causal linkages from the bottom of the diagram shows that if the Problems are addressed effectively through the interventions highlighted in the diagram, then outputs will be achieved and once the outputs are achieved it will lead to the achievement of the three main outcomes in Women Empowerment, Gender Mainstreaming and Human rights which in turn will lead to the Vision as shown in the diagram.





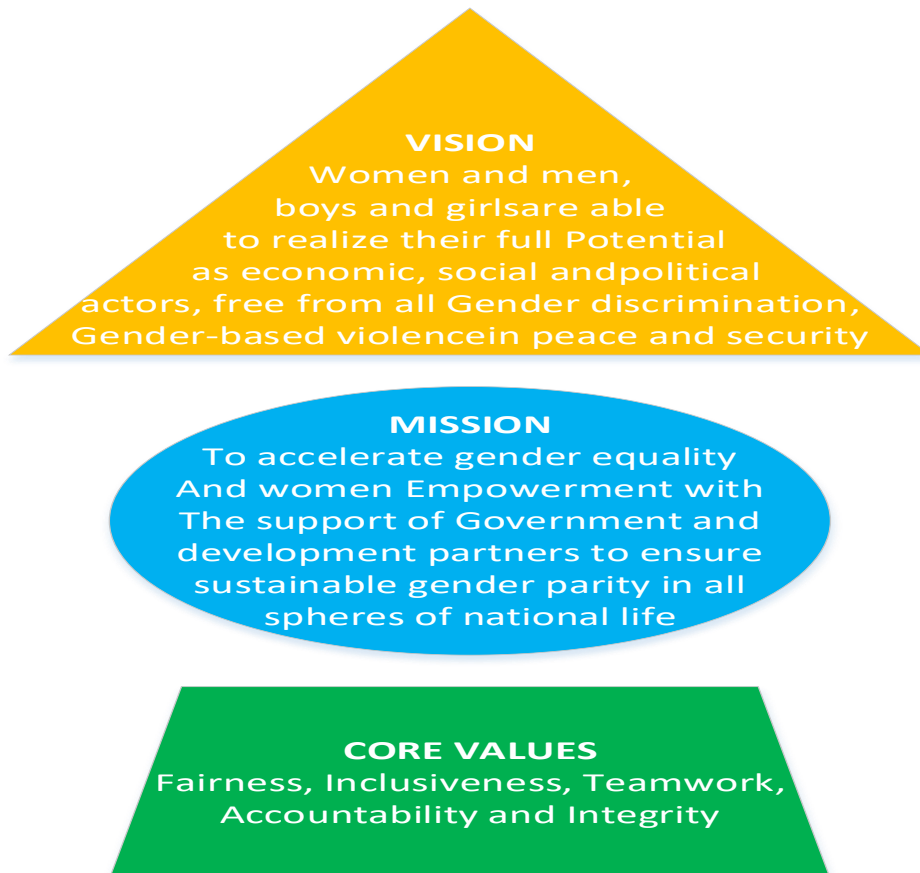
## 5.2 Conditions for Change to happen

The potential transformational change can happen if peace and stability continue as explained earlier in the Operating environment of this Plan coupled with smooth political transition in the country. Commitments of governments to commit more funds to address gender and women empowerment are important pre-requisites for the attainment of the vision and mission in gender equality. Other conditions for change include the availability of sustained political will in implementing legislation and Protocols and Conventions on gender and women empowerment, strengthened partnerships with development partners, CSO and the communities among others.

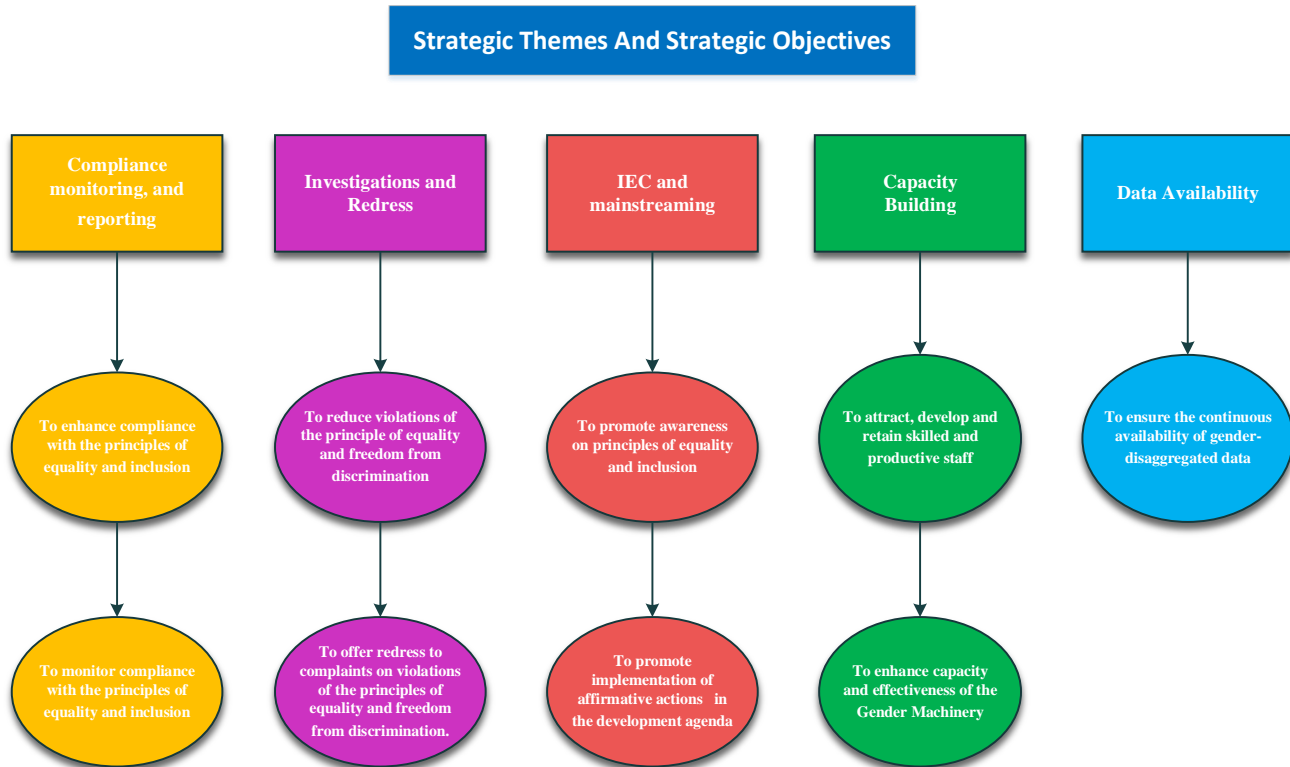
# 6: STRATEGIC DIRECTION

The strategic direction of this Plan comprises the Strategic Map showing the Vision, Mission and Core values and the Strategic Themes, strategic Objectives and Strategies of DGWE as shown below:

## 6.1 Strategic Map



## 6.2 Strategic Themes and Strategic Objectives



## 6.3 Themes, Objectives and Strategies

For the implementation of this Plan the DGEWE will primarily focus on the following broad themes:

### 6.3.1 Partnership and Collaboration

Partnership and collaboration are important pre-requisites in the implementation of the Plan. DGEWE will strengthen partnership and collaboration with relevant Government institutions, CSOs, Development Partners and the communities.

### 6.3.2 Compliance, Monitoring and Reporting

DGWE will develop and implement effective mechanisms to monitor and report on the implementation of Constitutional Provisions of all aspects of gender equality and freedom from discrimination. To this end, DGWE will strengthen the capacity of Government, NGO and Private Sector Institutions to integrate principles of gender equality and freedom from discrimination in all administrative procedures, policies, laws and programmes. Reports will also be made to Cabinet and the National Assembly on the integration of these Principles as well as compliance with Treaties and Conventions ratified by The Gambia in relation to issues of equality and freedom from discrimination for all Special Interest Groups.

### 6.3.3 Investigations and Redress

DGWE will work closely with the Directorate of Social Welfare, Gambia Police Force and other institutions to ensure timely redress to victims of violations of principles of equality and inclusion. These institutions will also strengthen coordination among themselves to minimize duplication of efforts in the current procedures for receiving and treating complaints, and the processes for receiving complaints and responding to any reported violations will also be reviewed.

### 6.3.4 Public Education and Mainstreaming of Equality and Inclusion

Despite concerted efforts to create awareness and appreciation of issues of gender equality and freedom from discrimination, attitude of the Gambian peoples towards gender equality is much to be desired. The deep-rooted socio-cultural norms continue to undermined efforts in bringing about the desired change in gender equality. DGEWE will therefore intensify its efforts in creating awareness and educating individuals and institutions on their role in the realization of principles equality and inclusion. Training will be pivotal in this endeavor.

### 6.3.5 Research

DGEWE will be commissioning evidenced-based research on gender and women empowerment with a view to informing policies and programmes for promoting gender equality and freedom from discrimination. Furthermore, efforts will be intensified to ensure the availability of gender-disaggregated data and its integration in all aspects of programming. To this end, partnership and collaboration will be strengthened with the GBOS and Planning Units of the Various Ministries. A functional database on gender will also be developed to support DGEWE and other Stakeholders in planning, monitoring and evaluation inter alia of gender related activities.

### 6.3.6 Capacity Building

Given the transformative change from the Women’s Bureau to the Directorate of Gender and Women Empowerment, the need to re-orientate and build the capacity of the DGEWE and other structures in the Gender Machinery cannot be over-emphasized. DGEWE will strengthen capacities in gender including but not limited to Gender mainstreaming, Gender Responsive Budgeting, Gender Audit, Resource Mobilization Strategies, Monitoring and Evaluation.

## 6.4 Priority Themes, Strategic Objectives and Strategies

Priority Theme	Strategic Objectives	Strategies
1) Compliance monitoring, and reporting	1. To enhance compliance with the principles of equality and inclusion	i) Developing and operationalizing a Compliance Manual
		2) Advising and facilitating the use of the Compliance Manual

		iii) Strengthening partnership and collaboration
	2. To monitor compliance with the principles of equality and inclusion	i) Establishing a Compliance Monitoring Committee
		ii) Monitoring Institutional and Organizational reporting.
		iii) Monitoring the implementation of commitments on integration of gender equality in all aspects of the development agenda

Priority Theme	Strategic Objectives	Strategies
2) Investigations and Redress	To reduce violations of the principle of equality and freedom from discrimination	i) Reviewing Procedures, Policies and legislation. 2) Conducting investigations on violations of the principles of gender equality and inclusion 3) Establishing and operationalizing an Investigation and Redress Committee 4) Strengthening partnerships and collaborations. 5) Capacity building of Stakeholder institutions
	To offer redress to complaints on violations of the principles of equality and freedom from discrimination.	i) Developing and operationalizing a Complaint Handling Manual ii) Developing and operationalizing a Referral Manual iii) Facilitating redress, (legal and non-legal)
3) IEC and mainstreaming	To promote awareness on principles of equality and inclusion	1. Assessing KAP on Gender and related legislation

		2. Creating awareness on integration of principles, policies and legislations of equality and inclusion at national and regional levels
		3. Strengthen partnerships and collaborations
	To promote implementation of affirmative actions in the development agenda	i) Assessing the Affirmative Action Policies.
		Increasing awareness and advocating for more Affirmative Action Policies
		iii) Monitoring implementation of affirmative action programmes.
		iv) Promoting the increased participation of women in national development agenda
		v) Strengthening partnership and collaboration

Priority Theme	Strategic Objectives	Strategies
4) Capacity Building	1. To attract, develop and retain skilled and productive staff	1. Create a conducive working environment 2. Enhance staff capacity 3. Enhance staff motivation
	2. To enhance capacity and effectiveness of the Gender Machinery	1. Capacity building of the Gender Machinery 2. Enhancing the visibility of the Gender Machinery
4. Data Availability	To ensure the continuous availability of gender-disaggregated data	Strengthening Partnership with GBoS and Planning Units
		Collecting and disseminating gender-disaggregated data

## **7: FINANCIAL RESOURCES REQUIREMENTS**

The financial requirement for the implementation of the plan will be a combination of investments and staff emoluments.

## **8: RESOURCE MOBILIZATION**

Given the effects of COVID-19 pandemic and other global challenges, innovative strategies have to be sought to have this plan implemented effectively. To this end, DGEWE will develop a Resource Mobilization Strategy will be developed with the support of Development Partners and Stakeholder intuitions. Potential funding sources include but not limited to the following sources and mechanisms:

- a) Government Appropriation budget, Ministry of Finance and Economic Affairs
- b) Soliciting the support of the Select Committee on gender at the National Assembly and Cabinet Subcommittee on Gender for increased financial allocation to facilitate the implementation of the plan
- c) Engaging Development Partners
- d) Private Sector
- e) NGOs
- f) Local Fund Raising

## **9: MONITORING, EVALUATION AND REPORTING**

### **9.1 Monitoring, Evaluation and Reporting Framework**

Ensuring an effective Monitoring, Evaluation, and Reporting Framework are key to successful implementation of this Strategic Plan. Achievement or otherwise of the desired outcome from the implementation of the Plan will be demonstrated through this framework. To this end, the Directorate of Policy Development, Strategic Planning and Reporting under the of MoGCSW shall set up a Monitoring and Evaluation Committee to oversee the implementation of the Plan, track the progress, successes and/or failures of this Strategic Plan. This Committee shall develop a clear TOR including a Monitoring, Evaluation and Reporting (ME&R) framework that will enable the DGEWE to measure progress against the set targets.

### **9.2 Functions of the Monitoring and Evaluation Committee**

This ME&R Committee perform the following functions:

1. Convene quarterly meeting to review the status of the implementation of the Strategic Plan
2. Conduct quarterly visits to project sites
3. Report quarterly to the Minister of MoGCSW and the National Assembly on the progress made towards the attainment of the Strategic Plan

## 10: KEY PERFORMANCE INDICATORS

The key Performance indicators to be pursued for the implementation of the Strategic plan (2025-2030) include the following:

Indicator Name	Current Value	Indicator Value				
		2026	2027	2028	2029	2030
Whether or not legislations, bills, standards, policies, and regulations are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex	N/A					
Number of training and reference manuals and guides developed? administrative guidelines analyzed	N/A					
Number of investigation cases reported	N/A					
Number of audits carried out	N/A					
Proportion of women who have knowledge on the law and where to seek redress	N/A					
Percentage of admitted complaints investigated	N/A					
Percentage of complainants provided with advice or referred to relevant institutions	N/A					
Participation rate of women, men, adolescent girls and boys and Persons with Disability in public education forums, and sensitization workshops by sex and region	N/A					
Number of researches carried out on gender equality and inclusion	N/A					
Customer satisfaction index	N/A					
Number of sectors that have undergone gender audit	N/A					
Extent to which sectors have trained key policy makers, planners, programmers and data analysts in gender analysis and gender mainstreaming	N/A					
Budget allocated to gender equality & inclusion, research, and capacity building as a proportion of budget allocated to MOGCSW	N/A					
Number of functional gender units in line Ministries	N/A					
Number of gender sensitive policies programmes and projects	N/A					



## **11: REVIEW**

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### **11.1 Mid-Term Review**

A midterm review of this Strategic Plan will be conducted half way (mid 2027) through the Plan period. The review will measure progress in the implementation of the Plan as well as inform the necessary changes where required to the objectives, strategies and activities for the remainder of the implementation period.

### **11.2 End of Term Review**

A Terminal evaluation of this Strategic Plan will be undertaken in the middle of 2029 to determine the extent to which the objectives have been met. The evaluation will also document the lessons learned, challenges and way forward to inform the next plan period (2030-2035).

## ANNEX 1: IMPLEMENTATION PLAN

The Implementation Plan for this Strategic Plan covers the five Strategic thematic outlined in the Plan. The Plan provides information on the Strategic themes and strategic Objectives to be pursued as well as activities, outputs, Key performance Indicators, Cost, Responsibility and Year of implementation for each activity as detailed below.

**Strategic Theme:** Compliance monitoring and reporting

**Strategic Objective 1:** To enhance compliance with the principles of equity and inclusion

Strategy	Activities	Output	Key Performance Indicators	Cost GMD	Responsibility	Year of Implementation				
						Yr1	Yr2	Yr3	Yr4	Yr5
Developing and operationalizing a Compliance Manual	Recruit a consultant to develop a comprehensive Compliance manual for all stakeholders	Manual to guide compliance developed	Availability of a Compliance Manual	100,000	DGEWE					
Advising and facilitating the use of the Compliance Manual	Conduct a capacity building training for users of Compliance Manual	Capacities of the users of the Compliance manual enhanced in the use of the manual	Number of trainings conducted for the users of the Manual	300,000	DGEWE					
	Engage donor partners to support the adoption and implementation of the compliance manual for all gender machineries and stakeholders	Development Partners are sensitized to support the implementation of the manual	Number of sensitization activities for Development Partners	500,000	DGEWE					
Strengthening partnership	Engage all stakeholders on the use of	Stakeholders are sensitized	Number of Stakeholders sensitized	1,000,000	DGEWE, CSOs					

and collaboration	Compliance Manual	and partnerships are built for compliance in equality and freedom from discrimination								

**Strategic Theme:** Compliance monitoring and reporting

**Strategic Objective 2:** To monitor compliance with the principles of equality and inclusion

Strategy	Activities	Output	Key Performance Indicators	Cost GMD	Responsibility	Year of Implementation			
						Yr1	Yr2	Yr3	Yr4
Monitoring Institutional and Organizational reporting	Strengthen the Gender Ministries monitoring and evaluation directorate	M&E of the Gender Ministry enhanced	Improved performance of the Gender Machinery in M&E	5,000,000	DPPR				
	Develop a comprehensive monitoring framework for the policy implementation	An M&E Framework for the Gender Ministry developed	Availability of an M&E Framework for the Gender Policy	600,000	DPPR				
	Reactivate the Gender Ministry's Gender Management Information system	A functional Gender Management Information System	Availability of a functional Management Information System	500,000	DGEWE				
Monitoring the implementation of commitments on integration of gender equality in all aspects of the	Establish a high-level gender policy implementation committee (PS levels in all Ministries)	A high-level monitoring Committee on Gender Policy established	Availability of a high-level Monitoring Committee on Gender Policy implementation	1,000,000	MOGCSW/ DPPR				
	Conduct annual gender	Gender is assessed in	Information on integration of	1,000,000	DPPR				

development agenda	assessment of existing Government policies	Government Policies	gender into Government Policies available						
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**Strategic Theme:** Investigations and Redress

**Strategic Objective 1:** To reduce violations of the principle of equality and freedom from discrimination

Strategy	Activities	Output	Key Performance Indicators	Cost	Responsibility	Year of Implementation				
						Yr1	Yr2	Yr3	Yr4	Yr5
Reviewing Procedures, Policies and legislation	Review existing procedures, policies and legislation on investigation	Procedures, policies and legislation reviewed	Existence of Procedures, Policies and Legislation on Investigation	500,000	DGEWE/MOJ					
	Conduct investigations on all reported violations of the principles of gender equality and inclusion practices by government or private institutions	Investigations on reported violations conducted	Reports on Investigations	500,000	DGEWE/MOJ					

**Strategic Theme:** Investigations and Redress

**Strategic Objective 2:** To offer redress to complaints on violations of the principles of equality and freedom from discrimination

Strategy	Activities	Output	Key Performance Indicators	Cost	Responsibility	Year of Implementation			
						Yr1	Yr2	Yr3	Yr4
Developing and operationalizing a Complaint Handling Manual	Recruit a consultant to develop or update Complaint Handling Manual	A Complaint Handling manual developed	Availability of a Complaint Handling Manual	200,000	DGEWE				
	Operationalize the Manual	Complaint Handling Manual	Complaints Are better handled						

		developed and operationalized							
Developing and operationalizing a Referral Manual	Recruit a consultant to develop or update a Referral Manual	A Referral manual developed and operationalized	An improved Referral system	400,000	DGEWE				
Facilitating redress, (legal and non-legal)	Establish a fund for compensation of victims of SGBV	Financial Support System in place for victims of SGBV	Number of SGBV victims supported financially	3,300,000	DGEWE				
	Provide legal aid to victims of SGBV and other forms of discriminations	Strengthen collaboration and partnership with Legal Aid, FLAG etc	Number of victims supported	-	MOJ, Legal Aid Gambia, FLAG				
	Fund Raising for victims of SGBV	Funds are mobilized to support victims of SGBV	Funds mobilized to support the victims of SGBV	-	DGEWE				

**Strategic Theme:** 3) IEC and mainstreaming

**Strategic Objective 3:** To promote awareness on principles of equality and inclusion

Strategy	Activities	Output	Key Performance Indicators	Cost GMD	Responsibility	Year of Implementation				
						Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Assessing KAP on Gender and related legislation	Undertake KAP on Gender and related legislation	Information on knowledge and attitudes and practice on gender and related legislation available	KAP reports on Gender and related legislation	2,000,000	DGEWE/D PPR					
Creating awareness on integration of principles, policies and	Conduct periodic sensitization on gender using a the KAP on Gender	More awareness is created on the principles of gender equality and	Number of people sensitized on the integration of principles and	500,000	DGEWE					

legislations of equality and inclusion at national and regional levels	using all communication medium	freedom from discrimination on gender	legislation of equality and inclusion							
Strengthen partnerships and collaborations	Establish partnerships with media practitioners, traditional communicators and NCCE to conduct continuous sensitization and awareness raising using all media platforms and channels of communication	Strengthened partnerships with modern and traditional media	-Number of MOUs/Agreement signed - Number of Media projects on gender	-	MOGCSW					

**Strategic Theme:** IEC and Mainstreaming

**Strategic Objective:** To promote implementation of affirmative actions in the development agenda

Strategy	Activities	Output	Key Performance Indicators	Cost GMD	Responsibility	Year of Implementation			
						Yr 1	Yr 2	Yr3	Yr4
Assessing the Affirmative Action Policies	Conduct an impact assessment of all existing affirmative Action Policies	The impact of Affirmative action assessed	Availability of reports on Affirmative action Impact assessment	500,00	DPPR/DGEWE				
Increasing awareness and advocating for more Affirmative Action Policies	Conduct awareness raising campaign on the importance	Awareness on Affirmative action enhanced	KAP on Affirmative	1,000,000	DGEWE				

	of affirmative Actions to bridge the gender gap								
	Advocate for the introduction of Affirmation Action policies in politics and other relevant areas	Affirmative action policies increased	Number of Policies on Affirmative Actions	-	DGEWE				
ii) Monitoring implementation of affirmative action programmes.	Conduct bi-annual report on the government Affirmative policies and use the results as learning tools for future programming	Progress on Affirmative Action Policies is assessed periodically	Availability of Progress reports on Affirmative Action	300,000	DPPR				
Promoting the increased participation of women in national development agenda	Conduct awareness campaign on the need for women participation in national development and use role models	Increased awareness on the significance of women participation in national development	KAP on women participation in national development	700,000	DGEWE				
Mainstreaming gender in all facets of development	Mainstream gender at all levels of development	Train Stakeholders at national and regional level on gender mainstreaming	Number of people trained in gender mainstreaming	500,000	DPPR				
		Develop guidelines for gender mainstreaming	Availability of Guidelines on gender mainstreaming	100,000	MOGCSW				

Strengthening partnership and collaboration	Enhance partnership and collaboration MDAs, CSOs, donors with the National Gender Machinery,	Partnership and collaboration with MDAs, CSOs, donors with the National Gender Machinery	- Number of MOUs/Agreements signed - Number of projects signed	-	MOGCSW					
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**Strategic Theme:** Capacity Building

**Strategic Objective:** 4 To attract, develop and retain skilled and productive staff

Strategy	Activities	Output	Key Performance Indicators	Cost GMD	Responsibility	Year of Implementation				
						Yr1	Yr2	Yr3	Yr4	Yr5
Create a conducive working environment	Ensure a decent job environment for all staff with the National Gender Machinery	A more motivated staff of the Gender Machinery available	A more productive staff in the Gender Machinery	-	MOGCSW					
Enhancing staff capacity	Conduct staff capacity building for under-graduate and graduate levels for all profession staff with the National Gender Machineries	A well-trained professional staff in the Gender machinery	Increased technical performance	5,000,000	MOGCSW					
Enhancing staff motivation	Create special allowance for staff within the Gender Machinery	Staff of the Gender machinery are motivated	Increased productivity	-	MOGCSW					



**Strategic Theme:** Capacity Building

**Strategic Objective:** To enhance capacity and effectiveness of the Gender Machinery

Strategy	Activities	Output	Key Performance Indicators	Cost GMD	Responsibility	Year of Implementation				
						Yr1	Yr2	Yr3	Yr4	Yr5
Capacity building of the Gender Machinery	Advocate for the provision of additional financial and materials resources is allocated to the National Gender Machinery	More resources are provided to the Gender Machinery	Quantum of additional resources provided to the gender machinery	2,000,000	MOGCSW /DGEWE					
	Build the capacity of the Gender machinery in Gender-Responsive Budgeting, Gender mainstreaming techniques and gender audit	The Gender Machinery is capacitate in Gender-Responsive Budgeting, Gender mainstreaming techniques and gender audit	Number of people trained in gender responsive budgeting, gender mainstreaming and gender auditing	1,500,000	MOGCSW /DGEWE					
Enhancing the visibility of the Gender Machinery	Creating awareness on the National Gender Machinery	More awareness created on the Gender Machinery	Number of people sensitized on the Gender Machinery	300,000	DGEWE					

**Strategic Theme:** Data Availability

**Strategic Objective 5:** To ensure the continuous availability of gender-disaggregated data

Strategy	Activities	Output	Key Performance Indicators	Cost GMD	Responsibility	Year of Implementation				
						Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Strengthening Partnership with GBoS and Planning Units	Develop an MOU with GBOs and Sectoral Planning Units on the provision and use of gender	Partnership on the production and use of gender-disaggregated data with GBOs and Planning	MOUs/ Agreements signed with GBOs and Planning Units	-	MOGCSW/DPPR					

	disaggregated data	units strengthened								
	Strengthen the Gender Units at GBos and Planning units to ensure the integration of gender – disaggregated data in the projects and survey reports	Gender-disaggregated data available in the various reports	Number of gender-disaggregated reports	100,000	MOGCSW					
Collecting and disseminating gender-disaggregated data	Build the capacity of Planners and Gender Focal points to compile and disseminate gender disaggregated data	Gender-disaggregated data compiled and disseminated	Number of gender-disaggregated reports compiled and disseminated	1,000,000	DPPR					

**ANNEX 2: REFERENCES**

1. Demographic and Health Survey, 2019-2020
2. Human Development Index, 2022
3. NDP, 2018-2021
4. Population and Housing Census 2013