



Advocacy manual

Influencing policies and budgets to enhance opportunities for women's enterprises

Kenya



Ministry of Foreign Affairs of the
Netherlands

SNV



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

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Abbreviations

ADP	Annual Development Plan
AG	Attorney General
AGPO	Access to Government Procurement Opportunities
CA	County Assembly
CBEF	County Budget and Economic Forum
CBROP	County Budget Review and Outlook Paper
CEC	County Executive Committee
CFSP	County Fiscal Strategy Paper
CG	County Government
CIDP	County Integrated Development Plan
CO	Chief Officer
COB	Controller of Budget
CRA	Commission on Revenue Allocation
CSO	Civil Society Organisation
OWE	Enhancing Opportunities for Women's Enterprises
FLOW	Funding Leadership and Opportunities for Women
M&E	Monitoring and Evaluation
MCA	Member of County Assembly
MP	Member of Parliament
NG	National Government
NGO	Non-Governmental Organisation
PAC	Public Accounts Committee
PESTLE	Political, Economic, Sociological, Technological, Legal and Environmental factors
PFM	Public Finance Management
SNV	Netherlands Development Organisation
SWOT	Strengths, Weaknesses, Opportunities and Threats
WEE	Women's Economic Empowerment
WEF	Women Enterprise Fund

1. Purpose of this manual

Women's economic empowerment is critical to national development and economic growth. Over the years, Kenya has made various progressive achievements in terms of women's economic empowerment and enterprise development exemplified by constitutional, legislative and policy reforms on one hand; and programmatic initiatives such as the various catalytic funds (Uwezo Fund, Youth Enterprise, Development Fund, and the Women Enterprise Fund). County Governments also continue to implement various initiatives that promote women's economic empowerment (WEE). While these are achievements to celebrate, there remain many areas that require improvement. These include advocacy and public policy goals such as ensuring effective women participation in government planning processes, women representation in leadership, gender neutral budgets that ignore the gendered impact of policies and limited capacity within government in designing and implementing effective WEE programmes and policies.

Influencing government policies to become more gender-sensitive and promoting their implementation, both at county and national levels, leads to a conducive environment for WEE. Increasing the gender-sensitiveness of government policies requires a well-thought-out, methodical and systematic approach. This is even more critical when it comes to influencing government budgets, because of the various competing interests that lay claim to government budgets. As non-government and non-market actors, Civil Society Organisations (CSOs) are in a unique position to foster collaboration among relevant stakeholders, influence agenda-setting and hold the government and private sector accountable for their promises and actions. CSOs must therefore have a set of tools and skills that are appropriate for influencing policies and government budgets.

In 2018, local actors from eight EOWE target counties were trained on policy influencing and budget advocacy. The training aimed to enhance their capacity to mobilise and empower rural women and engage with government to create bottom up pressure for the implementation of gender-sensitive policies and greater allocation of government budgets to services that address the needs of women entrepreneurs. After the training, the local actors used the acquired skills to influence and increase women's involvement in two key government processes: 1) the county government planning process of the 5 year County Integrated development Plan (CIDP) and 2) the development of the annual budget of the 2018/2019 financial year. The lessons and experiences from these advocacy activities were used to develop this Advocacy Manual, which aims to guide CSOs to advocate for empowerment of women entrepreneurs by influencing policies and government budgets and promoting women's involvement in political processes.

This manual provides important information and a set of guidelines on how to influence policies and budgets at the county level in order to enhance opportunities for women entrepreneurs. The manual is divided into three main parts. First, it provides general background information on SNV's EOWE programme and the policy environment for WEE in Kenya. After a general introduction on advocacy in chapter 3, chapter 4 focuses on the tools and key steps in an advocacy process, from identifying an advocacy issue to monitoring and evaluation. Chapter 5 focuses on guiding CSOs through the key steps and information needed to influence county government budgets. The last chapter, chapter 6, provides guidance for county government officers on how to advocate for WEE issues internally. This includes actions they can take at each stage of the budget process and how to advocate internally to increase buy-in within the county government itself.

Although not exhaustive, the manual is nevertheless expected to provide general guidelines on the processes and influence mechanisms of policies and government budgets through advocacy. This manual will be updated as more information is gathered in practical sessions that are to be undertaken during the actual implementation of the advocacy approach in the target counties.

2. General background

2.1 SNV's Enhancing Opportunities for Women's Enterprises (EOWE) programme

SNV is implementing the 'Enhancing Opportunities for Women's Enterprises' (EOWE) programme from 2016- 2020 with the aim to boost the start-up and development of women's businesses in rural areas in Kenya and Vietnam through a combination of enterprise development, social transformation and policy advocacy interventions. The programme aims to increase the income of 22,000 female farmers and entrepreneurs by increasing business and farming skills and access to inputs, productive assets, finance and markets. On a societal level, the programme facilitates dialogue on social norms that influence unequal time spent by women on reproductive tasks, control over the use of income and resources, decision-making power and leadership within households and communities. The programme complements its enterprise development and social transformation interventions with policy influencing and advocacy activities to build the capacity of government and civil society actors to advocate for, develop and implement gender-sensitive policies and plans.

Advocacy helps citizens, particularly marginalised and excluded groups, to become active and demand their rights. Under the EOWE programme in Kenya, advocacy is being used to empower women entrepreneurs by bringing them together in movements, alliances, networks and organisations that help them engage with powerholders and demand respect for their economic rights. Under the EOWE programme, CSOs play an important role in facilitating dialogue between women entrepreneurs and decision makers as well as stronger county government processes, plans and outcomes in which women space is secured, their voices heard, and their business interests are prioritised and funded through exchequer. As non-state and non-market, CSOs represent a wide range of interests and connections. The participation of CSOs in government planning processes and plans is enshrined in the constitution, thereby creating a favourable environment for CSOs engagement.

Furthermore, advocacy promotes the accountability and responsiveness of powerholders. Through the advocacy actions of empowered women entrepreneurs and CSOs, governments and the private sector are encouraged to not only come up with policies that are friendly to the interests and needs of women entrepreneurs, but also to pledge to implement them fully.

The EOWE programme is being implemented by SNV Netherlands Development Organisation in Kenya in eight (8) selected arid and semi-arid counties, namely: Samburu, Isiolo, Laikipia, Marsabit, Baringo, Kitui, Makueni and Narok. The programme is funded by the Ministry of Foreign Affairs of The Netherlands under the 'Funding Leadership and Opportunities for Women' (FLOW) Framework. To ensure significant and lasting change SNV works hand-in-hand with national and local government and civil society actors, microfinance institutions, cooperatives and the private sector.

2.2 Policy environment for WEE in Kenya

The Constitution of Kenya 2010 revolutionised the system of governance in the country. It introduced two levels of government (Article 6), a national and county level devolved system of governance¹. Article 174 clarifies the objectives of devolution, which include promoting democratic and accountable exercise of power; to give power of self-governance to the people and to enhance the participation of citizens in the exercise of power of the state as well as in decision making. Furthermore, article 201 elaborates the principles and framework for public finance management and lays emphasis on transparency, accountability and public participation.

¹ In the devolved system of governance there is statutory delegation of powers and resources from the central government to sub-national government (counties). Consequently, all the 47 counties in Kenya have the power to make and implement legislation in sectors delegated to them constitutionally.



 Female dairy farmer bringing her milk to the Enerelai Women Dairy Cooperative Society.

Even though the Constitution has expressly provided for public participation in governance processes at both national and county levels of government, there has been very minimal citizen participation and/or involvement since the promulgation of the constitution. A reason for the lack of participation might be that the majority of the citizenry, especially women, do not have the requisite capacity to engage with government to ensure that the constitutional principles are upheld. As planning, coordination, budgeting, execution, monitoring and evaluation is now being done at county level, women participation will be critical in order to ensure transparency and accountability thereby facilitating optimal application of resources to address Women's Economic Empowerment (WEE) goals and objectives².

WEE advocacy opportunities at county level:

1. Advocate for greater women participation and involvement in planning, implementation and monitoring of WEE policies and programmes at the county levels. County policy makers should ensure meaningful women participation in development and implementation of County Development Plans, Annual Development Plans and Sectoral Plans.
2. Advocate for greater WEE resource allocation. Women and women's organizations and other agencies implementing WEE programs should meaningfully participate and monitor county budgetary process e.g. by nominating representatives to County Budget and Economic Forums.
3. Advocate for adequate public education on WEE including dissemination of policies, guidelines and relevant legislations. County governments and agencies involved in WEE programs can reach wider audience through traditional and emerging social media (e.g. Facebook, twitter, FM stations etc.).
4. Influence County Budgets and Formulation of New County Integrated Development Plans.

² SNV EOWE Advocacy Strategy 2017-2020

3. Introduction to advocacy

Advocacy is the deliberate process of influencing those who make decisions that have an impact on the lives of others. Under the EOWE programme, advocacy is a means by which decision makers are influenced to make decisions that favour groups that constitute EOWE’s primary constituency - the women. There are many ways of influencing decision makers. These could be divided into two major categories. The first category constitutes ‘outsider’ tactics that could involve campaigns and activism. The second category constitutes ‘insider’ tactics that could involve lobbying behind the scenes and advising decision makers in ‘quieter’ spaces such as boardrooms through research reports and position papers. Figures 3.1 and 3.2 below indicate the different types and tactics that constitute advocacy, ranging from violence on one extreme end to harmony on the opposite end. The choice of which tactic to use will depend on the context in which the advocacy process is undertaken.

Figure 3.1: The advocacy continuum – the range of things one can do to influence policies

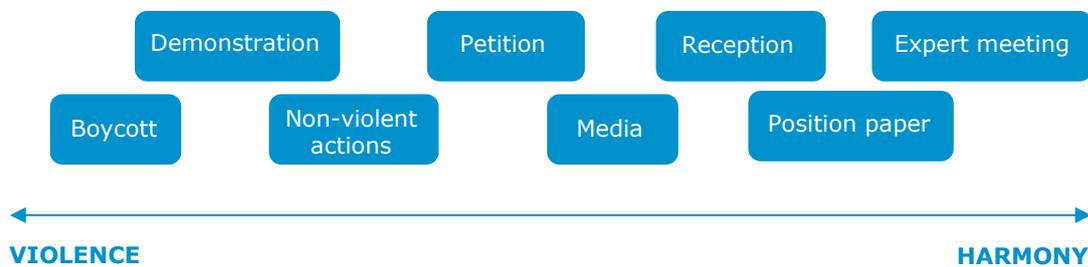
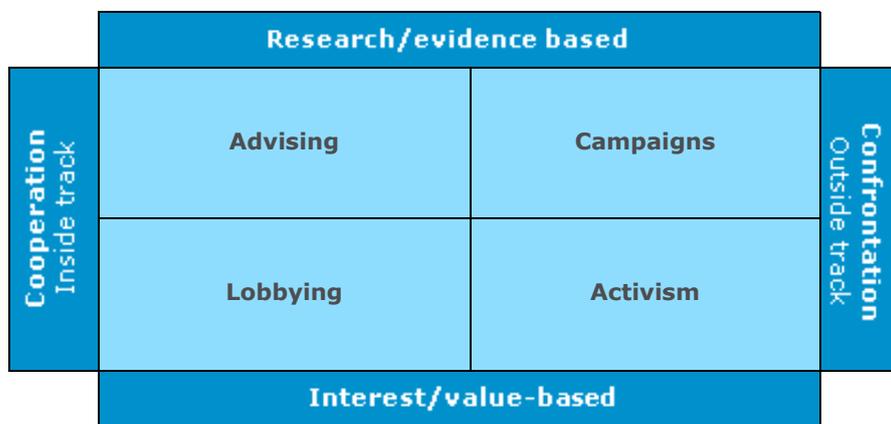


Figure 3.2 Four primary approaches to influencing policy makers



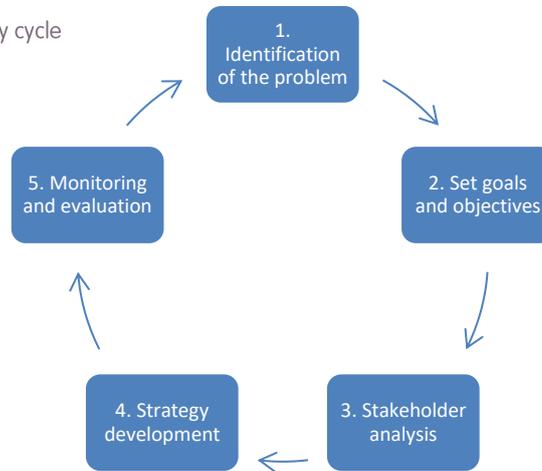
Uses of advocacy

Advocacy fits in the human rights-based framework towards development. It focuses on the underlying causes of poverty, mostly linked to absent or poor and exclusionary public policies. It thus helps achieve sustainable outcomes. Advocacy is one of the instruments for holding governments to account. It seeks answers to commitments made by powerholders, thus constituting the transparency component of accountability. It can also help set standards that are absent. For instance when carried out at the global level, it can result into standards at the national and local levels that can be used to hold government to account. Advocacy amplifies the voices of the marginalised and vulnerable, which are often missing in decision-making circles.

4. Key steps and tools in the advocacy process

The advocacy cycle involves five main steps. They can be seen as a cycle that repeats itself, as shown in Figure 4.1 below.

Figure 4.1: Key steps in advocacy cycle



Each of the five steps requires a specific tool that guides its implementation. Both the steps and their accompanying tools are discussed below.

4.1 Identification of the problem

Identification of an advocacy issue is the first step in advocacy. It is critical in advocacy since it shapes the direction that the advocacy initiative takes. Advocacy issues could include a poorly designed policy that needs to be redesigned, or a poorly executed policy that needs to be properly executed. It could also be absence of a policy that needs to be made. Under the EOWE programme, an advocacy issue could be a poorly designed and/or implemented policy that does not promote women entrepreneurship or total absence of a policy that promotes women entrepreneurship.

The advocacy issues under the EOWE programme can come from different sources and could include:

- ❖ Views of women entrepreneurs on challenges and issues they encounter;
- ❖ Views of SNV staff and partner organisations;
- ❖ SNV's programme objectives and experience such as from the EOWE programme;
- ❖ Opportunities identified in the existing policy environment, for instance the existence of the Women's Enterprise Fund, which could have key gaps that need to be addressed.

When identifying advocacy issues it is important to be clear on what the desired outcome is. Is it a change to legislation, a policy, regulation, programmes, funding? It is also important to identify whether it is feasible to address the identified issue in the timeframe of the programme. Depending on what emerges as an issue, one may use several tools to define the issue further and make it clearer. Some of the tools that can be used in this way include:

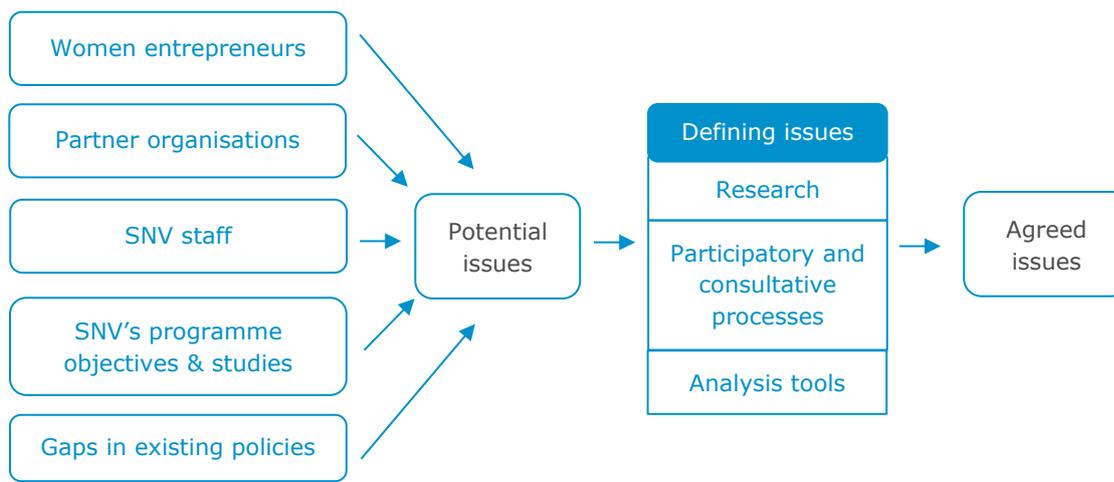
- ❖ **Research** - either quantitative or qualitative and primary or secondary. The purpose of research is to provide more evidence to influence and inform targets and allies, provide evidence for one's position, disprove statements by people who oppose one's position, change perceptions of a problem, disprove myths, rumours and false assumptions and explain why previous strategies did not work. If the issue identified is for instance absence of a policy to promote women entrepreneurship, research could provide further perspectives on the effects of the absence of that policy on women entrepreneurs. This can then be used as evidence to promote the development of the missing policy.
- ❖ **Participatory and consultative processes** - such as participatory rural appraisals, beneficiary feedback mechanisms and social impact assessments among others. Here, if the advocacy issue identified is for instance a poorly executed policy that does not promote the interests of women entrepreneurs, participatory processes such as beneficiary feedback mechanisms can provide

quick information from the women entrepreneurs themselves on how they have been affected by the poor execution of the policy in question.

- ❖ **Analysis tools** - such as the problem tree, the solution tree, force-field analysis, SWOT and PESTLE (Political, Economic, Sociological, Technological, Legal and Environmental factors) among others. If the issue identified is for instance a poorly designed policy, the analytical tools here such as the PESTLE would consider that poorly designed policy vis-à-vis the existing environment in which it is to be applied, indicating whether it would be successful or not.

The purpose of each of the tools identified above is to ensure that the advocacy issue chosen is explored and reduced into a component that can be effectively addressed using advocacy. Without this further analysis, the advocacy issues may be too broad or too ambiguous to be addressed using advocacy. The process of identifying advocacy issues is illustrated in figure 4.2 below.

Figure 4.2: How to identify advocacy issues



When you have clearly defined issues that you have agreed on, choices have to be made when considering advocacy issues to settle down for. If several possible policy options have been generated, they must be prioritised and the best option identified. One way to do this is by using criteria analysis as visualised on figure 4.3 below. To come up with a top advocacy priority, draw up a table like in the figure below, with a list of advocacy options at the top vis-à-vis a criteria for scoring each of them (such as on the basis of likelihood of success, cost, capacity to undertake it etc.). Each of the advocacy options should then be scored against the set criteria. The advocacy option with the highest mark then becomes the advocacy option that the programme should pursue.

Figure 4.3: Criteria analysis framework

Advocacy goal	Goal 1 (e.g. reform existing policies on women's enterprises)	Goal 2 (e.g. come up with a new policy on women's enterprises)	Goal 3 (e.g. replace existing policies on women's enterprises)
Likelihood of success	5	3	3
Achievability in the timeframe	4	3	3
Cost	5	4	4
Capacity to undertake it	5	4	3
Links to wider government agenda	4	4	3
Total	23	18	17

Beneficiary involvement

In advocacy, the beneficiaries of the advocacy initiative must be included within the advocacy cycle. Under the EOWE programme, key beneficiaries that must be included are women entrepreneurs and their organisations. Their perspectives should form the core of the message that is being delivered to influence changes in policy to promote women entrepreneurship. Generally, their inclusion ensures that the advocacy process is being undertaken by the women entrepreneurs themselves, rather for them, which is a disempowering form of advocacy. The importance of participation by women entrepreneurs themselves stems from the following reasons:

- ❖ Know and represent the interests and needs of women entrepreneurs better;
- ❖ Reduce the possibility of corruption by increasing transparency to the women entrepreneurs;
- ❖ Empower and educate women entrepreneurs on the issues at hand so that they can undertake the advocacy themselves eventually;
- ❖ Enhance legitimacy in the eyes of the women entrepreneurs;
- ❖ Deploy the power of the women entrepreneurs to hold public institutions accountable;
- ❖ Use knowledge from the women entrepreneurs to change policies.

Models of participation and beneficiary inclusion

To get the benefits of beneficiary participation indicated above, there is need to ensure their proper involvement. Figure 4.4 below depicts the degrees and types of participation that are available for involving the beneficiaries. The types of participation with the most benefits for any advocacy work are the ones on the upper parts of the figure including citizen control, delegated power and partnership, rather than placation, consultation and manipulation.

Figure 4.4: Ladder of citizen participation



The ladder in figure 4.3 is a guide to seeing who has power when important decisions are being made. Under the EOWE programme, we must aim to involve women entrepreneurs on advocacy issues through the higher degrees of citizen power, namely citizen control, delegated power and partnership. Your advocacy efforts should confront government processes that refuse to consider women participation beyond the non-participation and tokenism steps as described by David Wilcox in the 8 steps of the ladder¹.

1. <http://www.citizenshandbook.org/arnsteinsladder.html>

4.2 Set goals and objectives

At the beginning of your advocacy initiative, formulate clear goals and objectives. Define and state your vision of change clearly. This is the advocacy goal. Formulate the objectives and make these **s**pecific, **m**easurable, **a**chievable, **r**ealistic, and **t**ime-bound (SMART).

4.3 Stakeholder analysis

After identifying the problem and setting the advocacy goals and objectives, the next step is to gather more information on the context through stakeholder mapping and power mapping. These tools are crucial for a deepened understanding of the decision makers and the circumstances behind the decisions that they make. The tools are described in detail below.

Stakeholder mapping

Stakeholder mapping is the identification of the key stakeholders in the planning stage of a change process, and an assessment of their interests and the way in which these interests are likely to affect this process. Stakeholders are persons, groups or institutions with interests in a planning or change process. A stakeholder mapping helps one to identify the different actors with a stake in a policy issue as well as their interest in it to inform decisions around whom to involve and in which way.

Steps to be taken in stakeholder mapping

1. List all stakeholders with a direct and indirect interest in reference to the policy issue.
2. Identify the interests of each stakeholder. Interests of stakeholders may be difficult to define, especially if they are "hidden", or in contradiction with the openly stated aims of the organisations or groups involved. A rule of thumb is to relate each stakeholder to either the problems which the advocacy intervention is seeking to address or the objectives of the advocacy intervention.
3. Briefly identify and assess the likely impact of the policy change on each of these interests (positive (+), negative (-), or unknown (0)).

Figure 4.5 provides an example of a stakeholder mapping framework. If for example the policy change would be the development of a policy that supports women entrepreneurship in Samburu County, a direct stakeholder would be the Samburu county government. An example of their interest might be economic growth and this interest is likely to be positively (+) affected by a policy that promotes women entrepreneurship.

Figure 4.5: Stakeholder mapping framework

Stakeholders (direct and indirect)	Interests	Impact of policy change
1. Samburu county government	a. Economic growth in the county b. c.	+
2.		

Power analysis

Power analysis helps locate the power and influence of each actor that has been identified through the stakeholder mapping. It categorises the stakeholders identified into two major types of targets: primary and secondary targets. Primary targets are the people who have the power to make the changes needed to achieve the advocacy objectives. They can also be referred to as decision makers. Secondary targets on the other hand are those who may have an interest in the issue, but have no influence over it. If an advocacy issue is for instance the absence of a policy to promote women entrepreneurship, the primary targets would be the government personnel at county and national levels that are in charge of (women) enterprise policies. It could also include financial institutions that come up with policies that determine access to financial capital for women entrepreneurs. They are primary targets due to the fact that they have the power to change the existing situation for women entrepreneurs by establishing the missing policy. Secondary targets on the other hand would for example be women entrepreneurs themselves, who although they have a critical need for the missing policy, they do not have the power to establish the policy and have to rely on government personnel to do this. It is important to note that secondary

targets could also influence the primary targets. For example, if you cannot access the person who can establish a policy in government but can access people close to this person, you could influence these secondary targets to help you influence the primary target.

The importance of locating the power of primary and secondary targets is to allow one to come up with appropriate strategies for engaging with each of the power actors. It is vital to know who makes the decisions so as not to waste time or resources targeting the wrong people. Mapping them out shows that they are actual human beings, beyond the institutions they may be working in. As human beings, they can be influenced through persuasion and other means available in advocacy. Some of the questions to ask as one embarks on power analysis includes finding out the actual situation of the power holders, understanding who actually makes decisions in target settings, how and when decisions are made, what is influencing the decisions, who influences the decisions made and alternatives that can be offered to influence the decisions. A typical power analysis follows three steps.

Steps to be taken in power analysis

1. Identify and list down all the stakeholders with a direct or indirect interest in the policy issue as described in the stakeholder mapping section above.
2. Fill in Figure 4.6 and isolate comfortable from uncomfortable stakeholders. The comfortable stakeholders are the stakeholders that are negatively (-) or neutrally (0) impacted by the policy change as shown in Figure 4.5.
3. Fill in Figure 4.6 and isolate primary targets from secondary targets on the basis of the power each of the stakeholders have over the policy issue.

Figure 4.6: Emerging power alliances over advocacy issues

	Uncomfortable	Comfortable
Powerful	List all stakeholders that are powerful and uncomfortable	List all stakeholders that are powerful and comfortable
Powerless	List all stakeholders that are powerless and uncomfortable	List all stakeholders that are powerless and comfortable

Once Figure 4.6 is completed, it illustrates the four types of power that emerge over an advocacy issue. They include those with power over the issue but are opposed to any change (powerful and comfortable), those with power over the issue but are unhappy and willing to have it changed (powerful and uncomfortable), those that are victims of the way things are and are likely beneficiaries of any change (powerless and uncomfortable) and those affected by the issue but due to various reasons are not concerned (powerless and comfortable). Using the example of the EOWE objectives, those powerful and comfortable would be decision makers that have influence over policies that promote women’s entrepreneurship but are not interested in establishing and promoting those policies. Those powerful and uncomfortable would be those actors who have influence over the policies but are unhappy in the actual situation stemming either from the way those policies are implemented or designed. An example of a powerful and uncomfortable actor would for instance be SNV, which promotes women’s economic empowerment. Those powerless and uncomfortable would be the women entrepreneurs themselves, whereas those powerless and comfortable would be the rest of the women, who may be suffering from the unfriendly policies but may not be aware of it.

Given the four types of power actors depicted in Figure 4.6 above, it is important to design an advocacy strategy that minimises the influence of those opposed to the issue, while tapping into the strengths of potential supporters. Some options to manage each type of power actor include:

- ❖ Building alliances with the powerless and uncomfortable, who are likely to be victims of the existing status quo;
- ❖ Persuading the powerful and uncomfortable to join one's campaign, given that they are in a powerful position to change the status quo;
- ❖ Providing education and building the awareness of the powerless and comfortable as a way of increasing the numbers of allies;
- ❖ This group may be a source of risk and will need careful monitoring and management. Try to reduce the numbers of the powerful and comfortable, who are likely to be perpetrators of the status quo, by campaigning against this group and providing evidence linked to their interests.

The next step in the power analysis is to link the decision makers that have the power to influence the advocacy issue to the decision-making spaces that they occupy. The spaces for making decisions could be at the ward, sub-county, county, national and global levels. The kinds of decision-making spaces that they occupy can be categorised into three major types:

- ❖ **Closed or uninvited spaces** – these are spaces where participation is on the basis of one's position within government. They are closed due to the fact that they are for people with specific roles in government such as government bureaucrats, appointed officials and elected representatives. They are exclusive to members that have special attributes such as their technical skills or governmental positions. The broader society is not invited to this space. Examples of a closed space in Kenya include the County Executive Committee and the County Assembly at the county level, the Senate and the National Assembly at the national level and the judiciary and special committees of parliament. An example of a closed space for EOWE policies would be the County Assembly committee on business and enterprises. Only members of the County Assembly would be allowed in the committee.
- ❖ **Invited spaces** – these are decision-making spaces in which one is invited on the basis of a special input. The spaces are partly exclusive since they are owned by an exclusive group such as a Committee of the County Assembly. They are however open to input from experts and stakeholders from outside the government on the basis of a special need. Examples of invited spaces include technical working groups, sector working groups and special taskforces. An example of an invited space for EOWE policies would for instance be the Sector Working Group on women enterprises that is set up by the County Executive member to promote women's businesses in counties.
- ❖ **Claimed/created/invented spaces** – these are not necessarily decision-making spaces. They are however spaces for convening different stakeholders to act and make decisions around issues that are affecting given groups. These spaces are created autonomously and are not necessarily formalised. They bring together different groups as convening spaces in which they deliberate and organise responses to different issues of importance to the convening groups. Examples of claimed spaces include most civil society organisations, including professional associations, membership organisations, NGOs, CBOs and others. Under the EOWE programme, an example of a claimed space would be a coalition of organisations bringing together all groups that are promoting women entrepreneurship.

Networking and alliance building

Networking is one of the major strategies for influencing policies. It arises from the recognition that policy changes cannot be the work of one individual person or organisation, but a team of organisations and individuals working together for a common cause. Networks can involve alliances and coalitions. Coalitions can be defined as groups of people or organisations working together to pursue a common goal. They often have a more formalised structure with the members making a long-term commitment to share responsibilities and resources. Their permanence often gives clout and leverage. On the other hand, alliances generally involve short-term relationships among members and are focused on a specific objective. Being limited in time and goal, alliances tend to be less demanding on members. Overall, networks tend to be loose, flexible associations of people and groups brought together by a common interest or concern to share information and ideas. Building networking with other NGOs and stakeholders offers a range of advantages, such as:

- ❖ Sharing information;
- ❖ Developing shared policy positions;

- ❖ Gaining a wider perspective;
- ❖ Gaining credibility (strength in numbers);
- ❖ Pooling resources in negotiations;
- ❖ Pooling resources in implementation;
- ❖ Gaining capacity that one does not have;
- ❖ Improved leverage and communication with official processes.

When establishing networks and coalitions follow the steps below:

- ❖ Identify your own objectives. What do you want to achieve? How could networking assist this?;
- ❖ Identify potential network partners;
- ❖ Organise a meeting or discussion with potential network partners to identify common objectives and how you might work together;
- ❖ Pay as much attention to the questions of *how* as to the questions of *what*;
- ❖ Prepare early;
- ❖ Recognise what you can and cannot achieve through a network approach, and channel your efforts accordingly.

Build relationships: the messenger can be as important as the message

- ❖ Being a credible and reliable source of information makes people listen;
- ❖ Consider involving someone who is directly affected by the issue;
- ❖ Be friendly, use social skills;
- ❖ Keep in regular contact;
- ❖ Always finish a meeting by suggesting another one would be useful.

After you have addressed the topics of messaging and network and alliance building, it is time to turn your strategy into a detailed plan, including activities and tasks, responsible persons/committees, the desired time frame, and needed resources and how it is going to be executed. An example framework for an advocacy plan can be found in Annex 1 at the end of this document.

4.4 Strategy development

Once the advocacy issues and its causes have been identified, and the context, stakeholders and resources assessed, it is time to develop the advocacy strategy. The advocacy strategy must address messaging and the communication channels to use in your advocacy initiative. However, before developing strategy for advocacy work, it is essential to make a realistic assessment of existing capacities, resources and gaps, and of potential sources of funding to support the work.

Organisational and resource implications of advocacy

Identify your capacity to influence as well as possible donors and/or funding opportunities to finance the advocacy initiative. All this will help to assess whether the overall strategy and plan is realistic and achievable. An effective advocacy effort takes stock of the advocacy resources that are already there and upon which you can build. It begins with building on what is available.

Resources can be both tangible such as physical and financial resources, and intangible, such as technological resources, contacts, reputation and human resources including knowledge, skills and motivation. To identify both existing resources and potential gaps in capacity, map out all existing resources, relationships, power and influence. Then analyse what can be used from the list to help achieve the advocacy objective and what additional resources may be needed to ensure the initiative is a success. Some of the guiding topics to evaluate could include – human resources, skills, partners, contracts, information and knowledge, relationships, reputation, time and money.

A fundraising strategy should be developed as early as possible to ensure there are enough resources for carrying out the advocacy initiative. The best way to fund advocacy work is to include it as a component

of a wider programme. However, there is need to start seeking donor funding for advocacy as stand-alone initiatives. To gain an understanding of funding needs and opportunities, consider:

- ❖ Available internal funds - opportunities to fund the initiative within existing, funded programmes or from unrestricted resources;
- ❖ The possibility of integrating the advocacy work into new proposals for larger programmes;
- ❖ Whether a new, stand-alone project proposal for a specific advocacy initiative needs to be developed.

Messaging

Messaging is critical to the advocacy effort. It is messaging that carries the policy asks and changes that are being sought. Without proper messaging, the advocacy effort may not yield the anticipated results. In coming up with an advocacy message, one has to be aware of several factors. First, power holders are often unable or unwilling to take action, so advocacy messages and asks must be as solution-focused as possible to capture their attention. A solution-focused policy demand usually offers the solution to a problem that is perceived as real by the government and power holders.

Secondly, policy asks that are not specific are usually frustrating to the advocacy effort. If they are too broad and unclear, they are likely to be rejected. It is therefore important to make the advocacy message and asks as SMART (Specific, Measurable, Attainable, Realistic, Timely) as possible. So for instance, if a policy demand is that women entrepreneurs need to be able to easily access capital, this should be made as clear and as unambiguous as possible. On the contrary, a vague policy demand would sound like 'county governments must take a holistic approach to women's empowerment.' Vague policy demands make it easy for target power holders to avoid taking action. One way of making the policy demand clearer is to use quantitative figures since figures have a higher chance of sticking in people's minds. Figures also indicate clearly the target sought. For instance, stating that there is a funding gap of say Kshs. 425 million per year for investment in small-scale women-led agriculture would enable power holders and policy makers to clearly identify ways of filling this funding shortfall.



A small scale honey processor preparing to label honey jars in Nanyuki, Laikipia.

Thirdly, when designing an advocacy message, it is important to consider what is within the power of the targeted power holder. Advocacy messages that are not appropriate for them must be avoided. For instance, it is not appropriate to demand reform of policy on women entrepreneurship from the ministry of Youth and Sports since this is the responsibility of the ministry of trade and industry.

Fourth, because of the need to make the policy demand as specific and SMART as possible, if it is framed in a very technical way meant for technical audiences. It may thus not capture the imagination of the media or wider public whose support could be critical in putting pressure on the power holders. For this reason, it is important to distinguish different messages for different audiences. To the technical power holders, a short, detailed technical position paper may be availed. To the wider, non-technical public and the media, a simpler version of the policy demand can be developed and shared.

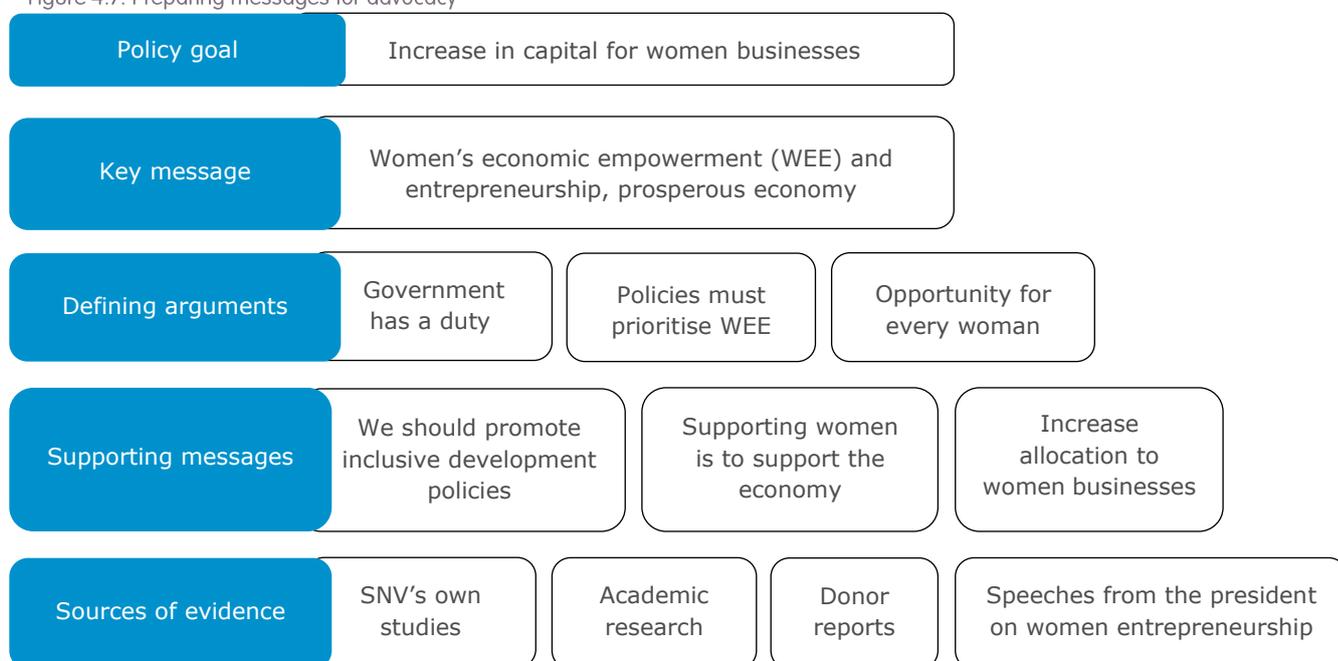
Fifth, one must have counter arguments ready in order to justify their position to the different target audiences. An important strategy for countering existing arguments is to have 'killer facts.' These are the punchy, memorable, headline-grabbing statistics that cut through the technicalities to fire people up about changing the world. They are picked up and repeated endlessly by the media and politicians. They 'kill off' the opposition's arguments. The right killer fact or graphic can have more impact than the whole of a well-researched report. So for instance in the example above, the Kshs. 425 million demand for small-scale women-led agriculture can be broken down into a figure and an image that can easily stick

in the minds of the public and kill off arguments from opponents. It could be something like 'investing Kshs. 2,000 more in each woman small-scale farmer will produce more food than investing Kshs. 10 billion in government irrigation plants.'

Sixth, a message tells your target audience what he or she is being asked to do, why it is worth doing, and the positive impact of such an action. Usually, you will only have a limited amount of time to get your message across, so it is best to be sure about what you want to say beforehand. An early message helps in building alliances and drawing your target audience to your policy influencing initiative. Spending time on it to make it as clear as possible is therefore very important. Figure 4.7 below shows how the early message is usually linked to the overall goal of the organisation, as well as to other messages and stages of policy influencing. When developing your message take the following guiding notes into account:

- ❖ Be simple and explicit;
- ❖ Clearly state the issue;
- ❖ What do you want them to do about it;
- ❖ Use examples that will engage their interest;
- ❖ Prepare a short brief.

Figure 4.7: Preparing messages for advocacy



Channels for communication

Selection of the most appropriate medium for advocacy messages depends on the target audience. The choice of medium varies depending on whether the target of the message is the general public, decision makers, the media or like-minded organisations. Some of the more common channels of communication for advocacy initiatives include the use of press tools, public forums, educative workshops etc. An important factor to consider in terms of delivering the message is who is best placed to deliver the message to the different target audiences identified. For government and policy makers in general, it is good to use messengers that they respect and interact with more often. So for instance, a message meant to have policy makers change their attitude towards women entrepreneurs may best be delivered by the Kenya Association of Manufacturers, rather than an NGO working on women's entrepreneurship. The reason for this is due to the fact that the association of manufacturers has an on-going policy conversation with government as regards different entrepreneurship options. This means therefore that the NGOs need to link up with the association of manufacturers to influence government. Figure 4.8 below summarises the types of messages for influencing policy makers and the channels for delivering them.

Figure 4.8: Choosing channels for communication in advocacy

Type of influencing	Where and through what channels	How and by what means
Evidence and expert advice	<ul style="list-style-type: none"> ❖ Formal and informal meetings; ❖ Position papers; ❖ National and international debates. 	<ul style="list-style-type: none"> ❖ Research and analysis; ❖ Evidence-based arguments; ❖ Developing, piloting and modeling new policy approaches.
Public campaigns	<ul style="list-style-type: none"> ❖ Public campaigns; ❖ Public meetings, speeches and presentations; ❖ TV, radio and social media platforms. 	<ul style="list-style-type: none"> ❖ Public communications and campaigns; ❖ Public awareness and education; ❖ Messaging.
Lobbying and negotiation	<ul style="list-style-type: none"> ❖ Formal meetings; ❖ Semi-formal meetings; ❖ Memberships and participation in boards and committees. 	<ul style="list-style-type: none"> ❖ Face-to-face meetings; ❖ Phone calls and direct interaction.

4.5 Monitoring and evaluation of advocacy efforts

Like any other initiative that seeks to make an impact and create change, advocacy initiatives need to be monitored and evaluated to establish the impact that they make. Nevertheless, it should be recognised that *policy changes may take a long time to yield results that can be measured at the household level*, that is, to yield impact changes. Policy reform often happens in a place far removed from where the impact is sought. It is therefore difficult to attribute improvements in people’s well-being to your advocacy initiative. Many factors and actors contribute to improvements in people’s lives, and not just one. Measuring impact rather than attribution should therefore be the focus of any policy influencing initiative.

An M&E plan should be an integral part of an advocacy plan, with SMART indicators to track inputs, activities, outputs, as well as evaluate impact and effects. Monitoring and evaluation helps to keep an advocacy initiative on track, and assess the change it has achieved against its stated goals. Effective monitoring and evaluation requires careful planning and is an integral part of designing an advocacy initiative. It is vital to establish what information is necessary for tracking progress, and how it can be obtained, before the strategy is implemented.

Advocacy indicators need to be SMART. Although advocacy activities often need to be adjusted, revised and re-directed, such changes should only be made on the basis of good monitoring data – e.g. new information coming to light through public events, meetings etc. or target audiences changing their opinions. Monitoring of advocacy initiatives should focus on tracking inputs, activities and outputs. For advocacy, outputs are changes in knowledge, awareness and/or opinions of target audiences. They should be updated to include changes in your target audience’s position, interest, opinion and knowledge about the policy issue. It is also essential to monitor activities and inputs. Monitoring the advocacy initiative may also contribute to the policy change itself. Baseline information is needed on quality of life before a policy change, as well as evaluation data on the extent to which lives have improved after a policy change.

Due to the long-term nature of the results from advocacy initiatives, changes may take a long time to yield results that can be measured at the household level and this may have consequences for the timing of evaluations. Measuring and tracking of policy implementation has challenges since policy implementation depends on many actors carrying out policies at different levels.

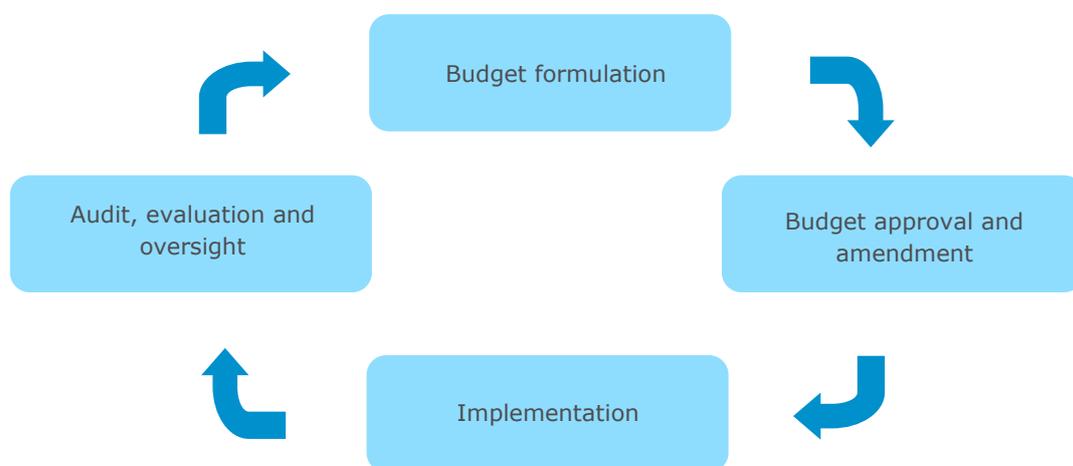
5. Budget advocacy

5.1 The budget process and entry points for engagement

This section describes how government budgets are developed in Kenya at both the national and county levels, and suggests entry points through which advocates can seek to influence government budgets.

The budget process focuses on events, activities and tasks connected to the budget cycle that determine the resource and expenditure forecasts required to deliver the government's objectives over one year. The budget cycle is a four-stage process: formulation, approval and amendment, implementation, audit (evaluation and oversight). Figure 5.1 shows the four stages of the government budget cycle in Kenya.

Figure 5.1: Government budget cycle



At each stage of the budget process, there are different opportunities for CSOs to provide input and influence budget outcomes. Timing is a vital component of successful budget advocacy. To achieve your goals it is important to understand how the budget cycle works and how to engage the right players, in the right way and at the right time. The below sections describe the four stages of the budget processes, its timeline and entry points for CSOs and women entrepreneurs to influence the budget in each specific stage.

Stage 1: Budget formulation

Aug 30th

The budget process starts with the release of a circular and guidelines for public participation by the National Treasury to all ministries on August 30th. At County level, the County Executive Member for finance must release a circular at the same time.

Budget Circulars

Budget circulars are schedules for preparing budget estimates with indications of key dates for completion of various steps. The schedules also contain procedures for projections, expenditures and revenue reviews. In addition, they contain procedures for citizen participation. The Cabinet Secretary and County Executive Committee (CEC) member at national and county levels must issue budget circulars to government departments on August 30th every year.

Sept –
Feb 15th

After the release, the National Treasury and the various ministries and agencies should undertake consultation with the public and other stakeholders. This can include sector hearings as in the past, or visits by the Treasury to counties to solicit views. These views from the public must feed into the formulation of the Budget Policy Statement.

The Budget Policy Statement

The Budget Policy Statement lays out strategic priorities as well as policy goals to guide national and county governments in developing budgets for the upcoming financial year and for the medium-term, usually three years. In the Budget Policy Statement, the National Treasury includes an assessment of the current state of the economy, the financial outlook with respect to government revenue, expenditure and borrowing and the fiscal responsibilities principles. The National Treasury is required to table this document in parliament by February 15th and approve the document within 14 days.

Entry points for engagement

- ❖ Mobilise to meaningfully engage in public consultation and participation processes at both national and county governments;
- ❖ Follow-up beyond public participation forums to ensure feedback is received;
- ❖ Pursue other public consultation avenues such as submission of memoranda and other written submissions to National Assembly, Treasury, Senate and the County Assemblies;
- ❖ Supplying respective ministries responsible for WEE with policy briefs and evidence to support them in their budget negotiations with national and county treasuries.

Jan 1st

By January of every year, the Commission on Revenue Allocation submits its recommendations for the division of revenue between national and county governments, and among the counties, to the rest of the government.

Feb 15th

By February 15th, the Cabinet Secretary for Finance submits the Budget Policy Statement to Parliament. The same date also marks the deadline for the debt management strategy paper, and the Division of Revenue and County Allocation of Revenue Bills to go to Parliament.

Division of Revenue Bill

The Division of Revenue Bill is tabled at the national level and determines the equitable share of national revenue raised between the national government and the 47 county governments in Kenya. The bill is tabled by the Commission on Revenue Allocation (CRA) in parliament annually by February 15th.

Entry points for engagement

- ❖ Sharing WEE research papers and reports to shape national priorities;
- ❖ Face-to-face engagements with the ministry of finance and other relevant international entities like the World Bank to influence sector budget ceilings.

Feb 28th

The deadline for the Budget Policy Statement to be approved by Parliament. This is also the deadline for the County Fiscal Strategy Paper (CFSP) to be tabled in each County Assembly.

The County Fiscal Strategy Paper (CFSP)

At the county level, the CFSP is the equivalent of the Budget Policy statement tabled at the national level. The CFSP is prepared in accordance with national objectives laid out in the Budget Policy Statement. During preparation of the CFSP, the County Treasury specifies strategic priorities as well as policy goals that guide county governments in preparing the budget. It also includes the financial projection for the next 2 years with respect to county government revenues, expenditure and borrowing and sets final ceilings for every county department. County Treasuries use the CFSP to prepare county budget estimates and are expected to table CFSP in the County Assembly by February 28th and approve the document within 14 days.

Entry points for engagement

- ❖ Engage the County Budget and Economic Forum in the formulation of the CFSP;
- ❖ Provide feedback to the County Assembly Finance and Budget Committee with regards to the CFSP.

Mar 1st

Deadline for the Budget Policy Statement to be made available to the public.

Mar 16th

Deadline for passing the Division of Revenue and County Allocation of Revenue Bills (CARB).

The County Allocation of Revenue Bill

The County Allocation of Revenue Bill is tabled at the national level and determines the equitable share allocated to counties using a formula currently developed by CRA. The next formulas will be prepared by the Senate and will be revised every 5 years. The document also indicates other allocations to counties from the national government's share of revenue and the conditions for allocations.

Apr 30th

Deadline for the Cabinet Secretary to submit the budget proposal or Budget Estimates to Parliament. It is also the deadline for the Judiciary and the Parliamentary Services Commission to submit their own budgets to Parliament and the date for the county budget proposal to be submitted to the County Assembly. This is likely when the Budget Committee will begin to hold public hearings on the budget.

Budget Estimates

Budget Estimates is a policy document that outlines the government's proposed revenues, expenditure, and priorities for a specific financial year. The Estimates are prepared in accordance with provisions of the Public Finance Management Act of 2012. The process of preparing Budget Estimates takes place at national and county levels and is guided by the Constitution of Kenya 2010 and the Public Finance Management Act, 2012.

May-
Jun

The Budget Committee will table its recommendations on the budget in Parliament.

Entry points for engagement

- ❖ Mobilise and plan to attend public consultations organised by the Executive and Legislatures at both National and County levels;
- ❖ Develop parallel/shadow 'Women Entrepreneurs Budget Estimates';
- ❖ Make written submissions to National and County Assemblies;
- ❖ Round table with parliamentarians to raise awareness of the need for financing for WEE.

Stage 2: Approval and amendment

May 15th

This is the deadline for the Cabinet Secretary to give any comments on the Judiciary and Parliamentary budget requests.

Jun

The national Finance Bill to authorise tax and revenue collection is tabled in Parliament. A County Finance Bill is to be tabled at this time in the County Assembly.

The Finance Bill

The Finance Bill lays out measures that national and county governments use to raise revenue. It also sets out a policy statement that expounds on the measures laid out for both governments. The finance bill is normally tabled in National and County Assemblies in June and should be approved within 90 days upon approval of the appropriation bill at both levels.

Jun 30th

This is the end of the financial year and the deadline for the Appropriations Bill to be passed by Parliament to authorise spending for the new budget year. In the second half of July, the final approved budget estimates should be available to the public.

Appropriation Act

At the end of a financial year, June 30th, National and County Assemblies pass the Appropriation Bill. These bills authorise the governments to withdraw and spend funds from consolidated fund accounts against the approved budget.

Government must publish the Budget Review and Outlook Paper, reviewing last year's budget performance and this budget year's initial forecasts from the Budget Policy Statement in February. There is no deadline for the County Budget Review and Outlook Paper, but it should be available around this time as well.

The Budget Review and Outlook Paper

The Budget Review and Outlook Paper is prepared at national and county level. At county level, it contains details of actual financial performance of the previous year and compares that performance to the appropriation for the year to come. It also presents updated financial forecasts and changes in the recent County Fiscal Strategy Paper (CFSP), e.g. inflation, growth etc. The national and county Budget Review and Outlook Papers must be tabled in the National Assembly and County Assembly respectively on October 21st after approval by the cabinet.

Entry points for engagement

- ❖ Engage relevant National Assembly and County Assembly Committees with regard to budget estimates;
- ❖ Lobbying of members of Parliament and County assemblies with regard to the draft finance bill and the analysis of funds allocated to WEE;
- ❖ Seek the support of vocal and influential Members of Parliament (MPs) and Members of County Assemblies (MCAs) to speak out for more funding for WEE, either generally or for particular issues.

Stage 3: Implementation

Oct 31st
Nov 15th

Government must publish an implementation report on the first quarter of budget implementation (July-September) no later than 45 days after the end of the quarter. Subsequent National and County Government budget implementation reports are published quarterly by the Controller of Budget and can be found online at: www.cob.go.ke.

Budget Implementation Reports

These reports are to be published on a quarterly basis and tabled in assemblies at both national and county level. Counties are required to develop a report within 30 days after the end of each quarter while national government has 45 days to prepare the report. Each financial year, the first National and County Budget Implementation Reports should be produced by October 31st and November 15th respectively.

Entry points for engagement

- ❖ Review National and County Government Budget Implementation reports to ensure allocated investments on Women's Economic Empowerment are followed through;
- ❖ Apply the various social accountability and monitoring tools to the various projects being implemented.

Stage 4: Audit, Evaluation and Oversight

Oct 21st

National Budget Review and Outlook Paper (submitted to National Assembly by the National Treasury after approval of the Cabinet). County Budget Review and Outlook Paper (submitted to County Assembly by the County Treasury after approval of the Cabinet).

Entry points for engagement

- ❖ Public review after 15 days of tabling in National Assembly (latest November, 4) and 7 days of tabling in the County Assembly; County Budget and Economic Forum to review the CBROP.

Dec 31st

Auditor produces a report on the previous financial year (tabled in the National Assembly). The Public Accounts Committee (PAC) reviews the audit report and makes recommendations to the Parliament.

Dec 31st

Auditor produces a report on the previous financial year (tabled in the County Assembly). The Public Accounts Committee (PAC) reviews the audit report and makes recommendations to the County Assembly.

Audit Reports by the Auditor General

Audit Reports confirm whether or not public funds have been spent lawfully and effectively. The Kenya National Audit Office prescribes measures for securing efficient and transparent fiscal management after auditing the accounts of both governments and other public entities. The Auditor General prepares and publishes an Audit Report for the previous financial year within 6 months after the financial year comes to an end.

Entry points for engagement

- ❖ The Auditor General can receive complaints from the women entrepreneurs throughout the year;
- ❖ Women entrepreneurs through their groups should also follow up on the recommendations given by the Attorney General (AG) as well as the PAC to see if they are implemented paying attention to County Government Audits, National Government Audits, especially state corporations such as the Women Enterprise Fund (WEF), Youth Fund, Uwezo Fund and an analysis of the impact of procurement practices on the Access to Government Procurement Opportunities (AGPO) goals.

Summary of key actions

In-depth understanding of the budgeting process is critical for the success of the advocacy initiative. Be aware of the workings of the Ministries of Finance and Planning and the County Governments and plan for activities for each stage of the budgeting/planning process.

- ❖ Budget formulation – influence budget allocation by carrying out research on the WEE needs of various groups, disseminating findings of analyses, producing alternative budgets, and recommending changes to the budget.
- ❖ Approval and amendment – engage with media, officials and the general public to push for the process of enactment to be more open and transparent; and work with parliamentarians and MCAs to influence changes.
- ❖ Implementation – monitor implementation/budget spending throughout the budget cycle through engagement with authorities and service providers; measure the impact of budget allocations, and disseminate this information to relevant stakeholders.
- ❖ Audit, oversight and evaluation – contribute to the review process by carrying out research on the impact of spend on specific population groups, weighing inputs against outputs, and making recommendations on improving the WEE allocations in the next budget.

Budget advocacy is a year-round activity. No matter the season, some part of the budget cycle is happening. Effectively influencing WEE budgets requires sustained engagement throughout the year.



 Consultation forum with women in Narok County.

5.2 Working with the media for budget advocacy

One of the strategies that Civil Society Organisations can employ to exercise influence on governments is to work with the media. Most governments at national and county levels may be sensitive to such steps, as sometimes such work can seem to be critical of governments. However, working with media is a legitimate tool that CSOs have at their disposal and can and should be considered when understanding budget advocacy. Media often work to very tight deadlines, and can vary in the amount of time they have to give to issues.

There is no single approach to media that works for every organisation. The media environment differs from place to place and media advocacy tactics may not be applicable in all situations. However, there are some ground rules when working with the media for budget advocacy:

- ❖ **Be evidenced-based in your approach:** You are most likely to be credible by using such evidence; as far as possible stick to the facts. Evidence can include individual stories or anecdotes (but keep in mind that people have a right to privacy).
- ❖ **Be passionate but don't get personal:** Expressing your strong and honestly held feelings can come across well in media, especially radio and television, but try to stick to the policy and don't get personal about people who have different views. Most people in public office take pride in their work and they can be offended if personal accusations are made or implied.
- ❖ **Be non-partisan and non-party political:** At all times, but especially in the lead-up to elections, being critical of politicians can be interpreted as being partisan – that you are trying to help out one politician or political party over another. This can be very dangerous to reputations and to the ability to work with governments. It is a good idea to work with all political parties in an ethical way, 'be helpful' and try to suspend your own personal preferences; if you are a spokesperson it is a good idea to avoid saying things and being in situations that might be seen as biased.

6. Advocacy within county government

This section provides guidance for county government officers on how to support/complement advocacy efforts of CSOs from within the government, thereby accelerating outcomes. The CSOs should lobby the county government technical officers to undertake the actions in the table below in order to complement the CSOs advocacy efforts on county budget planning. This shall increase the buy-in within the county government itself from the legislatures to the senior most executive staff.

Stage	How to increase gender-responsiveness
Budget formulations	<p>Prepare statistics/ numbers and policy briefs or position papers. This is evidence to prove and underline our arguments on the budget. Advocacy and lobbying are not possible without relevant data to assist the initiative. This is the reason why statistics are a vital issue for progressive CG officials who want to influence political processes in their county in order to promote WEE.</p> <p>Remember:</p> <ul style="list-style-type: none"> ❖ Consider your message. Are statistics the best choice to help you convey your main points? The most powerful messages combine statistics and stories; ❖ Know your audience. Is your audience likely to be compelled by numbers? If so, numbers will be most intriguing. Determine which statistics will have the maximum impact for the individuals or groups you're addressing; ❖ Be selective. One powerful statistic is better than three weak ones. Not all statistics are created equal, and a little can go a long way; ❖ Keep it relevant. Ensure your statistics are relevant, interesting, and clear. <p>Ways to increase gender-responsiveness:</p> <ul style="list-style-type: none"> ❖ Identify and appoint gender champions to push for gender-responsive identification and prioritisation of projects/programmes in every Department; ❖ Develop gender-responsive budget formulation tools; to enhance gender disaggregated data and gender-sensitive indicators; ❖ Encourage all-inclusive bottom-up approach in budget formulation and allocate resources to facilitate the process; ❖ Give a reasonable timeframe to departments for budget formulation; ❖ Build the capacity of officers on using a gender lens when formulating budgets to reflect the dynamic needs of men, women, boys, girls, youth and PWDs and avoid incidences of copying and pasting.
Approval & amendments	<p>Direct contact with policymakers is critical for an advocacy campaign and can be instrumental in achieving the desired WEE policy change. One of the most persuasive forms of lobbying is a face -to-face meeting with your CECs, MCAs, COs or their staff about the WEE issue, why you are passionate about the issue, and the position you'd like the MCA or CEC to take. It's important to remember that such face-to-face engagement should be part of a comprehensive strategy to win on your issue or achieve the</p>

	<p>policy change you want. Moreover, this engagement builds relationships with elected officials and educates them, develops leaders and their credibility within your CG department, and sets the stage for ongoing engagement and collaboration</p> <p>Ways to increase gender-responsiveness:</p> <ul style="list-style-type: none"> ❖ Sensitise MCA's to obtain their buy-in on gender-responsive budgeting; ❖ Identify champions in departments to defend budgets and ensure they are able to explicitly explain the goals and impact of any planned programme.
Implementation	<ul style="list-style-type: none"> ❖ Establish gender-sensitive county projects implementation committees and build their capacity on gender aspects in project implementation; ❖ Evaluate the projects/programmes using gender-sensitive M&E to ascertain if they are addressing the needs of men, women, boys, girls, youth etc.; ❖ Undertake gender analysis before project implementation to establish the time when men, women, girls, boys can participate; ❖ Establish deliberate measures to reduce inequalities in programme implementation; reserving some percentages to vulnerable groups (AGPO).
Audit and oversight	<ul style="list-style-type: none"> ❖ Build the capacity of MCAs on gender-responsive auditing and oversighting of programmes/projects implemented by the Executive; ❖ Develop feedback mechanisms for continued improvement.

ANNEXES

Annex 1: Framework for EOWE advocacy plan

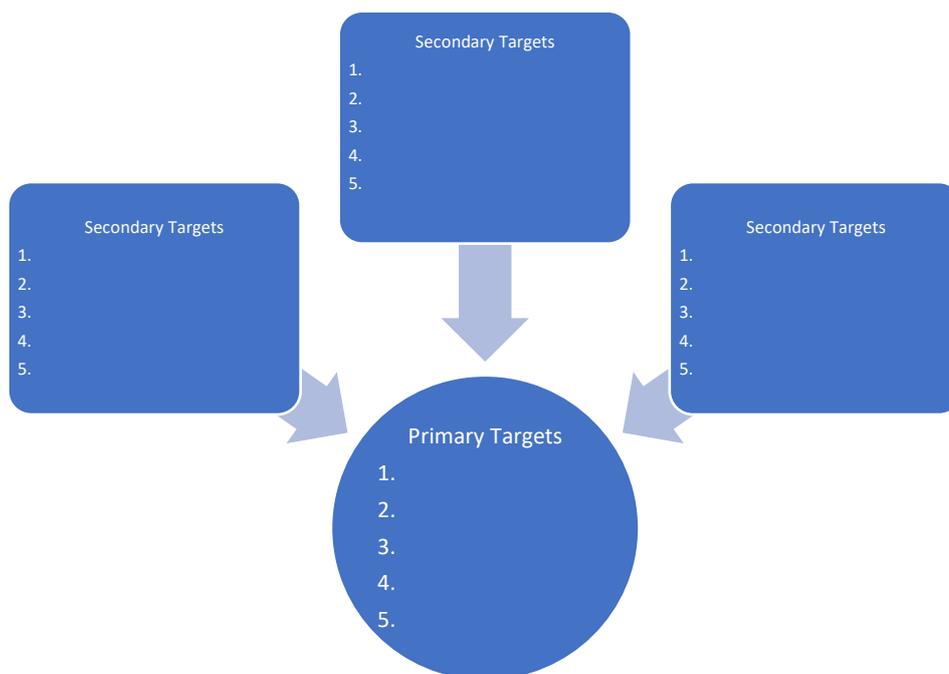
1.1 Defining advocacy issues, objectives and indicators

EOWE advocacy issue	
Advocacy goals	
Objectives	Objective 1:
	Objective 2:
	Objective 3:
Indicators and evidence needed ³	

1.2 Identifying partners and areas for collaboration

Partner Name, organisation, etc.	Area for collaboration e.g. political or media connections, technical expertise, resources or funding, connection to those affected by your issue.	Contact information Phone, email, address, etc.	Tracking communication Notes on how our partnership is progressing, important things to take forward so that we can build the relationship, etc.

1.3 Stakeholder analysis: defining primary and secondary targets



³ Revisit this through the project lifetime

1.4 Activities and timeline

Target	Activities/tasks	Timeframe	Responsible person/organisation	Resources

1.5 Communication/media strategy

Target	Approach/tools	Tailored message	Timeframe	Responsible person/organisation	Resources

1.6 Advocacy budget

Budget area (e.g. activity, media)	Item description (e.g. accommodation)	Unit types	Units	Unit cost	Comments and assumptions
e.g. activity (Lobbying meeting with CEC Finance, Agriculture)	e.g. printed hand-outs to distribute	Hand-outs	100		