



**REPUBLIC OF KENYA**

**MINISTRY OF GENDER, CHILDREN AND SOCIAL DEVELOPMENT**

**GENDER POLICY**

**JULY 2011**

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## FOREWORD – MINISTRY/UN WOMEN



## **ACKNOWLEDGEMENT**

This Gender Policy would not have been possible without the concerted efforts and insights of several individuals. It has been prepared through the initiative of the Department of Gender and Social Development in the Ministry of Gender, Children and Social Development. Most contributions for the preparation of this policy came from various stakeholders who include Gender Officers in Government Ministries, State Corporations, Judicial Sector, Private Sector and Program staff from Civil Society Organisations

Special thanks go to Mr Protus Onyango and Florence Mburu from Gender Division as well as other officers that offered invaluable comments on the earlier drafts of this policy. I am truly grateful to all of them for taking their time to respond to requests for information and discussion.

We wish to recognize the consulting team of SATIMA Consultants Limited-Jane Kiragu - Lead Consultant, Dr. Jacinta Muteshi - Associate and Josephine Ambembo – Team Support, who worked tirelessly to produce this Gender Policy.

Finally, we extend our sincere gratitude to UN Women without whose financial and technical support this Gender Policy would not have been achieved. Specifically, we acknowledge Eunice Ndonga for her input in the development of this gender policy

**PROFESSOR COLLETTE A. SUDA, EBS**  
Secretary for Gender and Social Development



## ACRONYMS

CT	Cash Transfer
CT-OVC	Cash Transfer to Orphans and Vulnerable Children
DCS	Director of Children's Services
DGSD	Department of Gender & Social Development
DGSDC	District Gender and Social Development Committees
DGSDO	District Gender & Social Development Officer
DPM	Directorate of Personnel Management
ERS	Economic Recovery Strategy
ICT	Information and communications technology
IEC	Information, Education and Communication
KNASP3	Kenya National Aids Programme 3
M&E	Monitoring and Evaluation
MoGCSD	The Ministry of Gender, Children and Social Development
MTEF	Medium Term Expenditure Framework
NaCAF	National Committee for the Abandonment of FGM/C
MTP	the Medium Term Plan
NGOs	Non Governmental Organizations
NPGD 2000	National Policy on Gender and Development 2000
OVC	Orphans and Vulnerable Children
OVCs	Orphans and Vulnerable Children's ()
PDGSD	Provincial Director for Gender and Social Development
PWDs	Persons with Disabilities
SAGAs	Semi-autonomous government agencies
The BPFA	Beijing Platform for Action
UN	United Nations
WEF	Women Enterprise Fund



## INTRODUCTION

### *The Mandate of the Ministry of Gender, Children and Social Development*

The Ministry of Gender, Children and Social Development, the national machinery promoting gender equality and women empowerment in Kenya was established through Presidential Circular No.1 of May 2008<sup>1</sup>. Currently it comprises of two technical departments namely: Department of Gender and Social Development; and the Department of Children Services. The Ministry has three semi-autonomous government agencies (SAGA's): the National Commission on Gender and Development, The National Council for Children Services and the National Council for Persons with Disabilities.

The broad functions of the Ministry include<sup>2</sup>:

1. To promote gender mainstreaming in national development processes, and engender the national budget.
2. Coordinate the development, review and implementation of social development policies
3. To enhance the capacity of communities to identify, plan, and implement sustainable socio-economic activities.
4. To promote the generation of sex disaggregated data to guide interventions.
5. To counsel, guide and refer socially and economically distressed members of the society.
6. To promote women entrepreneurship through the provision of the Women Enterprise Fund
7. To enhance collaboration and partnership with the stakeholders for sustainable development.
8. To coordinate and implement the Orphans and Vulnerable Children (OVC) programmes including the cash transfers to OVC's fund.
9. Provide rehabilitation services to children in statutory institutions and supervision of services to children in conflict with the law.
10. To provide alternative family care services
11. To register, regulate and coordinate activities and programmes of all children charitable institutions in the country.

The Ministry's mandate is derived from Vision 2030 and the Presidential\_circular no 1 of May 2008. Broadly, the circular mandates the ministry to "...provide services and coordination to the public on issues of gender, children and social development".

Within the Children services, the Ministry is mandated to:

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<sup>1</sup> The Ministry was carved out of the then Ministry of Gender, Sports, Culture and Social Services

<sup>2</sup> Ministry of Gender, Children and Social Development Service Charter August 2008



- coordinate and implement the Orphans and Vulnerable Children's (OVCs) programme including the Cash transfers to OVCs fund;
- provide rehabilitation services to children in statutory institutions and supervision of services to children in conflict with the law; provide alternative family care services;
- register, regulate and coordinate activities and programmes of all Children Charitable Institutions in the country;
- provide counseling and psychosocial support to children and families, individuals and community groups and to conduct social inquiry and submit reports to courts

The Social Development component is mandated to: promote and coordinate volunteerism and volunteer services;

- co-ordinate the development, review and implementation of social development policies;
- enhance the capacity of communities to identify, plan, and implement sustainable socio-economic activities;
- Enhance collaboration and partnership with the stakeholders for sustainable development.

Within the Gender component, the Ministry is mandated to:

- promote gender mainstreaming in national development processes, and to engender the national budget;
- co-ordinate the development,
- review and implementation of gender responsive policies and programmes;
- promote women's rights and economic empowerment;
- promote interventions for the reduction of sexual and gender based violence and to promote the generation of sex disaggregated data to guide interventions

Within the Administration Department, its functions are coordination of<sup>3</sup>:

- General office services
- Transport
- Parliamentary Business
- Legal Matters
- Policy formulation including Sessional Papers and Cabinet Memoranda
- Anti-Drug and Substance Abuse initiatives
- Inter-ministerial communication

Within the semi-autonomous government agencies, the ministry is mandated to

Role of Women's Enterprise Fund

- To coordinate the implementation of the fund and ensure women have access to credit
- To build the capacities women's entrepreneurial skills

Role of National Commission on Gender and Development

- To coordinate, implement and facilitate gender mainstreaming in national development through advice to the government and stakeholders, participation in policy formulation, advocacy, research, education, and investigation of gender based violations,

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<sup>3</sup> <http://www.gender.go.ke>



establishment of partnership, monitoring and evaluation in order to achieve gender equity and equality.

#### Role of National Council for Children Services

- To mobilize resources for implementation of programmes
- Formulation of policies on children issues
- Registration and suppression of charitable children institutions
- Networking and linkages with other partners

#### Role of National Fund for People with Disabilities

- To coordinate the implementation of the fund for people with disabilities
- To advise government through the MoGCSD on all matters touching on the administration of the funds for people with disabilities

#### Role of National Council for People with Disabilities

- To mainstream disability issues in all aspects of socio-cultural, economic and political development.

The Ministry has two technical departments namely:

1. The Department of Gender and Social development which comprises of the following divisions<sup>4</sup>:
  - a) Gender and Development Division
  - b) Social Welfare/Persons with Disabilities Programme
  - c) Community Mobilization and Development
2. The department of Children Services
  - a) Field Services Division
  - b) Cash Transfer to Orphans and Vulnerable
  - c) Alternative Family Care
  - d) Statutory Institutions and CCI's Services

The ministry also has two other administrative departments namely

3. Finance and administration whose sections include:
  - a) ICT
  - b) Human Resource Department
  - c) Planning Unit
  - d) Procurement Department
  - e) Public Relation Office
  - f) Administration
  - g) Finance
  - h) Legal Unit.
4. Semi-Autonomous Government Agencies
  - Women's Enterprise Fund
  - National Commission on Gender and Development
  - National Council for Children Services
  - National Council for People with Disabilities

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<sup>4</sup> <http://www.gender.go.ke/index.php/Table/Gender-and-Social-Development-Divisions/>





The department of gender and social department derives its mandate from Presidential Circular No 1 of September 2004. The department of gender and social assigned the responsibility of improving the efficiency and effective integration of gender dimensions in future policy formulation, planning and implementation. It is therefore responsible for providing a technical base for gender mainstreaming through the national sectoral approach and implementation of recommendations of international conventions.

*Justification for a gender policy for the Ministry of Gender, Children and Social Development*

The Kenya National Policy on Gender and Development (NPGD), 2000 spells out a policy approach of Gender mainstreaming and empowerment of women and clearly states that it is the right of women, men, girls and boys to participate in and benefit equally from the development process. The NPGD provides a framework for mainstreaming gender in all policies, planning and programming in Kenya and puts in place institutional mechanisms to ensure effective implementation.

The need for a national policy arose from the government's realisation that without a coherent and comprehensive overall framework for guiding gender mainstreaming within the different sectors and line ministries involved in development, enormous resources may continue to be misplaced. The Department of Gender and Social Development was established in December 2006 following the merger between the Departments of Gender and Social Services. The overall mandate of the Department of Gender and Social Development is to promote gender equality and women's empowerment through gender mainstreaming in the development process, capacity building, social protection, community participation and public – private partnerships. These strategies are informed by and consistent with the objectives of the flagship projects under the social pillar of the Kenya Vision 2030<sup>5</sup>.

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<sup>5</sup> Professor Collette Suda, Secretary for Gender and Social Development



## PREAMBLE

The vision of the Ministry is “**A society where women, men, children and persons with disabilities enjoy equal rights, opportunities and a high quality of life.**”<sup>6</sup> The Ministry firmly believes that women, men, girls and boys are actors in and beneficiaries of development. Through this policy, the Ministry seeks to deepen its work around understanding power relations and its dynamics so as to ultimately dismantle practices, institutions and structures that sustain inequality. Therefore this policy is intended to guide the Ministry in its work of leading positive transformations around the social order with a view of having equity, equality and full enjoyment of human rights for all.

In adopting the gender mainstreaming strategy, the Ministry is keenly aware that this strategy is utilized to bring deliberate attention on how women, men, girls and boys are ‘reached’, ‘influenced’, ‘affected’ and ‘involved’. Since research and experience confirm the importance of gender equality, not only as a fundamental human right, but also as essential to poverty reduction and improved living standards, sustainable economic growth, and effective and accountable governance. The Ministry notes that despite women’s essential productive and reproductive roles, they still have significantly less access than men to resources, assets, knowledge and community management and decision-making. Gender equality is crucial for socio economic development as well as the attainment of the Millennium Development Goals. From an economic efficiency lens, the Ministry is well aware that where gender inequalities in access and control over resources are persistent, they undermine sustainable and inclusive development. The framework for expansion has been the Kenya Vision 2030 and the Medium Term Plan (MTP), which has focused on rapid growth with macroeconomic stability, rehabilitation and expansion of infrastructure, investment in human capital, strengthening institutions of governance and revitalizing productive sectors. One of the key ways to mainstream gender in any organization is by formulating a Gender Policy.

## THE PURPOSE

The purpose of this Ministerial **Gender Policy** is to institutionalize The Kenya National Policy on Gender and Development (NPGD), 2000 within the Ministry of Gender, Children and Social Development. It articulates the policy approach of gender mainstreaming and empowerment of women at the ministry level. This policy is designed to provide a framework for the conceptualization, design, implementation, monitoring and evaluation of the Ministry’s programmes. This policy shall be applied internally, by the Ministry, and externally with partners.

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<sup>6</sup> Ministry of Gender, Children and Social Development Service Charter August 2008



## CONTEXT

The purpose of this section is to provide an overview of the critical issues which impact Ministry of Gender, Children and Social Development's progression towards gender equality. This Gender Policy has been crafted in a dynamic service delivery environment. Overall, the Ministry of Gender Children and Social Development has been instrumental in shaping the gender equality and women's empowerment work in the last couple of years. Since 2000, there appears to have emerged some intensified energies that has resulted to several policy and programmatic initiatives. These include: the National Policy on Gender and Development (2000); Sessional Paper No.2 of May 2006 on Gender Equity and Development; Economic Recovery Strategy (2003 – 2007); the Medium Term Expenditure Framework; the Kenya Joint Assistance Strategy, Vision 2030 and the Millennium Development Goals amongst others. Whilst at the sectoral level there exists various gender responsive policy initiatives, including: Adolescent Reproductive Health and Development Policy and Plan of Action (2005-2015), Gender and Education Policy (2007), Kenya National Aids Programme 3 (KNASP3), Presidential directive on Affirmative Action, National Policy for the Abandonment of FGM/C amongst others<sup>7</sup>. The national machinery has provided policy leadership in a variety of activities that have advanced women's empowerment as well as working towards gender equality.

The context of this gender policy is inform by that despite women 50.29182%<sup>8</sup> of the population provide percentage and accounting for a large voting population in Kenya, glaring gender gaps continue to confront them in terms of representation in decision making sites, in accessing and controlling resources and socioeconomic opportunities. The declining economic performance, poverty, erosion of cultural values and the post-election violence witnessed after the 2007 elections have resulted in increased vulnerabilities for the poor, marginalized and orphans irrespective of gender.

The concept of bringing gender issues into the mainstream of society has clearly been established as a global strategy for promoting gender equality in the Beijing Platform for Action. The BPFA highlights the necessity to ensure that gender equality is a primary goal in all areas of social and economic development<sup>9</sup>. Gender equality is therefore an agenda for development effectiveness. As new evidence demonstrates, when women and men are equal, economies tend to grow faster, the poor move quickly out of poverty, and the well-being of men, women, and children is enhanced<sup>10</sup>.

Gender mainstreaming is the current international approach to advancing gender equality and equity in society.<sup>11</sup> It requires revitalized government actions that involve incorporating a gender

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<sup>7</sup> Ministry of Gender, Children and Social Development Assessment Report, July 2011 by Jane Kiragu

<sup>8</sup> <http://www.knbs.or.ke/counties.php> County Stats, Population Distribution by Sex, Number of Households, Area and Density

<sup>9</sup> Draft of the Gender Mainstreaming for the Ministry of Gender, Children and Social Development

<sup>10</sup> Integrating Gender into the World Bank's Work- A Strategy for Action

<sup>11</sup> Commonwealth Secretariat -

[http://www.thecommonwealth.org/shared\\_asp\\_files/uploadedfiles/%7B6C0400D1-A306-4F06-9AA5-0343A81F4BB8%7D\\_AgriRuralDev.pdf](http://www.thecommonwealth.org/shared_asp_files/uploadedfiles/%7B6C0400D1-A306-4F06-9AA5-0343A81F4BB8%7D_AgriRuralDev.pdf)



perspective into all policies, plans, programmes and projects to ensure that these impact on women and men in an equitable way.

The Ministry of Gender, Children and Social Development is guided by the national policy as the national machinery leading gender mainstreaming in the country, recognizes that in the past its work has proceeded without a gender policy. At the Ministry we have embraced gender mainstreaming as a programmatic approach whereby attention to gender equality is integrated into its programme analysis, planning, performance, policy, monitoring and evaluation. Therefore gender equality work must be visibly anchored on an internal accountability standard that influences the practices within the Ministry at organizational level. The current Strategic Plan of the Ministry of Gender, Children and Social Development has integrated the Performance and Results Based Management approach in the management of its programmes and relationships. In order to streamline and enhance the efficacy of the approaches of securing gender equity, equality and women's empowerment, this internal policy is adopted.

As the technical provider of gender knowledge, the Ministry has invested in the production of a variety of instruments to guide overall gender mainstreaming efforts in line ministries. Some of these include:

- Development of a Service Charter indicating service-related commitments to improve services in various areas;
- Development of a Training Manual on Gender Mainstreaming to co-ordinate and harmonize gender mainstreaming initiatives by various government and nongovernment actors;
- Development a monitoring and evaluation system to track gender mainstreaming in the country;
- Development of a National Plan of Action to Implement the Gender Policy (2008 – 2012);
- Development of a National Plan of Action for the Abandonment of Female Genital Mutilation (2008-2012), established a functional National Committee for the Abandonment of FGM/C (NaCAF) and Secretariat with strong support from civil society and development partners;
- Development and updating of the Kenya Gender Data sheet which produces vital information for national planning and programming through the sex disaggregated data on socio-economic welfare of women, men, girls and boys.



## CONCEPTUAL FRAMEWORK AND STRATEGY

### Conceptual Framework

This policy elaborates the key concepts and approaches that underpin gender and development issues. The Ministry's interpretation of gender equality work recognizes that inequitable gender relations cannot be addressed by focusing on women in isolation and that men too can be prone to gender vulnerabilities. Mainstreaming includes gender-specific activities and affirmative action whenever women or men are in a particularly disadvantageous position. Therefore we conceptualize our strategic policy and programmatic priorities recognizing that gender-specific interventions can target women exclusively, men and women together or only men, to enable them to participate in and benefit equally from development efforts. These are necessary temporary measures designed to combat the direct and indirect consequences of past discrimination.

As a holistic and comprehensive strategy, gender mainstreaming also addresses the environment (corporate, office) in which policies and programmes are developed and implemented. Thus a policy to integrate gender concerns into programming must be accompanied by a strategy to ensure that staff and the working environment is gender-sensitive, guaranteeing equal opportunities and treatment of both men and women.

Any strategy or intervention on gender equality and women's empowerment must begin with an accurate analysis and understanding of the context, realities and experiences of women and men. Towards this end in the Plan of Action for the National Policy on Gender and Development (2000), specific thematic activities which have been identified and prioritized include the need to:

- a) Identify, map out and prioritize gender issues in the sector Ministries and parastatals
- b) Review proposed activities and harmonize with sector realities
- c) Build relevant capacities to mainstream gender
- d) Identify linkages and networks
- e) Coordinate sector implementation of gender strategic activities
- f) Produce gender mainstreaming sector reports
- g) Profile gender issues in all sectors.



## GUIDING PRINCIPLES

This policy is constructed on the following guiding principles:

- 1) The Constitution of Kenya is the guiding document
- 2) Women's rights are human rights
- 3) Gender fairness and justice guides interventions
- 4) Equity in treatment of women, girls, men and boys as well as equal opportunities to access national resources
- 5) Recognition of the specificity of women, men girls and boys in order to ensure - promote and protect Fairness in the treatment of different categories of women and noting that they are not homogeneous and their circumstances vary
- 6) Promoting economic empowerment for women
- 7) Affirmative action interventions targeting women be developed as a corrective measure to equalize opportunities and access
- 8) Commitment to change discriminatory laws, policies and practices
- 9) Appropriate and relevant training provided to improve knowledge, skills and attitudes towards gender equality
- 10) Enhanced relationships and synergies between the departments and at all levels within the national machinery for securing gender equality work.
- 11) Treaties and conventions which have been ratified in Kenya



## POLICY FRAMEWORK: GOAL AND OBJECTIVE

The overall goal of this Policy Framework is to mainstream gender concerns in the national development process in order to improve the social, legal/civic, economic and cultural conditions of women, men, girls and boys in Kenya. Progress towards gender equality depends upon strategic and well-targeted interventions. The policy provides direction for setting priorities. An important priority is to ensure that all ministerial strategies and their performance frameworks integrate gender equality objectives and indicators and identify actions for tackling inequality. In addition, each program will develop integrated gender equality strategies at the initiative level in priority areas. Within selected interventions, the policy will also scale-up specific initiatives to advance gender equality.

This ministerial gender policy will be pursued within the context of its stated mandate, which is to *“provide services and coordination to the public on issues of gender, children and social development.”*

The *National Policy on Gender and Development* provides a basis for the Government to underscore its commitment to advancing the status of women. The Government of Kenya is determined to address any existing imbalances through policy formulation and implementation taking into account different needs and skills of men and women. Poverty reduction will provide the broad framework within which strategic actions to achieve gender equality will be taken and due account will be given to the critical areas of action for women’s empowerment elaborated in the Dakar and Beijing Platform of Actions (PFAs).

The Ministry of Gender, Children and Social Development will provide policy direction, implement and coordinate gender mainstreaming as a strategy for attaining gender equity and equality within all the other Ministries and public bodies. The department recognizes that inequitable gender relations cannot be addressed by focusing on women in isolation. The practical needs and strategic interests of both women and men have to be considered, as do the opportunities and constraints emanating from the local, national, regional and international context in which they live. This policy assures a minimum package for quality assurance in promoting gender equality work to support and guide the design, implementation, monitoring and evaluation processes within the Ministry, line ministries and state corporations.

### **THE GOAL**

The overall goal is to strengthen gender equality work in the Ministry of Gender, Children and Social Development by establishing a clear vision around delivering its services, policies, procedures and practices based on equality between women and men. Ultimately this policy will work towards ensuring gender equality and women’s empowerment and mainstreaming of needs and concerns of women, men, girls and boys in all sectors of development in the country so that they can participate and benefit equally from development initiatives



## ***POLICY OBJECTIVES***

This Ministerial gender policy seeks to contribute to strengthening in the gender equality work in the Ministry of Gender, Children and Social Development, by giving due attention to gender considerations and promote equity and equality between women and men, girls and boys. In more specific terms, the policy seeks to:

- 1) increase coverage, effectiveness and efficiency of interventions
- 2) promote equity and equality of women and men, throughout their life cycle and ensure that interventions do not promote inequitable gender roles and relations
- 3) provide quantitative and qualitative information on the influence of gender on diverse sectoral issues
- 4) support line ministries and state corporations on how to undertake gender responsive planning, implementation and evaluation of policies, programmes and projects
- 5) Provide capacity building supported by knowledge sharing and research on gender issues

These objectives shall be achieved through the strategies that include but are not limited to:

- 1) Strengthening the institutional procedures which ensure that the needs of women and men, girls and boys, , are all met equitably with a view assuring vulnerability reduction of provision services in all sectors;
- 2) Formulating measures to ensure that gender-specific vulnerabilities and capacities of men and women are systematically identified and addressed;
- 3) Institutionalize data collection to ensure that data on beneficiaries is disaggregated by sex for needs assessment and that programme planning and gender analysis is integrated into programme design, delivery, monitoring and evaluation;
- 4) Reviewing and enhancing existing strategies for capacity building in gender mainstreaming as part of institutional development programmes with special attention to staff training (within the Ministry and the other line Ministries) on gender analysis skills;
- 5) Ensuring that reporting and accountability mechanisms for activities and results in gender mainstreaming are put in place. This includes performance evaluations, budget allocation analysis and actions to enable the full participation of women and men on an equal and meaningful basis in development activities of the Ministry of Gender, Children and Social Development at all levels
- 6) Establish gender research and documentation center to systematically collect, analyze, disseminate and utilize gender related information to all line ministries and external partners





## POLICY ACTIONS AND PRIORITIES

This policy is adopted by the Ministry of Gender, Children and Social Development to ensure its national leadership in gender equality work is firmly articulated within its Ministerial daily operations, processes and accountabilities

### *i. Programmatic focus*

This covers policy interventions which are primarily directed at the Ministry's programmatic deliverables categorized alongside the Flagship Projects in the Government's Medium Term Plan which include:

- a) Gender mainstreaming
- b) Collecting, analyzing and sex disaggregating data
- c) Affirmative action policy
- d) Administering The Women's Enterprise Fund
- e) Establishing and implementing consolidated social protection fund

Towards rolling out the aspirations of Vision 2030, the Ministry has identified four equality dimensions within the Medium Term Plan as follows:

1. *Opportunity* i.e. access, or lack thereof, to labour markets, employment opportunities and to productive resources;
2. *Empowerment* refers to the voice and decision-making power at the household, community and national level.
3. *Capabilities* refer to access, or lack thereof, to human capital such as education and health.
4. *Vulnerabilities* refer to economic or environmental risks that people face, civil and domestic violence.

All departments and divisions will be gender mainstreamed generally as they undertake gender analysis for their interventions, they will design gender responsive indicators which will reflect gender perspectives, monitoring and evaluation. The programmes shall also integrate gender responsiveness in all training activities

Within programmatic focus, all Ministry deliverables and results shall demonstrate the extent to which they have fulfilled and integrated the four equality dimensions. In addition, this pillar entails relationship building across all line ministries, with the civil society and private sector



## *ii. Institutional focus*

This deals with the Ministry's role as an employer and its decision-making systems and practices. The components within the institution work towards the creation of an enabling environment for women and men (gender sensitive/responsive) in order to meet the specific gender needs of women and men. This component comprises of two main areas of concern:

### **1. An Enabling environment for the provision of gender sensitive services and meet the specific gender needs of women and men**

The Ministry commits to identify all the barriers to equality between men and women and create a non-discriminatory environment in the institution and to adopt positive measures aimed at achieving equitable representation of women and men at all levels. Therefore, the Ministry shall develop and align its policies and programmes to reflect the needs and aspirations of a gender equal society as well as clearly articulate women's specificity issues. The Ministry will ensure that there is no discrimination in accessing resources, programmes, information and promotions. For instance by:

- Developing criteria and procedures that allows for fair distribution or allocation of resources and services and prevents unfair discrimination
- Provision of technical guidance to all Ministries regarding the effective integration and accountability for gender equality in national development
- To spearhead the commissioning of research and studies to inform priorities and interventions for gender fairness and justice
- Ensuring that opportunities for development and empowerment are created and awarded equitably
- Creating a mechanism to ensure the auditing and ongoing monitoring and assessment of policies, programmes and procedures for gender-responsiveness
- Developing and enforcing a sexual harassment and gender based violence policy to provide a safe work environment that protects and promotes the human dignity of all members of the staff
- Ensuring that dispute resolution mechanisms are not merely available, but are also easily accessible and effective regardless of difference or disadvantage and responsive to the needs of all.
- Endeavoring to provide facilities and provisions in recognition of gender specific needs e.g. crèche, toilets, breastfeeding place for mothers.
- Monitoring the implementation by Government of international and Regional instruments pertaining to gender equality and women's rights.

### **2. Gender skills, knowledge and awareness building**

The Ministry commits to transform its culture and practices by investing resources towards increasing awareness and understanding of gender and gendered types of oppression facing women and men. This includes enhancing capacities and capabilities of staff to develop



strategies, plans, services and budgets for gender sensitive, non-discriminatory interventions that specifically target and promote gender equality

### **3. Promoting gender equality in decision-making**

Committing to adopt approaches that strengthen the involvement of a critical mass of women in all decision-making process within the core programme system of the Ministry. This will entail offering support for mentoring, capacity development and professional training for staff. These processes will work towards promoting women to decision making positions. Management responsibility focus:

The management responsibility to ensure that the gender policy is implemented shall be facilitated by three main aspects:

- i. Commitment to promote a system-wide responsibility and accountability for gender equality mainstreaming- the Ministry of Gender, Children and Social Development
- ii. Presence of an institutional framework to guide policy implementation – *Gender department*
- iii. Resources and Political will strategically *position and allocate adequate resources* - at the Executive and Permanent Secretary levels

The Ministry of Gender, Children and Social Development will promote a system-wide responsibility and accountability for gender mainstreaming and implementation of this gender policy. To achieve gender equity and equality, the department has identified gender mainstreaming as the strategy to bring deliberate attention on how men and women are 'reached', 'influenced', 'affected' and 'involved' to ensure equality of opportunity and outcome in all sectors.. This Gender Policy has been designed to leverage the Ministry's work of spearheading gender equality work throughout line ministries and public bodies.

The Ministry shall promote a conducive atmosphere for staff development that does not discriminate on the basis of gender. These responsibilities on institutional changes are aimed at entrenching gender equality analysis and create a conducive climate for successful policy implementation. Thus, it is mandatory that all programmes demonstrate their efforts towards:

- i. Entrenching gender equality analysis
- ii. Gender Responsive Budgeting
- iii. The Gender officers and gender committees and other implementation support mechanisms (in line Ministries)

In providing an effective institutional framework for this policy implementation, the Gender and Social Development department shall resource all units with the necessary support in terms of training and exposure, gender knowledge materials and information with a view of building gender technical competencies throughout the Ministry.

The Head for Gender and Social Development Department shall be responsible for:



- Promoting gender sensitivity and synergies throughout all levels of the Ministry
- Increasing awareness and skills of staff in considering the social differences between vulnerable men and women when designing, implementing, monitoring and evaluating programmes
- Conducting a systematic review of the institution's procedures to put in place gender analysis as part of programming or improving the existing systems;
- Facilitate the development of gender sensitive performance indicators by individual programme components to monitor and evaluate progress
- Enabling a gender balance in the different levels of the structure within the department , in particular to involve more women in the decision-making processes at all levels;
- Ensuring equal opportunities among female and male staff members in the areas of recruitment, promotion, benefits, training and working conditions.
- Monitoring and reviewing performance appraisal that include gender responsiveness as a key result area

The Head for Children's Department shall be responsible for:

- Promoting gender sensitivity and synergies throughout all levels of the Ministry
- Increasing awareness and skills of staff in considering the social differences between vulnerable men and women when designing, implementing, monitoring and evaluating programmes
- Conducting a systematic review of the institution's procedures to put in place gender analysis as part of programming or improving the existing systems;
- Facilitate the development of gender sensitive performance indicators by individual programme components to monitor and evaluate progress
- Enabling a gender balance in the different levels of the structure within the department , in particular to involve more women in the decision-making processes at all levels;
- Ensuring equal opportunities among female and male staff members in the areas of recruitment, promotion, benefits, training and working conditions.
- Monitoring and reviewing performance appraisal that include gender responsiveness as a key result area

### *iii. Human resource and development focus*

Towards assuring human resource compliance, the Finance and Administration department shall work towards:

- Ensuring that in recruitment and staffing there is general *knowledge of gender and demonstrable commitment to gender equality*
- Performance and career development shall promote *staff performance and capacity to facilitate gender knowledge, gender responsive activities and results*
- Ensuring that resources are committed to continuous gender training activities to strengthen accountability for gender equality of all officers



The department shall ensure that in realizing its vision and in accomplishing gender equality, all its Human Resources Policies, practices and decisions shall integrate and promote equality.

- ***Recruitment and Staffing***

The Ministry reflects its commitment of gender mainstreaming through recruitment of staff by requiring, that they all have knowledge of gender mainstreaming and are committed to gender equality. The recruitment advertisements shall always include an equal opportunity clause in vacancy announcements and shall:-

- Emphasize affirmative action to identify and bridge gender gaps
- Have a gender sensitive and gender balanced recruitment panel
- Incorporate the Gender Policy in all induction materials and documents for new staff
- Design mechanisms to ensure gender balance of staff at all levels
- Endeavoring to provide facilities and provisions in recognition of gender specific need e.g. crèche, toilets.

- ***Performance and Career Development***

The Ministry will work to ensure its staff performance and capacity is enhanced to facilitate gender mainstreaming through:-

- Quarterly needs assessment to identify necessary capacities to build for gender mainstreaming by the Gender Department
- Identification and implementation of responsive interventions for capacity building
- Design regular and scheduled training (at appropriate intervals) for all staff on gender sensitization and gender mainstreaming
- Strengthen staff capacity for collection and evaluation of gender related information
- Ensure that training and career development opportunities are shared equally amongst female and male staff
- Identification and procurement of relevant gender resource materials for staff training and reference.
- Ensure mechanisms towards support for mentoring, capacity development and professional training for staff to facilitate promotion of women into decision making positions

#### ***iv. Networking and Partnerships focus***

To remain strategically positioned as the national machinery for gender equality and women empowerment agency in the country, the Ministry of Gender, Children and Social Development will continue to coordinate line Ministries, state corporations, public bodies and non-state actors. In so doing, it shall ensure that:

- Partnerships and networking is gender responsive



- Utilize all available opportunities to articulate priority gender concerns and call for remedial action
- Undertake a capacity needs assessment on gender and design and recommend their adoption in line with the constitutional requirements with all partners

#### *v. Research, Knowledge Building and Information Sharing*

To develop research, and training programmes that contribute to the empowerment of women and the achievement of gender equality worldwide. Through alliance building with line ministries, state corporations, international organizations, academia, civil society, the private sector and other actors, MoGCSD will:

- Undertake action-oriented research from a gender perspective that will have a concrete impact on policies, programmes and projects;
- Create synergies for knowledge management and information exchange;
- Strengthen the capacities of its staff, key stakeholders to integrate gender perspectives in policies, programmes and projects; and
- Build a sustainable, transparent and efficient institution.



## DEFINITION OF TERMS<sup>12</sup>

<b>Access</b>	To resources, benefits, information, decision-making (for example) is influenced by acceptable gender and the established gender division of labor.
<b>Affirmative Action</b>	A policy or programme of taking steps to increase the representation of certain designed groups seeking to redress discrimination or bias through active measures in education and employment. It is usually achieved through discrimination against other groups.
<b>Empowerment</b>	A process through which men, women, boys and girls acquire knowledge, skills and attitudes to critically analyze their situation and take appropriate action to change the status quo of the underprivileged and other marginalized groups in society.
<b>Engender</b>	The process of ensuring that planning and programming is appropriate for and takes into account the female and male differences and concerns.
<b>Gender</b>	This refers to the socially and culturally constructed differences between men and women; as distinct from sex which refers to their biological differences. The social constructs vary across cultures and time.
<b>Gender analysis</b>	This identifies, analyzes and informs action. It addresses inequalities that arise from the different roles of men and women; the unequal power relations between them; and other contextual factors like: ethnicity, sexual orientation, employment, citizenship, etc.
<b>Gender awareness</b>	This is the understanding that there are socially determined differences between men and women based on learned behaviour, which affect ability to access and control resources.
<b>Gender-Based</b>	Refers to any act of violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, girls, boys and men on the basis of gender.
<b>Gender Discrimination</b>	refers to unequal or preferential treatment of individuals or groups on the basis of their gender that results in reduced access to/ or control of resources and opportunities

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<sup>12</sup> Training Manual in Gender Mainstreaming – Ministry of Gender, Children and Social Development



<b>Gender Equality</b>	Refers to the equal treatment of women and men, girls and boys so that they can enjoy the benefits of development including equal access to and control of opportunities and resources.
<b>Gender Equity</b>	Refers to the practice of fairness and justice in the distribution of benefits, access to and control of resources, responsibilities, power, opportunities and services.
<b>Gender indicator</b>	An indicator is a measurement of change over time. It is also a signal of a change. The change may be measured in terms of quantity, quality and timeliness. A gender indicator is that which is sex-disaggregated, specific, logical, realistic, relevant, valid and sensitive.
<b>Gender mainstreaming</b>	is the consistent integration of gender concerns into the design, implementation, monitoring, and evaluation of policies, plans, programmes, activities and projects at all levels.
<b>Gender needs</b>	Arise from the four components cited above. Since men and women have different gender roles, do different types of work, have different degrees of access to services and resources, and experience unequal relations, the needs of men and women are different. The practical and strategic gender needs concepts are used to identify and address gender needs.
<b>Gender parity</b>	This is a numerical concept referring to equal number of girls and women, boys and men relative to their respective numbers in the population.
<b>Gender sensitivity</b>	This is the ability to perceive existing gender differences, issues and equalities, and incorporate these into strategies and actions.
<b>Gender stereotyping</b>	The assigning of roles, tasks and responsibilities to a particular sex policy on the basis of pre-conceived prejudices.
<b>Participation</b>	A general term used to refer to enrolment, retention, progression, performance and transition.
<b>Patriarchy</b>	It means 'Rule of father' and refers to the current male dominated social relations, ownership and control of power at many levels in society. It is thought to be the root cause of the existing system of gender discrimination.
<b>Power relations</b>	Refers to capacity of individual or group to initiate action and determine outcomes which change existing social, political and economic systems and norms, to equalize gender relations.





- Provisions** Refers to policy pronouncements on action to be taken.
- Sex disaggregated** Classification of information on the basis of sex; that is male data and female.
- Sexual harassment** Unwanted acts of sexual nature that cause discomfort to the harassed. They include words, persistent request for sexual favours or dates, gestures, touching, uninvited sexual overtures, coerced sexual intercourse and rape.
- Strategic interests** Refer to long term non-material needs. They focus on getting more choices, more options and more say.



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# ORGANIZATIONAL STRUCTURE

