



REPUBLIC OF KENYA

MINISTRY OF PUBLIC SERVICE, GENDER, SENIOR
CITIZEN AFFAIRS AND SPECIAL PROGRAMME

STATE DEPARTMENT FOR GENDER

GENDER MAINSTREAMING GUIDELINES IN THE PUBLIC SECTOR

October 2022

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**KENYA
VISION 2030**
TOWARDS A GLOBALLY COMPETITIVE
AND PROSPEROUS NATION



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FOREWORD

The Executive Order No. 1 of January, 2020 (Revised) bestows on the State Department for Gender the functions of Gender Policy Management, Special Programmes for Women Empowerment, and Gender Mainstreaming in MCDAs, Community Mobilization, Domestication of International Treaties/Conventions on Gender, and Policy and Programmes on Gender Based Violence.

Gender mainstreaming is a global strategy for making the concerns and experiences for men and women an integral part of the design, implementation, monitoring and evaluation of policies and programs in all sectors of the economy. The government of Kenya, in meeting her international, regional and constitutional commitments, has overtime put in place mechanisms of mainstreaming gender in all the MCDA's. The efforts include implementation of presidential directives, executive orders, Constitution of Kenya, vision 2030, and circulars, among others.

Despite all these efforts, institutions have faced challenges in mainstreaming gender in their policies, programs and projects. In this regard, the state department has developed interventions to harmonize and build capacities for institutions to integrate gender mainstreaming.

To deliver on its mandate on mainstreaming gender in MCDAs, the Ministry of Public Service and Gender, Senior Citizen Affairs and Special Programmes through the State Department for Gender has developed Gender Mainstreaming Guidelines for the Public Sector for purposes of harmonizing the implementation and reporting of gender mainstreaming across MCDAs.

The fundamental objective of these guidelines is to provide a standard implementation framework for gender mainstreaming in MCDAs. It guides the mainstreaming of gender at institutional, policy and programme levels. I now wish to take this opportunity to acknowledge the role played by the Principal Secretary for Gender, Prof. Collete A. Suda, for providing the overall leadership during the preparation of this guidelines. I am glad that conformity to these guidelines will create a unified approach in mainstreaming gender in all sectors. Finally, I wish to encourage the private sector to adopt the guidelines as well.



PROF. MARGARET KOBIA, PhD., E.G.H.

**CABINET SECRETARY, MINISTRY OF PUBLIC SERVICE AND
GENDER, SENIOR CITIZEN AFFAIRS AND SPECIAL
PROGRAMMES**

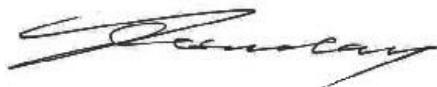
PREFACE

In developing these guidelines, the State Department for Gender intends to standardize gender mainstreaming in the public sector. The gender mainstreaming guidelines will reinforce Kenya's commitment to the promotion of gender equality and women empowerment. This will lead to the realization of sustainable development goals, especially goal 5 on gender equality, Africa Agenda 2063, Vision 2030 and the National Big 4 agenda.

The State Department for gender reaffirms its commitment to ensuring that gender mainstreaming is adhered to across the public sector. It is my hope that through these gender mainstreaming guidelines, gender equality will be achieved in the public sector and beyond.

The State department for Gender is cognizant of the numerous challenges to gender mainstreaming in public institutions as it requires passion and hard work, because it is about instituting multidimensional changes while consciously challenging dominant gender norms, practices and stereotypes that discriminate against special interest groups and perpetuate inequalities.

Gender transformation in the public sector will require sufficient resources, political good will and technical expertise. These guidelines are intended to assist in accelerating gender responsive programming in Kenya. I therefore call on all public sector players to utilize the guidelines in their initiatives to mainstream gender in their organizations.



Prof. Collette A. Suda, PhD., FKNAS, C.B.S.

PRINCIPAL SECRETARY, STATE DEPARTMENT FOR GENDER

ACKNOWLEDGEMENT

The State Department for Gender is mandated by the Executive order No 1 of 2020 to promote gender mainstreaming in national development processes and to champion the socio-economic empowerment of women. The Department is the lead government agency in mainstreaming gender in policies and programmes in the public sphere. This mandate has however been encumbered by uncoordinated approaches from various players and thus necessitating the development of these guidelines.

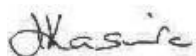
The process of developing the guidelines has been an intense and challenging exercise that was led by the technical team from the Directorate of Gender mainstreaming supported by staff drawn from different directorates of the State department for gender, National treasury and planning, National gender and equality commission, Council of Governors and technical advisors from IDLO.

I wish to particularly thank the Cabinet Secretary for Ministry of Public Service and Gender, Senior Citizen Affairs and Special Programmes for providing overall guidance on matters of gender equality and the empowerment of all women and girls in Kenya. In addition, I wish to thank the Principal Secretary for Gender for providing leadership in the development of the guidelines.

My sincere gratitude is further extended to the team that was involved in the development of these guidelines for their commitment and invaluable contribution.

The development of these guidelines would not have been possible without the financial and technical support of UN women to whom I am also indebted to.

For all those individuals and organizations, that in very diverse ways, made contribution towards the development of these guidelines, but whom I could not mention by name, I say thank you and look forward to our continued collaboration.



Faith Kasiva

SECRETARY GENDER

ABBREVIATIONS

AGPO	–Access to Government Procurement Opportunities
CBO	–Community Based Organization
CEDAW	–Convention on the Elimination of All Forms of Discrimination against Women
COG	–Council of Governors
CSR	–Corporate Social Responsibility
EAC	–East African Community
FBO	–Faith Based Organization
FGM	–Female Genital Mutilation
GBV	–Gender Based Violence
GFPS	–Gender Focal points
GRB	–Gender Responsive Budgeting
GOK	–Government of Kenya
HR	–Human Resource
HRM	–Human Resource Management
KEPSHA	–Kenya Primary School Heads Association
KESHA	–Kenya Secondary School Heads Association
MCDAs	–Ministries, Counties, Departments and Agencies
IDLO	–International Development Law Organization
M&E	–Monitoring and Evaluation
MTP	–Medium Term Plan
NGEC	–National Gender and Equality Commission
PESTEL	–Political, Economic, Social, Technological, Environmental and Legal factors
PWDs	–Persons with Disabilities
SDfG	–State Department for Gender
SWOT	–Strength, Weaknesses, Opportunities and Threats
UN	–United Nations
UNDP	–United Nations Development Program

DEFINITION OF TERMS

GENDER

The social roles allocated respectively to women and to men in particular societies and at particular times, influenced by biological differences. Such roles, and the differences between them, are conditioned by a variety of political, economic, ideological and cultural factors and are characterized in most societies by unequal power relations. Gender is distinguished from Sex which is biologically determined.

GENDER BALANCE

Refers to equitable distribution of life's opportunities and resources among women and men, girls and boys.

GENDER-BASED VIOLENCE

Any act that results in physical, sexual or psychological harm or suffering including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or private life

GENDER DISAGGREGATED DATA

Information about socially defined roles and activities of women, men, boys and girls in any social or economic activity; it is information that is collected and analyzed separately on females and males and typically involves asking the "who" questions for instance: who provides labour, who makes the decisions, who owns and controls the land and other resources.

EMPOWERMENT

Process of enabling women and men take control over their lives: setting their own agenda, gaining skills, building self-confidence, solving problems and developing self-reliance. Institutions including international agencies support processes that nurture self-empowerment of groups or individuals

GENDER EQUALITY

A situation where women and men have equal chances for realizing their full human rights and potential; are able to contribute equally to political, economic, social and cultural development; and benefit equally from the results. The concept of Gender Equality takes into account women's

existing subordinate positions within social relations and aims at the restructuring of society so as to address inequality.

GENDER EQUITY

Refers to the fair and just distribution of opportunities and resources between women and men.

GENDER MAINSTREAMING

The process of assessing the implications for women and men of any planned action, including legislation, policies or programs, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated.

GENDER RESPONSIVE

A planning process in which programmes and policy actions are developed to deal with and counteract problems which arise out of socially constructed differences between women and men.

GENDER RESPONSIVE BUDGETING

Is a means of integrating a gender perspective into all steps of the budget process – planning, drafting, implementing and evaluating – to ensure that budget policies take into consideration the gender issues in the society (UNESCO, 2010).

GENDER SENSITIVE

Refers to the state of knowledge of the socially constructed differences between women and men, including differences in their needs, as well as to the use of such knowledge to identify and understand the problems arising from such differences and to act purposefully to address them.

NATIONAL GENDER MACHINERY

The government institutions legally mandated to spearhead the gender agenda in the Country. Currently, the State Department for gender is responsible for mainstreaming gender at national and county level, while the National Gender and Equality Commission has an oversight mandate on matters gender equality and freedom from discrimination.

WOMEN EMPOWERMENT

Refers to the enhancement of women's state and stature in society by integrating gender equality and equity into development processes, i.e. poverty reduction, democratic governance, crisis prevention and recovery, and environment and sustainable development among other sectors. Empowerment of women is an essential process in the transformation of gender relations because it addresses the structural and underlying causes of subordination and discrimination.

SEXUAL AND GENDER BASED VIOLENCE

Any harmful act that is perpetrated against a person's will and that is based on socially ascribed differences between males and females and that results in, or is likely to result in physical, sexual or psychological harm or suffering for women, men, girls or boys and including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life and include the economic and social harm caused by such violence, both long term and short term.

SEX DISAGGREGATED DATA

Is information collected and analyzed separately on men and boys; women and girls.

It shows, for example, who gets jobs and at what salary; who is targeted for training; how much resources are allocated to addressing men's and boys' or women's and girls' priorities etc.

SEXUAL HARASSMENT

Unwanted acts of a sexual nature that cause discomfort to the harassed. They include words, persistent requests for sexual favours or dates, gestures, touching, uninvited sexual overtures, coerced sexual intercourse and rape.

BACKGROUND

Gender mainstreaming is defined by the United Nations as a process of assessing the implications for women and men of any planned action, including legislation, policies and programmes in all areas and at all levels. It is a strategy for making women's and men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. Gender mainstreaming results to gender equality.

Kenya is signatory and has committed to a number of international and continental normative framework that advocate for gender mainstreaming. These instruments include among others CEDAW, Beijing Platform for Action, Sustainable Development Goals, African Charter on People and Human Right; Maputo Protocol. Constitution of Kenya (2010) and the Kenya Vision 2030 are both important reference instruments in addressing gender equality. For instance, the Bill of Rights in the Constitution affirms equal rights and non-discrimination, and the Constitution embeds affirmative action aiming at improving equal participation in decision making. Notwithstanding that gender equality is clearly recognized as key for development in Kenya, there are still considerable differences in the country between men and women's possibilities to control and benefit from economic, social and political resources and structures.

In its effort to achieve gender equality, the government established gender machineries with distinct mandates and functions as stated below:

The State Department for Gender was established in November 2015 in then Ministry of Public Service, Youth and Gender Affairs. The Department was created to promote gender mainstreaming in national development processes and champion the socio-economic empowerment of women. The Department is the technical lead with regard to gender mainstreaming in policies and programmes within Government.

The National Gender and Equality Commission (NGEC) is a Constitutional Commission established by the National Gender and Equality Commission Act, No. 15 of 2011, pursuant to Article 59 (4) & (5) of the Constitution of Kenya, 2010. The Commission's overall mandate is to promote gender equality and freedom from discrimination for all people in Kenya with specific focus on special interest groups, which include women, children, youth, Persons with Disabilities (PWDs), older members of society, minorities and marginalized groups.

These Gender Mainstreaming Guidelines provide a step by step approach to gender mainstreaming in Ministries, Counties, Departments and Agencies. The guide will serve as a standard tool for National and county gender officers, gender focal points, gender committees, gender units and other sectoral stakeholders. The guidelines can also be customized by non-state actors in mainstreaming gender in their procedures, policies and programmes.

This guideline covers five major steps that prescribe how the user will mainstream gender in a given public institution. The first step involves gender analysis aimed at identifying the differences between and among women and men in terms of their relative position in society and the distribution of responsibilities, resources, opportunities and constraints in a given context. The second step involves capacity building initiatives aimed at addressing the knowledge, skills and attitude gaps identified in step one. Sensitization and training are the major strategies to be applied in this step. Step three involves establishment and/or strengthening of structures necessary for Gender Mainstreaming. The most important structures to be established and/or strengthened for effective gender mainstreaming include Gender Focal points, Gender Committees, Gender units and top leadership. Step number four is the implementation stage. This stage begins with development of an implementation plan to address each and every gender mainstreaming issue identified during gender analysis. The fifth and final step is the Monitoring, Evaluation and Reporting exercise. This exercise is aimed at tracking short term, medium term and long-term gender responsive outcomes of step IV as well as reporting the same internally and externally. It will also involve drawing and documenting lessons from the implementation of the actions so as to inform future design of policies and programs.

STANDARD STEPS FOR GENDER MAINSTREAMING

STEP I: GENDER ANALYSIS

Gender analysis is the starting point for gender mainstreaming and is aimed at identifying the differences between and among women and men in terms of their relative position in society and the distribution of resources, opportunities, constraints and power in a given context. Gender analysis provides the necessary data and information to integrate a gender perspective into policies, programmes and projects. In this way, conducting a gender analysis allows for the development of interventions that address gender inequalities and meet the different needs of women and men. This guide proposes that gender analysis focuses on three broad areas namely Institutional, Policy and program analysis. The table below gives a description of how to go about this analysis

Table 1: Gender Analysis Process

Broad area for analysis	Specific area for analysis	Assessment issues on mainstreaming
Institution	Institutions Mandate and structures	<ul style="list-style-type: none"> ■ What are the organizational goals, values, mission i.e. are they gender sensitive? ■ Self-assessment – using the SWOT and PESTEL analysis ■ Are internal policies and procedures gender sensitive? – HR Policies and manuals, work environment, health and safety policy. ■ Is the two thirds Gender principle in staff recruitment and promotion observed? ■ Personnel – do they have relevant training on gender ■ Are the training opportunities equitably distributed? ■ Is the work culture friendly to female and male workers
	Leadership Structure	<ul style="list-style-type: none"> ■ Is the leadership gender aware? ■ Goodwill Is the leadership supportive of gender mainstreaming activities? ■ What’s the proportion of women and men in leadership positions? ■ Does Staff Performance Contract provide for staff accountability to gender requirements? ■ Are Gender Focal points / Committees in place? ■ Are they involved in Core support Processes? ■ Is the Organizational Culture gender responsive? ■ Are service Charters gender responsive? ■ Is the organization’s communication strategy gender responsive?
	Physical Structures;	<ul style="list-style-type: none"> ■ Are there spaces for expectant and breast-feeding mothers? ■ Are there ramps to ease access to buildings by persons with disabilities ■ Are there reserved parking lots for PWDs?

Broad area for analysis	Specific area for analysis	Assessment issues on mainstreaming
		<ul style="list-style-type: none"> ■ Are lifts accessible by all? ■ Are furniture and fittings suitable for women and men? ■ Are computers and communication gadgets accessible by women and men? ■ Is sign language /brail provided for? ■ Are toilets and sanitary services gender responsive?
Policies	International and Regional Level <ul style="list-style-type: none"> ■ CEDAW, Beijing Platform, SDG's, 4th World UN Convention for women ■ Regional – The Maputo Protocol, African Union Agenda 2063, the COMESA Gender Policy, the EAC Treaty on enhancing role of women, EAC Gender Policy 	<ul style="list-style-type: none"> ■ Do the leadership and employees have knowledge on the international and regional commitments? ■ Does the leadership acknowledge and appreciate the importance of Gender? ■ Does the leadership have the initiative to disseminate the Gender policies?
	National Frameworks <ul style="list-style-type: none"> ■ Constitution of Kenya, Vision 2030, MTP 111, National Policy on Gender and Development, Sessional papers, Sectoral acts, GBV policy, Sexual offences Act, Public Officers Ethics Act ■ Other Legal instruments – Gender Legislations, AGPO ■ Other National Strategies ■ Gender policies within institutions ■ Executive orders 	<ul style="list-style-type: none"> ■ Does the leadership recognize and implement the constitutional provisions on Gender Equality? ■ What policies / Instruments are in place –are they engendered? ■ Are budgetary allocations and Utilization – Gender responsive? ■ Does Implementation of the national policies, executive orders, legislation, economic planning, auditing exercise among others integrate gender concerns?

Broad area for analysis	Specific area for analysis	Assessment issues on mainstreaming
Programs	<ul style="list-style-type: none"> ■ Institutional Core programs and projects ■ M & E and reporting 	<ul style="list-style-type: none"> ■ Are Institutional staff trained on gender mainstreaming including gender analysis techniques. ■ Is there gender disaggregated data by sex, age, profession, place of residence either rural or urban, etc. from the relevant departments, services and programs ■ Is gender integrated in the programs ■ Programs – planning, implementation and beneficiaries

The gender analysis should help to bring to the surface the strengths and weaknesses of an organization from a gender viewpoint. It is prudent to share the findings of a gender analysis with the management before embarking on the next steps. The analysis provides reason for a step by step development of interventions for strengthening/ sustaining identified best practices or to address existing gender inequalities in the organization.

STEP II: CAPACITY BUILDING

After sharing the findings of the analysis with the organizational management and agreeing on the necessary strategies, as explained above, you embark on capacity building. This comprises of sensitization of the organization's management and staff on gender mainstreaming as well as conducting gender training aimed at addressing knowledge, skills and attitude gaps identified during gender analysis. Capacity building is intended to enhance the knowledge, skills and attitude of staff and leadership on gender mainstreaming. For purposes of these guidelines, capacity building is viewed at two levels; the organizational level and the stakeholder level. The steps of capacity building are summarized in the table below:-

Table 2: Capacity Building at the Organizational Level

STRATEGIES	WHAT	HOW	WHO	RESULTS
Sensitization	<p>Help the participants to understand <i>gender concepts</i></p> <p>Introduce participants/organization to <i>gender mainstreaming</i> and its importance in institutional development</p> <p>Guide participants to identify gender issues/ concerns, needs and priorities in the organization</p> <p>Guide staff to understand affirmative action opportunities</p> <p>Guide the institution to review existing policies to ensure they are gender responsive</p>	<ul style="list-style-type: none"> ■ Meetings board/council/county assemblies/county executives/county public service boards/county assemblies service board ■ Management ■ Staff ■ Conferences ■ Gender Talk ■ Team Building 	<ul style="list-style-type: none"> ■ Gender focal points ■ Leadership ■ Gender experts ■ Gender committee members ■ Respective organizations mandated with implementation of affirmative action 	<ul style="list-style-type: none"> ■ Gender informed staff and management ■ Attitudinal change ■ Gender responsive policies and programmes ■ Institutional Compliance with affirmative action requirements ■ Increased awareness and uptake of affirmative action opportunities especially by vulnerable groups
TRAINING	<p>Emphasize the importance of integrating gender issues in the organization's programmes, policies, procedures and practices</p>	<ul style="list-style-type: none"> ■ Workshops ■ Government Training Institutions ■ Team Building 	<ul style="list-style-type: none"> ■ Gender Experts pre - qualified by the State Department for Gender & National Gender and Equality Commission ■ Gender Focal Points 	<ul style="list-style-type: none"> ■ Gender transformative programmes ■ Gender disaggregated data

STRATEGIES	WHAT	HOW	WHO	RESULTS
	<p>Train participants on GBV and Sexual Harassment at the workplace</p> <p>Train the staff/ Gender committee on Gender Analysis</p> <p>Train participants on Gender Responsive Budgeting especially staff in charge of finance and planning</p> <p>Train participants/gender committee on reporting, monitoring and evaluation</p> <p>Train staff and gender committee on collection of gender statistics</p>			<ul style="list-style-type: none"> ■ Gender responsive budgets ■ Mechanisms to address GBV and Sexual Harassment at the work place ■ Sector specific gender statistics
CAREER DEVELOPMENT	<p>Work with HR in identifying staff capacity needs in consideration of different gender roles, needs and concerns</p> <p>Recommend to management the creation of flexy working hours for officers with special</p>	<ul style="list-style-type: none"> ■ Government Training Institutions ■ Professional bodies ■ Abroad trainings ■ Existing training manuals and resources. 	<p>Technical Experts</p> <p>HR</p>	<ul style="list-style-type: none"> ■ Increased equity & equality in the workplace ■ Increased productivity ■ Improved Governance, participation & decision making

STRATEGIES	WHAT	HOW	WHO	RESULTS
	needs (e.g. lactating staff, PWDs)			
IEC MATERIALS	Develop and disseminate gender related messaging	<ul style="list-style-type: none"> ■ Popular versions ■ Fliers ■ Posters ■ Banners ■ T-shirts/caps/lessos ■ Websites ■ Social media 	<ul style="list-style-type: none"> ■ Focal point ■ Gender committee ■ Communication units 	<ul style="list-style-type: none"> ■ Increased gender awareness ■ Increased awareness on programmes for empowerment

Capacity Building at the Stakeholder Level

	WHAT	HOW	WHO	RESULTS
SENSITISATION	<p>Introduce participants/organization to gender mainstreaming and its importance in institutional & national development</p> <p>Help the participants to understand gender concepts</p> <p>Guide participants to identify gender issues, concerns and needs</p> <p>Identify and nurture gender champions</p>	<ul style="list-style-type: none"> ■ Community structured activities, fora, dialogues, ■ CSR ■ Media (mainstream, social) 	<ul style="list-style-type: none"> ■ Community/religious leaders ■ Media houses ■ Government officials ■ Youth & women leaders 	<ul style="list-style-type: none"> ■ Empowered men & women ■ Equal and equitable participation at all levels by men and women ■ Gender responsive media reporting ■ Critical mass of women and men championing gender issues
COLLABORATION	<p>Mainstream gender equality & equity in partnership, programmes and projects</p>	<ul style="list-style-type: none"> ■ National Public Fora ■ Cultural festivals ■ Conferences- Devolution, Gender Roundtable ■ KESSHA, KEPSHA, Kenya National Chambers of Commerce & Industry and others 	<ul style="list-style-type: none"> ■ Development partners ■ Private Sector ■ Civil society ■ CBO, FBOs, MCDAs ■ Constitutional Commissions ■ Community Professional Associations ■ Caucuses & Lobby Groups 	<ul style="list-style-type: none"> ■ Strengthened collaboration & partnerships ■ Attitude change ■ Improved resource mobilization & Funding ■ Improved productivity

	WHAT	HOW	WHO	RESULTS
				<ul style="list-style-type: none"> ■ Non-Duplication & wastage of resources
DISSEMINATION OF GENDER RELATED IEC MATERIALS	Avail and publicize gender related legislations, policies, guidelines, SOPs, regulations, Normative Frameworks, Standards, manuals & other resources	<ul style="list-style-type: none"> ■ Media ■ Public fora ■ Conferences ■ Professional fora ■ Websites ■ 	<ul style="list-style-type: none"> ■ Gender focal points ■ Gender committees ■ Media houses ■ Gender Experts 	<ul style="list-style-type: none"> ■ Gender aware society ■ Improved gender outcomes in programmes and projects

STEP III: STRUCTURAL TRANSFORMATION/ STRENGTHENING

Based on findings in the situation analysis, it may be necessary to work with the management to transform structures and systems in the organization or to introduce new structures that can support gender mainstreaming processes. The objective is to make existing structures gender responsive and to improve conformity to women's rights. The step by step process will focus on the following segments:

- 1. GOVERNANCE STRUCTURES** (administration, human resource, procurement, finance, communication, etcetera are often gender blind and unable to recognize the rights of women to access, participation and benefits. This is because they are traditionally patriarchal with mindsets of meeting men's needs. These structures need to be given institutional support to be gender responsive and thus enable women to participate equally with men.

As a change agent you will need to create awareness among the organization's leaders through presentations (in meetings/workshops/seminars) in which they are participating. You may also create awareness through letters, internal memos, publications/newsletters, visual aids, etcetera. Awareness and goodwill are required to enable the top leadership to:

- ✓ Appoint a gender focal point for the organization
- ✓ Support the formulation and implementation of gender and workplace sexual harassment policies.
- ✓ Support affirmative action measures.
- ✓ Ensure gender responsive allocation of resources.
- ✓ Ensure a gender friendly work environment for special interest groups.
- ✓ The HR Unit is expected to ensure compliance with the 2/3s gender rule in appointive positions, in recruitment and promotion of staff.
- ✓ The Procurement unit is expected to ensure compliance with the 30% AGPO rule.
- ✓ The finance unit is to ensure gender responsive budgeting.

- ✓ The communication unit needs to ensure availability of gender responsive communication e.g. braille, sign-language, use of gender sensitive language etc.

2. GENDER FOCAL POINTS

A Gender Focal point is a technical officer at senior management level nominated by the Principal Secretary or chief executive officer in each public institution to spearhead gender mainstreaming. He /She is trained by the State Department of Gender to execute that mandate.

- ✓ The gender focal point should serve in the position for a minimum of three years.
- ✓ Co-ordinates gender related activities and promotes gender mainstreaming in the planning, design, implementation, monitoring and evaluation of all activities in their respective organizations.
- ✓ The Gender Focal Point (GFP) will act as “catalyst” to assist the process of gender mainstreaming in public institutions (National and County Governments).

Roles and Responsibilities of Gender Focal Points

The Responsibilities of a Gender Focal Point are as follows: Work with the Gender Committee to:-

- i. Identify training needs in the organization.
- ii. Carry out targeted gender training to staff within their organizations/structures.
- iii. Conduct gender analysis in their respective organizations/sectors.
- iv. Formulate and implement gender and workplace sexual harassment policies for the institution.
- v. Advocate for the integration of gender issues in the policies, strategies, budgets, and programmes/projects of their organizations/sectors.
- vi. Develop gender-specific objectives and indicators.
- vii. Collate gender disaggregated data from programmes/projects including data on the status of special interest groups in their organizations/sectors.

- viii. Participate in monitoring the implementation of relevant gender mainstreaming guidelines/activities within their organizations/sectors.
- ix. Participate in the development of (and provide data to enrich) periodic country reports to International and regional committees that Kenya is signatory to.
- x. Compile and submit timely reports as required by the Ministry responsible for gender and the National gender and equality commission.
- xi. Advocate for adequate resources for gender mainstreaming in their organizations/sectors.
- xii. Liaise with stakeholders on gender related initiatives and programs.
- xiii. Support development of sector-specific guidelines, information materials and activities on gender equality issues.
- xiv. Monitor compliance with the implementation of two thirds gender principle and 5% requirement on persons with disability in recruitment, appointment and promotion.
- xv. Monitor compliance with the 30% Access to government procurement opportunities (AGPO).
- xvi. Facilitate the provision of gender sensitive facilities (e.g. ramps, washrooms, creche, lactation rooms etc.).
- xvii. The gender focal point will be the secretary to the gender committee.

3. GENDER COMMITTEES

A gender focal point initiates a letter/memo to the PS or Chief Executive Officer requesting for the nomination of officers to serve on the organization's Gender committee. The committee draws its membership from all key departments of an organization. It is advisable to comply with the two thirds gender rule when nominating male and female officers to the committee. The Director of Administration or HR manager should chair the gender committee. The Gender Focal point is the secretary to the committee.

Roles of the Gender Committee

- i. Identify training and information needs of committee members on gender
- ii. Analyze the gender needs of all staff.
- iii. Organize for training or capacity building of staff on gender.
- iv. Identify and provide relevant documentation and training materials on gender e.g. training manuals on gender (refer to annex).
- v. Develop the gender mainstreaming work/action plan.
- vi. Gender committee members to be appraised on progress of gender initiatives/programs as per the annual work plan.
- vii. Gender committee to have structured meetings with management to report on progress of implementation of gender mainstreaming guidelines/work plan.

4. GENDER UNITS/DEPARTMENTS

In all public institutions there should be a dedicated unit to deal with gender issues. The technical head of the unit is the gender focal officer while the administrative head is the Chair of the Gender Committee.

5. COORDINATION MECHANISMS ON GENDER

Various gender coordination structures exist at National and County level.

The Intergovernmental consultative framework for gender prescribes the coordination mechanism between National and County Government levels, as gender is a concurrent function. The structure for coordination of gender at the National level is the National Gender Sector Working Group. The structure for coordination at the County level is the County Gender Sector Working Group.

Gender focal points should ensure that they actively engage in this coordination structures for effective implementation of gender programs at National and County levels.

STEP IV: IMPLEMENTATION, POLICY FORMULATION AND REVIEW

The implementation stage will begin with the development of an implementation plan/matrix that focuses on the three levels of gender mainstreaming (institutional, policy and programs) in an organization. In the matrix, prioritize short term, mid-term and long-term activities as determined by every institution's priorities and resources available. You should be guided by the following questions:

- What needs to be done? Who does what and how? Where will this be done? What are the resources required?
 - What are the expected outputs and outcomes? Who are the collaborating partners? When should it be done?
- a) The Gender focal point will work with the management to transform/strengthen structures in the organization as guided in step 111. This will entail;
- Sensitizing the HR Unit on Gender responsive Human resource practices and procedures and adherence to 2/3 gender principle in recruitment, promotions, trainings, transfers and deployments.
 - Organizing meetings to sensitize management and staff on gender responsive organizational culture/ work environment, gender sensitive communication.
 - Having regular meetings to discuss SGBV and ensuring that reporting and arbitration mechanisms are in place and active.
 - Working with administration to ensure the establishment of gender responsive, accessible or user-friendly physical infrastructure, facilities and working tools.
 - Working with the procurement manager to ensure compliance with the 30% Access to Government Procurement Opportunities (AGPO).
 - Building the capacity of the finance unit on gender responsive budgeting. This is to ensure that resources benefit all women and men, girls and boys in the targeted area.
- b) The Gender focal point will work with the management to develop/ review existing policies and legal frameworks to ensure they are gender responsive.

- c) The Gender focal point will continuously work with the management and technical units to integrate gender perspectives in all programs and projects in the organization. This is to ensure equitable participation and benefits, for women and men, in programs and projects.

STEP V: MONITORING, EVALUATION AND REPORTING

This step will involve tracking short term, medium term and long-term results of the actions implemented in step IV above. The step will also involve reporting these results within the organization and to the National Gender Machinery as well as drawing and documenting lessons from the implementation process to be used for informing future policy formulation/review and programming. The process of undertaking monitoring, evaluation and reporting is described below. Monitoring and evaluation shall be undertaken as guided by the framework in this document (refer to M&E framework).

Table 3: Monitoring, Evaluation and Reporting

S/No.	Mainstreaming Areas	Checklist	Who is responsible	How	When
1	Policy and legislations	Are the legislation/policy formulated by the institution gender responsive?	<ul style="list-style-type: none"> ■ Top Management ■ State Department for Gender ■ Gender Focal Point ■ Central Planning Unit ■ National Gender and Equality Commission (NGEC) 	<ul style="list-style-type: none"> ■ Data collection ■ Project Reports ■ Observation ■ Focus group discussion 	<ul style="list-style-type: none"> -Quarterly, -Bi-annually -Annually
2	Organizational structure Core mandate, vision, mission	<ul style="list-style-type: none"> ■ Is the organization's internal structure gender sensitive? (e.g Departmental/sectional committees) ■ Service delivery charter ■ Feed-back mechanism ■ Are physical facilities gender responsive? (offices, tables, toilets, door entrances) 	<ul style="list-style-type: none"> ■ Top Management ■ State Department for Gender ■ Gender Focal Point ■ HRM 	<ul style="list-style-type: none"> ■ Management Report ■ Performance management ■ Strategic plan 	<ul style="list-style-type: none"> -Quarterly -Annually
3	Program and Project management Overall goals,	<ul style="list-style-type: none"> ■ Are programs and projects in the institution engendered? 	<ul style="list-style-type: none"> ■ MCDAs Top Management ■ Technical officers ■ State Department for Gender 	<ul style="list-style-type: none"> ■ Program and Project document (e.g appraisal document, progress reports, baseline survey, 	<ul style="list-style-type: none"> -Continuous -Quarterly -Annual

S/No.	Mainstreaming Areas	Checklist	Who is responsible	How	When
	output, Outcome and impact	<ul style="list-style-type: none"> ■ Does the institution intervene to promote gender Equality ? 	<ul style="list-style-type: none"> ■ Gender Focal Points ■ Central Planning Unit ■ Administration 	impact assessment)	
4	Budget request, appraisal and allocation	<ul style="list-style-type: none"> ■ Does the institution have a gender responsive budget in place? ■ Budget appraisal feed back 	<ul style="list-style-type: none"> ■ Top management ■ Finance ■ State Department for Gender ■ Gender Focal Points ■ Central Planning Unit 	<ul style="list-style-type: none"> ▶ Annual work plan and budget ▶ Financial reports ▶ Audit reports 	<ul style="list-style-type: none"> ▶ Annually ▶ Quarterly
5	HRM Practices	<p>Does the institution have sex disaggregated data for the staff?</p> <p>Does the organization have a gender responsive staff welfare system? (breastfeeding mothers crèche, flexible working hours, restaurants)</p>	Top Management State Department for Gender HRM unit	Human Resource Organogram Staffing distribution Job description Report Complain report	<ul style="list-style-type: none"> ▶ Annually ▶ Quarterly
6	Affirmative action programs	Does the institution have gender specific programs (e.g bursaries, AGPO, maternal health etc)	Top management Central Planning Unit HR State Department for Gender	Sectional Reports	Quarterly Biannually Annually
7	Gender Sensitive Data Management	Does the institution maintain Gender	Central Planning Unit HRM	Human Resource Data Project reports	Annually Quarterly

S/No.	Mainstreaming Areas	Checklist	Who is responsible	How	When
		Disaggregated data? Does the institution send periodic reports to the National Gender and Equality commission?	State Department for Gender Gender Focal Points Information Technology National gender and Equality Commission.	Administrative reports	
8	Gender Based Violence	Does the institution have a GBV/ Sexual Harrassment Policy? Does the institution have reporting mechanisms for GBV cases? Does the institution have referral mechanisms in place?	Top management HRM/ Disciplinary Committee State Department for Gender Legal service Ethic officers	GBV Report Suggestion box	Continuous Monthly
9	Evaluation and Impact Assessment	Does the institution conduct evaluation to establish gender progress Does the institution's impact assessment capture gender issues?	Top management HRM/ Disciplinary Committee State Department for Gender Legal service Ethic officers Central planning unit Heads of divisions and directorate External team	Annual reports	Biannually Annually

S/No.	Mainstreaming Areas	Checklist	Who is responsible	How	When
	Recommendations	List best practices and recommend measures to sustain them List gaps in implementation and recommend measures to address them	<ul style="list-style-type: none"> ■ Gender Focal Point 	Annual reports	Biannually Annually

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