



REPUBLIC OF KENYA

**THE NATIONAL TREASURY AND PLANNING
STATE DEPARTMENT FOR PLANNING**

**GENDER MAINSTREAMING WORKPLACE POLICY
FOR
THE STATE DEPARTMENT FOR PLANNING**



OCTOBER, 2021

TABLE OF CONTENTS

FOREWORD.....	iii
ACKNOWLEDGMENTS.....	v
ABBREVIATIONS.....	vi
DEFINITION OF TERMS.....	vii
EXECUTIVE SUMMARY.....	x
CHAPTER ONE: INTRODUCTION.....	1
1.0 OVERVIEW.....	1
1.1 BACKGROUND TO GENDER MAINSTREAMING.....	1
1.2 LEGISLATIVE, POLICY, AND REGULATORY FRAMEWORK.....	2
1.3 RATIONALE OF THE GENDER WORKPLACE POLICY.....	3
1.4 GENDER WORKPLACE POLICY GOAL.....	4
1.5 OBJECTIVES OF THE GENDER WORKPLACE POLICY.....	4
1.6 GUIDING PRINCIPLES.....	4
1.7 SCOPE OF THE POLICY.....	5
CHAPTER TWO: SITUATIONAL ANALYSIS.....	6
2.0 OVERVIEW.....	6
2.1 INTRODUCTION.....	6
2.2 GENDER MAINSTREAMING IN PROGRAMS, PROJECTS, GUIDELINES, POLICIES AND BUDGETING.....	6
2.3 HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT.....	7
2.4 ACCESS TO GOVERNMENT PROCUREMENT OPPORTUNITIES.....	8
2.5 GENDER RESPONSIVE WORK ENVIRONMENT.....	9
2.6 GENDER DISAGGREGATED DATA.....	10
2.7 CHALLENGES IN GENDER MAINSTREAMING.....	10
CHAPTER THREE: POLICY COMMITMENTS AND STRATEGIES.....	11
3.0 OVERVIEW.....	11
3.1 GENDER RESPONSIVE BUDGETS, PLANS, POLICIES, GUIDELINES AND PROGRESS TRACKING.....	11
3.1.1 <i>Policy Formulation, Planning and Review</i>	11
3.1.2 <i>Tracking and Reporting of policies and programmes</i>	12
3.2 HUMAN RESOURCE MANAGEMENT.....	13
3.2.1 <i>Recruitment, Promotions, Deployment and Transfers, and Performance Appraisal</i>	13
3.3 WORK ENVIRONMENT, WORK LIFE BALANCE AND OTHER CROSS-CUTTING ISSUES.....	14
3.4 CAPACITY BUILDING ON GENDER MAINSTREAMING.....	15
3.5 PERFORMANCE CONTRACTING.....	15
3.7 SUPPLY CHAIN MANAGEMENT.....	15
3.8 SEXUAL HARASSMENT AND GENDER BASED VIOLENCE.....	16
CHAPTER FOUR: IMPLEMENTATION AND STAKEHOLDERS ROLES.....	17
4.0 OVERVIEW.....	17
4.1 ROLE OF THE PRINCIPAL SECRETARY.....	17

4.2	ROLE OF SOCIAL AND GOVERNANCE DIRECTORATE	17
4.3	GENDER MAINSTREAMING COMMITTEE	18
4.4	TECHNICAL DIRECTORATES	18
4.5	ROLE OF ADMINISTRATION DIRECTORATE	19
4.6	ROLES OF THE EMPLOYEES AND CUSTOMERS	19
CHAPTER FIVE:	MONITORING, EVALUATION, REPORTING AND REVIEW	20
5.0	OVERVIEW	20
5.1	MONITORING	20
5.2	EVALUATION	21
5.3	REPORTING MECHANISMS	21
5.4	REVIEW OF THE POLICY	21
ANNEXES		XI
ANNEX I: IMPLEMENTATION MATRIX		XI
TABLE 1:	ANALYSIS OF STAFFING AT THE STATE DEPARTMENT FOR PLANNING AS AT JUNE 2021.	8

FOREWORD


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. Sustainable economic and social development requires full and equal participation of women, men, boys and girls. The policy formulation and development process must recognize and address the different basic and strategic needs for women, men, boys and girls. Indeed, gender responsive policy formulation, planning and programming promotes equality and equity, efficiency, better utilization of resources, and greater wellbeing for all.

The commitment by the Government of Kenya to mainstream gender in the entire development process is articulated in the Constitution of Kenya; various policy documents such as the Kenya Vision 2030, successive Medium-Term Plans of the Kenya Vision 2030; Sustainable Development Goals (SDGs) 2015 (specifically Goal 5 on gender equality and empowerment of women and girls); and Africa Union Agenda 2063. Further, Kenya is a signatory to various international treaties and conventions that advocate for equal rights for women, men, boys and girls; and integration of gender dimensions in policy formulation and implementation.

The National Policy on Gender and Development, 2019 aims at achieving gender equity and equality by creating a just society where women, men, boys and girls have equal access to opportunities in the political, economic, cultural and social spheres of life. The domestication and implementation of the National Gender and Development Policy by Ministries, Departments, Agencies and Counties (MDACs) are imperative in ensuring gender inclusivity for sustainable development. The State Department for Planning remains committed to undertake gender mainstreaming by developing a gender mainstreaming workplace policy as required by the National Gender and Development Policy and as per the Guidelines on Performance Contracting.

The Gender Mainstreaming Workplace Policy for the State Department for Planning aims at achieving gender equality in the workplace. The objective is to provide a framework for integrating gender mainstreaming in policies, programs, plans, guidelines and budgets at the State Department for Planning. Further, the Policy will strengthen institutional arrangements for gender equality in the State Department for Planning; enhance the gender management skills of staff, raise the general level of gender awareness and ultimately provide a gender friendly work environment at the State Department for Planning.

The Workplace Policy recognizes that achievement of gender equality and gender mainstreaming in economic policy making will require concerted efforts of all key actors and stakeholders. In this respect, I call upon all the staff at the State Department for Planning both at the Headquarter and National Government Planning Offices at the Counties to work together in ensuring the implementation of the Workplace Policy. I look forward to collaboration with development partners and stakeholders in complementing the efforts of mainstreaming gender in the national planning function.


SAITOTI TOROME, CBS
PRINCIPAL SECRETARY
STATE DEPARTMENT FOR PLANNING

ACKNOWLEDGMENTS

The Gender Mainstreaming Workplace Policy for State Department for Planning has been developed to comply with the National Policy on Gender and Development, 2019, the 17th Cycle Performance Contracting Reporting Guidelines of FY2021/22. The Workplace Policy was developed through a participatory process with stakeholders drawn from the various directorates, departments, units and sections within the State Department for Planning.

I would like to acknowledge the Principal Secretary, Saitoti Torome, for his overall leadership and support throughout the entire process of development of the Gender Mainstreaming Workplace Policy. The crucial role played by the Social and Governance Directorate (SGD) led by Director Waweru Kamau in spearheading the process during the formulation of this Policy, was indeed invaluable. My sincere gratitude goes to all Heads of Departments for providing inputs and feedback to enrich the Policy,

Finally, I wish to recognize members of the Gender Mainstreaming Committee for the unwavering support, commitment and deep enthusiasm in the whole process of preparing this Gender Mainstreaming Workplace Policy. I urge all stakeholders in the State Department to focus on the implementation of the Policy in order to achieve gender equity and equality.

The Workplace Policy can be accessed through the State Department for Planning website: www.planning.go.ke and the State Department for Planning Resource Centre.



KATHERINE MUOKI
ECONOMIC PLANNING SECRETARY
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ABBREVIATIONS

AGPO	-	Access to Government Procurement Opportunities
CPPMUs	-	Central Planning and Project Monitoring Units
EDCD	-	Economic Development Coordination Directorate
FGM	-	Female Genital Mutilation
GBV	-	Gender Based Violence
GDI	-	Gender Development Index
M&E	-	Monitoring and Evaluation
MDACs	-	Ministries, Departments, Agencies and Counties
MDAs	-	Ministries, Departments and Agencies
MED	-	Monitoring and Evaluation Directorate
MTPs	-	Medium Term Plans
NCPWD	-	National Council for Persons with Disabilities
NGAAF	-	National Government Affirmative Action Fund
NSEC	-	National Gender and Equality Commission
PAS	-	Performance Appraisal System
PC	-	Performance Contracting
PETS	-	Public Expenditure Tracking Surveys
PPRA	-	Public Procurement Regulatory Authority
PSC	-	Public Service Commission
PWDs	-	Persons with Disabilities
SDGs	-	Sustainable Development Goals
SDP	-	State Department for Planning
SGBV	-	Sexual Gender Based Violence
SGD	-	Social and Governance Directorate
VNR	-	Voluntary National Reporting

DEFINITION OF TERMS

Affirmative Action: Any temporary measure designed to overcome or cure inequality or a systematic denial or infringement of a right or fundamental freedom.

Flexi Time: Refers to change of an employee's terms and conditions of employment to provide ease of breastfeeding the baby or to undertake any other unpaid care responsibilities to the children, sick and elderly.

Gender: Socially determined power relations, roles, responsibilities and entitlements for men and women; girls and boys.

Gender Analysis: The process of examining roles, responsibilities, or any other aspects, with regard to women and men; boys and girls, with a view to identifying gaps, raising concerns and addressing them.

Gender-awareness: Recognition of the differences in the interests, needs and roles of women and men in society and, how this results in differences in power, status and privilege.

Gender Empowerment: A process through which men, women, boys and girls acquire knowledge and skills, and develop attitudes to critically analyze their situations and take appropriate action to improve their status in society.

Gender-Based Violence: Violence meted out to people based on their gender. It includes physical, sexual, mental or economic harm inflicted on a person because of socially ascribed power imbalance between males and females.

Gender blindness or neutrality: The inability to perceive that there are different gender-based expectations and responsibilities and, consequently, the failure to realize that policies, programmes and projects impact differently on women and men.

Gender Discrimination: Unequal or preferential treatment to individuals or groups based on their gender that results in reduced access and control of resources and opportunities.

Gender Disaggregated Data : Data that considers culturally defined gender roles and responsibilities. It involves applying a gender lens to sex-disaggregated data, plus asking deeper gender – oriented and other equity questions.

Gender Gap: This refers to the extent of the differences and inequalities along gender lines, which are ascertainable through quantitative and qualitative data.

Gender Equality: Equal treatment of women and men; boys and girls so that they can participate and enjoy the benefits of development including equal access to and control of opportunities and resources.

Gender Equity: Practice of fairness and justice in the distribution, access to and control of resources, responsibilities, power, opportunities and services.

Gender mainstreaming: Consistent integration of gender concerns into the design, implementation, monitoring and evaluation of policies, plans, programmes, projects and activities at all levels.

Gender parity: A statistical measure used to describe ratios between men and women, or boys and girls, in a given population. Gender parity is also a proportionate representation of men and women in a given group.

Gender responsiveness: Action taken to correct gender imbalances.

Gender responsive budget: Refers to the analysis of the impact of the actual government expenditure and revenue on women and girls as compared to men and boys. It helps governments decide how policies need to be adjustable and where resources need to be reallocated to address poverty and gender inequalities.

Gender roles: Socially assigned roles and responsibilities as opposed to biologically determined functions.

Gender sensitization: Process of developing people's awareness, knowledge and skills on gender issues.

Sex: Refers to the biological and physiological characteristics of males and females.

Sexual Gender Based Violence: Harmful acts directed at an individual based on their gender which takes numerous forms such as intimate partner violence, sexual violence, child marriage, FGM, trafficking for sexual exploitation, and female infanticide.

Sexual harassment: Unwelcome acts of a sexual nature that cause discomfort to the targeted person. These include words, persistent request for sexual favours, gestures, touch, suggestions, coerced sexual intercourse or rape.

EXECUTIVE SUMMARY

The State Department for Planning recognizes the need to address the issues and concerns of both men and women and will continue to mainstream gender issues as a key strategy for enabling the participation and recognition of all persons at the workplace regardless of their gender. The Gender Mainstreaming Workplace Policy endeavours to create a just and equitable work environment that respects the human rights and acknowledges all the diversities among staff. The Policy is in line with the National Policy on Gender and Development 2019 that seeks to promote rights and equal opportunities for all. The principles that guide the Gender Mainstreaming Workplace Policy for the State Department are also in accordance with the International conventions and the Constitution of Kenya and the National Policy on Gender and Development , 2019.

Commitment by the Government of Kenya to mainstream gender in the entire development process is articulated in Constitution of Kenya; National Policy on Gender and Development, the Kenya Vision 2030, successive Medium-Term Plans; Sustainable Development Goals and Africa Union Agenda 2063 among others. Kenya is signatory to various international treaties and conventions such as Convention on the Elimination of all form of Discrimination Against Women (CEDAW) and Convention on the Rights of the Child (CRC) that advocate for equal rights for women, men, boys and girls; and the integration of gender dimension in policy formulation and implementation

Policies are paramount in influencing plans, programmes and projects geared towards the attainment of socio-economic development. The promotion of gender equality and inclusivity in National and County governments' policies and plans is a key step in ensuring equal participation of men and women in socio-economic programmes and projects. The State Department will employ various strategies to ensure gender responsiveness in coordination, formulation and review of national development policies and plans.

The primary objective of the Gender Mainstreaming Workplace policy is to establish mechanisms and frameworks that will guide gender mainstreaming in policies, programs and budgets in the State Department for Planning. The implementation of the Policy will ensure compliance with the National Policy on Gender and Development 2019 and the Performance Contracting guidelines, enhance awareness on gender issues and ensure a gender friendly work environment in the State Department for Planning.

The Policy presents a background to gender mainstreaming, legislative and regulatory framework, rationale, goals, objectives, the guiding principles and the scope of the Gender mainstreaming Workplace Policy in the State Department. The Policy further

explores the situation analysis on gender mainstreaming with focus on Human Resource Management and on various programmes, projects and policies done by the State Department where efforts to mainstream gender have been considered.

In order to ensure smooth and sustainable mainstreaming of gender in the State Department the Policy provides policy commitments and implementation strategies; implementation and Institutional arrangements of the Gender Mainstreaming Workplace Policy; and the Monitoring, Evaluation and Reporting Framework for Gender Mainstreaming Workplace Policy, as well as the provision on the review of the Policy.

The State Department for Planning will implement the set gender commitments and strategies towards ensuring gender equality and equity through a participation by all. The Principal Secretary responsible for Economic Planning will provide the overall guidance and policy direction on gender mainstreaming initiatives. All Employees and other stakeholders will ensure compliance with the Gender Policy to promote gender integration and inclusivity in the State Department for Planning.

Monitoring, evaluation and reporting of the policy will involve a systematic and continuous process of collecting and analysis of information as per identified targets and indicators. In addition, preparation of reports will be the basis for providing feedback to all Stakeholders. Further, monitoring will be conducted quarterly to ensure effective implementation of the policy. The data/information generated from monitoring will be utilized by the management to inform decisions including taking corrective actions on the implementation of the Policy where necessary.

CHAPTER ONE: INTRODUCTION

1.0 Overview

The chapter presents the background to gender mainstreaming; existing legal and policy framework; the Policy goal, objectives; and guiding principles.

1.1 Background to gender mainstreaming

Gender mainstreaming is recognized as a strategy for making the concerns and experiences for men and women as an integral part of the design, implementation, monitoring and evaluation of policies and programs in all sectors of the economy. Sustainable economic and social development require full and equal participation of women, men, boys and girls. Policy formulation and development process need of essence recognize and address the different basic and strategic needs for women, men, boys and girls for sustainable development. Gender responsive policy formulation, planning and programming promotes equality and equity, efficiency, better utilization of resources, and greater well-being for all. Deliberate measures must thus be taken to ensure that planning processes consider the differential impact of poverty and resource allocation on women, men, girls and boys.

Commitment by the Government of Kenya to mainstream gender in the entire development process is articulated in Constitution of Kenya; National Policy on Gender and Development, the Kenya Vision 2030, successive Medium-Term Plans; Sustainable Development Goals and Africa Union Agenda 2063 among others. Kenya is signatory to various international treaties and conventions such as Convention on the Elimination of all form of Discrimination Against Women (CEDAW) and Convention on the Rights of the Child (CRC) that advocate for equal rights for women, men, boys and girls; and the integration of gender dimension in policy formulation and implementation.

gender
mainstreaming



To mainstream gender at the institutional level, Ministries, Departments, Agencies and Counties (MDACs) are required to domesticate the National Policy on Gender and Development, 2019. The National Policy on Gender and Development recognizes that, it is the right of women, men, boys and girls to participate and benefit from development.

initiatives. The Policy, therefore, aims to promote gender equity and equality by creating a just society where women, men, boys and girls have equal access to opportunities in economic, political, and socio-cultural spheres of life. The Policy prioritizes gender mainstreaming in MDACs as a strategy that guarantees sustainable development as envisaged in the Kenya Vision 2030 development blueprint.

The State Department for Planning is, therefore, committed to gender mainstreaming as required by the National Gender and Development Policy and Guidelines on Performance Contracting. The implementation of the Policy will go a long way in ensuring that the Government promotes gender equality and women empowerment as well as ensuring equity in access, control and participation in resource distribution for improved livelihood of women, youth and vulnerable groups.

1.2 Legislative, Policy, and Regulatory Framework

The Gender Mainstreaming Workplace Policy is anchored on the Constitution of Kenya; national policies as well as various legislations and several Regional and International Commitments that promote the principle of gender equality and non-discrimination. Particularly, the Policy is anchored on:

- i. **The Constitution of Kenya:** Article 10 on national values and principles of governance provides for human dignity, equity, social justice, inclusiveness, equality, human rights, non-discrimination and protection of the marginalized; Article 27 on equality and freedom from discrimination; Article 227 on procurement of public goods and services which supports access to government procurement by disadvantaged groups; Article 232 on values and principles of Public Service includes representation of Kenya's diverse communities; and affording adequate and equal opportunities for appointment, training and advancement at all levels of the Public Service of men and women; Article 81 that states that not more than two-thirds of members of the elective public bodies shall be of the same gender and Article 28 that states that every person has inherent dignity and the right to have that dignity respected and protected among others;
- ii. **The Kenya Vision 2030** Social Pillar, seeks to mainstream gender equity in all aspects of society by making fundamental changes in four key areas that include: opportunity; empowerment; capabilities; and vulnerabilities.
- iii. **The successive Medium-Term Plans** of the Kenya Vision 2030 seek to ensure equity in access, control and participation in resource distribution for improved

livelihood of women, youth and vulnerable groups. The objective has been to promote gender equity and equality.

- iv. **The National Gender Equality Commission Act, 2011** provides for gender equality and freedom from discrimination. This Act is in line with Article 27 of the Constitution.
- v. **The National Policy on Gender and Development, 2019** aims at achieving gender equity and equality through creation of a just society for all.
- vi. **The Employment Act, 2007** provides for the 3 months paid maternity leave for mothers.
- vii. **The Health Act, 2017** provides for flexi time at the workplace and provision of lactation stations at work place.
- viii. **The Ministry of Health Guidelines** for Securing a Breastfeeding Friendly Environment at the Work Place May 2018.

In addition, Parliament has enacted various laws to implement the Constitutional provisions for gender equality including the Matrimonial Property Act, 2013; the Marriage Act, 2014 and the Sexual Offences Act, 2006.

1.3 Rationale of the Gender Workplace Policy



Gender inclusivity has become an integral consideration in national development planning. The imperative to uphold gender equity and equality in socio-economic planning cannot be overemphasized. However, despite a progressive Constitution that advocates for gender equality and women's empowerment, gender inequality remains a key concern in Kenya. The

patriarchal social order supported by statutory, religious and customary laws and practices; and the administrative and procedural mechanisms for accessing rights have continued to hamper the goal of attaining gender equality and women empowerment. Notably, progressive provisions in law have not delivered gender equality in practice raising the need to develop a policy that addresses the variety of manifestations of gender discrimination and inequality. In this regard, there is need for MDACs to domesticate the National Policy on Gender and Development, 2019.

The goal of Gender Mainstreaming Policy for the State Department Planning is to achieve gender equality in the work place. The mainstreaming will be attained by enhancing

participation of women, men and the minorities for effective service delivery. The Policy will also set out administrative measures/actions/strategies to address the existing gaps in the realization of gender equality in the State Department as well as propose gender mainstreaming initiatives in the overall national development planning and formulation of policies.

1.4 Gender Workplace Policy Goal

The overall goal of this Workplace Policy is to achieve gender equality and equity within the State Department for Planning. The goal will be achieved through gender mainstreaming in policies, plans and budgets for sustainable socio-economic development.

1.5 Objectives of the Gender Workplace Policy

The main objective of this Gender Mainstreaming Workplace policy is to establish mechanisms and frameworks that will guide gender mainstreaming in policies, programs and budgets in the State Department for Planning.

The specific objectives are to:



- i. Provide a framework for integrating Gender mainstreaming in policies, programs, plans, guidelines and budgets at the State Department for Planning;
- ii. Ensure compliance with the National Policy on Gender and Development 2019 and the Performance Contracting guidelines;
- iii. Strengthen institutional arrangements for gender equality in the State Department for Planning;
- iv. Enhance awareness on gender issues in the State Department for Planning; and
- v. Ensure a gender friendly work environment at the State Department for Planning where men and women are treated equally.

1.6 Guiding principles

The Implementation of the Gender Mainstreaming Workplace Policy will be guided by the following principles:

- i. **Equality, equity and non-discrimination** – The Policy recognizes that every person regardless of their gender has equal rights, opportunities and responsibilities and is protected from any form of discrimination;
- ii. **Diversity and inclusion** - The Policy acknowledges that every person in the State Department has a right to the various services irrespective of their social, economic, religious and political backgrounds;
- iii. **Respect for the rule of law** – The Policy provides for equity, social justice, inclusiveness, equality, human rights and dignity, as well as protection of the marginalized;
- iv. **Participation** – The Policy identifies, engages with and encourages active involvement of its stakeholders in decision-making and implementation.
- v. **Transparency and Accountability** - The Policy provides for openness, fairness and responsibility for administrative actions.

1.7 Scope of the policy

The Gender Mainstreaming Workplace Policy will apply to the State Department for Planning staff and stakeholders, and implemented both at the headquarters and National Government Planning Offices at the counties. The scope will include all initiatives towards ensuring gender equity and equality at the workplace.

CHAPTER TWO: SITUATIONAL ANALYSIS

2.0 Overview

The Chapter presents the situational analysis in the gender mainstreaming in Programs, Projects, Guidelines, Policies and Budgeting; Human Resource Management and Development; Government Preference and Reservation Procurement Scheme; Gender Responsive Work Environment; Gender Disaggregated Data; and Challenges in Gender Mainstreaming.

2.1 Introduction

The Constitution of Kenya advocate for gender equality and the uplifting of the lives of women and men, girls and boys. The programmes and projects outlined in successive MTPs of the Kenya Vision 2030 places emphasis on promotion of gender equality and empowerment of women, youth, children and the vulnerable members of society. The emphasis is in recognition that the empowerment is essential in realizing human rights and sustainable development.

The Government is determined to strengthen gender equity and equality by developing and implementing national policies, legislations, and ratifying relevant international and regional instruments. This Chapter highlights the various efforts that have been undertaken to enhance gender inclusivity at the workplace under key thematic areas that include: gender mainstreaming in programs, projects, guidelines, policies and budgeting; human resource management and development; government preference and reservation procurement opportunities; gender responsive work environment; and gender disaggregated data.

2.2 Gender Mainstreaming in Programs, Projects, Guidelines, Policies and Budgeting



The State Department takes into consideration gender mainstreaming in all programmes, policies, plans and guidelines. Over the years, the following policies, guidelines and plans among others have been developed with cognizance of gender inclusivity requirements.

- i. The Gender Management Systems Training Manual November, 2014;
- ii. The Gender Mainstreaming Guidelines November, 2011;
- iii. The Sustainable Development Goals Road map 2016;
- iv. Voluntary National Reporting (VNR) on implementation of SDGs;
- v. Medium Term Plans and Sector Plans of Vision 2030 that include policies, programmes, and projects aimed at improving livelihood of women, men, girls, boys youth and vulnerable groups;
- vi. Post Covid-19 Economic Recovery Strategy 2020-2022 prioritizes implementation of projects and programmes geared towards promotion of gender equity and women empowerment;
- vii. Guidelines for conducting mid-term review of the County Integrated Development Plans and County Sectoral Plans December, 2020;
- viii. Establishment of Gender a Focal Point officer at the State Department; and
- ix. Conducted an impact assessment report on the effectiveness and efficiency of National Government Affirmative Action Fund (NGAAF) and Women Enterprise Fund in Kenya, 2019.

2.3 Human Resource Management and Development

The management of human resource in the State Department for Planning is guided by the existing Human Resource Policies and Procedures Manual for the Public Service, Public Service Commission circulars; and the applicable career progression guidelines. The State Department is committed to enhancing gender responsive skills development and career progression guidelines.

The State Department is compliant with the two-thirds gender principle. Analysis as at June 2021 shows that, in terms of in-post there are 397 officers comprising of 193 males and 204 females, representing 48.6% and 51.4% respectively. Even though the statistics shows that females are more, it is worth noting that the lower cadre officers (job group L and below) accounts for a bigger portion of this staff. Further, the total in-post in Job Group N and above is 138 officers comprising of 70 males and 68 females (representing 50.7% and 49.3% respectively) which indicates representation of women in leadership. There are 5 PWDs in job group N and above who are male. Further, there are 25 officers in job group S and above of which 17 are males and 8 are females (representing 68% and 32% respectively). On promotions, 44 officers were promoted in the rank of job group N and above, (representing 70.5% males and 29.5% females). The Table 1.1 below present the summary of staffing situation by gender.

Table 1: Analysis of Staffing at the State Department for Planning as at June 2021.

CATEGORY	MALES		FEMALES		TOTAL
	NUMBER(No)	PERCENTAGE (%)	NUMBER(No)	PERCENTAGE (%)	
IN POST	193	48.6	204	51.4	397
GROUP N AND ABOVE	70	50.7	68	49.3	138
PWD IN GROUP N & ABOVE	5	100	-	-	5
GROUP S & ABOVE	17	68	8	32	25
PROMOTION OF GROUP N & ABOVE	31	70.5	13	29.5	44

To mainstream gender, the processing and execution of promotions for eligible officers is prudently done on merit through the Human Resource Management and Development department regardless of gender. This aims at filling vacant positions on merit, enhancing employees' productivity and the capacity of the organization to deliver on the mandate. In addition, the State Department accords equal training opportunities to both male and female officers for career progression and skills improvement.

The State Department also offers opportunities to students and graduates as per the Public Service Commission (PSC) guidelines for Internship and attachments in a bid to promote inclusivity and gain work experience. As per the records during the financial year 2020/2021, the total number of attachés and interns engaged were 74 of which 27 were males and 47 were females (representing 36.5% and 63.5% respectively).

2.4 Access to Government Procurement Opportunities

All MDACs are implementing the Access to Government Procurement Opportunities (AGPO). The goal is to provide access to Government Procurement Opportunities (AGPO) to Youth, Women and Persons with Disabilities as an affirmative action. The preferential initiative reserves at least 30 percent of total procurement budget to individuals and groups in this category. Under the AGPO at least 2 percent of the 30 percent is reserved for Persons with Disabilities (PWDs).

During the financial year 2020/2021, the State Department procured goods and services worth Kshs. 126 million out of which Kshs. 63 million were supplied by women and youth translating to 50 percent proportion of the budget. In addition, goods and services worth

2.6 Gender Disaggregated Data



Gender disaggregated data is essential for informing Gender mainstreaming in accessing the effects of policies measures on men and women. To inform gender analysis the State Department for Planning produces reports that are gender disaggregated data on a regular basis. The Reports include impact assessment reports, monitoring and evaluation reports, Sustainable Development Goals Voluntary National Reports.

Further, the State Department analyses the disaggregated data from the payroll system to compile gender related data that informs sound decision making and interventions. These data are gender disaggregated by; number of staff and their positions/levels, recruitment, promotion, training and internships/attachments. The data is collected on quarterly bases in line with the requirements of the National Gender and Equality Commission and the State Department for Gender.

2.7 Challenges in Gender Mainstreaming

The challenges that impede gender mainstreaming include:

- i. Inadequate budget for programmes relating to gender mainstreaming;
- ii. Inadequate capacity on gender mainstreaming;
- iii. Ingrained negative cultural belief systems and stereotypes reinforce the perpetration of gender-based violence in the workplace;
- iv. Staff are not aware of the available mechanism to prevent and respond to GBV and sexual harassment at the workplace;
- v. Lack of lactation rooms at the workplace to accommodate child caring needs; and
- vi. Lack of awareness on guidance and counseling services available to staff.

CHAPTER THREE: POLICY COMMITMENTS AND STRATEGIES

3.0 Overview

This Chapter presents the policy commitments and strategies on gender mainstreaming at the State Department for Planning to address the existing gaps in the realization of gender equality and equity. To ensure that gender equality and women empowerment is integrated into sectoral policies, planning and programmes, the Policy has identified key policy commitments. In addition, the Chapter also outlines the strategies for gender mainstreaming under each commitment. The Policy commitments are as listed hereunder.

3.1 Gender Responsive Budgets, Plans, Policies, Guidelines and Progress Tracking

This Policy commitment has been designed to guide and ensure that the State Department mainstreams gender perspective in economic planning, programming, budgeting, implementation and monitoring and evaluation of development programmes and projects. The commitment is further categorized into policy formulation, planning and review; and tracking and reporting of policies and programmes.

3.1.1 Policy Formulation, Planning and Review

Policies are paramount in influencing plans, programmes and projects geared towards the attainment of socio-economic development. The promotion of gender equality and inclusivity in National and County governments' policies and plans is a key step in ensuring equal participation of men and women in socio-economic programmes and projects. The State Department will employ various strategies to ensure gender responsiveness in coordination, formulation and review of national development policies and plans.

In this Policy commitments, the State Department will:

- i. Mainstream gender issues during the development, review, and dissemination of national development plans and policies to benefit women and men;
- ii. Coordinate formulation, review and dissemination of gender responsive policies and programmes in all sectors;
- iii. Coordinate the development and review of gender responsive Medium-Term Plan guidelines;
- iv. Ensure gender is mainstreamed in County Integrated Development Plans and County Sectoral Plans during development and technical reviews;
- v. Develop, review and implement gender sensitive National M&E guidelines, standards, norms and tools;

- vi. Coordinate development and review of gender performance indicators for the Medium-Term Plans for Kenya Vision 2030 and other emerging National Development agenda;
- vii. Coordinate integration of SDGs into policies, plans, programmes and projects particularly goal number 5;
- viii. Strengthen the Central Planning and Project Monitoring Units (CPPMUs) in line ministries to support gender sensitive sectoral programmes and projects;
- ix. Strengthen economic development research and innovations in the field of gender and development;
- x. Strengthen linkages between planning, policy formulation and gender responsive budgeting;
- xi. Produce reports that include gender-disaggregated data on regular basis to in order to inform gender analysis;
- xii. Coordinate the development and review of gender responsive guidelines for the preparation of gender sensitive MDACs' Strategic Plans; and
- xiii. Involvement of men and women in the activities for the state department especially those that require public participation like budget making process and the development of MTPs.

3.1.2 Tracking and Reporting of policies and programmes

The State Department for Planning will develop gender responsive frameworks for monitoring and evaluation of national policies and programmes. Targets and indicators will be developed to track policies and programmes implementation with a gender lens.

In this regard, the State Department for Planning will:

- i. Conduct mid-term and end-term review of MTPs with a gender perspective;
- ii. Coordinate implementation, monitoring and reporting of SDGs on achieving gender equality and empowerment;
- iii. Track implementation of the Africa Agenda 2063 considering progress made in integrating gender aspects;
- iv. Measure gender inclusivity in Kenya Human Development Reports through computation of the Gender Development Index (GDI);
- v. Assess gender integration and inclusivity in government services while undertaking Participatory Poverty Assessments (PPAs);
- vi. Conduct research on topical and emerging socio-economic and gender related issues to inform the National Development Agenda; and
- vii. Assess resource allocation to gender programmes and projects during coordination of Public Expenditure Tracking Surveys (PETS).

3.2 Human Resource Management

The State Department for Planning will ensure compliance to the privileges, rights and obligations of employees in the Civil Service as stipulated in the Human Resource Policy and Procedure Manual of 2016. The State Department will adopt and implement the following strategies:

3.2.1 Recruitment, Promotions, Deployment and Transfers, and Performance Appraisal

Under Recruitment, the State Department for Planning will:



- i. Ensure affirmative action on recruitment, internship and attachment is adhered to as stipulated in various regulations, presidential directives, circulars and Human Resource Policy and Procedure Manual;
- ii. Endeavor to have a gender balanced human resource by ensuring that not more than two-thirds of positions in its establishment are filled by either gender;
- iii. Integrate gender and diversity issues into the induction programmes for new employees; and
- iv. Regularly report on the proportion of men and women in the payroll by job grades at the State Department to the Public Service Commission.

On Promotion, the State Department for Planning will:

- i. Ensure promotion of all employees who have requisite qualification regardless of their gender subject to availability of vacancies;
- ii. Ensure that the succession plans that are developed and implemented are gender responsive and proactively identify men and women who can potentially be promoted due to excellence in performance;
- iii. Encourage Directors and Heads of Departments/Sections/Units to proactively identify both genders to attend career progression courses and provide them with support to integrate new skills into the work environment; and

- iv. Promote equitable training and career development opportunities for all employees.

On Deployment and Transfers, the State Department for Planning will continue to deploy and transfer employees with the guidance of existing policies and guidelines. In particular, the State Department will ensure that gender parity during deployment and transfer.

On Performance Appraisal, the State Department will:

- i. Ensure that performance appraisal is conducted within the public service standards, ethics and principles; and
- ii. Ensure nomination for awards for exemplary performance will be conducted in a fair and equitable manner regardless of gender.

On Flexi Time,

The Health Act, 2017 Section 72. (1) Requires employees to provides for flexi time at the workplace in addition to the three months paid maternity leave stipulated in the Employment Act, 2007. Flexi time allows gradual transition back to work after a mother completes her maternity leave thereby giving time for her to adjust to the body's changing needs while providing support for breastfeeding.

3.3 Work Environment, Work Life Balance and other Cross-Cutting Issues

The State Department for Planning will ensure that gender relations are fundamentally transformed to empower both gender for equal participation, benefits and to entrench gender equity. Particularly, the State Department will implement strategies aimed at creating an enabling environment for employees and a work life balance. Specifically, the State Department will:

- i. Ensure gender sensitive work place policies in cross-cutting issues including prevention and control of HIV&AIDs infections, prevention of drug and substance abuse, disability mainstreaming, corruption prevention, and handling of complaints;
- ii. Carry out regular awareness campaigns at the workplace to address gender in cross-cutting issues;
- iii. Embrace flexi time to promote equity in the workplace and to cater to the practical needs of women and men;
- iv. Progressively establish a lactation room at the workplace to accommodate child caring needs;
- v. Enhance guidance and counseling of staff at the workplace;

- vi. Organize regular team building activities to transform behavior and attitude patterns pertaining to gender relations; and
- vii. Enhance gender responsive office facilities and equipment for staff and external customers including provision of sanitary facilities on the basis of the different gender needs.

3.4 Capacity Building on Gender Mainstreaming

The State Department for Planning will enhance awareness on gender issues to address capacity gaps in an adequate and systematic manner. Specifically, the State Department will ensure that:

- i. Officers in the managerial cadre are trained on emerging issues on gender mainstreaming;
- ii. New employees are sensitized on gender issues including sexual harassment and Gender Based Violence at the workplace;
- iii. Staff members are continuously sensitized on gender mainstreaming;
- iv. Continuously equip the Gender Mainstreaming Committee with skills and knowledge on gender mainstreaming; and
- v. Train employees on Gender Responsive Budgeting with a special focus on staff in charge of finance and planning.

3.5 Performance Contracting

In conformity to the Performance Contracting in the Public service, all MDACs are required to implement the targets on gender mainstreaming and report on compliance of the same. Accordingly, the State Department is committed to undertake gender mainstreaming as required. Notably, the State Department will:

- i. Constitute/reconstitute a gender mainstreaming committee and train the members on gender mainstreaming;
- ii. Develop/review the Gender Mainstreaming Workplace Policy;
- iii. Coordinate implementation of the Gender Mainstreaming Workplace Policy;
- iv. Undertake regular capacity building for employees; and
- v. Submit quarterly reports using the prescribed format to the State Department for Gender with a copy to National Gender and Equality Commission (NGEC).

3.7 Supply Chain Management

The State Department for Planning commits to comply to the provisions of the Constitution of Kenya and Public Procurement and Asset Disposal Act, 2015 on the

requirement for all public entities to reserve at least 30% of their total procurement budget to firms owned by women, youth and Persons with Disabilities.

The State Department for Planning will:

- i. Continue to implement the AGPO Policy on 30% access to government procurement opportunities for women, youth and Persons with Disability; and
- ii. Prepare and submit periodic reports on AGPO compliance.

3.8 Sexual Harassment and Gender Based-Violence

The State Department will foster a prevention-focused environment where sexual harassment and gender-based violence is not tolerated and reduce vulnerability of those at risk. The State Department will develop and implement strategies to prevent and address sexual harassment and Gender-Based Violence (GBV).

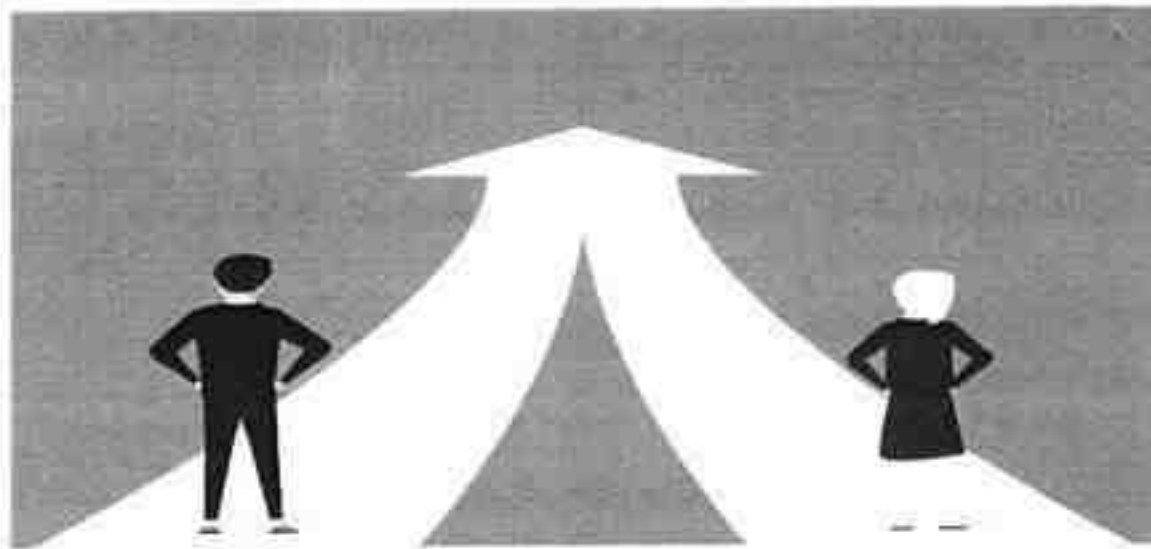
The State Department will:

- i. Establish reporting mechanisms and administrative actions to ensure adherence to Sexual Gender-Based Violence (SGBV) related laws and policies;
- ii. Promote advocacy to change the attitude and culture that contribute to acceptance and tolerance of Sexual harassment and GBV;
- iii. Maintain networks with organizations working on the elimination of GBV and Sexual harassment to enhance response;
- iv. Ensure implementation of gender-responsive safety and security measures in the State Department to minimize cases of GBV;
- v. Strengthen protection systems for persons with special needs in the State Department to curb GBV and sexual harassment; and
- vi. Create awareness on the national policy on GBV.

CHAPTER FOUR: IMPLEMENTATION AND STAKEHOLDERS ROLES

4.0 Overview

The State Department for Planning will implement the set gender commitments and strategies towards ensuring gender equality and equity. The Principal Secretary responsible for Economic Planning will provide the overall guidance and policy direction on gender mainstreaming initiatives. All Employees and other stakeholders will ensure compliance with the Gender Policy to promote gender integration and inclusivity in the State Department for Planning as per the roles outlined hereunder;



4.1 Role of the Principal Secretary

The role of the Principal Secretary:

- i. Provide leadership and guidance on policy implementation;
- ii. Appoint and provide support to Gender Mainstreaming Committee;
- iii. Support all activities pertaining to Gender mainstreaming;
- iv. Approve the State Department Gender Mainstreaming Work Place Policy;
- v. Mobilize resources for gender mainstreaming; and
- vi. Approve quarterly reports for submission to the National Gender and Equality Commission.

4.2 Role of Social and Governance Directorate

The role of the Directorate will be to:

- i. Spearhead and coordinate gender mainstreaming activities within the State Department for Planning;

- ii. Convene and chair the Gender Mainstreaming Committee meetings and workshops;
- iii. Conduct periodic review of the Policy;
- iv. Coordinate compilation of quarterly and annual gender mainstreaming reports and forward the same to the Accounting Officer for approval and submission to the National Gender and Equality Commission; and
- v. Provide other secretariat services to the Gender Mainstreaming Committee as may be required.

4.3 Gender Mainstreaming Committee

The Gender mainstreaming Committee will consist of a representative from all Directorates, Departments, Sections and Units.

The responsibilities of the Gender Mainstreaming Committee will be:

- i. Training and sensitizing staff on gender issues in the State Department;
- ii. Developing operational guidelines and preparing action plans for gender mainstreaming;
- iii. Reporting on gender performance contract targets for inclusion in the Ministerial Performance Contract;
- iv. Providing support to activities that address issues of gender;
- v. Developing proposals for resource mobilization to ensure the Gender Policy is implemented;
- vi. Referring employees for guidance and counselling services;
- vii. Promoting the generation, collection and management of gender-disaggregated data from all Directorates/Sections/Units in the State Department;
- viii. Liaising with government agencies that are mandated with gender mainstreaming at the workplace; and
- ix. Preparing quarterly reports and annual reports using the prescribed format by the National Gender and Equality Commission.

4.4 Technical Directorates

The Technical Directorates will:

- i. Mainstream gender issues in the work that State Department is mandated to perform mandate;
- ii. Mainstream gender issues in the functions of the specific directorates;
- iii. Ensure gender concerns are incorporated in the strategic plan and annual work plans;

- iv. Assess the involvement of women and men, in the State Department projects and programmes;
- v. Track and report progress on implementation of gender indicators and targets of the Medium-Term plans, public policies, programmes and projects for evidence-based decision making; and
- vi. Provide support to programmes that address issues of gender; and
- vii. Involvement of male and female staff in the technical activities that involves public participation.

4.5 Role of Administration Directorate

The administration will:

- i. Enforce compliance with existing public service regulations and relevant legislations on gender;
- ii. Establish and maintain a gender disaggregated record of employees;
- iii. Ensure gender equity in recruitments, promotions, deployments and transfers;
- iv. Keep work environment safe and accessible;
- v. Implement the AGPO Policy on 30% access to government procurement opportunities for women, youth and Persons with Disability;
- vi. Allocate sufficient financial resources for gender mainstreaming;
- vii. Provide access to information on gender mainstreaming and related matters; and
- viii. Effective communication of gender mainstreaming and gender related matters to the staff.

4.6 Roles of the Employees and Customers

It is the responsibility of the employee to:

- i. Comply with existing public service regulations and relevant legislations on gender;
- ii. Assist in identifying gender concerns, needs and issues that need to be addressed;
- iii. Right to participate in activities and programmes that promote non-discrimination and a friendly work environment; and
- iv. Right to protection from sexual harassment and GBV.

It is noted that the communication of the roles of customers will be done through the Customer Service Delivery Charter.

CHAPTER FIVE: MONITORING, EVALUATION, REPORTING AND REVIEW

5.0 Overview

The Chapter presents the Monitoring, Evaluation and Reporting of the implementation of the Policy on Gender Mainstreaming Workplace Policy. Monitoring, evaluation and reporting of this policy will involve a systematic and continuous process of collecting and analysis of information as per identified targets and indicators. In addition, preparation of reports will be the basis for providing feedback to all Stakeholders. The Chapter also highlights the provision for review of the Policy.

5.1 Monitoring

The Policy provides a mechanism for checking progress made in the development and implementation of gender mainstreaming initiatives and activities. To guide the implementation and development of the monitoring and evaluation tools and performance indicators for the Policy, comprehensive annual work plan will be developed.

Further, monitoring will be conducted quarterly to ensure the effective implementation of the policy. The data/information generated from monitoring will be utilized by the management to inform decisions including taking corrective actions on the implementation of the Policy where necessary. Furthermore, monitoring reports will be prepared to provide information for evaluation of the Policy.



5.2 Evaluation

Evaluation will entail an assessment of the effectiveness of the Policy after implementation of Gender Mainstreaming initiatives. The Policy envisages that the Gender Mainstreaming Committee will provide inputs necessary for quarterly reporting. The evaluation will be coordinated by the Directorate responsible for Social and Governance. Specifically, the evaluation criteria will focus on policy priorities and will measure relevance; efficiency; effectiveness; sustainability; and impact of programmes undertaken. It is envisaged that; the results of the evaluation will be utilized to inform decision-making; promote accountability; facilitate learning; and to support addressing identified gaps.

5.3 Reporting Mechanisms

Quarterly reports in the prescribed format will be prepared and submitted to the National Gender and Equality Commission and the State Department for Gender in compliance with the Performance Contracting requirements.

Gender Focal Persons will initiate the development of the reports and the Director, Social and Governance will forward the report to the Principal Secretary for onward submission to the National Gender and Equality Commission and the State Department for Gender.

5.4 Review of the Policy

The Policy will be reviewed after five years or when a need arises. The review will be coordinated by the the Directorate responsible for Social and Governance in collaboration with key stakeholders.

ANNEXES

ANNEX I: IMPLEMENTATION MATRIX

Strategy	Activities	Means of Verification	Timeline	Estimated Budget (Kshs Million)	Lead Actor
Policy Formulation, Planning, Guidelines and Review					
Mainstream gender issues during the development, review, and dissemination of national development plans and policies to benefit women and men	Development of brief on mainstreaming of gender issues	Gender mainstreaming briefs	Continuous	0	Gender Mainstreaming Committee Technical Directorates
Coordinate the development and review of gender responsive Medium-Term Plans (MTP) guidelines	Development and review of MTP guidelines with a gender lens	MTP guidelines	Continuous	0	Gender Mainstreaming Committee Macro
Ensure gender is mainstreamed in County Integrated Development Plans (CIDP) and County Sectoral Plans (CSP) during development and technical reviews;	Development and review of CIDP and CSP guidelines with a gender lens	CIDP and CSP developed with gender mainstreaming consideration	Continuous	0	Gender Mainstreaming Committee EDCD
Develop, review and implement gender sensitive National M&E guidelines, norms, standards and tools;	Develop and review National M&E guidelines, standards and tools with a gender lens	National M&E guidelines reviewed with gender mainstreaming consideration	Continuous	0	Gender Mainstreaming Committee MED
Coordinate development and review of gender performance indicators for the Medium-	Development and review of gender performance	Gender performance indicators	Continuous	0	Gender Mainstreaming Committee

Strategy	Activities	Means of Verification	Timeline	Estimated Budget (Kshs Million)	Lead Actor
Term Plans for Kenya Vision 2030 and other emerging National Development agenda	indicators for the Medium-Term Plans for Kenya Vision 2030				
Coordinate integration of SDGs into policies, plans, programmes and projects.	Prepare reports on implementation of SDGs commitments on gender issues	Reports on SDGs commitments on gender issues	Annually	0	Gender Mainstreaming Committee SDG Coordination Directorate
Strengthen the Central Planning and Project Monitoring Units (CPPMUs) in line ministries to support gender sensitive sectoral programmes and projects	Sensitize the CPPMUs on gender responsive sectoral plans during the CPPMUs forum	Reports on sensitization of CPPMUs on gender responsive planning	Annually	0	Gender Mainstreaming Committee SGD
Strengthen economic development research and innovations in the field of gender and development	Undertake gender analysis when conducting research and innovations	Gender analysis report	Continuous	0	Gender Mainstreaming Committee ISTT
Strengthen linkages between planning, policy formulation and gender responsive budgeting	Analyse sectoral budgets from a gender perspective and develop briefs	Briefs on gender sectoral perspective budgets	Continuous	0	Gender Mainstreaming Committee Technical Directorates
Coordinate the development and review of gender responsive guidelines for preparation of gender sensitive MDACs' Strategic Plans	Develop and review gender responsive Strategic Planning guidelines	Gender responsive Strategic Planning guidelines	Continuous	0	Gender Mainstreaming Committee Technical Directorates

Tracking and reporting of policies and programmes

Strategy	Activities	Means of Verification	Timeline	Estimated Budget (Kshs Million)	Lead Actor
Coordinate implementation, monitoring and reporting of SDGs on achieving gender equality and empowerment;	Monitor and report on SDGs targets on gender equality and empowerment.	Monitoring reports on SDGs target on gender equality and empowerment	Continuous	0	Gender Mainstreaming Committee SDG Coordination Directorate
Track implementation of the Africa Agenda 2063 considering progress made in integrating gender aspects	Monitor and report on implementation of the Africa Agenda 2063 considering progress made in integrating gender aspects	Monitoring reports	Continuous	0	Gender Mainstreaming Committee MACRO
Measure gender inclusivity in Kenya Human Development through computation of the Gender Index	Compute Gender Development Index	Gender Development Index	Biannual	0	Gender Mainstreaming Committee SGD
Undertake Participatory Poverty Assessment (PPAs) to obtain a qualitative gender disaggregated data on Poverty and Socio-economic Statistics	Undertake Participatory Poverty Assessment (PPAs)	PPA Report	Continuous	0	Gender Mainstreaming Committee SGD
Assess resource allocation to gender programmes and projects during coordination of Public Expenditure Tracking Surveys (PETS)	Conduct assessment on resource allocation to gender programmes during PETS	Survey reports	Annually	0	Gender Mainstreaming Committee MED
Recruitment, Promotions, Deployment and Transfers					
Ensure affirmative action on recruitment, internship and attachment are adhered to as	Conduct analysis on affirmative action during recruitment,	Analytical report on affirmative action on	Continuous	0	Gender Mainstreaming Committee

Strategy	Activities	Means of Verification	Timeline	Estimated Budget (Kshs Million)	Lead Actor
Stipulated in various regulations, presidential directives, circulars and Human Resource Policy and Procedure Manual	internship and attachment	recruitment, internship and attachment			HRM&D Administration
Integrate gender and diversity issues into the induction programmes for new employees	Integrate gender and diversity issues during induction for new employees	Module on gender mainstreaming during induction programme.	Continuous	0	Gender Mainstreaming Committee HRM&D Administration
Regularly report on the proportion of men and women in the payroll by job grades.	Development of reports on the proportion of men and women in the payroll by job grades.	Quarterly and annual reports on gender mainstreaming	Quarterly and annually	0	Gender Mainstreaming Committee HRM&D Administration
Ensure promotion of all employees who have requisite qualification regardless of their gender subject to availability of vacancies	Compile reports on employees promoted by gender	Reports on employees promoted by gender	Continuous	0	Gender Mainstreaming Committee HRM&D Administration
Ensure that the succession plans that are developed and implemented are gender responsive and proactively identify men and women who can potentially be promoted	Regularly review succession management plan to integrate emerging gender issues	Reviewed succession management plan	Biannually	3	Gender Mainstreaming Committee HRM&D Administration
Proactive identification of both gender to attend career progression courses	Analysis of group and individual trainings	Number of officers trained on career progression courses by gender	Annually	0	Gender Mainstreaming Committee

Strategy	Activities	Means of Verification	Timeline	Estimated Budget (Kshs Million)	Lead Actor
Gender parity during deployment and transfer	Conduct analysis of deployment and transfers by gender	Reports on transfers and deployment by gender	Annually	0	HRM&D Administration Gender Mainstreaming Committee HRM&D Administration
Ensure nomination for awards for exemplary performance are conducted in a fair and equitable manner regardless of gender	Conduct an analysis on nominations for awards by gender	Reports on number of officers awarded by gender	Annually	0	Gender Mainstreaming Committee HRM&D Administration
Ensure gender sensitive workplace policies in cross-cutting issues including prevention and control of HIV/AIDS infections, prevention of drug and substance abuse, disability mainstreaming, corruption prevention, handling of complaints	Develop workplace policies on cross cutting issues	Workplace policies developed/reviewed	Annually	10	Technical directorates Administration
Carry out regular awareness campaigns at the workplace to address gender in cross-cutting issues	Conduct awareness campaigns on gender issues	Reports on number of officers sensitized	Annually	4	Gender Mainstreaming Committee Social Governance Directorate &
Embrace flexi time to promote equity in the workplace and to	Conduct analysis of officers benefiting	Report on number of officers benefiting from flexi hours	Annually	0	Gender Mainstreaming Committee

Strategy	Activities	Means of Verification	Timeline	Estimated Budget (Kshs Million)	Lead Actor
<p>cafer to the practical needs of women and men</p> <p>Progressively establish Lactation room at the workplace to accommodate child caring needs</p>	<p>from flexi working hours by gender</p> <p>Establishment of Lactation room</p>	Lactation room	Continuous	10	Administration Gender Mainstreaming Committee
<p>Enhance guidance and counseling of staff</p>	<p>Identify and train more counselors on including emerging issues</p> <p>Provide guidance and counseling services to staff</p>	Reports on number of counselors trained	Continuous	4	Administration
<p>Organize regular team building activities to transform behavior and attitude patterns pertaining to gender sensitivity</p>	<p>Organize team building retreat</p>	Reports on number of officers counseled	Continuous	0	Counselors
<p>Enhance gender responsive office facilities and equipment for staff and external customers including provision of workplace facilities on the basis of the different gender needs</p>	<p>Maintain and rehabilitate where possible, workplace facilities to accommodate the needs of both genders</p> <p>Conduct training for employees on</p>	Report on team building retreat	Annual	20	Principal Secretary Gender Mainstreaming Committee Technical Directorates Administration
<p>Train employees on Gender Responsive Budgeting with a</p>	<p>Conduct training for employees on</p>	Gender responsive workplace facilities	Continuous	5	Gender Mainstreaming Committee Administration
<p>Responsive Budgeting with a</p>	<p>Conduct training for employees on</p>	Training report	Annually	6	Principal Secretary Technical Directorates

Strategy	Activities	Means of Verification	Timeline	Estimated Budget (Kshs Million)	Lead Actor
special focus on staff in charge of finance and planning	gender responsive budgeting				KSG
Performance Contracting					
Constitute/reconstitute functional gender mainstreaming committee and train members on gender mainstreaming	Reconstitute the gender mainstreaming committee	Functional gender mainstreaming committee	Annually	0	Principal Secretary Technical Directorates Administration
Coordinate implementation of the gender mainstreaming workplace policy	Convene gender mainstreaming committee meetings	Minutes and reports	Quarterly	2	Gender Mainstreaming Committee
Undertake regular capacity building for employees	Sensitize the HODs on emerging issues on gender mainstreaming	Sensitization report	Annually	0	Gender Mainstreaming Committee Director, Social and Governance
	Train the Gender committee on gender mainstreaming and any emerging gender issues	Training report	Annually	5	Principal Secretary Technical Directorates KSG
	Sensitize new and existing staff on gender mainstreaming	Sensitization report	Annually	0	Gender Mainstreaming Committee
Submit quarterly reports using the prescribed format to the State Department for Gender with a copy to NGECC	Prepare and submit quarterly reports	Quarterly reports	Quarterly	0	Principal Secretary Gender Mainstreaming Committee

Strategy	Activities	Means of Verification	Timeline	Estimated Budget (Kshs Million)	Lead Actor
Supply Chain Management					
Continue to implement the Policy on 30% Access to Government Procurement Opportunities (AGPO) for women, youth and Persons with Disability	Prepare and submit periodic reports on AGPO compliance	Quarterly reports	Quarterly	0	Principal Secretary Head, Supply Chain Management Unit
Sexual Harassment and Gender Based-Violence					
Establish reporting mechanisms and administrative actions to ensure adherence to Sexual Gender-Based Violence (SGBV) related laws and policies	Establish workplace response mechanisms for GBV, sexual harassment and SGBV	Reports on the responses of GBV, sexual harassment and SGBV cases	Continuously	0	Administration Gender Mainstreaming Committee
Maintain network with organizations working on the elimination of GBV and Sexual harassment to enhance response	Establish and share a database of organizations that promote workplace response to GBV and sexual harassment	Database on organizations dealing with GBV and sexual harassment	Continuous	0	Administration Gender Mainstreaming Committee
Ensure implementation of gender-responsive safety and security measures in the State Department to minimize cases of GBV	Enhance security surveillance measures and disseminate information on use of GBV, National Police Service toll free numbers	Report on security measures taken and reporting mechanisms established	Continuous	3	Administration Gender Mainstreaming Committee
Total				72	

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