

KENYA MARINE AND FISHERIES RESEARCH INSTITUTE



KMFRI GENDER MAINSTREAMING POLICY (KGMP)

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MARCH, 2022



TITLE: KMFRI GENDER MAINSTREAMING POLICY

Date of Issue: 21 st March 2022	Issue No: 01 Rev No: 00
Issued By: AD (HR& A)  25.03.2022	2
Authorized By: Director General / Chief Executive Officer 	2
Date of Signing: 28 th March 2022	

1.0 DOCUMENT CHANGES

Date	Change	Authorized by	Ref. No.

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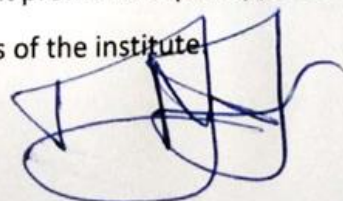
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FOREWORD

The development of the KMFRI Gender Mainstreaming Policy (KGMP) has come at a time when Kenya is in the process of implementing the Vision 2030 aimed at transforming Kenya into “a newly-industrializing, middle income country providing a high quality of life to all its citizens in a clean and secure environment”. Thus, the Government recognizes that gender mainstreaming is intrinsically linked to sustainable development and as such, this Policy is informed by various Government policy documents and statutory frameworks expected to propel gender equality. Kenya Marine and Fisheries Research Institute (KMFRI) continues to be consistent with the government’s efforts for addressing gender inequalities at all levels of government and by all stakeholders. Moreover, the policy takes cognizance of efforts required to ensure gender mainstreaming across all KMFRI’s operations in order to generate efficient and equitable productivity outcomes. The Policy further provides a basis for the Institute to accentuate its commitment to addressing any existing imbalances by taking into account the different needs and skills of women and men, and other special interest groups for the enhancement of gender equality.

To ensure that gender equality is integrated into the design, implementation and evaluation of policies and programs and projects, the policy identifies key thematic areas, namely: governance and workforce composition; training and awareness creation; Work environment, infrastructure and facilities; structures, systems, policies procedures and operations. This Gender Mainstreaming Policy therefore provides provisions to guide gender responsive planning, operations and practices within KMFRI and sets out strategies for integration of gender perspectives in the workplace. It is therefore envisaged that this policy will provide a framework for advancement of both men and women as well as other special interest groups for greater efficiency in resource allocation and utilization for empowerment of all. This Policy and its implementation will be subjected to monitoring and review for effective and efficient implementation taking into account emerging issues. The Board of Management will strive to ensure that it promotes equal opportunities and the full participation of staff and stakeholders in the activities of the institute



Prof. James M. Njiru, PhD

Director General/CEO -KMFRI

ABBREVIATIONS AND ACRONYMS

AGPO	Access to Government Procurement Opportunities
AIDS	Acquired Immune Deficiency Syndrome
BPA	Beijing Platform of Action
CEDAW	Convention on the Elimination of all forms of Discrimination
HR	Human Resources
KMFRI	Kenya Marine and Fisheries Research Institute
MDGs	Millennium Development Goals
MDAs	Ministries, Departments and Agencies
NGEC	National Gender and Equality Commission
NGO	Non-Governmental Organizations
PWDs	persons with disability
PC	performance contracting
QMS	Quality Management Systems Procedure Manual
SIGs	Special Interest Groups
UN	United Nations

DEFINITION OF TERMS

Affirmative Action	Action taken on temporary basis in favour of a disadvantaged group so as to enhance equity.
Empowerment	A process through which men, women, boys and girls acquire knowledge, skills and attitudes to critically analyze their situations and take appropriate action to improve their status or that of the marginalized groups in the society.
Engender	The process of ensuring that planning and programming is appreciative of and takes into account the gender differences and concerns.
Gender	This refers to the socially determined power relations, roles, responsibilities and entitlements for men and women, boys and girls.
Gender Analysis	The process of examining roles, responsibilities or any other aspects with regard to women and men, girls and boys, with a view to identifying gaps, raising concerns and addressing them; investigating and identifying specific needs of girls and boys, women and men for policy and programme development and implementation.
Gender Discrimination	Refers to unequal or preferential treatment to individuals or groups based on their gender that results into reduced access or control of resources and opportunities.
Gender Equality	Refers to equal treatment of women and men, boys and girls so that they can enjoy the benefit of development including equal access to and control of opportunities and resources.
Gender equity	Refers to the practice of fairness and justice in the distribution of benefits, access to and control of resources, power, opportunities and services. It is essentially, the elimination of all forms of discrimination based on gender.

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

- (i) Making men's and women's concerns and experiences an integral part of the design, implementation, monitoring and evaluation of policies and programs in all sectors of society;
- (ii) Changing policies and instructions so that they actively promote gender equality;
- (iii) Rethinking socio-cultural values and development goals in the long-term.(get

Gender Parity This is a numerical concept referring to equal number of girls and women, boys and men relative to their respective numbers in the population.

Gender Responsiveness Refers to action taken to correct gender imbalances.

Gender Roles These are socially assigned roles and responsibilities as opposed to biologically determined functions.

Gender Sensitization The process of developing people's awareness, knowledge and skills on gender issues.

Participation A general term used to refer to active involvement in enrolment, retention, progression, performance and transition.

Provisions Refers to policy pronouncements on actions to be taken or the resources provided.

Sex Disaggregated Data Classification of information on the basis of sex; that is male or female.

Gender-Based Violence Refers to violence meted out to people belonging to a given gender.

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

CHAPTER ONE

INTRODUCTION

1.1 Background

Kenya Marine and Fisheries Research Institute (KMFRI) is a State Corporation established in 1979 by the Science and Technology Act, Cap 250 of the Laws of Kenya, which has since been repealed by the Science, Technology and Innovation Act No. 28 of 2013 which has recognized KMFRI as a national research institution under section 56, fourth schedule.

Mandate

To undertake research in marine and freshwater fisheries, aquaculture, environmental and ecological studies, and marine research including chemical and physical oceanography, in order to provide scientific data and information for sustainable development of the Blue Economy.

Vision

A Centre of Excellence in innovative research in marine, fisheries and the Blue Economy for development.

Mission

To generate and disseminate scientific information for sustainable development of the Blue Economy

Core Values

To fulfil her mandate and realize its mission, the operations of KMFRI are guided by the following core values:

- i) Integrity
- ii) Transparency
- iii) Accountability
- iv) Professionalism
- v) Team work
- vi) Equity and equality

1.2 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. Mainstreaming is about engendering all operations to ensure a gender perspective approach and attainment of gender equality. It entails re-organization, improvement, development and evaluation of policy processes, so that a gender equality perspective is incorporated in all policies, programs and projects at all levels and at all stages.

1.3 Rationale

A comprehensive gender policy framework is essential in order to guide gender mainstreaming in KMFRI. Equality between women and men is a necessary condition for the achievement of productivity, economic growth as well as social cohesion in the workplace. Occupational segregation in the workplace has led to a focus on diversity and inclusion because it gives access to a range of perspectives to make the best decisions about how to improve productivity. It is critical in the elimination of gender disparities and enhancement of gender equity and equality in KMFRI through systematic programming of target interventions. Thus, this policy establishes mechanisms to eliminate all gender disparities in all KMFRI operations.

The Constitution of Kenya 2010 provides for equality and freedom from discrimination bestowing the duty to address the needs of special interest groups within the society by all state organs and public officers. This has been operationalized through performance contracting (PC) that requires all government Ministries, Departments and Agencies (MDAs) to integrate gender mainstreaming in the work place. It further requires the domestication and implementation of the National policy of gender and development, 2019 to organizational needs.

1.4 Scope

This Policy applies to all staff employed by KMFRI on a permanent, contract or temporary basis, attachés, interns as well as the external clients. The gender mainstreaming policy provisions will apply in the design of programs and/or projects to be implemented by KMFRI at all levels. This Policy aims at achieving equality of opportunity and outcomes with respect to access to and control of resources and services; and equality of treatment that meets the specific and distinct needs of different categories of women and men. The policy guidelines, proposals and provisions in this gender policy framework will apply specifically and directly to all centers, stations and departments in the organizational structures of KMFRI.

1.5 Legal and Policy Framework

1.5.1 Introduction

The government of Kenya is a signatory to several international protocols, conventions and treaties relating to the protection of human rights of women, girls as well as persons with disabilities. Article 2(5) & (6) of the Constitution of Kenya 2010, provides the general rules of international law and conventions ratified by Kenya to form part of the law of Kenya. KMFRI is therefore committed to attain gender equality as underlined in the International, regional and National legal and policy instruments described below.

1.5.2 International Legal & Policy Framework

i) The Universal Declaration of Human Rights (UDHR), 1948

It is an international instrument adopted by the United Nations General assembly that enshrines the rights of freedom of all human beings. The declaration is a statement of principles approved as common standard of achievement for all peoples and all nations.

ii) International Covenant on Economic and Socio-Cultural Rights, 1966

It is a multi-lateral treaty adopted by the UN general assembly to guarantee economic, social and cultural rights among them the right to work, social security, education and right to take part in cultural life.

iii) Convention on Elimination of all forms of Discrimination Against Women (CEDAW), 1979

CEDAW defines what constitutes discrimination against women and provides a basis for the realization of equality between women and men through ensuring women have equal access to opportunities in political and public life, including the right to employment. State parties are required to take all appropriate measures, including legislation and temporary measures to ensure that women enjoy their human rights and fundamental freedoms.

iv) Beijing Declaration and Platform for Action, 1995

It was a resolution adopted to promulgate a set of principles concerning the equality of women and men. It flagged 12 key areas where urgent action was needed to ensure greater equality for women and men, girls and boys laying concrete ways for countries to bring about change. The 12 key areas included, women and Poverty, Education and training for women, women and health, violence against women, women and armed conflicts, women and Economy, women in power and decision making, Institutional mechanisms, human rights of women, women and the media, women and the environment and the girl child.

v) The Convention on the Rights of Persons with Disability (CRPD), 2008

CRPD is a UN treaty that defines the rights of persons with disability and protects them from any form of discrimination to ensure that they enjoy all human rights and fundamental freedom and the attainment of full equality within the society.

vi) The Sustainable Development Goals (SDGs) 2015

SDGs supports the achievement of gender equality by ending all forms of discrimination, violence and any harmful practices against women and girls by 2030. Specifically Goal 5 calls for full participation of women and equal opportunities for leadership at all levels of political and economic decision-making.

vii) The International Labour Organization Conventions

The Equal Remuneration no. 100, 1951 supports the principle of equal remuneration for both men and women workers for work of equal value. In addition, the Employment and Occupation Convention no. 111, 1958 provides for equal opportunity, occupation and non-discrimination in

the field of employment and economic security and as such, discrimination shall constitute a violation of rights articulated by the Universal Declaration of Human Rights.

1.5.3 Regional Legal & Policy framework

i) African Charter on Human and people's Rights (Banjul Charter), 1981

The charter is intended to promote and protect human rights and basic freedoms in the African continent. It further provides every individual equality before the law, enjoyment of human rights and freedom without discrimination.

ii) Protocol to the African Charter on Human and people's Rights on the Rights of Women in Africa (Maputo Protocol), 2005

The protocol obligates all state parties to combat all forms of discrimination against women through appropriate legislative, institutional and other measures. It also lays emphasis on social welfare with government obligated to adopt and enforce legislative and other measures to guarantee women equal opportunities in work, career advancement and other economic opportunities.

iii) Africa Agenda 2063, 2013

Agenda 2063 promotes attainment of full gender parity. Specifically, aspiration 6 calls for An Africa, whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children. Agenda 2063 therefore requires that we live in a more inclusive society where all the citizens are actively involved in decision making in all aspects and where no child, woman or man is left behind or excluded, on the basis of gender, political affiliation, religion, ethnic affiliation, locality, age or other factors.

iv) The African Youth Charter, 2006

The Charter outlaw's discrimination of youth by providing that every young person be entitled to the enjoyments of the rights and freedoms irrespective of their race, ethnic group, color, sex, language, religion, political or other opinion, national and social origin, fortune, birth or other status.

v) Solemn Declaration on Gender Equality in Africa, 2004

This declaration addresses the responsibility for tackling violence against women and gender-based discrimination by calling for member states' continual action towards achieving gender equality and reinforcing their commitment to international and regional women's rights instruments.

vi) East Africa Community Gender Policy

The policy provides a framework, intended to accelerate the realization of gender equality in the Partner States by promoting non-discrimination and gender equality in processes of governance and promoting the participation of women and men by entrenching enabling gender policies and frameworks.

1.5.4 National Legal & Policy Framework

i) Constitution of Kenya, 2010

The constitution provides for implementation of rights and fundamental freedoms for all. It recognizes the aspirations of all Kenyans for a government based on the essential values of human rights, equity, inclusiveness, social justice, equality, non-discrimination and protection of the marginalized as some of the principles of governance. It compels the state and state organs the duty of addressing the needs of the special interest groups. The Constitution directs the State to take legislative and other measures to implement the principle that not more than two-thirds of the members of elective or appointive bodies are of the same gender. Further, the State shall put in place affirmative action programmes designed to ensure the youth, minorities and marginalised groups are provided special opportunities for access to employment. The State shall also ensure the progressive implementation of the principle that at least five percent of the members of the public in elective and appointive bodies are persons with disabilities.

ii) Employment Act, 2007

The Act promotes equality of opportunity in employment in order to eliminate discrimination at the work place. It ensures that no employer can discriminate directly or indirectly against an employee, in respect of recruitment, training, promotion, terms and conditions of employment, termination of employment or other matters arising out of employment.

iii) Health Act, 2017

The Act provides that every person has the right to the highest attainable standards of health. All employers are required to establish lactation stations at the workplace that are adequately provided with necessary equipment and facilities including hand washing equipment, refrigerator or appropriate cooling facilities, electrical outlets for breast pumps, a small table and comfortable seats. Further, the Act requires employers to grant all nursing employees break intervals in addition to the regular times off for meals to breastfeed or express milk.

viii) National Policy on Gender and Development, 2019

The policy seeks to enhance gender equality and women's empowerment in national development. It applies specifically and directly to all Government Ministries, Departments and Agencies with an aim to achieving equality of opportunity and outcomes with respect to access to and control of resources and services. It calls for concerted efforts and allocation of adequate resources to the processes of institutionalizing gender equality for a fairer and transformed society in which women and men will benefit including in decision making.

ix) Kenya Vision 2030

Vision 2030 blueprint prioritizes gender equality in the social pillar since gender inequality is viewed as one of the key developmental challenges facing the country. It aims to mainstream gender by addressing access to opportunities, empowerment, capabilities and vulnerabilities. It also advocates for affirmative action for at least 30% representation of women at all decision-making levels.

x) National Gender and Equality Commission Act, 2011

The Act establishes the National Gender and Equality Commission charged with the mandate to promote gender equality and freedom from discrimination in accordance with Article 27 of the Constitution. The functions of the Commission include: to monitor, facilitate and advise on the integration of the principles of equality and freedom from discrimination in all national and county policies, laws, and administrative regulations in all public and private institutions; and to co-ordinate and facilitate mainstreaming of issues of gender, persons with disabilities and other marginalized groups in national development and to advise the Government on all aspects thereof. Additionally, the Act mandates the Commission to conduct audits on the status of

special interest groups including minorities, marginalized, groups, persons with disability, women, youth and children.

xi) Public Procurement and Asset Disposal Act, 2015

The Act provides for promotion of competition and ensures that competitors are treated fairly. It also reserves a percentage of all public tenders to be awarded to youth, women and PWDS.

xii) Persons with Disabilities Act, 2003

The Act provides for non-discrimination for persons with disability in access to opportunities for suitable employment. It also provides for access of assistive devices, appliances and other equipment to persons with disabilities as well as access to available information and technical assistance to all institutions, associations and organizations concerned with the welfare and rehabilitation of persons with disabilities. It further provides for consultations with the Government in the formulation of suitable curricula for vocational rehabilitation centers and other training facilities for persons with disabilities.

xiii) KMFRI Human Resource management Policies and procedure manual

The Institute commits to upholding the national values and principles of governance by providing for adequate and equal opportunities for appointment, training and advancement, at all levels. It further aspires to observe human dignity, equity, social justice, inclusiveness, equality, human rights, non-discrimination and protection of the special interest groups.

CHAPTER TWO

SITUATION ANALYSIS

2.1 Governance and Workforce Composition

Table 1: Staff distribution by Gender as at 31st January 2021

Center/Station	Male	%	Female	%	Youth	%	Disability	%	Total
Baringo	31	89	4	11	0	0	0	0	35
Kegati	30	64	17	36	0	0	0	0	47
Kisumu	75	61	48	39	2	2	8	7	123
Mombasa	158	65	84	35	18	7	4	2	242
Nairobi	6	43	8	57	1	7	0	0	14
Naivasha	23	70	10	30	0	0	0	0	33
Sagana	22	69	10	31	4	13	1	3	32
Sangoro	49	79	13	21	1	2	0	0	62
Turkana	28	93	2	7	1	3	1	3	30
Total	422	68	196	32	27	4	14	2	618

Table 2 Staff distribution across job cadre by Gender as at 31st December 2021

Job Cadre	Total	Male	%Male	Female	%Female	Disability
Support Staff (CSG 16 & CSG 17 or equivalent) [A-D or equivalent] (RI.1 - RI.2)	11	6	55%	5	45%	-
Operative Staff-Entry level for certificate/Diploma (CSG 12 – CSG 15 or equivalent) [E-H or equivalent] (RI.3 - RI.6)	285	190	-	95	-	-
Technical Staff –Entry level for Bachelors (CSG 8 – CSG 11 or equivalent) [J-N or equivalent] (RI.7 - RI.11)	293	199	-	94	-	-
Middle Management (CSG 6 & CSG 7 or equivalent) [P-Q or equivalent] (RI.12 - RI.13)	29	22	-	7	-	-
Senior Management (CSG 3 – CSG 5 or equivalent) [R-T or equivalent] (RI.14 - RI.15)	4	3	75%	1	25%	-
CEO (CSG 1 & CSG 2 or equivalent) [U and above or equivalent] (RI.18)	1	1	-	-	-	-
TOTAL	623	421		202		

The Institute had six hundred sixty-six (623) staff; 421 male and 202 female as at 31st December 2021 who are on permanent and pensionable terms (Table 2). The staff have been categorized into six cadres namely; Support Staff, Operative Staff, Technical Staff, Middle Management, Senior Management and CEO or Policy Level. Support Staff cadre had 6 male and 5 female translating to 45%, Operative Staff cadre had 285 male and 95 female translating to 33%, Technical Staff cadre had 293 male and 94 female translating to 32%, Middle Management cadre had 29 male and 7 female translating to 24%, Senior Management cadre had 4 male and 1 female translating to 25% and CEO cadre had one male.

Only the support staff and the operative staff cadre have met the constitutional requirement of not more than two thirds gender principle.

Table 3: Distribution of staff by station/centers as at 31st January 2022

Center/Station	Male	Female	Youth	Disability	Total				
Baringo	31	89%	4	11%	0	0%	0	0%	35
Kegati	30	64%	17	36%	0	0%	0	0%	47
Kisumu	75	61%	48	39%	2	2%	8	7%	123
Mombasa	158	65%	84	35%	18	7%	4	2%	242
Nairobi	6	43%	8	57%	1	7%	0	0%	14
Naivasha	23	70%	10	30%	0	0%	0	0%	33
Sagana	22	69%	10	31%	4	13%	1	3%	32
Sangoro	49	79%	13	21%	1	2%	0	0%	62
Turkana	28	93%	2	7%	1	3%	1	3%	30
Total	422	68%	196	32%	27	4%	14	2%	618

Table 1 & 3 above illustrates the distribution of KMFRI employees across all stations. Table 3 captures data in terms of percentages of female, male, youth and people with disability as posted in KMFRI stations. The distribution is as follows; in Baringo station 89% of employed staff are Male while 11% are Female. Youth and people with disability have 0% representation. In Kegati Station, Males are 64%, Females 36%, in the Youth and Disability category, there is 0% representation. In Kisumu Centre/station Male 61%, Female 39%, Youth 2% and Disability 7%.

Mombasa Centre/Station Male 65%, Female 35%, Youth 7% and Disability 2%. Nairobi Station Male 43%, Female 57%, Youth and Disability the representation was 0%. Naivasha Station Male 70%, Female 30%, Youth and Disability representation was 0%. Sagana Station Male 69%, Female 31%, Youth 13%, Disability 3%. Sangoro Station Male 79%, Female 21%, Youth 2%, Disability 0%. Turkana Station Male 93%, Female 7%, Youth 3%, Disability 3%.

Though working towards Gender Mainstreaming, KMFRI is yet to ensure not more than two thirds of either gender representation during appointments, recruitments, employment, selection to various committees, and training opportunities at all levels.

2.2 Training and Awareness Creation

Knowledge and skills improvement is encouraged in the institute where the management supports employees to undertake training programmes offered by recognized institutions offering trainings both locally and overseas in case where such trainings are not available locally or where the training sponsor requires that the programme be undertaken abroad. Training needs assessment are carried out by the Heads of Departments and handed over to the Human Resource Department who forward the compiled TNA report to the training committee for its recommendations which are further taken up by the Director General’s office for approval. The approved recommendations are forwarded to the HR Department for actioning.

Table 4: Staff training for the FY 2020/2021

Variable	Count	Percentage
Male	77	63%
Female	46	37%
Youth (<35 yrs)	10	8%
Disability	0	0%

Both male and female officers are nominated to undertake training in various professions. The institute undertakes capacity building and sensitization in different areas and targets special interest groups as included in the eligibility to tender under the Access to Government Procurement Opportunities (AGPO), road safety mainstreaming, gender mainstreaming, non-communicable diseases, alcohol and drug abuse, disability mainstreaming, mental health, HIV and AIDs among others.

2.3 Work environment, Infrastructure and Facilities

The work environment includes the physical location, infrastructure, facilities, equipment, materials or processes utilised, and the tasks of an employee while in the performance of his/her work. As such, the working environment impacts an employee's sense of well-being, health and motivation at work. It is the employer's responsibility to ensure that the working conditions of workers are conducive since these conditions directly affect the level of an employee's productivity. All staff members, regardless of their sex or position, perceive themselves to be stakeholders in achieving the organization's objectives. KMFRI has adopted the positive working environment agenda, aimed at *'making working life productive, rewarding, enjoyable and healthy for all employees'* hence, KMFRI has:

- i) Supported nursing mothers, PWDS, employees with medical conditions, and employees with parental responsibilities who drop their children to school by providing a lactation room, flexible working hours;
- ii) Provided support services to deter gender discrimination by providing sign language interpreters to stakeholders with hearing impairments;
- iii) Designed gender responsive facilities for use by persons with physical disabilities such as ramps, lifts, brailed service charter, and gender friendly toilets.

However, infrastructure and facilities need to be improved in centres and stations outside the headquarters such as ramps, accessible disability friendly toilets, lactation stations and sign language interpretation in all its operations including in the field programs.

2.4 Structures, Systems, Policies, Procedures and Operations

KMFRI ascribes to the best corporate governance practices in the management of its Human Resource, advised by the realization that they are the most critical to its success. A gender mainstreaming and social inclusion support structure is enshrined in the human resource management policies and procedures manual where provision of equal employment opportunities to all regardless of gender, religion, ethnicity, disability and race is included. An internal gender mainstreaming support structure has been set up, i.e. a gender mainstreaming committee for the organizational analysis and the development of a gender mainstreaming strategy which includes the development of this policy.

i) Structures

The adoption of the gender approach by the various structures, systems, procedures and programmes is neither direct nor homogeneous, and there are no monitoring and evaluation measures. In addition, the lack of human and financial resources available and the lack of disaggregated data by gender, consequently constitute barriers to implementing a policy of gender mainstreaming. Analyses have shown that the distribution of tasks between men and women is still done according to a traditional view. For example, in the appointment of staff into substantive committees at the institute in order to contribute to the efficient operation of the institution, women largely make a real but invisible contribution to the productivity of the institution. This is because their contribution to the committees that provide strategic decisions is least recognized. Women contribution is largely concentrated in the ad hoc committees and other appointments while in the substantive committees, they are least represented (26%) (Table 1). The establishment of this policy aimed to eradicate the stereotypes prevalent in the institution seems necessary in this regard. The low presence of women in these substantive positions reflects their low leadership involvement and their limited presence in the governing of the institution. This further applies to the engagement of persons with disability (PWDs) and the youth.

Table 5: Appointment to various committees and taskforces for the FY 2020/21

Committee	Actual		Total	Percentage	
	Male	Female		Male	Female
Human Resource Management Advisory Committee	8	1	9	89	11
Senior Advisory committee	5	2	7	71	29
Junior Advisory committee	5	2	7	71	29
Succession planning implementation committee	5	1	6	83	17
Job description analysis committee	8	2	10	80	20
Training committee	4	5	9	44	56
Budget implementation committee	10	1	11	91	9
KMFRI performance management committee	7	2	9	78	22

Committee	Actual		Total	Percentage	
	Male	Female		Male	Female
KMFRI research policy committee	7	3	10	70	30
Performance improvement implementation committee	5	1	6	83	17
Standing committee for development of policies	4	3	7	57	43
Budget implementation policy	2	0	2	100	0
ADHOC committee for disciplinary matters for senior officer	4	1	5	80	20
ADHOC Committee to review the choice of appraisal tool	3	3	6	50	50
Committee to draft KMFRI's request for recategorization for	7	2	9	78	22
Information Security Management System committee	4	1	5	80	20
Committee for developing the KMFRI institutional Repository policy	2	2	4	50	50
Overall percentage				74	26
Other appointments	Male	Female	Total	Male	Female
Training policy	4	3	7	57	43
Interview panel for support services panel	6	2	8	75	25
Appointment to enhance the proposed KMFRI bill of parliament	8	1	9	89	11
Retreat for finalization of human resource instruments	8	2	10	80	20
Interview panel for support services personnel	3	1	4	75	25
Description analysis committee for 3rd cycle remuneration review	8	2	10	80	20
Roll of honour	3	3	6	50	50
Intellectual property rights	7	3	10	70	30
Succession planning policy	5	2	7	71	29
Draft regulations in rewards recognition and sanctions policy	2	3	5	40	60
Communication strategy	4	3	7	57	43
Performance improvement plan	3	2	5	60	40
Coaching and mentoring policy	3	2	5	60	40
Guidelines for bond on training KMFRI staff	3	3	6	50	50
Guidelines on public participation	2	2	4	50	50
Talent management Policy	4	3	7	57	43
Internship and attachee policy	2	2	4	50	50
Development of operation procedures for reporting loss of	3	3	6	50	50
Overall percentage				62	38

Source: KMFRI appointment to committee's file

ii) Procedures and processes

In undertaking its mandate of provision of products and services to its clients, the institute has a procedures manual that defines the operational guidelines and contains KMFRI best practices that define her systematic approach to implementing business expectations, plans, and work routines towards achieving the set mission targets. The ISO 9001:2015 Quality Management Systems Procedure Manual (QMS) issue no. 2 provides a framework where employees can review action guidelines and new employees can be efficiently introduced to KMFRI's business operations. In the manual, it establishes a standard of performance, so that all employees may be evaluated fairly and impartially. Although the manual is gender neutral, there is need for it to capture the gender needs.

CHAPTER THREE

POLICY GOAL, OBJECTIVES & GUIDING PRINCIPLES

3.1 The Goal

The overall goal of this policy is to promote gender equality, inclusion and non-discrimination in all KMFRI's operations.

3.2 Objectives

- i. To facilitate an enabling work environment for women and men that is gender responsive.
- ii. To provide equal opportunities for women and men.
- iii. To strengthen organizational values, norms and practices that promote gender equality and inclusion;
- iv. To enhance the capacity of staff and stakeholders on gender equality and inclusion.

3.3 Guiding Principles

- i. Equality, equity, affirmative action and non-discrimination,
- ii. Transparency, accountability and good governance
- iii. Respect of the rule of law
- iv. The inseparability of public and private spheres of life
- v. Inclusion and integration of the special interest groups.
- vi. Recognition of differences, diversities and inequalities among women and men

CHAPTER FOUR

POLICY PRIORITY ACTIONS

4.1 Introduction

This chapter discusses the priority actions for addressing gender issues in KMFRI. An organization that is gender responsive has gender concerns anchored in all its key processes including policies, plans, budgets, programmes, projects and activities.

Priority Area: Work environment

Objective: To provide a conducive environment to all women and men for optimum productivity

Strategies:

- i) Provide disability friendly facilities such as ramps, lifts, washrooms, parking areas
- ii) Establish lactation stations in all centers, stations and buildings.
- iii) Provide sign language interpretation services in all KMFRI services including in field operations, scientific research findings dissemination and stakeholders' engagement.
- iv) Reinforce implementation of flexi-working hours to nursing mothers, employees with parental responsibilities.
- v) Engender the institute's service charter, electronic and print media communication for PWDs with hearing and visual impairment
- vi) Provide clear signage and direction within KMFRI area

Priority Area: Equal opportunities

Objective: To promote fair recruitment and selection practices, retention, equal distribution of working resources and improve gender balance in the organization with a long-term goal of attaining the 50:50 percent for both women and men

Strategies:

- i) Provide equitable employment opportunities, retention and allocation of resources to male and female employees.
- ii) Implement the 30% of procurement opportunities to women, youth and persons with disabilities.
- iii) Increase women participation in all cadres including at decision making levels.

- iv) Implement the statutory requirement on affirmative action to correct gender imbalances, 5% on PWDs, inclusion of the youth and minorities and marginalized.
- v) Ensure equal opportunities for training and career development for both local and international opportunities.
- vi) Ensure gender balance while constituting committees
- vii) Collect and utilize sex disaggregated data in all programs, projects and processes and at all levels.

Priority Area: Organizational culture

Objective: To promote a gender sensitive organizational culture and social relations by eliminating all forms of discrimination, and marginalization.

Strategies:

- i) Engender all institutional policies
- ii) Integrate gender as a cross-cutting theme in all programs, projects, procedures, practices and activities
- iii) Include special interest groups in all institutional programs and projects in all levels.
- iv) Conduct continuous sensitization to staff in all cadres on gender
- v) Develop information, educational and communication materials on gender and circulate to staff.
- vi) Feature gender related content in the institute’s communication platforms.
- vii) Disseminate and implement gender related policies including GBV and sexual harassment policy
- viii) Establish structures to act on any discrimination cases reported
- ix) Recognize and reward gender champions at the workplace
- x) related policies including gender mainstreaming policy, gender based violence and sexual harassment policy,
- xi) Encourage staff to break the silence of discrimination including by the support staff, interns and attachés

Priority Area: Capacity Building

Objective: To enhance the capacity of staff on gender equality for sustained productivity.

Strategies

- i) Train senior managers on gender responsiveness and inclusive leadership
- ii) Train human resource staff on gender analysis and mainstreaming as the official custodians of institutional data
- iii) Hold continuous trainings to gender mainstreaming committee
- iv) Conduct continuous sensitization to staff at all levels, stations and centers
- v) Replicate the gender mainstreaming committee in all the KMFRI stations and centers
- vi) Establish and strengthen partnerships and collaborations in gender mainstreaming
- vii) To equip staff with capacity to collect and use gender disaggregated data.

CHAPTER FIVE

IMPLEMENTATION FRAMEWORK

5.1 Introduction

The implementation of this policy will be a collective effort by all levels of the KMFRI Structure. The successful implementation of this policy objective will depend on collective effort, willingness, and accountability of all stakeholders within the Management. This policy provides to the Management an opportunity for promoting and enhancing gender equality as per the roles provided below:

5.2 Board of Management

- a) Support the implementation of this policy
- b) Abide by the policy
- c) Ensure all institutional policies are engendered

5.3 The Director General/ CEO

- a) Approve this policy
- b) Ensure the full implementation of this policy
- c) Provide adequate allocation of resources for implementation of the policy
- d) Appoint gender mainstreaming committee for implementation of this policy
- e) Advising the BOM on gender mainstreaming matters
- f) Establish a structure for reporting gender mainstreaming violations

5.4 Senior Management

- a) Ensure communication, implementation and compliance of this policy at all respective levels
- b) Monitor gender mainstreaming compliance at all respective levels

5.5 Gender Mainstreaming Committee

- a) Spearhead implementation of this policy
- b) Review and report on gender mainstreaming to relevant institutions
- c) Disseminate the policy to management, staff and stakeholders
- d) Advice management on emerging gender mainstreaming requirements
- e) Coordinate implementation of the policy
- f) Conduct gender analysis to assess the development impact of men and women
- g) Ensure that gender needs and concerns are integrated into the implementation plan and evaluate the effectiveness of the policies and programs;

- h) Capacity building programs;
- i) Establish partnership to support gender mainstreaming efforts;
- j) Develop annual work plans for gender mainstreaming activities
- k) Provide organizational capacity for the implementation of all gender activities as outlined in KMFRI Gender Policy.

5.6 Staff

- a) Familiarize with the provisions of this policy
- b) Adhere to the provisions of the policy
- c) Participate in gender mainstreaming activities
- d) Report any violations of the policy

CHAPTER SIX

MONITORING, EVALUATION & REVIEW

6.1 Monitoring and Evaluation

Monitoring will be cardinal to the effective and efficient implementation of the KMFRI Gender Policy. This entails the collection, analysis and use of the data and information to determine the progress of implementation.

Periodic evaluation of programme processes with a view to using the findings for programme improvement and planning, and impact assessment will be an integral part of the design, development and implementation of the Policy. Consequently, gender-responsive monitoring and evaluation mechanisms will be instituted. Activities in this area will include identification of gender responsive indicators and targets, training of implementing personnel on monitoring and evaluation concepts and procedures, conducting the monitoring and evaluation, and using the findings for planning interventions.

6.2 Review of Policy Document

This Policy shall be reviewed after three years or as need arises to take into account emerging issues and trends.

The principles, strategies and the organization's arrangements outlined in this gender policy, represent the pursuit of the recognition of the equality of all persons by the Constitution of the Republic of Kenya, and the respect of the human rights provided for in the Universal Declaration of Human Rights that all organizations provide equal opportunity for both men and women citizens.