



FAMILY HEALTH OPTIONS KENYA

Your Health, Our Concern

GENDER POLICY

MARCH 2015

FOREWORD

This policy to be referred to “Family Health Options Kenya (FHOK) Gender Policy” shall come into effect in June 2015 and will remain into effect until such a time that there is need for revision to address the needs of FHOK.

The terms and conditions in this policy will be updated periodically and may be changed at any time. All changes to this policy require to be approved by the National Executive committee (NEC)

This policy is published as a major step in ratifying a concise form of the gender equality procedure in FHOK which is a body of pacts and extracts from WHO gender policy, IPPF gender equality policy (Revised 2014), International human rights instruments, FHOK Human Resource Manual, FHOK constitution, Kenya constitution (2010), Kenya’s Sessional No. 2 of 2006, Kenya’s gender equality policy (2011), and IPPF policy guidelines among others.

The primary objective of this work is to harmonize the various sources for improved uniform gender equality practices in FHOK.

FHOK believes that women, men, girls and boys are actors in and beneficiaries of sustainable health development. This policy is intended to guide the organization in her work of leading positive transformations around the social order with a view of having equity, equality and full enjoyment of human rights for all (including the volunteers, staff, partners, collaborators and interested groups).

In adopting the gender mainstreaming strategy, FHOK is aware that this strategy is utilized to bring deliberate attention on how women, men, girls and boys are and involved, affected reached, influenced and involved. Research confirms the importance of gender equality, not only as a fundamental human right, but also as essential to poverty reduction and improved living standards, sustainable economic growth, effective and accountable governance. Despite women’s essential productive and reproductive roles, they have significantly less access than men to resources, assets, knowledge, community management and decision making. Gender equality is therefore crucial for sustainable development as well as attainment of post sustainable development goals. Gender mainstreaming is achieved through formulation of the Gender Policy, which gives equal opportunities to all irrespective of their gender, sex, age, health status and disability.



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NEC Chairperson

30th April, 2015

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ACRONYMS

CEDAW-Convention on Elimination of All Forms of Discrimination against Women

CRC- Convention on the Right of the Child

CSOs- Civil Society Organizations

FGM- Female Genital Mutilation

FHOK- Family Health options Kenya

GBV- Gender Based Violence

HR- Human Resource

IPPF- International Planned Parenthood Federation

MAs- Members Association

MDG- Millennium Development Goal

NEC- National Executive Committee

NGOs - Non-Governmental Organizations

NPDG- National Policy on Gender and Development

SGBV- Sexual Gender Based Violence

SMT- Senior Management Team

SRHR- Sexual Reproductive Health and Rights

SRH-Sexual and Reproductive Health

UN- United Nations

WHO- World Health Organization



DEFINITION OF TERMS

- Access:** To obtain resources, benefits, information, decision-making for example is influenced by acceptable gender and the established gender division of labor.
- Affirmative Action:** A policy or programme of taking steps to increase the representation of certain designed groups seeking to redress discrimination or bias through active measures in education and employment. It is usually achieved through discrimination against other groups.
- Empowerment:** A process through which men, women, boys and girls acquire knowledge, skills and attitudes to critically analyze their situation and take appropriate action to change the status quo of the underprivileged and other marginalized groups in society.
- Gender:** This refers to the socially and culturally constructed differences between men and women; as distinct from sex which refers to their biological differences. The social constructs vary across cultures and time.
- Gender Analysis:** This recognizes, analyzes and informs action. It addresses inequalities that arise from different roles of men and women; the unequal power relations between them; and other contextual factors like: ethnicity.....
- Gender Audit:** This is a participatory course orientation, employment, citizenship, etc. and a tool for identifying challenges to integrating gender in the organization's systems and operations and in programs and projects. It refers to assessment of organizational performance on the elevation of gender equality in order to initiate gender related analysis and activity in organizations and programmes; monitor implementation of gender equality policy commitments; translating them into action and impact; document ting and disseminating good practice
- Gender-Based Violence:** Refers to any act of violence that results in, or is likely to result in physical, social, economic, mental, sexual or psychological harm or suffering to women, girls, boys and men on the basis of gender.
- Gender Discrimination:** Refers to unequal or preferential treatment of individuals or groups on the basis of their gender that results in reduced access to/or control of resources and opportunities



- Gender Equity:** Refers to the practice of fairness and justice in the distribution of benefits, access to and control of resources, responsibilities, power, opportunities and services.
- Gender Equality:** Refers to the equal treatment and personal conception of oneself as male or female (or rarely, both or neither). This concept is intimately related to the concept of gender role, which is defined as the outward manifestations of personality that reflect the gender identity. The identification may not correspond with the sex assigned at birth. It includes both the personal sense of the body which may involve, if freely chosen, modification of bodily appearance or function by medical, surgical or other means, and other expressions of gender including dress, speech and mannerisms. In the scenarios of intersex and transgender individuals do not always match the sex assigned to them. Transgender individuals generally choose to dress and present themselves as the gender with which they identify rather than their birth hormones or surgery. Intersex and transgender people should be treated as the gender with which they identify and referred to by their chosen name and pronoun.
- Gender Needs:** Arise from the four components cited above. Since men and women have different gender roles, do different types of work, have different degrees of access to services and resources, and experience unequal relations, the needs of men and women are different. The practical and strategic gender needs concepts are used to identify and address gender needs.
- Gender Parity:** It is a numerical concept referring to equal number of girls and women, boys and men relative to their respective numbers in the population.
- Gender Transformative:** The fact that gender is central to promoting gender equality and achieving positive development outcomes is expressed by gender transformative. Policies and programmes aim to change gender norms and promote relationships that are fair and just. Gender transformative programming aims to build equitable social norms and structures; advance individual gender equitable behavior; transform gender roles; create more gender equitable relationship; advocate for policy and legislative change to support equitable social systems.
- Participation:** A general term used to refer to enrolment, retention, progression, performance and transition.
- Power Relations:** Refers to capacity of individual or group to initiate action and determine outcomes which change existing social, political and economic systems and norms, to equalize gender relation



- Provisions:** Refers to policy pronouncements on action to be taken.
- Sex:** Refers to the biological and physiological characteristics that define men and women. Sex differences are concerned with male and females physiology. While these sets of biological characteristics are not mutually exclusive as there are individuals who possess both, they tend to differentiate humans as males and females
- Sex orientation:** This denotes to individual's capability for emotional physical and sexual attraction to, and intimate and sexual relation with, individuals of a different sex (heterosexual or the same sex (homosexual or more than one sex (bisexual)
- Sexual violence:** This is any sexual attempt to acquire sexual act, unwanted sexual comments or advances or acts to traffic or otherwise directed against a person's sexuality using coercion by any person regardless of their relationship to the victim in any setting, including but not limited to home and work. A wider range of sexually violent acts can take place in different circumstances and settings
- Sexual Harassment:** Unwanted acts of sexual nature that cause discomfort to the harassed. They include words, persistent request for sexual favors or dates, gestures, touching, uninvited sexual overtures, coerced sexual intercourse and rape.
- Strategic Interests:** Refer to long term non-material needs. They focus on getting more choices, more options and more say.
- Transgender:** It is an umbrella term relating to a person whose self-identity does not conform unambiguously to conventional notions of male or female gender



INTRODUCTION

Family Health Options Kenya (FHOK) was founded in 1957 and got affiliated to IPPF in 1962. The Organization is composed of volunteers, staff and clients who are spread across Kenya. FHOK recognises gender equality as a human right and is committed to a human rights framework which prohibits any exclusion or restriction on the bases of sex, age, gender, marital status, disability and health status. FHOK gender policy is pursued within the context of its stated vision which is “All people exercising their sexual rights and accessing quality sexual reproductive health services” and her mandate to “empower women, men, girls and boys to participate in and benefit equally from any development process,” and to ensure the needs, rights and experiences of those in the organization are reflected in respective policies.

Goal

The overall goal of the Gender Policy at FHOK is to strengthen gender equality with a clear vision around delivering its services, policies, procedures and practices based on equality between men and women. This policy will work towards ensuring gender equality and women’s empowerment and mainstreaming of needs and concerns of women ,men, girls and boys involved with FHOK at all levels and spheres of decision making and development so that they can participate and benefit equally from any development initiative.

Policy Objectives

This Gender Policy seeks to contribute to strengthening in the gender equality work in FHOK by giving due attention to gender considerations and promote equality between women and men, girls and boys. Specifically, the policy seeks to:

- 1) Provide equity and equality of women and men throughout their life cycle and ensure that interventions do not promote inequitable gender roles and relations
- 2) Increase coverage, effectiveness and efficiency of interventions to promote gender equality in decision making
- 3) Provide quantitative and qualitative information on the influence of gender on diverse sectoral issues
- 4) Provide capacity building supported by knowledge sharing and research on gender issues
- 5) Support all FHOK systems on how to undertake gender responsive planning, implementation and evaluation of policies, programs, projects and service provision

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



- 1) Strengthening the institutional procedures which ensure that the needs of women and men, girls and boys are all met equitably with a view to vulnerability reduction of service and information provision
- 2) Institutionalize data collection to ensure that data on beneficiaries is disaggregated by sex for needs assessment and that program planning and gender analysis is integrated into program design, delivery, monitoring and evaluation
- 3) Formulating measures to ensure that gender specific vulnerabilities and capacities of men and women are systematically identified and addressed
- 4) Reviewing and enhancing strategies for capacity building in gender mainstreaming as part of institutional development programs with special attention to staff, and volunteers training on gender analysis skills
- 5) Ensuring that reporting and accountability mechanisms for activities and results in gender mainstreaming are put in place. This includes performance evaluations, budget allocation analysis and action to enable the full participation of women and men on an equal and meaningful bases in development activities of FHOK at all levels
- 6) Establish gender research and documentation activities to systematically collect, analyse, disseminate and utilize gender related knowledge within and beyond FHOK

MANDATE

Globally, gender inequality is recognised as the basic cause of poverty and exclusion. The mandate emanates from international human rights instruments such as CEDAW, CRC and Beijing platform of action of which Kenya is a signatory.

The FHOK mandate emanates from the Kenya National Policy on Gender and Development, NPGD (2000) which spells out a policy approach of gender mainstreaming and empowerment of women and clearly states that it is the right of women, men, girls and boys to participate in and benefit equally from development process. The National policy also provides a framework for mainstreaming gender in all policies, planning and programming in Kenya and puts in place institutional mechanisms to ensure effective implementation. The FHOK gender policy also draws back her mandate from IPPF Gender Equality Policy (Revised May 2014) as emanated and observed from respective international human rights instruments in which IPPF's declaration of sexual rights is based. FHOK constitution is also a benchmark to the gender policy as stipulated in article 3 (d) – FHOK's aims and objectives among others is to advocate for gender equity and equality at all levels while article 3(m) advocates for the basic human rights of all women, men and young people to make free and informed choices regarding their own SRH rights. In article 7(a) "FHOK shall not discriminate on the grounds of race, creed, ethnic origin, political belief, gender, disability, sexual orientation or age, in recruiting staff, or in any other aspects of its work in approving application for membership, providing information or services, in recruiting staff, or in any other aspects of her work"

Republic of Kenya (2011); National Policy on Gender and Development

Convention on the Elimination of All Forms of Discrimination against women (CEDAW); (1994) the Cairo Program of Action,

Convention on the Elimination of All Forms of Discrimination against women (CEDAW); (1995) the Beijing Platform for



The overall mandate therefore is to promote gender equality through gender mainstreaming in the organizational development process, capacity building, social protection, community participation and partnerships. These strategies are informed by and consistent with the objectives under the social pillar of the Kenya Vision 2030 and MDGs, and also IPPF Gender Policy. This Gender policy therefore provides a framework for mainstreaming gender in all FHOK policies, planning and programming and puts in place institutional mechanisms to ensure effective implementation.

PURPOSE

The purpose of this **Gender Policy** is to institutionalize the IPPF Gender Policy and the Kenya National Policy on Gender and Development. Both Policies articulate institutional gender mainstreaming and empowerment.

This policy is designed to provide a framework for the conceptualization, design, implementation, monitoring and evaluation of FHOK's programs within and externally with partners and collaborators.

CONTEXT

Gender mainstreaming is the current international approach to advancing gender equality and equity in society. Gender issues are critical and gender mainstreaming within society has clearly been established as a global strategy for promoting gender equality in the Beijing Platform for action.

FHOK like other organizations faces an impact of dynamic environmental forces which influences her programs, functions and activities internally and externally hence this policy.

As evidence demonstrates, when gender equality is upheld, economies tend to grow faster, the poor move quickly out of poverty and the wellbeing of men, women and children is highly improved.

In Kenya, since 2000 there appears to have emerged some intensified energies that have resulted to several policies and initiatives such as - The National Policy on Gender and Development (2000); Sessional Paper No.2 (2006); Vision 2030 and the MDGs among others. At the sectoral level there exists various gender responsive policy initiatives that FHOK was involved as they got crafted for service delivery environment. Those included: Adolescent Reproductive Health and Development Policy and Plan of Action (2005-2015), Gender and Education Policy (2007), National Policy for the Abandonment of FGM/C (2011) among others.

Gender mainstreaming requires incorporation of gender perspective into all policies, plans, programs and projects to ensure that these impact equitably on women and men, boys and girls.

GUIDING PRINCIPLES

This policy is constructed on the following guiding principles:

1. Reflecting FHOK's commitment to human rights and empowerment of women and girls. This policy reflects the importance that FHOK places on actively supporting women and girls at all levels to become leaders and to participate on an equal basis with men. FHOK believes that equitable participation of women and girls from all socio-economic groups in all aspects of the

organization's work will empower them in their diverse identities and enable them to acquire the relevant knowledge and confidence to promote their SRHR.

2. Employees have different individual needs and experiences. They experience gender based discrimination in a variety of forms. Policies, programs and services must seek to be transformative in addressing gender specific differences and the underlying structural inequalities that sustain them. Women and men also have different needs and experiences as well as different sexual health risks. Gender inequalities often serve as additional social, economic and bureaucratic barriers to how individuals promote and protect their sexual reproductive health and rights. Gender should therefore be mainstreamed in all policies, programs and structures of the organization with enabling environments created for all to influence and benefit from the said policies, programs, services and information.
3. In sexual reproductive health area, women bear the largest share of costs, dangers and burdens in mental, psychological, physical, social and economic aspects of life. Application of gender equality to all issues in FHOK must be observed including social division of labor, board or committees representation and any institutional decision making process.
4. FHOK recognizes and promotes the crucial role of men and boys as partners in ensuring women's and girls' sexual and reproductive health and to addressing underlying power and gender inequalities such as in the contexts of employment and service delivery.
5. FHOK believes that working with all gender identities translates into promoting gender equality.
6. FHOK is committed to working with all people to realize a world where they can enjoy their sexuality without stigma, discrimination or fear within the organization and beyond.
7. **Gender equality** is achieved when all individuals are equal in every aspect of their lives, regardless of their gender identity. It does not imply that they are all the same, but that they have equal value hence be treated in way that ensures equal outcomes, not just equal opportunities. Unequal status and unequal knowledge or resources access in a community entails that special measures and affirmative action be invoked to address the same.
8. This policy reflects the standing of FHOK in workplace safety and its integral link to physical and mental wellbeing. FHOK has an obligation to ensure that individuals are free from all forms of sexual and gender based harassment and violence in the workplace and when travelling from their workplace.
9. **Implementation** is achieved through the use of all available mechanisms in FHOK with support of senior management and periodically and consistently monitoring with report to the appropriate governing body. Establishing and strengthening the human capital of respective players in the integrated program areas and also allocating adequate resources.
10. **Programmatic delivery Focus** should cover policy interventions which are primarily directed at the organizational programmatic deliverables.

To factionalize this policy, FHOK management should undertake actions that transform relationships of power including promoting programmes that empower individuals (especially those individuals who are marginalized on the basis of their sex and gender) and making efforts to advance their sexual and reproductive health and rights.

11. **Gender analysis** (based on age and sex disaggregated data) should be undertaken, throughout the program cycle and by:
 - a. making every effort to implement programmes that lead to empowerment, including into leadership positions;
 - b. ensuring availability of services that actively address unique gender needs across the lifecycle;
 - c. engaging all, including men and boys, in sexual and reproductive health efforts and as allies in reducing gender inequality;
 - d. preventing, mitigating and responding to sexual and gender based violence including intimate partner violence and sexual violence in humanitarian emergencies, and promoting sexual and reproductive health and rights;
 - e. tackling social norms that hinder meaningful participation on an equal basis, including but not exclusively: son preference; early and forced marriage; intimate partner and domestic violence; and, female genital mutilation (FGM);
 - f. creating and/or strengthening gender equality concerns and perspectives with partners; linking with those who work to promote women's rights and sexual rights including in service delivery, programming and advocacy;
 - g. undertaking analysis of gender disaggregated roles and work patterns taking women's work load and care work into consideration;
 - h. responding to the needs of most at risk groups, specifically; those with disabilities, sex workers, those who use drugs, those in institutions and those trafficked for sex;
 - i. building staff capacity on gender perspectives and the effect of gender inequality on individual's access to services and human rights, including perspectives on sexual orientation and gender identity;
 - j. reviewing internal policies relating to spousal/partner consent for access to services (e.g. for using family planning and /or emergency obstetric care)
 - k. making deliberate and focused efforts to promote meaningful participation in the programme cycle, including for adolescent girls and boys.
12. **Governance** undertakes the responsibility to have the policy operationalized. FHOK management should practice affirmative action in order to alter the balance in the numbers of men and women at all levels of decision-making in volunteer bodies of FHOK in favour of gender parity. In promoting the gender equality in decision making, FHOK commits to adopt approaches that strengthen the involvement of women in all decision making process. The management responsibility to ensure that the gender policy is implemented shall be facilitated by three main aspects:

- i. Commitment to promote a system-wide responsibility and accountability for gender equality mainstreaming
- ii. Presence of an institutional framework to guide policy implementation
- iii. Resources and management will strategically position and allocate adequate resources

13. Operationalizing affirmative action would include:

- a. making additional efforts to recruit and promote women candidates when posts come up for election;
 - b. giving preference to eligible women where there is a choice of candidates;
 - c. sending more than one representative to a regional or international body (where MAs are permitted to do so) to ensure equal representation
14. **Human Resource and development focus** on integration of affirmative action in employment policy (while respecting national legislation) to certify gender parity mainly in decision making positions at all levels. This should be ensured by FHOK NEC and SMT. Operationalizing affirmative action in employment would include :
- a. active recruitment to high-level decision-making and high-salaried posts, as well as other posts with the objective of achieving at least 50 per cent representation by women in all posts at all levels;
 - b. recruitment and promotion of young women;
 - c. recruitment and promotion of staff from diverse backgrounds;
 - d. have a gender sensitive and gender balanced recruitment panel.
 - e. all HR policies, practices and decisions shall integrate and promote equally
 - f. ensuring that resources are committed to continuous gender training activities to strengthen accountability for gender equality of all and ensure that in recruitment and staffing there is general knowledge of gender and demonstrable commitment to gender equality
 - g. incorporate the gender policy in all induction materials and documents for new staff design mechanisms to ensure gender balance of staff at all levels

14. **Mainstreaming in the Workplace**

To ensure gender equality in the workplace and effective implementation of this policy, related policies will need to be audited to ensure compliance (while respecting national legislation). This should include, inter alia:

- a. ensuring equitable representation and participation in senior management and relevant decision making committees;
- b. ensuring equal opportunities for personal development, in training, working conditions and promotion benefits, and reviewing up-take in these opportunities;



- c. Providing an enabling work environment so as to ensure the meaningful participation and a work/life balance for working parents – this includes, but not limited to: providing flexible working hours; developing home-working policies;
- d. ensuring equal pay and reward structures for all employees. This requires every part of the organization to conduct equal pay reviews to identify any imbalances and implement strategies to address them;
- e. providing maternity and paternity leave for biological parenthood;
- f. reviewing and taking steps to address gender imbalance where it exists within FHOK's structure with the aim of attaining at least 50 per cent representation by women;
- g. identifying trained staff to act as dedicated gender focal point(s) with consistent and structured support from senior management;
- h. Design regular and scheduled training (at appropriate intervals) for all staff on gender sensitization and gender mainstreaming
- i. undertaking refresher training for all staff, to enhance understanding and ensuring that gender perspectives are integral to new staff induction processes;
- j. ensuring that staff's access to and use of information and knowledge that is gender equitable and that training and career development opportunities are shared equally amongst female and male staff;
- k. strengthen staff capacity for collection and evaluation of gender related information and knowledge
- l. identification and procurement of relevant gender resource materials for staff training and reference

15. Work Place Safety

Providing a safe and secure environment, for all staff in FHOK to be free from sexual and physical harassment, sexual and psychological, mental violence and any form of bullying. This will require:

- a. Developing and implementing policies on sexual and gender based violence, including violence against women that specifically consider the needs of the staff members experiencing harassment and violence that protects and promotes the human dignity of all members of staff(whether inside or outside the workplace). This should include: taking time off work for medical, psychosocial support, and social benefits appointments; confidentiality; and security while at work.
- b. Extending work-related considerations as the situation requires, including secure transport facilities for staff who work late hours and ensuring security measures along with minimum basic facilities for those travelling in the field and those at personal risk on the basis of their gender



- c. Ensuring that dispute resolution mechanisms are not merely available, but are also easily accessible and effective regardless of difference or disadvantage and responsive to the needs of all

16. Gender should be mainstreamed into all FHOK programmes, budgets, strategic plans and policies and should be systematically monitored and evaluated at all levels of the organization on a continuous basis.

17. Gender Audit

Recognizing existing gaps and challenges in pursuit of FHOK commitment to achieve gender equality in all aspects of her work. Responsibility for implementation and oversight of this policy will include the following:

- a. creating mechanism to ensure the auditing and ongoing monitoring and assessment of policies, programs and procedures for gender responsiveness
- b. the implementation and reporting of progress will be the responsibility of the management;
- c. the monitoring and oversight of implementation and progress and accountability for lack of progress is the responsibility of the respective governance structures at all FHOK governance bodies
- d. gender audits should be conducted at all levels to establish baseline information and set targets that should be achieved in a defined period of time. The gender audit should assess: programme delivery; governance; recruitment; mainstreaming in the work place; sex disaggregated numbers of volunteers and employees; positions disaggregated by sex and salary; leave practices; work place safety practices etc. Progress reports should be compared to baseline and shared within the relevant part of the organization and support organizational learning in FHOK;
- e. frequent monitoring of the gender balance in FHOK to determine its – wide gender representation at every level of the organization including FHOK governing body, management, regional and county bodies

18. Research, Knowledge Building and Sharing

To develop research and training programs that contribute to the empowerment of women and the achievement of gender equality with a view to promote information and knowledge sharing with donors, CSOs, government agencies and other actors. FHOK will:

- Create synergies for knowledge management and information exchange
- Strengthen the capacities of staff, volunteers and partners to integrate gender perspectives in policies, programs, projects and activities
- Undertake action oriented research from a gender perspective that will have concrete impact on policies, programs, projects and activities



APPENDIX 1

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APPENDIX 2

SUGGESTED STEPS/ACTION: THE DEVELOPMENT OF IMPLEMENTATION PLAN

Actions	Responsibility	Time Line	Remarks
1. Conduct a rapid gender baseline assessment of the FHOK (structures, documentation, policies, ratified conventions, human resources available	KNOWLEDGE TEAM	MAY 2015	DONE
2. Develop an annual action plan that is costed and elaborates responsibilities, targets and timelines for change	HR		ONGOING
3. Organize for the policy to be approved by the board of volunteers in charge	ED		DONE
4. Establish performance indicators as benchmarks to measure the implementation of the Policy	KNOWLEDGE TEAM		ONGOING
5. Identify a Senior Manager who will be accountable for Policy implementation, monitoring and evaluation	SMT		DONE
6. Develop a communications strategy to promote the policy at all levels including among partners	COMMUNICATI ON OFFICER		ONGOING
7. Identify and assign gender focal person with clear terms of reference	SMT		ONGOING
8. Identify staff from each department /unit to act as gender liaisons/champions	SMT		ONGOING
9. Prepare a gender package for the new staff induction processes	HR		DONE
10. Undertake refresher training for all staff and the board of volunteers , to enhance understanding	KNOWLEDGE TEAM		ONGOING
11. set up a gender disaggregated collecting data mechanism to assess progress in work place policies, procedures and practices	M&E		DONE
12. Review progress on implementation of the policy on annual basis and present report to Governing body and ARO Gender Adviser	ED		ONGOING
13. Conduct gender audit within the first year of implementation of the Policy	KNOWLEDGE TEAM	JUNE 2016	PLANNED
14. Establish a sequential timeline for evaluating the policy and revise where necessary	KNOWLEDGE TEAM		DONE
15. Integrate key actions on gender equality within FHOK Strategic Plan, other policies, and procedures.	KNOWLEDGE TEAM	JULY 2015	PLANNED

