



KENYA NATIONAL LIBRARY SERVICE

GENDER MAINSTREAMING POLICY

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Abbreviations and Acronyms

AIDS	Acquired Immune Deficiency Syndrome
BPA	Beijing Platform of Action
CEDAW	Convention on the Elimination of all forms of Discrimination
CRC	Convention on the Rights of the Child
CSOs	Civil Society Organizations
EOE	Equal Opportunity Employer
ERS	Economic Strategy Paper
GAD	Gender and Development
GBV	Gender Based Violence
HR	Human Resources
HIV	Human Immunodeficiency Virus
KNLS	Kenya National Library Service
MDGs	Millennium Development Goals
NGO	Non Governmental Organizations
NPEP	National Poverty Eradication Plan
SGBV	Sexual and Gender Based Violence
SOP	Standard Operating Procedures
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organization
WID	Women in Development
PRSP	Poverty Reduction Strategy Paper

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.

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
Gender Transformative Policy	A policy that takes into account the needs of men, women, boys and girls. Women also seek to transform the existing gender relations to be more equitable through the distribution of resources and responsibilities
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 favour, gestures, touch, suggestions coerced sexual intercourse or rape

Preface

The Kenya National Library Service Board was established in 1965 through an Act of Parliament Cap 225 of the laws of Kenya and mandated to promote, establish, equip, maintain, manage and develop libraries throughout the country. Both men and women at KNLS play important roles in contributing to the development of Library and information services in Kenya.

Gender Mainstreaming is a globally accepted strategy for promoting gender equality. Mainstreaming is not an end in itself but a strategy, an approach, a means to achieve the goal of gender equality. Mainstreaming involves ensuring that gender perspectives and attention to the goal of gender equality are central to all activities - policy development, research, advocacy/dialogue, legislation, resource allocation, and planning, implementation and monitoring of programmes and projects.

As defined by the United Nations, gender mainstreaming is: "... the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, 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 programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated."

The Kenya Vision 2030 is intended to guide the country's development process with the aim of making Kenya a globally competitive and prosperous Nation. The Vision has three pillars, namely, the Economic Pillar, the Social Pillar and the Political Pillar. The economic pillar aims at achieving an economic growth rate of 10% per annum and sustaining the same until 2030. The social pillar seeks to create a just, cohesive and equitable social development in a clean and secure environment. The political pillar aims at realizing an issue-based, people-centred, result-oriented and accountable democratic system.

The overall objective of gender equality policy is a society in which women and men have the same opportunities, rights and obligations in all major spheres of life. Gender mainstreaming is a development issue and therefore plays a critical role in building a just, cohesive and equitable society. Gender equality is important, not only as a fundamental human right, but is also essential to poverty reduction and improved living standards, sustainable economic growth, and effective and accountable governance.

This policy will provide KNLS with an overarching leadership in engendering its activities, policies and programmes at all levels in the execution of its mandate.

Acknowledgement

The development of the KNLS Gender mainstreaming Policy has come at a time when Kenya is in the process of implementing the Vision 2030 aimed at making the Kenya a middle level income country by 2030. This is a milestone for the KNLS Board in making its contribution towards attainment of the vision. The KNLS Board wishes to acknowledge the contributions of the KNLS gender mainstreaming working group on gender mainstreaming for their efforts, dedication and teamwork in realising this policy.

Special gratitude goes to Rose Wasike, a consultant in gender affairs for the indispensable role she played in sharing the theoretical foundations and insights on gender and guiding the KNLS gender mainstreaming working group in the development of this Policy.

The Board also wishes to thank, all stakeholders who participated and contributed at all the Stakeholder's Forum on the Gender mainstreaming policy.

Finally the Board wishes to thank the Director of KNLS for continued support to the gender agenda at KNLS culminating to the development of this policy.

Chapter One

1.0 Introduction

1.1 Background

Kenya National Library Service (KNLS) Board is a State Corporation established by an Act of Parliament Cap 225 of the Laws of Kenya (1965), to provide library and information services to the Kenyan public. The Board is mandated by the Act to: promote, establish, equip, manage, maintain and develop libraries in Kenya. Major policy makers reside at the Corporate Head Office in Nairobi. To date a network of fifty-seven (57) branch libraries have been established countrywide with staff establishment of 685 of which 407 are males and 278 are females. It serves a large clientele of library patrons and has many programmes and activities geared towards promoting reading culture. It enjoys support from various development partners to perpetuate the role of library and information science.

A Gender Audit at KNLS reveals that men form 59% and the women 41% of the staff establishment (As per the February 2011 Staff Establishment). Men form 57% and women form 43% of the senior management, men stand at 60% and women at 40% of the middle level management, men form 52% and women 48% of the lower level management and finally the men form 60% and women form 40% of the unionisable staff.

Attainment of gender equity and equality in KNLS is therefore a core development issue and goal in its own right. Towards the accomplishment of this goal, KNLS has developed this Gender Policy, which provides a comprehensive framework of the principles and strategies to be pursued in order to achieve gender equity and equality. It also acknowledges on-going initiatives in bridging the gender gaps in employment and provision of service, and identifies special measures that KNLS should take to redress the identified gender inequities and inequalities.

Vision:

A National centre of excellence that preserves and disseminates information for knowledge and creativity

Mission:

To make information resources available and preserve the national imprint for use by all communities through utilization of appropriate technology.

1.2 Legal and Policy Context

The commitment of KNLS to attain gender equity and equality is underlined in various National and International legal and policy documents. Both the Constitution of Kenya and the *Employment Act (2007)* outlaw discrimination on the basis of gender and emphasize social justice and equal opportunities, terms and conditions of employment, or other matters arising out of the employment.

The National Policy on Gender and Development (2000) recognizes that it is the right of men, women, boys and girls to participate in and benefit from development and other initiatives. It is a policy that seeks to help Kenya meet its development goals and establish women and men-friendly institutions. The policy advocates for new strategies aimed at

ensuring greater participation of women and equal access to development resources and distribution of benefits.

The National Commission on Gender and Development Act 2003 provides the framework for mainstreaming gender in all sectors, pledges to enforce a policy of equal opportunities, and stipulate measures for gender mainstreaming in the empowerment sector. Other government documents that address gender issues are *Sessional Paper No. 2 of May 2006 on Gender Equality and Development*, *National Poverty Eradication Plan (NPEP)*, *Poverty Reduction Strategies Paper, (PRSP 2001-2004)*, *Economic Recovery Strategy Paper (ERS 2003-2007)* *Vision 2030* (social pillar-Investing in the people of Kenya. Gender Equity - men and women enjoying a high quality of life and equal opportunities).

The Government is also a signatory to International Protocols relating to gender mainstreaming, including *Convention on the Elimination of all forms of Discrimination against Women (CEDAW) 1979*, *United Nations Declaration of Violence against Women 1993*, *Beijing Declaration and Plan of Action (1995)*, *United Nations Millennium Development Goals (MDGs) 2000* as well as *goals of the African Union*.

All these documents reiterate the need to eliminate all forms of discrimination, promote gender equality, gender inclusion and empowerment. The documents also set goals and targets for achievement.

Through this policy, KNLS reaffirms its commitment and determination to address legal and policy issues, procedures and practices which will serve to ensure equal rights and opportunities for women and men in all the spheres and structures of the Board.

1.3 Gender Status in KNLS and on-going Initiatives to address Gender Disparities.

A Gender Audit at KNLS reveals that men form 59% and the women 41% of the staff establishment (As per the February 2011 Staff Establishment). Men form 57% and women form 43% of the senior management, men stand at 60% and women at 40% of the middle level management, men form 52% and women 48% of the lower level management and finally the men form 60% and women form 40% of the unionisable staff.

In recognition of the importance of gender equity and equality, KNLS has developed strategies to address gender in the organization.

- KNLS has set up a Gender Office to mainstream gender in the organization. The role of the Gender Officer is to provide leadership in the implementation of gender policies, plans and programme in the organization.
- A Gender Mainstreaming Committee has been instituted to facilitate gender mainstreaming.
- Inclusion of Gender Mainstreaming in the Performance Contract as one of the performance targets.
- Mainstreaming of Gender in welfare issues; implementation of maternity/paternity leave.

1.4 Justification for Gender Policy in KNLS

A comprehensive gender policy framework is essential in order to guide gender mainstreaming in KNLS. A Gender Policy is critical in the elimination of gender disparities and enhancement of gender equity and equality in KNLS through systematic programming of target interventions.

The aim of KNLS Gender Policy is to establish mechanisms to eliminate all gender disparities in access to employment, recruitment and selection, retention, performance evaluation and promotion, training and career development, working arrangements and budget allocation quality and outcomes.

1.5 Goals and Objectives

1.5.1 The Goal

The overall goal of this policy is to establish a clear vision and framework to guide the transformation process of developing policies, procedures and practices which will serve to ensure equal rights and opportunities for men and women in all spheres and structures of the Board, and equal employment opportunity to contribute to the economic growth and sustainable development in Kenya.

1.5.2 Objectives

In particular the Gender Policy aims at achieving the following objectives;

- i). Mainstreaming gender at all levels, policies, programmes and activities, planning, implementation and budgeting processes.
- ii). Facilitating the creation of an enabling environment for full development of individual potentials of men and women in the Board by ensuring that organizational work environments are gender responsive, elimination of sexual and gender based violence.
- iii). Providing guidelines that will facilitate equality and equity of opportunities for women and men in terms of accessing knowledge, employment opportunities, services and resources.
- iv). Ensuring equity and equality in treatment of all stakeholders.
 - v). To transform organizational values, norms and practices which hinder promotion of gender equality.
 - vi). Capacity building on gender issues for employees.
 - vii). Establishing and strengthening existing gender networks.
- viii). Facilitation of enhanced budgetary allocation and resource mobilization to implement the policy.

1.6 Scope of Gender Policy in KNLS

The gender policy provisions will apply to all activities and programmes at all levels in KNLS; The policy guidelines, proposals and provisions in this gender policy framework will

apply specifically and directly to all departments and stations in the organizational structures of the KNLS.

1.7 Guiding Principles

- i). Gender equity and equality will be enforced as a cross-cutting theme in all programs and activities.
- ii). KNLS Gender Policy has the mandate to address gender inequalities whether they exist in favour of male or female employees.
- iii). The policy affirms the right to equitable employment opportunities, retention and allocation of resources to male and female employees.
- iv). The policy shall pay special attention to employees with special needs and other minorities.
- v). Affirmative Action will be used as a corrective measure for gender imbalances.
- vi). KNLS will use gender mainstreaming to enhance attainment of gender equity and equality.
- vii). Gender responsiveness and inclusiveness will be upheld ensuring equal participation of male and female employees in governance and management ..
- viii). Empowerment of male and female employees will be used as the main strategy for the achievement of gender equity and equality in KNLS.
- ix). Transparency, accountability and good governance will be upheld within the organization.
- x). Partnership and collaboration in the realization of gender equity and equality will be maintained and the process of developing people's awareness, knowledge and skills on gender issues reinforced.

Chapter Two

2.0 Policy Themes

2.1 Introduction

This chapter discusses the gender issues in KNLS as well as other themes considered critical to gender mainstreaming. An organization that is gender responsive has gender concerns anchored in all its key processes including vision, mission, policies, plans, budgets, programmes, projects and activities.

2.1.1 Policy statement

The KNLS Board is committed to advancing Gender Equity and equality throughout the organization and in its programs. KNLS Board will improve the ability of men and women to work creatively and effectively in the organization and in communities we serve by increasing awareness of gender inequities and by working with women and men to change the conditions that create and maintain them. We will advance gender equity within the institution through our management of human resources and the organizational culture, and within the communities we serve through our programming and our advocacy. Our commitment to this policy will enable us harness the full potential of all women and men and ultimately improve our organizational effectiveness.

2.2 Recruitment & Selection

2.2.1 Situational Analysis and Policy Issues

A Gender Audit at KNLS reveals that men form 59% and the women 41% of the staff establishment (As per the February 2011 Staff Establishment). Men form 57% and women form 43% of the senior management, men stand at 60% and women at 40% of the middle level management, men form 52% and women 48% of the lower level management and finally the men form 60% and women form 40% of the unionisable staff.

2.2.2 Objective

To promote fair recruitment and selection practices, retention, equal distribution of working resources and improve gender balance in the organization;

2.2.3 Strategies

To implement these policies KNLS will employ the following strategies:

- i). KNLS will harmonize staffing levels in cognizance of gender equity, equality and diversity.
- ii). KNLS will institute equal opportunity employment and institutionalize affirmative action so that the gender disparity gaps in all departments and at all levels are reduced in order to attain a male to female ratio of 50:50 in the long run.
- iii). In order to change the profile of KNLS, emphasis will be given to all levels where there is underrepresentation of either sex.

2.3 Training and Career Development

2.3.1 Objective

To promote fair training and career development practices, equal distribution of training opportunities and improve gender balance in the organization;

- i). KNLS will engender training and career development for both local and international opportunities.
- ii). KNLS being a learning organization will institute policies and programmes that support individual, unit and organization growth..
- iii). Capacity building workshops for senior managers on gender management skills and building of gender awareness to all staff to understand gender issues and override the impression that gender rights are for women only. Gender should not be interpreted as women issues.
- iv). KNLS will promote linkages and collaboration in capacity building.

2.4 Performance Evaluation & Promotion

To promote fair performance evaluation and promotion KNLS will engender the process and improve gender balance in the organization.

2.5 Work Environment

Equality of men and women is a guiding principle of KNLS. The management is committed to a safe and productive work environment and considers any form of verbal or physical harassment including any sexual harassment and any other form of gender based violence unacceptable and punishable under the disciplinary process.

To promote a gender responsive work environment KNLS will;-

- i). Pursue policies that are geared towards providing adequate, appropriate and gender responsive facilities for instance the reading tables in the libraries that will promote conducive working environment.
- ii). Strengthen frameworks that will ensure proper planning and allocation of resources to enhance quality and gender responsive working environment.
- iii). Provide facilities that take care of persons living with disabilities.

To implement the above policies, KNLS will employ the following strategies:

- a) Enhance budgetary allocation for provision of gender responsive facilities for private washrooms for lactating mothers, user-friendly facilities for employees living with disabilities.
- b) Promote employee wellness programmes by providing affordable health clubs and resorts.
- c) Implement mitigation plans for HIV/AIDS.
- d) Institute gender-responsive monitoring and evaluation, and accountability for progress and impact assessment.

2.6 KNLS's Governance

KNLS shall institute gender responsive structures in processes by putting in place mechanisms for increased women participation (at least 30% as per government policy) in governance and management processes but with a long term goal of attaining the 50:50 percent for both women and men.

2.6.1 Strategies

- i). To define gender target percentage with a view to moving KNLS to reach 50:50 gender ratio in leadership position and membership in decision making organs. The target which may vary from one department to another should be revised from time to time with a long term goal of attaining at least 50% leadership representation of either gender.
- ii). To put in place clear gender equitable operational procedures when searching and appointing individuals for leadership positions and decision making organs.
- iii). To institute gender accountability and effective mechanisms for holding office bearers accountable for lack of mainstreaming gender in their departments.
- iv). To make knowledge of gender issues and gender responsiveness part of the terms of reference to all office bearers of governance positions in the Board.
- v). Uplift the Board's Gender Office to a level at which it can influence plans, processes, and programmes at various levels and structures of governance as well as facilitate gender mainstreaming in Strategic Corporate Plans.
- vi). To enhance gender responsiveness, the management shall plan from a gender perspective.
- vii). To equip staff with relevant gender skills and capacity.

2.7 Budget Allocation

To facilitate gender mainstreaming initiatives in the organization, KNLS will enhance a budget allocation to facilitate gender mainstreaming initiatives in the organization, engender the corporate budgeting process and promote linkages and collaboration in resource mobilization for gender mainstreaming.

2.8 Gender Based Violence and Sexual Harassment

To prevent and eliminate sexual harassment and gender- based violence;

- i). KNLS will mainstream policies that address Gender Based Violence (GBV) at all levels;
- ii). Establish modalities for dealing with Sexual and Gender- Based Violence (SGBV); and
- iii). Develop and implement a Workplace Gender Based Violence Policy.

2.8.1 Strategies

- i). Review the KNLS Sexual Harassment Policy to include an implementation structure;
- ii). Implement gender-responsive work place safety and security measures;
- iii). Institute empowerment programmes for all staff to support anti-gender violence programmes;
- iv). Institute monitoring, evaluation and accountability measures for progress and impact assessment.

2.9 Gender Organizational Capacity

The Board shall build and strengthen organizational capacity to mainstream gender equity and equality organization-wide, in regard to policies, plans, programmes and activities KNLS will;-

- i). Develop and disseminate policy guidelines and provide direction for gender equity and equality attainment;
- ii). Establish gender structures, such as Human Resources Delivery Committee, Gender Mainstreaming Committee and the Branch Gender Committees;
- iii). Review the position of the Gender Office, and call for volunteers to form a team of Gender Focal Persons
- iv). Continuously organize capacity building workshops for senior managers on gender management skills and building of gender awareness to all staff to understand gender issues and override the impression that gender rights are for women only.

2.10 Partnerships and Collaboration in Gender Mainstreaming

The Board shall establish new and strengthen existing partnerships and collaboration in gender mainstreaming. KNLS will work with partners to:

- i). Continue providing an enabling environment for partner participation, through development of appropriate policies;
- ii). Establish mechanisms and fora to facilitate regular broad-based consultation and joint monitoring and evaluation;
- iii). Establish new and strengthen existing partnerships and collaborations in gender mainstreaming; and
- iv). Domesticate gender-related International Protocols to which the government is a signatory.

2.11 Organizational Culture

KNLS shall promote gender sensitive organizational culture by eliminating all forms of gender oppression, discrimination, and marginalization (low level of gender sensitive organizational culture) and by promoting more progressive gender responsive, social relations.

Strategies

- i). To adopt effective strategies for advocacy processes and campaign and support KNLS community to break silence on organizational culture that is disempowering.
- ii). To conduct gender sensitization programmes for the entire KNLS and make this continuous
- iii). To implement and popularize the anti-sexual harassment policy
- iv). To promote effective strategies for enhancing progressive social relations within the KNLS community
- v). Review the KNLS Sexual Harassment Policy to include an implementation structure;
- vi). Implement gender-responsive safety and security measures;
- vii). Institute empowerment programmes for all staff to support anti-gender violence programmes;
- viii). Institute monitoring, evaluation and accountability measures for progress and impact assessment.

Chapter Three

3.0 Implementation of KNLS Gender Policy

3.1 Introduction

The implementation of KNLS Gender Policy will be a collaborative effort by all levels of the KNLS Structure.

3.2 Implementation Structure and Human Resource Requirements

Effective implementation of the KNLS Gender Policy and co-ordination of gender mainstreaming programmes will be achieved through two organs: Human Resources Services Delivery Committee and Branch Gender Committee.

3.2.1 Human Resources Service Delivery Committee

The Human Resources Service Delivery Committee of the Board will have an overall role of directing the gender mainstreaming initiatives in KNLS.

3.2.2 Gender Mainstreaming Committee

The role of the committee will be:

- i). To provide a physical presence and be the secretariat for coordination and implementation of KNLS Gender Policy; and
- ii). Provide organizational capacity for the implementation of all gender activities as outlined in KNLS Gender Policy.

3.2.3 Terms of Reference for the Gender Mainstreaming Committee

- i). Conduct gender analysis to assess the development impact of men and women and design strategies to mitigate the negative impact of development on the affected gender;
- ii). Ensure that gender needs and concerns are integrated into the implementation plan and evaluate the effectiveness of the policies and programs;
- iii). Coordinate the collection, analysis, and updating of relevant gender disaggregated data within the organization for development of HR Policies on gender based intervention programs;
- iv). Develop Gender sensitive performance indicators to monitor the progress of Gender equality and women empowerment;
- v). Identify gender capacity needs and design appropriate gender specific capacity building programs;
- vi). Establish public/private partnership to support Gender mainstreaming efforts.
- vii). Develop annual work plans for gender mainstreaming in line with KNLS/Government Strategy, policies and programmes; and
- viii). Prepare and implement the budget on gender programs.

3.2.4 Structure of the Gender Mainstreaming Committee

Head of Human Resources	Chairperson
Head of Planning	Vice Chairperson
Gender Officer	- Secretary
HODs and Branch Managers	Members

3.2.5 Branch Gender Committee

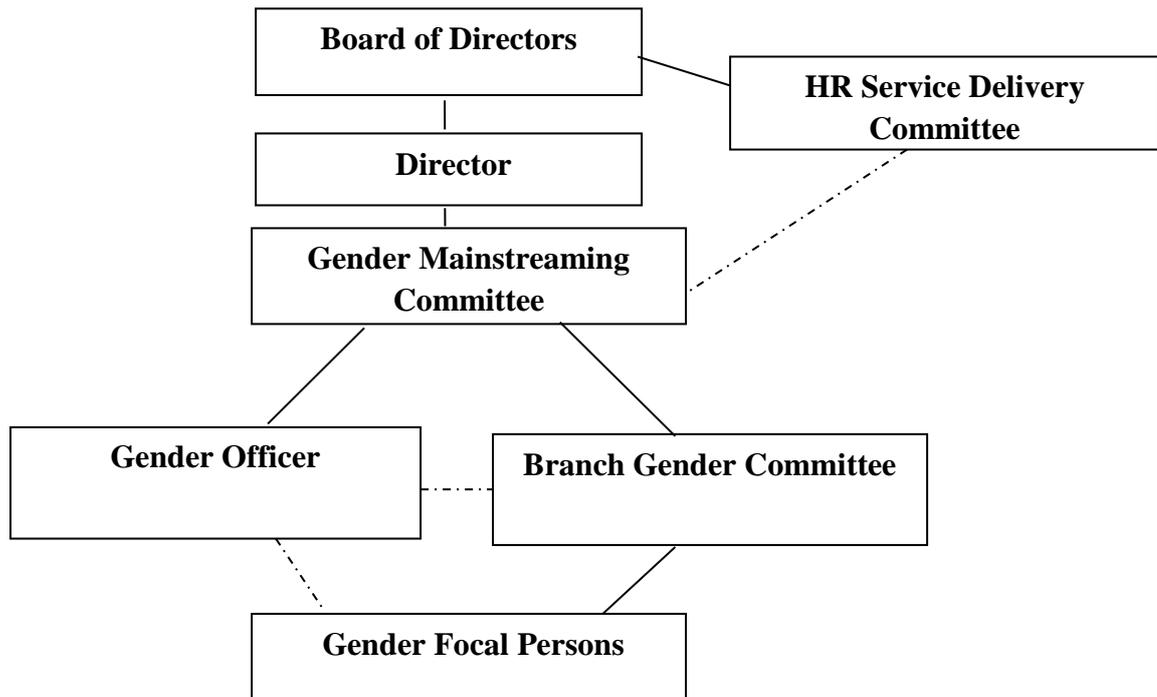
The role of the Committee will be:

- i). To implement Policy Themes
- ii). Provide feedback

3.2.6 Structure of the Branch Gender Committee

Head of Branch	- Chairperson
Secretary	- Human Resources Officer/Assistant
Heads of Section	-Members
Gender Focal Persons	-Members

3.2.7 The Implementation Structure of the KNLS Gender Policy is as shown below:



3.3 Monitoring and Evaluation

Monitoring will be cardinal to the effective and efficient implementation of the KNLS 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.

3.4 Review of Policy

KNLS Gender Policy will be reviewed every five years to take into account emerging issues and trends.

Chapter Four

4.0 Conclusion

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.

The successful implementation of this policy objective will depend on the concerted effort and determined collective effort, willingness, and accountability of all stakeholders within the Board. This policy provides to the Board, both a challenge and an opportunity for promoting and enhancing gender equality and equity through the gender policy objectives.

Issued this -----**30th** -----day of -----**June**---- 2011

Signed -----
Director/CEO

Signed -----
Chairman, knls Board