



NATIONAL POLICE SERVICE

GENDER POLICY

2020 – 2025.

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Foreword

The Kenya Constitution 2010 and the National Police Service Act 2011 provide the framework for development and implementation of the Gender Policy for the National Police Service (NPS), with the aim of providing equal opportunity for all members of the Service and gender sensitive services to all members of the public.

Developing a Gender Policy for the NPS is important at this time in view of the steps that have been taken towards reforming the Police Service. This Gender Policy applies to both male and female members of the service and will provide the guidance by which the members of the NPS will fulfil their responsibilities both internally and externally and will help foster the trust and confidence of the people of Kenya in the police.

The Gender Policy shall guide all members of the NPS in treating men and women in society equally and shall ensure the female and male members of the NPS have equal access to career opportunities and treat each other with respect.

This policy will enable the NPS to appreciate the heterogeneous nature of the members of the service, and their broad range of needs and interests. A gender-blind Institution could directly or indirectly condone exclusionary practices. Embracing a gender policy demonstrates good governance and complies with the requirements of the UN Security Council Resolution 1325 which provides for the equality of women and men in the security sector.

Hilary Nzioki Mutyambai, MGH, nsc (AU)

INSPECTOR GENERAL

NATIONAL POLICE SERVICE

Acknowledgements

Many people and institutions have contributed to the drafting of this policy. Their contributions make the policy an expression of the collective will.

The National Police Service Commission (NPSC) is a partner with the NPS in achieving gender equality in policing. The role of the Commission is to provide oversight and to report annually on the achievement of NPS gender objectives. The National Gender and Equality Commission (NGEC), which has the mandate to promote gender equality and freedom from discrimination for all, is another partner. The NPS thanks its partners for their support in developing the Gender Policy and for providing external guidance when required.

The Gender Policy was developed for the consideration of the Inspector General of Police by a technical working group chaired by Mr. Birech Director of Reforms National Police Service. The working group comprised female and male representatives from the Office of the Inspector General, the KPS, the APS, and the DCI. The Policy is therefore a product of strong cooperative effort and will apply equally to all the Units of the NPS. Thanks are due to this dedicated and progressive-minded team of NPS members who have produced a strong and progressive Gender Policy for the NPS.

Further, thanks are due to REINVENT who have supported NPS in several projects, provided technical support for police reform and for the development of this Gender Policy.

Abbreviations

APS	Administration Police Service
CEDAW	Convention for Elimination of Discrimination Against Women
DCI	Directorate of Criminal Investigation
DIG	Deputy Inspector General
EAC	East African Community
HR	Human Resources
IAU	Internal Affairs Unit
ICT	Information and Communications Technology
IG	Inspector General of Police
IGAD	Inter- Governmental Authority for Development
KPS	Kenya Police Service
NGEC	National Gender and Equality Commission
NPS	National Police Service
NPSC	National Police Service Commission
RAP	Rapid Action Plan
UDHR	Universal Declaration of Human Rights
UN	United Nations
UN WOMEN	United Nations Entity for Gender Equality and the Empowerment of Women

1.0 Introduction

1.1 Background

This Policy constitutes a set of practical directions on how the NPS will mainstream gender considerations throughout its organisation, functions, practices and activities. It will provide the framework for operational procedures that members of the NPS will follow to create a gender-sensitive organisation that upholds the principles of gender equality. Gender mainstreaming is an approach to that takes into account both women's and men's interests and concerns.

The NPS is established by the Constitution of Kenya (2010) and legislated through the National Police Service Act (2011). It is the unifying framework for the Kenya Police Service, the Administration Police Service, the Directorate of Criminal Investigations, and Internal Affairs Unit.

Under Article 244 of the Constitution, NPS is required to comply with constitutional standards of human rights, fundamental freedoms and dignity, to strive for the highest standards of professionalism and discipline, to train staff to the highest possible standards of competence and integrity and to foster and promote relationships with broader society.

To help further its constitutional responsibility, the National Police Service Act requires the NPS to uphold the principle that not more than two-thirds of its appointments shall be of the same gender and, to reflect the regional and ethnic diversity of the people of Kenya. The NPS is therefore founded on a firm human rights and gender foundation as part of institutional transformation.

One of the most pressing concerns for the NPS and globally is the gender imbalance among police personnel. Women have been recruited into the Kenya Police Service (KPS) since the year 1927 while men have been recruited since 1895. In the Administration Police Service (APS), women

have been recruited since 1987 and men since 1902. The quota for women at recruitment is less than the requisite one-third. In 2015/2016 (the last available statistics) only 949 women were recruited out of a total number of 9937 officers recruited, placing the female recruitment at 10% of the overall recruitment. In the same year the total number of women in the Service was 12,611 (this is almost equal to the number of males employed in one year), against a total police service population of 90,422, placing the percentage women in the service at 13.9%.¹

Another challenge for the NPS is that the percentage women in senior ranks and command positions is even lower than the organisational percentage. Given the ceiling on the size of the NPS, and the usual rate of progression through police ranks, it could take more than a decade for the NPS to achieve the desired gender ratio throughout all ranks and levels. This rate of progression would be reasonable as long as there was continuous forward movement, since the NPS will have to make significant organisational adjustments and develop and implement programmes to absorb the minority gender and ensure satisfying careers for them without displacing or discriminating against male colleagues in the NPS.

While there have been some changes to improve gender equality in the NPS, gender discrepancies still exist. Much of the discrimination is systemic, and for that reason is not always recognised. This gender policy is intended to address the discrepancies by providing a framework for gender mainstreaming.

1.2 Vision

¹ NPSC Annual Report 2015/2016.

The vision of the NPS is “A Dignified World Class Police Service.” The vision incorporates the concepts of service, professionalism and respect for the human rights and dignity of the population it serves.

1.3 Mission

The mission of the NPS is “To provide professional police service through community partnership and upholding the rule of law for a safe and secure society”. Society is equally divided between people of both sexes, so the police have the mission to provide a professional police service to both, to provide safety and security to both and, by upholding the rule of law, ensure that both genders have access to and are protected by the law.

1.4 Mandate

The Constitution² sets out the mandate of the Service as to:

- i. Strive for the highest standards of professionalism and discipline among its members.
- ii. Prevent corruption and promote and practice transparency and accountability.
- iii. Comply with constitutional standards of human rights and fundamental freedoms.
- iv. Train staff to the highest possible standards of competence and integrity and to respect human rights and fundamental freedoms and dignity.
- v. Foster and promote relationships with the broader society.

1.5 Core Values

² Article 244 of the Constitution

The core values of the service are justice, integrity, equity, participation, accountability, openness and civility. These values underlie the Gender Policy. In committing to these values, the NPS and every individual police officer and civilian employee will strive to live by them and to apply them in their work.

1.6 Gender Mainstreaming.

The NPS Act recognises that gender mainstreaming is a compulsory Constitutional requirement and provides that the Service shall uphold the principle that not more than two-thirds of the appointments shall be of the same gender³.

³ Section 5 NPS Act

2.0: Normative and Legal Frameworks

2.1: Background

The commitment of the Government of Kenya to attain gender equality is underlined in various national and international legal and policy documents. Kenya is part of a global community that respects the human rights of all gender, without exception. The National Gender and Equality Commission (NGEC) has the mandate to monitor gender mainstreaming compliance by state institutions. The State Department for Gender Affairs has the mandate to gender equality and freedom from discrimination for all, is another partner.

2.2: National Legal Frameworks

At the National level, the Constitution of Kenya 2010 guarantees equality and freedom from discrimination and further elaborates that women and men have the right to equal treatment, including the right to equal opportunities in political, economic, cultural and social spheres. The Constitution also directs that the state shall not discriminate directly or indirectly on any basis, including race, sex, pregnancy, marital status, health status, ethnic or social origin, colour, age, disability, religion, conscience, belief, culture, dress, language or birth.”

In addition, the Constitution outlines the national values and principles of governance that bind all state organs, state officers and public officers. They include, “human dignity, equity, social justice, inclusiveness, equality, human rights, non-discrimination and protection of the marginalized among others.”

Vision 2030 Kenya’s development blueprint aims to transform Kenya into a newly industrialized, middle income country providing a high quality of life and secure environment for all its citizens by the year 2030. In the blueprint, gender imbalance is viewed as one of the key developmental challenges facing the country, and gender is prioritized in the social pillar. Vision 2030 aims to

mainstream gender by addressing access to opportunity, empowerment, capabilities and vulnerabilities. It aims at increasing all round opportunities among women and increase the participation of women in all economic, social and political decision-making processes.

The National Policy on Gender and Development⁴ recognizes that it is the right of all men and women to participate in and benefit from development and other initiatives for the attainment of sustainable development. The policy provides a framework for mainstreaming gender in all sectors and pledges to enforce a policy of equal opportunities

2.3: Africa Legal Frameworks

At the continental level, gender equality is embedded in various continental and regional instruments including: The Windhoek Declaration and Namibia Plan of Action 2000 that demands for effective gender mainstreaming as a standard component of all peacekeeping missions; The African Union (AU) Framework on Security Sector Reform which notes that “security sector reform will adhere to the principles of gender equality and women’s empowerment; The African Union Gender, Peace and Security Programme (2015–2020) a framework for the development of effective strategies and mechanisms for women’s increased participation in the promotion of peace and security; The East Africa Community Treaty 1999 which endorses that women make a significant contribution towards the process of socio-economic transformation and sustainable growth (Article 121 and 122); Gender Mainstreaming Strategy for East African Community (EAC) Organs and Institutions, 2013 whose goal is to facilitate the promotion of more effective gender mainstreaming approaches; East African Community Framework for Gender and Social Development Outcome Indicators for East African Community Development Strategy (2011-2016) which is the Monitoring and Evaluation Tool for Gender and social development; The

⁴ Sessional Paper No. 2 of 2019

International Conference on the Great Lakes Region's Pact on Security, Stability and Development in the Great Lakes Region (2006) commits member states to 'equality between men and women, including the use of positive discrimination policies; and The Intergovernmental Authority on Development (IGAD) has adopted a Regional Action Plan (RAP) for Resolution 1325. This RAP addresses the under-representation of women at the negotiating tables for conflict prevention, management and resolution, the lack of understanding of gender needs in peacekeeping missions and the absence of women from the various levels of security forces.

2.4: International Legal Frameworks

The Constitution of Kenya domesticates International Treaties and Conventions it has ratified through Article 2(6) which provides that any treaty or convention ratified by Kenya shall form part of the law of Kenya. The international treaties and conventions that direct member states to promote the principles of gender perspectives include amongst others, The Universal Declaration of Human Rights 1948 (UDHR) which decries all forms of discrimination in broad and expansive forms; The Convention on the Elimination of All Forms of Discrimination Against Women 1979 (CEDAW) is the most comprehensive International Bill of Rights for women which proclaims that all human beings are born free and equal in dignity and right; and the United Nations Security Council Resolution 1325, adopted in 2000 reaffirmed the crucial role of women in the prevention and resolution of conflicts, peace negotiations, peace-building, peacekeeping, humanitarian response and post conflict reconstruction, and stresses the importance of their equal participation and full involvement in all efforts for the maintenance and promotion of peace and security.

3.0 Gender Policy Framework

3.1: Policy Statement

The policy provides strategic orientations for implementation and institutionalizing gender equity and mainstreaming in the organizational culture of the NPS.

The purpose of this policy is:

3.1.1: To develop frameworks for building trust and respect both internally and externally, the NPS is committed to a policy of gender equality for all its members and the public.

3.1.2: To develop frameworks to ensure that both female and male officers have equal opportunities, rights, and responsibilities in the Service.

3.1.3: To develop frameworks to enable NPS achieve gender equality through a system of gender mainstreaming and specific initiatives designed to promote gender equality.

3.2: Rationale

As a member of the United Nations, Kenya has signed and is influenced by several international agreements supporting Human Rights and Gender rights. Over time, these have been incorporated into the Constitution and laws of Kenya. The current NPS Gender Policy distills the gender principles from the Constitution and legal framework to manage its own responsibility and accountability for gender matters

One of the strategic objectives of the NPS Strategic Plan is to strengthen institutional capacity for effective service delivery. Gender mainstreaming is identified in the Plan as a specific objective to contribute to effective service delivery. It will enable the NPS to deliver the same quality of service to males and females. Other specific objectives in the Plan are to ensure human rights, and culture and attitude change, which also have gender considerations. One of the outputs expected from the Strategic Plan is an implemented gender policy. An operational gender policy strengthens institutional capacity by giving clear direction to every organisational component

and every individual member of the NPS throughout Kenya on what must be done and how, to achieve equality of treatment for all members of Kenyan society.

The Gender Policy is ultimately a document for providing practical direction and guidance to the police on how to act both internally and externally to respect gender equality. It is also the framework document for the development of more detailed administrative and operational procedures. The Gender Policy provides direction for training police on the policies and procedures because this increases capacity, ensures the procedures will be carried out in a prescribed way, and gender-sensitive policing services will be the result.

3.3: Scope of application

This policy shall be applicable to all members of the Service. The policy covers provisions for gender mainstreaming and support for all women and men in recruitment, training, deployment, transfers, promotions, representation, and leadership. It also covers interaction of the service with the public.

3.4: Strategic Orientations

The overall strategy is to formalize the commitment to gender mainstreaming and to strengthen capacities for gender mainstreaming in the following areas:

- I. Operations
- II. Organisation Development
- III. Public Image & Service Delivery
- IV. Finance and resource allocation

3.5: Guiding Principles

- i. **Inclusivity:** NPS shall provide equal opportunities to all members of the service.
- ii. **Equality:** NPS shall ensure all men and women are treated fairly and have same rights and responsibilities.
- iii. **Respect:** members of the NPS shall treat each other and the public with courtesy and civility.
- iv. **Professionalism:** NPS commits to adhering to the Service Standing Orders that promote competence and fairness.
- v. **Efficiency:** NPS shall ensure that the human resource capacity in the Service of both men and women is effectively harnessed to build an efficient police service.
- vi. **Non-discrimination:** NPS affirms the Constitutional provisions to work to eliminate all forms of discrimination, including discrimination on the basis of gender.

4.0: Purposes of the Policy

The overall goal of this policy is to provide strategies for mainstreaming gender into all activities, services and programmes of the NPS to be in tandem with Constitutional Requirements and International best practices.

4.1: Policy Objective 1:

To provide a framework for strengthening capacities for gender mainstreaming in all activities and programmes of the National Police Service.

All activities at the Service shall empower women and men and promote women and men's rights as human rights.

4.1.1: Strategies:

- i. Apply gender analysis at all stages of all activities, including planning, implementation, impact assessment and development of measurable gender indicators.
- ii. Develop capacity of its staff to carry out gender analysis.
- iii. Develop gender-sensitive approaches and methods of work which are empowering.
- iv. Ensure all staff of the Service take responsibility for promoting gender equality.
- v. Monitor and evaluate all activities for gender goals and develop and employ good practice guidelines and indicators.
- vi. Promote the creation of structures and opportunities for women's participation in decision-making at all levels.
- vii. Undertake capacity building (e.g. resource allocation, training, information, networking) to strengthen women support groups within the National Police Service.
- viii. Develop, promote, and use creative ways of engaging both men and women as agents of change and focal points in the pursuit of gender equality.
- ix. Develop training content for gender mainstreaming of activities.

4.2: Policy Objective 2

To provide a framework for strengthening capacities for gender mainstreaming in the Organisation Development of the National Police Service.

Ensure that Gender equality and equity are central to the service being and doing.

4.2.1: Strategies

- i. Ensure that specialised gender functions are in place and adequately resourced.
- ii. Establish a Gender Office in the offices of each of the Deputy Inspectors General and in the office of the Director of Criminal Prosecutions who shall report directly to the Deputy Inspectors General and to the Director of Criminal Investigations, respectively.
- iii. Recognise knowledge related to gender concerns and gender-related analysis as one of the core areas of capacity for staff and build capabilities throughout the Service.
- iv. Build a common understanding around gender through induction and training.
- v. Ensure that all training across the service is gender sensitive.
- vi. Make all Human Resource systems and policies gender sensitive and responsive, and integrate gender indicators into staff objectives, accountabilities, and performance management systems.
- vii. Prioritise gender sensitivity in all terms of reference, including TORs for external consultants.
- viii. Determine the nature, structure and causes of gender imbalances in staff throughout the service and set targets for recruitment, retention, and promotion of staff accordingly, particularly for women in senior positions.
- ix. Develop strategies for reaching those targets, including:
 - a. affirmative action,
 - b. career development opportunities including development posts, training and internal promotion,

- c. family friendly and flexible working policies to allow staff to fulfil caring responsibilities (including job-sharing, maternity, paternity and parental leave, and policies on childcare provision and/or subsidies for staff),
- d. sexual harassment policies,
- e. safe and secure transport and accommodation when travelling, particularly for women staff, and
- f. equal pay for work of equal value.
- x. Use information technology to facilitate home working, flexible working hours and virtual working to strike a balance between home responsibilities and work.
- xi. Ensure that staff access to and use of information technology is gender equitable.

4.3: Policy Objective 3:

To provide a framework for strengthening capacities for gender mainstreaming in projecting the public image of the National Police Service.

The external presentation of the service should promote a balanced view of the issues surrounding gender equality and equity.

4.3.1: Strategies

- i. Gender analysis will be central to the development of all communication and gender concerns will be incorporated into activities wherever possible.
- ii. Adopt a gender sensitive service-oriented approach to policing.
- iii. Entrench Community Based Policing Practices to improve Police community relations.
- iv. All materials and general communications will be formulated to reflect service goals and objectives on gender equality and equity, challenging gender stereotypes and recognising diversity.
- v. Gender-sensitive language and images will be used in all internal and external communications.

- vi. Develop structures for preventing and responding to SGBV.
- vii. Train and require members of the NPS to treat men and women in society equally

4.4: Policy Objective 4

To provide frameworks for strengthening capacities for gender mainstreaming for finance and resource allocation.

Ensure adequate resources are allocated to gender work across the Service.

4.4.1: Strategies

- i. Commit a high level of support and resources to gender work and functions.
- ii. Include a gender dimension in all finance guidelines, instructions, and policies.
- iii. Develop and refine tools and methods for assessing and reporting on gender-related investments at every level of the organisation.
- iv. Maintain and update annually qualitative and quantitative information on gender related expenditure.
- v. Maintain updated disaggregated records and data on gender related expenditure.

5.0: Implementation of the Policy

This chapter presents the institutional and implementation framework for implementing this Policy. The offices and departments identified will facilitate integration and mainstreaming of gender concerns as part of their mandates in implementing the policy. Implementation of the policy will thus take a multi-departmental approach at all levels. The Gender Office will take the leading role of coordinating all activities so as to enhance harmony and avoid duplication. Along with the policy an Action Plan for implementing the policy by establishing the gender office has been developed. There is need to institutionalize and strengthen gender units in all sectors, include gender in performance contracts, and build capacity for all gender units. The policy recognizes the need for coordination and collaborative efforts to ensure its effective implementation.

5.1 Establishment of the Gender Offices

The implementation of this policy lies with the Office of the Inspector General through the Gender Offices that are to be established. The key action in implementing the policy requires the setting up of the Gender Offices, resourcing them adequately and carrying out defined periodical Monitoring and Evaluation. The action plan for setting up the gender policy is annexed.

5.1.1: Strategies

- i. A Gender Office shall be established in the office of each of the Deputy Inspectors General and in the office of the Director of Criminal Investigations and shall report to the Deputy Inspectors General and to the Director of Criminal Investigations respectively. The Gender Office shall be responsible for ensuring implementation of the policy and will submit regular quarterly reports to the Deputy Inspectors General and to the Director of Criminal Investigations respectively who shall under advice to the Inspector General review and evaluate them with a view to improving performance.

- ii. Incorporate a Gender Office at the National Police Service Headquarters for purposes of coordination, liaison, structured external partnerships and systems among others, and shall report to the gender officer attached to the office of the DIG.
- iii. The Service shall ensure that appropriate human and financial resources are allocated to facilitate implementation of the provisions in the policy.
- iv. Gender mainstreaming trainings shall be conducted for all officers and all departments of the National Police Service, including civilian staff members.
- v. A training of trainer’s programme will be developed, and trainers will conduct regular workshops to ensure that all personnel at Subcounty, County and National level are aware of the policy.
- vi. An information campaign will be implemented to publicise the policy within the police service, across government, and in the general public.
- vii. An anonymous mechanism shall be set up for receiving complaints on sexual harassment. This includes focal points who will receive complaints and a review committee that acts upon them. All personnel and the general public should be made aware of the role of the focal point and how to contact them. All cases shall be handled in a confidential manner in order to protect the rights of all involved.

5.2 Policy Implementation Framework

Different aspects of the policy will be implemented by various offices and departments. Table 1 specifies some of the key departments identified in the different sectors and their specific the roles.

Table1: Matrix of actors and their respective roles

Office/Department	Roles & Responsibilities
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<p>Office of the Inspector General</p>	<ol style="list-style-type: none"> 1. Promote gender equality and women empowerment and the full participation of women and men in the service.
<p>Gender Officer through the DIG and DCI.</p>	<ol style="list-style-type: none"> 1. Spearhead policy formulation, development, implementation, and reviews, and ensure budgets, plans and programmes are gender responsive. 2. Coordinate reporting on international and regional treaties and obligations on gender, participate in related fora and implementation of outcomes and recommendations. 3. Facilitate coordination of gender mainstreaming efforts and networking for effective implementation of the policy at all levels. 4. Implement the Action Plan for implementing the policy. 5. Support other units and departments in developing Gender Action Plans and guide on the

	<p>reporting mechanisms for gender outcomes.</p> <ol style="list-style-type: none"> 6. Develop guidelines to promote gender analysis and planning. 7. Establish a Gender Management System and collect, store, regularly update and disseminate gender data. 8. Ensure capacity building for all members of the service in gender mainstreaming.
Monitoring & Evaluation	<ol style="list-style-type: none"> 1. Develop an M&E Framework with gender specific indicators to facilitate tracking, reporting and accurate reporting. 2. Strengthen collaboration and linkages and facilitate networking with development partners.
Finance	<ol style="list-style-type: none"> 1. Ensure gender issues are adopted in the entire budget cycle and are mainstreamed in all aspects of financing, accounting, and related processes.

	<ol style="list-style-type: none"> 2. Enforce compliance with national gender responsive budgeting guidelines. 3. Avail adequate budgetary resources to the Gender Office to implement actions outlined in the policy. 4. Undertake gender audits of sector budgets and expenditures. 5. Undertake resource mobilization for gender mainstreaming activities; and issue gender budget statements.
Legal	<ol style="list-style-type: none"> 1. Support and advice in reviewing and amending existing laws, policies, standing orders and plans that are not in line with this policy. 2. Make proposals on other legislative, organizational and policy reforms in support of the policy implementation.
NPSC & Human Resource	<ol style="list-style-type: none"> 1. Integrate the constitutional gender equality and non-discrimination principles and develop frameworks for human resource recruitment, training, and promotion in line with this policy.

	<ol style="list-style-type: none"> 2. Integrate the 'not more than 2/3 gender principle' in recruitment, training, and promotions. 3. Collect data on human resource capacity and report on outcomes; and 4. Facilitate establishment of gender focal points
Training	<ol style="list-style-type: none"> 1. Design training and educational programmes on gender. 2. Integrate gender into learning curricula.
Police Stations/Posts & Officers manning them.	<ol style="list-style-type: none"> 1. Enhance access to justice for women and men. 2. Integrate the constitutional principles on equality and non-discrimination in adjudicating disputes. 3. In liaison with key stakeholders support vulnerable groups to access justice.

5.3: Resource mobilization

The successful implementation of this policy will require adequate financial, human and technical resources to ensure effective and efficient implementation for desired policy outcomes. Funding

will be sought from the National Treasury driven by the annual budgetary provisions. Additional support will be sought from development partners and Non-State Actors. The strategies include:

- a) Budgetary allocation from the National Treasury.
- b) Partnerships through bilateral agreements and support by other international development and grants agencies.
- c) Support by Regional Development partners such as the African Development Bank.
- d) Partnerships with Faith based Organisations, Civil society Organisations, private sector institutions and other funding agencies for specific projects.

6.0: Monitoring & Evaluation

Monitoring and evaluation (M&E) shall be an essential strategy in the implementation of this policy. This will ensure that results frameworks on each policy objective detailing outputs, outcomes, impacts and key actors shall be developed to facilitate annual plans and development planning processes in all units and formations at all levels. The M&E processes will follow a strategic implementation plan that will be put in place for each component of the policy objectives and strategies. The M&E strategy will involve quarterly and annual updates.

6.1: Monitoring and Evaluation Framework

The NPS will establish a monitoring and evaluation mechanism to ensure the policy objectives are monitored, tracked and evaluated by:

- a) Developing and implementing monitoring and evaluation tools and performance indicators that are integrated in the annual plans and development planning processes; and,
- b) Developing and institutionalizing tools for effective monitoring and evaluation.

6.2: Research and Documentation

Enhance the collection, collation, and analysis of sex disaggregated data to inform policies, planning and decision-making by establishing monitoring and evaluation components aiming at:

- a) Researching issues of Gender Equality and Mainstreaming.
- b) Establishing a gender management database to be updated regularly and include disaggregated data as a minimum standard.
- c) Strengthening capacity to develop and use the national guidelines on collection, collation and analysis of sex disaggregated data.
- d) Assessing all programs to ascertain whether they meet the policy targets and aspirations of this policy.
- f) Evaluating whether implemented programs have had positive impacts on target beneficiaries.

7.0: Review of the Policy

7.1: This policy shall be reviewed every five years. The policy may be reviewed sooner if it is deemed necessary.

7.2: A Unit, County, Formation or Headquarters may recommend to the NPS gender office other provisions appropriate to a particular locality/situation as long as they are inline with the purpose of the gender policy.

7.3: Copies of the changes made to the Gender Policy by Units, Counties, or Formations must be forwarded to the IG's Gender Office for information and coordination purposes.

APPENDIX 1: Action Plan for Implementing the Gender Policy

ACTION PLAN FOR IMPLEMENTING THE GENDER POLICY.

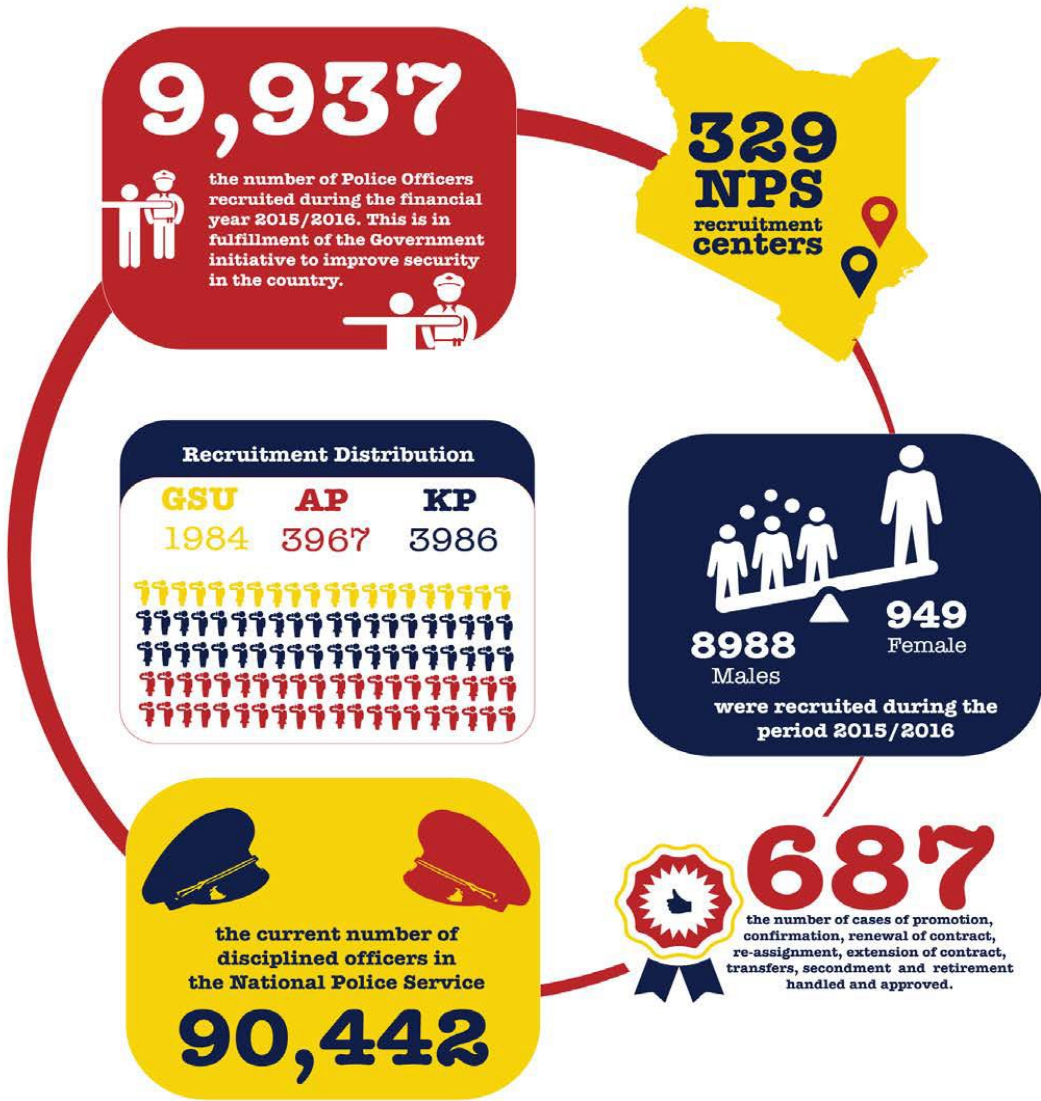
Objectives	Operations	Outputs (Quantifiable Results)	Outcomes (Impact)	Human Resource Required (Implementers)	Expected Date	Indicator of Achievement	Monitoring & Evaluation
Setting up and Office for Gender Mainstreaming	Acquire approval and establish reporting line to The Inspector General.	Directive from the IG setting up the office. An office is created, and staff recruited.	Improved and consistent implementation of gender mainstreaming.	Office of the IG Policy Implementation team HR Department	Within 6 months.	Submission of draft documents	Monthly reports.
	Develop terms of Reference.	The NPS organogram is revised				Approval of proposals	
	Develop job description of staff					Office established and is up and running.	
	Set up office space.						
	Recruit staff						
Create a Network of Gender Focal Points in all Units and Departments	Appoint gender focal points.	List of gender focal points.	Improved skills and competencies on gender mainstreaming	Policy Implementation team Gender Officers	Within 6 months	Submission of draft documents	Monthly reports
	Develop job description.	Job description					
	Develop training materials.	Integration of Gender Mainstreaming Training	Improved and consistent implementation of gender mainstreaming	Human Resource Department			
	Develop standardized templates for reporting.	Standardized reporting templates.					

	Train focal points on their duties.	Number of trained officers					
Develop a Strategy and Action Plan	Organise a strategy meeting	Strategy and action plan on gender mainstreaming.	Improved planning for gender mainstreaming.	Policy Implementation team Gender Officers & Focal Points	Within six months	Submission of draft documents Approval of proposals	Monthly reports.
Integrate Action Plans into all Units and Departments	Establish partnerships with heads of units and departments . Consultations on integration of gender perspectives into workplans.	Unit and department workplans that integrate gender perspectives.	Improved identification of objectives, goals and targets for gender mainstreaming.	Policy Implementation team Gender Officers	Within six months	Submission of draft documents.	Monthly reports.
Conduct Training of Police Staff	Establish partnership with Police Training College to deliver training on gender mainstreaming.	Training curriculum on gender mainstreaming, in basic, advanced and specialized courses.	Improved skills and competencies on gender mainstreaming amongst all levels of staff.	Policy Implementation team Gender Officers Police Training College	Within six months	Submission of draft documents Approval of curriculum Courses established and are up and running.	Monthly reports.
Establish a Monitoring & Evaluation Framework	Develop standardized indicators for units and departments . Develop staff indicators on gender	List of gender indicators. Reporting templates.	Improved tracking of gender mainstreaming implementation.	Gender Officers M & E Department	Within six months	Submission of documents.	Monthly reports.

	performanc e appraisals.						
	Develop a reporting mechanism.						

Appendix 2: Data of recruitment in the year 2015/2016

HUMAN CAPITAL MANAGEMENT
Recruitment



*Source: NPSC Annual Report 2015/2016

Appendix 3: Resources

- Constitution of Kenya
- DCAF SSR Toolkit 2: Police Reform & Gender by Tara Denham
- East Africa Community Treaty 1999
- East African Community Framework for Gender and Social Development Outcome Indicators for East African Community Development Strategy (2011-2016)
- Gender Mainstreaming Strategy for East African Community (EAC) Organs and Institutions, 2013
- Gender and SSR Guidance Note: Integrating Gender into Internal Police Oversight.
- Geneva Centre for Security Sector Governance; SSR Backgrounder for Police Reforms
- Kenya Defence Force Gender Policy
- Kenya Vision 2030
- National Police Service Act
- National Police Service Commission Act
- NPS Strategic Plan 2018 - 2023
- NPSC Strategic Plan 2018 - 2023
- NPSC Annual Report FY 2013//2014
- NPSC Annual Report FY 2015/2016
- Service Standing Orders
- The African Union (AU) Framework on Security Sector Reform
- The African Union Gender, Peace and Security Programme (2015–2020)
- The Convention on the Elimination of All Forms of Discrimination Against Women 1979 (CEDAW) he Universal Declaration of Human Rights 1948 (UDHR)
- The International Conference on the Great Lakes Region’s Pact on Security, Stability and Development in the Great Lakes Region (2006)
- The Intergovernmental Authority on Development (IGAD) Regional Action Plan (RAP) for Resolution 1325
- The National Policy on Gender and Development
- United Nations Police Gender Toolkit: Standardised Best Practices on Gender Mainstreaming in Peace Keeping: Compendium of Project Tools.
- United Nations Security Council Resolution 1325
- Windhoek Declaration and Namibia Plan of Action 2000

Appendix 4: Glossary of Gender Terms

Access

The opportunity to get resources, benefits, information, and make decisions.

Empowerment

A process through which men, women, boys and girls acquire knowledge, skills and attitudes to critically analyse their situation and take appropriate action to change the status quo.

Engender

The process of ensuring that planning and programming is appropriate for and takes into account the female and male differences and concerns.

Gender

This refers to the socially and culturally constructed differences between men and women; as distinct from sex which refers to their biological differences.

Gender awareness

This is the understanding that there are socially determined differences between men and women based on learned behaviour, which affect ability to access and control resources.

Gender Balance

Having the same (or a sufficient) number of women and men at all levels within the organization to ensure equal representation and participation in all areas of activity and interest.

Gender Based Violence

A phenomenon that is deeply rooted in gender inequality and continues to be one of the most notable human rights violations within all societies. It is violence directed against a person because of their gender. Both men and women experience gender-based violence but the majority of victims are women and girls.

Gender Blind

A gender-blind person is someone who adheres to not distinguishing people by gender. It advocates gender-neutrality.

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 Equality

Refers to the state or condition that affords/offers women and men equal enjoyment of human rights, socially valued goods, opportunities, and resources allowing both sexes the same opportunities and potential to contribute to and benefit from all spheres of society that is (economic, political, social and cultural).

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 in order to compensate for the historical and social disadvantages that prevent women and men from sharing a level playing field.

Gender Gap

The differences between men and women, especially as reflected in social, political, intellectual, cultural or economic attainments and attitudes.

Gender Identity

An individual's internal deeply held sense of their gender which may be the same or different from one's sex assigned at birth.

Gender Indicator

An indicator is a measurement of change over time. It is also a signal of a change. The change may be measured in terms of quantity, quality and timeliness. A gender indicator is that which is sex-disaggregated, specific, logical, realistic, relevant, valid and sensitive.

Gender Mainstreaming

The process of assessing the implications for women and men of any planned action 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 so that women and men benefit equally, and inequality is not perpetuated. The goal is to achieve gender equality.

Gender Neutral

Gender neutrality (adjective form of gender-neutral) is the idea that policies, language and other social institutions (social structures, gender roles or gender identity) should avoid distinguishing roles according to people's sex or gender in order to avoid discrimination arising from the impression that there are social roles for which one gender is more suited than another.

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 Sensitivity

This is the ability to perceive existing gender differences, issues and equalities, and incorporate these into strategies and actions.

Gender Sensitive Language

Realisation of gender equality in written and spoken language attained when women and men and those who do not conform to the binary gender system are made visible and addressed in language as persons of equal value, dignity, integrity and respect.

Gender stereotyping

The assigning of roles, tasks and responsibilities to a particular sex policy on the basis of pre-conceived prejudices.

Gender Systems

These are the social structures that establish the number of genders and their associated gender roles in every society. A gender role is “everything that a person says and does to indicate to others or to self the degree that one is either male or female”.

Participation

A general term used to refer to enrolment, retention, progression, performance and transition

Positive discrimination

Giving advantage to those groups in society that are often treated unfairly because of their race, sex, or other distinction

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 relations

Sexual Harassment

Sexual harassment is unwelcome sexual behaviour that’s offensive, humiliating or intimidating. It can be written verbal or physical and can happen in person or online. When it happens in the workplace it may amount to sex discrimination.

