

Republic of Kenya



Ministry of Defence



# GENDER POLICY

— May 2017 —





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# Message from His Excellency the President

**T**he Ministry of Defence has developed this Gender Policy to meet the Government's strategic objectives on the empowerment of vulnerable groups, including the aged, persons with disabilities, youth and women.

The Government proposes among other measures affirmative action to promote gender equality and women empowerment in all ministries, departments and agencies. Indeed, we recognize that affirmative action implemented through measures such as mainstreaming is considered the most effective approach towards achieving gender equity.

This document demonstrates the Government's commitment and the continued leadership in advancing gender and women empowerment in the country. This step, is in line with best global practices, the Kenya Constitution 2010, and Kenya Vision 2030.

The Ministry of Defence recognizes the need to utilize all the talent available to it in advancing national security and delivering defence. The principles of partnership and inclusivity are essential ingredients in building an effective and gender responsive defence force.

The implementation of the policy will enhance gender management skills of staff and personnel and also raise the levels of gender awareness, including working to change attitudes and behaviours of individuals in their personal and professional capacities.

As the President and Commander-in-Chief, it is my great honour and pleasure to launch this policy, which also represents an internationally recognized policy shift towards gender mainstreaming in public service. It is my hope that this policy will contribute to the achievement of gender integration and equitable participation in the military hitherto largely a masculine domain.



**HIS EXCELLENCY Hon. UHURU KENYATTA, CGH**  
President of the Republic of Kenya and  
Commander-in-Chief of the Defence Forces







# Foreword

Incorporating a gender dimension in all operations of the security sector is critical. The needs and concerns of men and women must be an integral element in the design, implementation, monitoring and evaluation of policies and programmes in this sector. It ensures that men and women benefit equally and that inequality is not perpetuated. The Ministry of Defence recognizes this and has taken deliberate steps to develop a gender policy to guide gender mainstreaming within the institution.

The policy articulates the importance and objectives of gender mainstreaming in the Ministry of Defence. It also outlines a strategic direction for the organisation and offers tools to institutionalize gender mainstreaming in all sectors of the Ministry. To effectively implement this policy, a Strategic Framework for implementation, monitoring and evaluation is to be developed with clear guidelines for achieving policy targets and goals; thereby making gender equality principles core values of the Ministry.

The policy is aligned with relevant national, regional and international protocols and instruments on gender equality and women empowerment principles; and in particular, The Government of Kenya's Gender Equality and Development Sessional Paper No. 2 of 2006, The Constitution of Kenya 2010, Vision 2030, Medium Term Plan (MTP) II and the Kenya National Policy on Gender and Development (NPGD).

The policy also makes reference to the UN Security Council Resolutions (UNSCRs) on women, peace, and security and other significant instruments. Indeed, UNSCR 1325, as well as the subsequent resolutions within the area of women, peace, and security (most notably 1820, 1888, 1889, and 1960), has created an international framework for the implementation of a gender perspective in the pursuit of security.

I am grateful to all that have contributed to the development of this policy. I particularly wish to thank UN Women-Kenya for their financial and technical support throughout the process of development of the Policy.



  
**Amb. Raychelle Omamo, SC, EGH**  
**Defence Cabinet Secretary**



# Preface

This Gender Policy was prepared through consultative meetings organized in the Ministry of Defence and is based on information gathered from the Ministry of Defence civilian staff and Kenya Defence Forces personnel.

The Policy has been developed with the aim of ensuring that gender is fully integrated into all sectors of the Ministry of Defence. It provides a framework to ensure that gender analysis and planning are introduced into all our activities and further provides the basis for better monitoring and impact assessment of gender mainstreaming.

The policy comes as a commitment of the Ministry of Defence towards gender mainstreaming. It provides for a comprehensive approach to gender mainstreaming within the military and civilian components of the Ministry while being mindful that transforming the military will require a deliberate, thoughtful, incremental and phased approach that will assure continued and strengthened delivery of its mandate.

The policy is guided by five principles, namely: gender responsiveness and non-discrimination; alignment and accountability to commitments in the Kenya Constitution; promotion of conducive institutional environment for women and men; recognition of the specificities of women and men and commitment to promote gender mainstreaming at all levels.

The Policy is further grounded on three specific objectives which are: formalizing commitments to gender mainstreaming, strengthening capacities for gender mainstreaming and integrating gender in planning, budgeting and operations.

The formulation of this policy is a clear manifestation of the Ministry's commitment to gender mainstreaming. I believe that the implementation of this document's objectives and intervention strategies is a positive step towards gender integration in the Ministry of Defence.



A handwritten signature in black ink on a white background, representing General Samson Mwachethe.

**GENERAL SAMSON MWATHETHE, EGH MBS DCO 'ndc' (K) 'psc' (UK)**  
The Chief of the Defence Forces



# Acronyms

<b>ADA</b>	Alcohol Drug Abuse
<b>CEDAW</b>	Convention on the Elimination of All Forms of Discrimination Against Women
<b>DHQ</b>	Defence Headquarters
<b>IPSTC</b>	International Peace Support Training Centre
<b>KDF</b>	Kenya Defence Forces
<b>CDF</b>	Chief of Defence Forces
<b>LT GEN</b>	Lieutenant General
<b>MAJ GEN</b>	Major General
<b>BRIG</b>	Brigadier
<b>COL</b>	Colonel
<b>LT COL</b>	Lieutenant Colonel
<b>MAJ</b>	Major
<b>MOD</b>	Ministry of Defence
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MTP</b>	Medium Term Plan
<b>NPGD</b>	Kenya National Policy on Gender and Development
<b>NGOs</b>	Non-Governmental Organizations
<b>RAP</b>	Regional Action Plan for Resolution 1325
<b>SGBV</b>	Sexual Gender Based Violence
<b>UDHR</b>	Universal Declaration of Human Rights 1948
<b>UN</b>	United Nations
<b>UNSCR</b>	United Nations Security Council Resolution
<b>VCDF</b>	Vice Chief of the Defence Forces
<b>SAD/PC</b>	Senior Assistant Director/Public Comms
<b>DP&amp;S</b>	Director Policy & Strategy
<b>CPMU</b>	Central Planning & Monitoring Unit
<b>SP&amp;P</b>	Strategic Plans & Policy
<b>HRM&amp;D</b>	Human Resource Management & Development
<b>ACDF OPD&amp;T</b>	Assistant Chief of Defence Forces - Operations, Doctrine and Training
<b>ACDF P&amp;L</b>	ACDF Personnel and Logistics
<b>PAO</b>	Public Affairs Officer

# Preamble

**COGNIZANT** that our core values inspire and direct our service delivery to infuse diversity and in particular that we are gender responsive:

**WE** have developed this gender policy as our guiding framework:

**ACKNOWLEDGING** that gender equality is a constitutional imperative and is a necessary ingredient to realize the full potential for men and women to execute our mandate:

**NOTING** that globally the military has historically been shaped by norms and practices that are largely masculine in nature:

**RECOGNISING** that with globalization and a more digital world the character of threats and risks has changed, that the new security threats and challenges are transnational in nature and include terrorism, organized crime, proliferation of weapons of mass destruction, disease and environmental threats:

**AWARE** that over the years, the nature of warfare has largely transformed from predominantly physical warfare to increased modern technological warfare:

**APPRECIATING** the important role women continue to play in society and the need for their full and meaningful participation in all spheres:

**MINDFUL** that transforming the military will require a deliberate, thoughtful, incremental and phased gender mainstreaming approach that will assure continued and strengthened delivery of its mandate.

**AWARE** that to stay ahead of future threats, modernization and innovation is critical

**THEREFORE**, in line with the Ministry of Defence Vision of, “a premier, credible and mission capable force deeply rooted in professionalism”, commit to the full implementation of this Gender Policy.

# Background

**T**he global trends to integrate women increasingly in the military are related to a number of factors namely: changes in military technology; increased labour force participation rate among women and the changing attitude to gender roles. The attitudes of the population at large and the expectations of young men and women about appropriate gender roles have undergone a major transformation over the years blurring the traditional distinctions between the characteristics of men's work and women's work.

Technology has enhanced habitability and survivability in combat making it easier for both men and women to engage in operations. The emerging trends in conflict call for complementary roles of men and women for example in cyber warfare, terrorism inter alia. This type of warfare presents opportunities for women through the entire war spectrum.

Too often, a gender perspective and traditional military values are seen as opposites between which an acceptable balance must be found. The addition of a gender perspective to military operations has the potential to add new capabilities and to improve the effectiveness of operations.

In recent times, the duties and functions that the military are required to undertake go beyond traditional warfare. A gender perspective, as promoted in United Nations Security Council Resolution (UNSCR) 1325, calls for a paradigm shift, from the traditional concept of security as a primarily state-based and military matter to human security. Applying human security and gender perspective to peace operations means that security operations should be about the security and well-being of the civilian population, not just about a military victory or a ceasefire between warring parties.

It is thus worth noting that the mandates for peace support operations often include "ensuring a safe and secure environment", or the Protection of Civilians (POC), which arguably makes it necessary to apply a gender perspective in order to fulfil the mandate. Adding a gender perspective therefore has the potential to transform the traditional military paradigm by including non-traditional security issues. Engendering military operations presents opportunities to leverage on the unique capabilities of women in operations such as humanitarian assistance and peacekeeping operations.

Men and women experience and are affected by conflict and security differently. Understanding the gendered dimensions of conflict can be transformative by affecting both how and what the operation does in terms of its priorities and tactics. It affects the aims of operations, and expands the range of violence, including sexual violence and other violence directed at the civilian population, not just the violence of traditional warfare. It also affects all tactical behaviour which puts into consideration community's needs. Adopting a gender perspective improves the way we look at a society and therefore it enlarges our situational awareness. This creates a better understanding of culture, local customs and values. A gender perspective in military operations is therefore a tool, a new capability for the military to use when evaluating threats, especially non-military threats.

# The Mandate of the Ministry of Defence

**T**he Ministry of Defence is comprised of the Kenya Army, the Kenya Air Force, the Kenya Navy, the Defence Forces Constabulary and the Civilian Staff. The mandate is derived from Article 241 (3) (a), (b) and (c) of the Constitution and Section 8 (1) (a), (b) and (c) of the Kenya Defence Forces Act No. 25 of 2012 which sets out the roles of the KDF as follows:

- a. To defend and protect the sovereignty and territorial integrity of the Republic of Kenya;
- b. To assist and cooperate with other authorities in situations of emergency or disaster and report to the National Assembly whenever deployed in such circumstances; and
- c. To be deployed to restore peace in any part of Kenya affected by unrest or instability, only with the approval of the National Assembly.

The mandate of the Ministry of Defence is further elaborated in Executive Order No. 2 of 2013 which stipulates its functions as follows:

- a. National Defence
- b. Management of National Defence Policy
- c. Protection of National Boundaries
- d. Support for Civil Authorities
- e. Defence Intelligence

The Kenya Defence Forces Act provides for the functions, organization and administration of the Kenya Defence Forces pursuant to Articles 232 and 239 (6) of the Constitution; to give effect to Article 241 and other relevant Articles of the Constitution. The KDF Act under Section 3 articulates its guiding principles committing to fulfill its mandate, and observe and uphold the Bill of Rights, values and principles under Articles 10(2), 232(1) and 238(2) of the Constitution and shall-

- Strive for the highest standards of professionalism and discipline amongst its members;
- Prevent corruption, promote and practice transparency and accountability;
- Comply with constitutional standards of human rights and fundamental freedoms;
- Train staff to the highest possible standards of competence and integrity and to respect human rights and fundamental freedoms and dignity; and
- Ensure that recruitment reflects the diversity of the Kenyan people in equitable proportions.


The Ministry of Defence is committed to defending the people of the Republic of Kenya and their property against external aggression and also providing support to the Civil Authority. The MOD Service Charter outlines the core values and elaborates its commitment to render efficient and effective services to the citizenry and the stakeholders. At the outset, it is critical to note that non-discrimination and gender responsiveness form an integral part of the core values and service delivery commitments. More specifically, in elaborating the highest professional standards, non-discrimination is a central pillar in the commitment to service delivery. The mandate of the Ministry of Defence as provided for in the above legal instruments outlines the basis for gender mainstreaming.



# Justification for a Gender Policy for the Ministry of Defence

**T**he Ministry of Defence appreciates gender mainstreaming aspect in maintaining peace and security. In line with its mandate, the Ministry is committed to ensuring that gender mainstreaming is enhanced in its operations at the planning and decision making processes. This gender policy will enable the Ministry of Defence (MOD) to align itself with national priorities on gender equality as stipulated in the Constitution (2010), Vision 2030, Medium Term Plan (MTP) II and the Kenya National Policy on Gender and Development (NPGD). Through this policy, the Ministry seeks to deepen its work around gender responsiveness as well as fulfilling its international obligations.

Recognising and building on the gains made by the Ministry, this policy intends to provide: a comprehensive overall framework to guide gender mainstreaming, ensuring gender integration processes are rolled out in a consistent manner; that realistic gender mainstreaming targets are developed and easily tracked; that there is enhanced and visible accountability for gender results in line with national priorities and that it would provide an opportunity to enhance gender competencies throughout the Ministry. This has the potential to add new capabilities and to improve the effectiveness of operations.



*The CDF Gen Samson Mwachethe awards the best Cadet in Leadership, Senior Under Officer Wilfrida Amondi at the Kenya Military Academy.*

# Situation Analysis and Normative Framework

The purpose of this section is to provide an overview of the critical issues which impact the Ministry of Defence progression towards gender equality. This section focuses on the situation analysis which highlights some of the opportunities and challenges identified during the gender assessment exercise. In addition, this section also examines the key normative and legal frameworks that are in place to advance gender equality principles and strategies at national, regional and international levels.

## 1) Situation Analysis

During the period of October to December 2016, the Ministry of Defence undertook a gender assessment to determine the type of efforts it had undertaken in integrating gender within the Ministry. This process was led by a consultant with support from a technical committee drawn from both the uniformed and civilian personnel based at the Defence Headquarters (DHQ). The gender assessment was to identify best practices and challenges with gender mainstreaming as well as make recommendations that would inform this gender policy.

Overall, the assessment established that great strides have been made within the Ministry of Defence to mainstream gender within its operations. Since the disbandment of the Women Service Corps (WSC) in December 1999, incremental steps have been made to establish an institution that is gender responsive.

The following specific initiatives and achievements were recorded:

- a. Presence of command commitment towards gender mainstreaming;
- b. Gender capacities and training in place;
- c. Gender representation in the Ministry of Defence is steadily on the rise;
- d. Promotion of a safe and conducive work environment.

The following challenges were identified:

- a. Prevailing stereotypes continue to act as barriers to comprehensive gender integration;
- b. Challenges of work family life balance;
- c. Gender disparities across levels;
- d. Gender mainstreaming yet to be formally institutionalised.

## 2) Normative and Legal Frameworks

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 women and men, without exception.

The country has, over the past 25 years, invested heavily in addressing gender inequities and inequalities with a view of enabling all its citizens realize their full potential. These efforts culminated in a new constitutional order in 2010 that underscores the nation's respect and commitment to gender equality, centrally locating women and men as active partners in development and governance, bestowing upon them all sovereign power .

The Constitution of Kenya domesticates the international treaties and conventions it has ratified through Article 2(6) and they form part of the laws 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 Bill of Rights for women which proclaims that all human beings are born free and equal in dignity and rights;
- 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;

*KDF arm technician  
Corporal Akinyi adjusting  
Sergeant Maingi's rifle.*





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 AU’s 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;
- EAC Framework for Gender and Social Development Outcome Indicators for EAC Development Strategy (2011–2016) which is the Monitoring and Evaluation Tool for Gender and social development;
- The 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;’
- 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.

Subject to the limitations provided for under Article 24 (5) of the Constitution as read together with Part V of the KDF Act, the Constitution 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, it (Constitution) has stipulated 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 blue print, 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 blue print, 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 making fundamental changes in four key areas, namely: 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 MTP II highlights the Gender Flagship Priorities and Programmes to include; strengthening accountability for gender mainstreaming across all sectors and at all levels.

A photograph of Lt. Sally Sabala, a female fighterjet pilot, leaning into the cockpit of a white fighter jet with a red stripe. She is wearing a tan flight suit with patches, a green parachute pack, and brown boots. Her flight helmet is on the ground in front of her. The background shows a yellow hangar and a clear blue sky with light clouds.

**Lt. Sally Sabala, KDF's first female fighterjet pilot.**

# Policy Framework

Constitutional, legal and policy frameworks alongside institutional mechanisms of a country provides a solid basis in advancing social justice, respect for human rights, equity and non-discrimination. However to fully enjoy the dividends of progressive and gender responsive frameworks, it is prudent that they (frameworks) are accompanied with deliberate measures that align them with institutional and individual cultures, processes, practices, perceptions and mind-sets. The Ministry of Defence is committed to gender integration in an incremental and phased manner. As such it will work towards institutionalising gender mainstreaming in all its processes.

## The Purpose

The purpose of this Gender Policy is to articulate and institutionalize gender mainstreaming within the Ministry of Defence.

## Guiding Principles

This gender policy is guided by the following principles:

- a. Gender responsiveness and non-discrimination;
- b. Alignment and accountability to commitments in the Kenya Constitution;
- c. Promotion of conducive institutional environment for women and men;
- d. Recognition of the specificities of women and men;
- e. Commitment to promote gender mainstreaming at all levels.

## Goals and objectives

The overall goal of this policy is to institutionalise gender mainstreaming within the Ministry of Defence.

## Objectives

The specific objectives of this Gender Policy are

- a) To formalize the commitment to gender mainstreaming;
- b) To strengthen capacities for gender mainstreaming
- c) To integrate gender in planning, budgeting and operations.

## Scope

The Gender Policy for the Ministry of Defence will apply across all its operations and is binding on all uniformed and civilian staff.

# Policy Commitments and Intervention Strategies

## Policy Objective 1: To formalize the commitment to gender mainstreaming

### Policy Commitments

To achieve this objective, the policy will endeavor to:

#### a. Institute a gender mainstreaming structure

##### Intervention Strategies

- Establish gender focal points at strategic, operational and tactical levels in the military
- Strengthen the civilian gender office

#### b. Enhance gender responsive processes in recruitment and career advancement

##### Intervention Strategy

- Develop formal guidelines that ensure gender equitable opportunities in educational and merit based career opportunities.

#### c. Integrate gender perspective into all evaluation processes

##### Intervention Strategies

- Develop gender responsive systems for monitoring and evaluation
- Support data collection and analysis to capture sex disaggregated data to inform gender related interventions.
- Produce periodic reports detailing progress made in implementing the gender policy

#### d. Review and adopt use of gender mainstreaming guidelines and workplace policies

##### Intervention Strategies

- Review and align all policies, administration regulations and guidance tools to ensure they are gender responsive
- Enhance workplace assistance programmes that promotes work-life balance

A member of the defunct Woman Service Corps

- Recognizing men and women body differences in the procurement of protective equipment and organizational clothing
- Enhance awareness at strategic, operational and tactical levels of the military, as well as among civilian personnel on ways to promote a gender responsive work ethos

## **Policy Objective 2: To strengthen capacities for gender mainstreaming**

### **Policy Commitments**

To achieve this objective, the policy will endeavour to:

#### **a. Enhance human capacity and financial resources for gender mainstreaming**

##### *Intervention Strategies*

- Provide funding for gender mainstreaming activities in MOD.
- Strengthen gender competencies of the Gender focal points.

#### **b. Institute comprehensive gender training**

##### *Intervention Strategies*

- Continuously undertake gender training needs assessment for military and civilian personnel
- Design and develop customized comprehensive gender training packages for civilian and military personnel
- Integrate gender awareness into existing basic and further military training at all levels
- Train all gender focal point staff on planning, implementation and monitoring on gender mainstreaming

#### **c. Institute accountability for gender mainstreaming**

##### *Intervention Strategies*

- Strengthen the gender specific performance management and accountability framework
- Develop gender mainstreaming indicators

#### **d. Institute formal mentorship programmes for MOD**

##### *Intervention Strategies*

- Design and implement a mentorship programme at all levels
- Identify and establish a database for mentors

#### **e. Institutionalise gender in military research.**

##### *Intervention Strategies*

- Promote research and development in gender mainstreaming
- Identify and document lessons learnt in mainstreaming gender in all military operations
- Commission research in military topical issues
- Identify and document

#### **f. Integrate gender in the existing communication strategy**

##### *Intervention Strategy*

- Integrate gender components in all communication through Public Affairs Offices



## Policy Objective 3: To integrate gender in planning, budgeting and operations

### Policy Commitments

To achieve this objective, the policy will endeavour to:

#### a. Enhance gender perspectives in military Operations Other Than War (OOTW)

##### Intervention Strategy

- Integrate gender perspectives in operations planning and execution in OOTW

#### b. Strengthen CIMIC interventions to integrate a gender perspectives

##### Intervention Strategies

- Encourage and implement diverse team deployment that includes women and men
- Monitor gender performance in varied operational environments
- Develop and institutionalize gender responsive mechanisms for engagement with community actors

#### c. Institutionalise family welfare initiatives for deployed personnel

##### Intervention Strategies

- Invest in professional psychosocial support programmes for all personnel and their families during pre-deployment, deployment and post-deployment
- Establish reliable and safe follow up mechanisms for affected families
- Develop and institutionalize mechanisms for engagement with community actors



Defence Cabinet Secretary Amb. Raychelle Omamo having a word with the Kenya Navy female officers.

# Implementation Matrix

## Policy Objective 1: To formalize the commitment to gender mainstreaming

STRATEGIC OBJECTIVE	INTERVENTION	RESPONSIBILITY
To Institute a gender mainstreaming structure	Strengthen the civilian gender office  Establish gender focal points at strategic, operational and tactical level in the military	CS  VCDF
To Enhance gender sensitive processes in recruitment and career advancement	Develop formal guidelines that ensure gender equitable opportunities in educational and career opportunities	ACDF P&L
Integrate gender perspective into all evaluation processes	Support data collection and analysis to capture sex-disaggregated data to inform gender related interventions  Produce periodic report detailing progress made in implementing the gender policy	ACDF P&L HRM&D CPMU ACDF OPD&T
Review and adopt use of gender mainstreaming guidelines and workplace policies	Review and align all policies, administration regulations and guidance tools to ensure they are gender responsive Enhance work place assistance programmes that promotes work life balance Recognizing men and women physical and physiological differences in the procurement of protective equipment, organizational clothing, infrastructure and systems Enhance awareness at strategic, operational and tactical levels of the military, as well as civilian personnel on ways to promote a gender responsive work ethos	ACDF P&L  ACDF P&L  ACDF P&L VCDF CS

## Policy Objective 2: To Strengthen capacity for gender mainstreaming

STRATEGIC OBJECTIVE	INTERVENTION	RESPONSIBILITY
Enhanced human capacity and financial resources for gender mainstreaming	Provide funding for gender mainstreaming activities in MOD.	PS CS
	Strengthen gender competencies of the Gender Focal Points	VCDF & PS
Institute comprehensive gender training Intervention strategies	Continuously undertake a gender training needs assessment for military and civilian personnel	ACDF OPD&T HRM&D
	Design and develop customized comprehensive gender training packages for civilian and military personnel	ACDF OPD&T HRM&D
	Integrate gender awareness into existing basic and further military training at all levels	ACDF OPD&T
	Train all Gender Focal Point staff on planning, implementation and monitoring on gender mainstreaming	ACDF OPD&T DP&S
Institute accountability for gender mainstreaming	Strengthen the gender specific performance management and accountability framework	CS & CDF
	Develop gender mainstreaming indicators	SP&P CPMU
Institute formal mentorship programmes for MOD	Design and implement a mentorship programme at all levels	ACDF P&L HRM&D
	Identify and establish a database for mentors	ACDF P&L HRM&D
Invest in gender research	Promote research and development in gender mainstreaming	ACDF OPD&T DP&S
	Identify and document lessons learnt in mainstreaming gender in all military operations	ACDF P&L
Integrate gender in the existing communication strategy	Integrate gender components in all communication through Public Affairs Offices	SAD/PC PAO



### Policy objective 3: To integrate gender in planning, budgeting and operations

STRATEGIC OBJECTIVE	INTERVENTION	RESPONSIBILITY
Enhance gender perspectives in military Operations Other Than War (OOTW)	Integrate gender perspectives in operations planning and execution	ACDF OPD&T PS
Strengthen CIMIC interventions to integrate a gender perspective	Encourage and implement diverse team deployment that includes women and men	ACDF OPD&T
	Monitor gender performance in varied operational environments	ACDF OPD&T CPMU
	Develop and institutionalize gender responsive mechanisms for engagement with community actors	ACDF OPD&T
Institutionalize family welfare initiatives for deployed personnel	Invest in professional psycho-social support programmes for all personnel and their families during pre-deployment, deployment and post-deployment	ACDF P&L ACDF OPD&T
	Establish reliable and safe follow up mechanisms for affected families Improve and develop family centered welfare and resilience programmes.	ACDF P&L



A group photo during the first conference on women in the Security Sector organized by the Ministry of Defence.



# Definition of Terms

<b>Access</b>	To resources, benefits, information, and decision-making for example is influenced by acceptable gender and the established gender division of labour.
<b>Empowerment</b>	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 of the underprivileged and other marginalized groups in society.
<b>Engender</b>	The process of ensuring that planning and programming is appropriate for and takes into account the female and male differences and concerns.
<b>Gender</b>	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.
<b>Gender analysis</b>	This identifies and analyses and informs action. It addresses inequalities that arise from the different roles of men and women; the unequal power relations between them; and other contextual factors like: ethnicity, sexual orientation, employment, citizenship, etc.
<b>Gender awareness</b>	This is the understanding that there are socially determined differences between men and women based on learned behaviour, which affectability to access and control resources.
<b>Gender Discrimination</b>	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
<b>Gender Equality</b>	Refers to the equal treatment of women and men, girls and boys so that they can enjoy the benefits of development, including equal access to and control of opportunities and resources.
<b>Gender Equity</b>	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 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** 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 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** 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 stereotyping** The assigning of roles, tasks and responsibilities to a particular sex policy on the basis of pre-conceived prejudices.
- 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.



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