



**Kenya Organic Agriculture Network**

---

**GENDER POLICY MANUAL**

KOAN

P.O. Box 2893 – 00100 Nairobi

Tele fax: **+254 572 506836**

**Mobile +254 787 557908/ +254 704  
428465**

Email: [info@KOAN.co.ke](mailto:info@KOAN.co.ke)  
[www.KOAN.co.ke](http://www.KOAN.co.ke)

**December 2020**

## TABLE OF CONTENTS

### Contents

<b><u>TABLE OF CONTENTS</u></b> .....	ii
<b><u>FOREWORD</u></b> .....	iii
<b><u>PREFACE</u></b> .....	iv
<b><u>ABBREVIATIONS AND ACRONYMS</u></b> .....	v
<b><u>1. BACKGROUND</u></b> .....	1
<b><u>2. THE GENDER POLICY</u></b> .....	2
<b><u>3. POLICY GOAL</u></b> .....	2
<b><u>4. POLICY IMPLEMENTATION</u></b> .....	3
<b><u>5. MEMBER ORGANIZATIONS</u></b> .....	4
<b><u>6. COMMITMENT TO THE GENDER POLICY</u></b> .....	5
<b><u>7. ORGANIZATIONAL FRAMEWORK</u></b> .....	5
<b><u>8. RECRUITMENT, SELECTION AND RETENTION</u></b> .....	6
<b><u>9. PROMOTIONS AND CAREER DEVELOPMENT</u></b> .....	6
<b><u>10. ORGANIZATIONAL CHANGES</u></b> .....	8
<b><u>11. STRATEGIES FOR GENDER MAINSTREAMING</u></b> .....	8
<b><u>12. REVISION OF THIS GENDER POLICY</u></b> .....	9

## **FOREWORD**

Kenya Organic Agriculture Network (KOAN) is committed to fulfilling its mission of leading and coordinating the organic agriculture subsector in Kenya to promote its contribution to social, economic, environmental benefits. As KOAN and its members pursue their mission and executing their mandate, the Secretariat staff and board uphold gender sensitive working environment. This policy document is therefore intended to help the KOAN management, staff and Board to comply with the set guidelines and controls contained therein to enhance gender equity and equality. The policy has been developed with wider consultation and hence many best practices have been incorporated as much as possible. We therefore urge the staff at the Secretariat to make continuous reference to it.

**Signed,**

**Board Chairperson:**

**Date:**

## **PREFACE**

KOAN Secretariat staff and board members support gender equity and equality in their work. This policy provides guidelines on how gender equity and equality should be upheld. In order to fully abide by the guidelines and controls, all the KOAN staff and board members should read and understand the entire policy document. In case some areas are not clear or are ambiguous, clarification should be sort from the management and or from the board. It should be noted that all policies are dynamic and will be reviewed from time to time to suit prevailing situations.

**Signed,**

**CEO:**

**Date:**

## **ABBREVIATIONS AND ACRONYMS**

AGM	Annual General Meeting
RIM	Research and Information Management
RBM	Result Based Management Programme Officer
M&E	Monitoring and Evaluation
CBOs	Community Based Organizations
CC	Country Coordinator
CEO	Chief Executive Officer
FAD	Finance and Administrative Department
FAM	Finance and Administrative Manager
CEP	Capacity Enhancement Programme
FBOs	Faith Based Organizations
MOs	Member Organizations
NGO	Non-Governmental Organization
OD	Organization Development
PELUM	Participatory Ecological Land Use Management
POM	Programmes Operations Manager
CAL	Programme; Results Based Management
CE	Program Officer
RS	Regional Secretariat

## **1. BACKGROUND**

1.1 A sound gender policy at work place can contribute immensely to improving the well-being of the employees both men and women. To achieve these level playing fields (ground) needs to be created to enable the employees to enjoy the same status within an organization and even at the community level. This gender policy document for KOAN focuses on how to achieve gender equality within KOAN. The materials approved and contained in this document have been prepared consultatively and inclusively between management and staff of the Association.

1.2 The ultimate aim and desire of mainstreaming gender issues is to achieve gender equity and equality. Gender mainstreaming entails capturing the perceptions, experiences, knowledge and interests of men and women to bear on policy making, planning and decision making at the organization. Mainstreaming puts gender equality issues at the center of analyses and policy decisions on institutional structures and processes. The gender policy at KOAN is informed by the new constitution (statutory) requirements and demands where 1/3 third of either gender is a must in hiring human resources.

1.3 While gender mainstreaming is essential for social justice for men and women, it is recognized that incorporating gender perspectives in different areas of development ensures effective achievement of other social and economic goals. This also ensures that employees are treated equally and can influence, participate in and benefit from their being employees together at KOAN Association. In this document issues of rationale for drafting and adapting a gender policy and procedures of implementation are articulated. At KOAN we believe that having an effective workplace gender policy in place will enable the organization to become more attractive to employees which is clearly a significant advantage when there are skills shortages.

1.4 The association intends to develop and sustain an enabling working environment in which management and staff can attain the optimum level of performance individually and collectively. Furthermore, the organization aims to create safe space for individual and corporate performance thus KOAN seek to;

1.5 Ascertain that leadership style is open and accommodative to both genders.

- i. Ensure that management style and systems are open, accommodative and conform to statutory requirements as per the Constitution, Acts of Parliament and any subsequent Legislation.
- ii. Promote decision making by staff commensurate with the delegated authority without discrimination.
- iii. Treat all employees equally and justly and
- iv. Promote an environment that ensures team spirit without gender discrimination.

## **2. THE GENDER POLICY**

2.1 The KOAN gender policy has been developed to cover incidents that can result in gender disparity at work place caused by one gender dominance in recruitment, development and retentions.

2.2 This policy is written within a framework of KOAN Vision and Mission Statements in which gender sensitivity in the organization operations represents the overarching goal.

2.3 Within this goal the strategic actions aim at gender responsiveness will be pursued. It reaffirms KOAN 's commitment to promote environmental and social mainstreaming gender as a means of fostering gender equality at the workplace. It is important to note that the policy focuses on gender equality as a development goal rather than on women as a target group.

## **3. POLICY GOAL**

3.1 Enhanced capacity to mainstream gender in all KOAN organizational structures and operations for sustainable economic development and equitable resources sharing

3.2 Policy Objectives include:

- i. To strengthen the knowledge and capacity of KOAN staffs, Board and the MOs to mainstream gender in programmes and projects.
- ii. To mainstream gender in all organizational structures, governance (the boards, secretariat and MOs) part of the core values and the policies.
- iii. To put in place mechanisms to mainstream gender into KOAN programmes.

- iv. To lobby for inclusion of gender issues among the KOAN MOs policies, operations.
- v. To encourage member organizations to uptake programmes that is sensitive to gender in terms of planning and implementation.
- vi. Implement monitor and evaluate the policy and report on gender specific data and device strategies to meet the balance. The strategies developed for gender mainstreaming especially based on the status shall be reviewed.
- vii. A tool for the senior management to ensure that the policy is translated into action, monitor its consistency and effective application in their work.

### 3.3 Rationale for Gender Policy at the Workplace

3.3.1 KOAN undertook to develop and implement a workplace gender policy in order to set things clearly by stating what the organization will do and what it will not do relative to gender at the workplace. This document will aid to settle gender issues based on the regulations and procedures contained in this document. Why should KOAN bother to develop and then implement a gender workplace policy?

3.3.2 This is because an organization's workplace policy sets things clearly. KOAN would like this document to help it to handle a host of gender issues in the organization more clearly and fairly. For employees at the KOAN Secretariat and at the Member Organizations of the Association, having a clear policy implies that they know in advance what to expect from the organizations (association members). A sound gender equality policy can contribute immensely to improving the wellbeing of the employees. A level playing field ought to be created for both men and women to operate from and enjoy the same status, benefits and privileges in the organization and the member organizations.

## **4. POLICY IMPLEMENTATION**

4.1 KOAN shall be responsible and accountable for implementation of this policy. It shall at all times develop effective partnerships to enhance success of the policy implementation by member organizations and in the association's operations.



4.2 This policy is relevant to KOAN staff and those of member organizations. Violation of this gender policy is misconduct and a violation of organization core policies and values.

4.3 Staffing: At the Secretariat level KOAN is committed to uptake practices that promote gender representation in the staffing, through giving equal chances for employment to both men and women. The employment process shall be based on merit without discrimination whilst in line the organizational Human Resource policy guidelines.

4.4 Enumerations/Benefits The enumerations and benefits shall be allocated commensurate with positions established and held by the respective employees and the budgetary allocations of the projects where they serve as guided by the Human Resource Policy. In all cases KOAN shall adhere to the constitutional requirements of gender mainstreaming.

4.5 KOAN National Board Composition: At KOAN we recognize that the National Board composition has been male dominant. However, with this policy, it shall be mandatory for the delegates of the AGM and the Boards of KOAN to observe and adhere to the 1/3 either gender requirement as contained in the new constitution of Kenya. Member organizations shall also be required to regularize their status on gender sensitivity with the adaptation of this gender policy at workplace as necessary.

4.6 Responsibility of the Boards: Gaps on gender mainstreaming do exist especially the inadequate awareness on gender issues at the boards and even among management teams. To close the gaps, the boards shall be obligated to create space for awareness campaigns and civic education among the association member organizations' both staff and management.

## **5. MEMBER ORGANIZATIONS**

5.1 In order to ensure mainstreaming of gender issues among member organizations, specific measures shall be put in place e.g.

- i. Specific focal persons shall be appointed, trained to deal with gender issues as appropriate.
- ii. Capacity building programmes shall be enhanced to articulate gender mainstreaming as a critical policy at workplace in all member organizations.

- iii. The planning of projects and programmes shall be required to include gender mainstreaming among the Association member organizations and at the secretariat.

## **6. COMMITMENT TO THE GENDER POLICY**

6.1 KOAN shall show total commitment to gender mainstreaming by evolving strategies that will ensure adherence to the set gender policy by all staff and management through monitoring observance of this policy at workplace.

6.2 The Boards, Secretariat staffs and the member organizations targeted shall be required to give prominence to issues of gender equality in all their operations as a commitment.

6.3 KOAN shall ensure that gender regulatory requirements are observed at every level and stages of operations and structures. This means the member organizations shall copy from the lead set by the secretariat management.

## **7. ORGANIZATIONAL FRAMEWORK**

7.1 An organizational framework shall be put in place for the implementation of the workplace policy with respect to human management and development. KOAN is committed in terms of allocation of adequate resources for gender mainstreaming.

7.2 The policy shall be translated into actions through continuous participation of all staff coordinated by the Association secretariat. In this KOAN recognizes that gender considerations are essential for:

- i. Increasing coverage, effectiveness and efficiency of interventions.
- ii. Promoting equity and equality between men and women,
- iii. Helping institutions and or organizations affiliated to KOAN member organizations undertake gender responsive, planning, implementation and evaluation of policies, programmes and projects.
- iv. Provision of equitable working conditions.
- v. Promotion, distribution of work responsibility and balanced work life arrangement.
- vi. Consideration of other needs such as childcare responsibilities, name changes after marital status or other changes, etc.
- vii. Provision of adequate services-facilities e.g. washrooms

7.3 Training on Gender Awareness: KOAN shall facilitate gender awareness training to all its employees at the secretariat and encourage member organizations of the KOAN Association to replicate this at the member Organizations' level, as guided by the Human Resource Policies. This is expected to make both men and women appreciate their differences by gender and advance equal participation of men and women as decision makers.

7.4 Advertisements for Job placements: All KOAN vacancies shall be advertised to provide potential candidates with opportunity to apply without discrimination. Special efforts shall be made to encourage applications from groups that might otherwise be under represented or marginalized in the recruitment process (Refer to the Human Resource Policy)

## **8. RECRUITMENT, SELECTION AND RETENTION**

8.1 KOAN work place policy shall apply consistence and fair recruitment and selection practices with a view to ensure ring that employees regardless of gender, ethnicity or any other form of personal identity, have equal opportunity for job openings or promotions as guided by the Human resource Policy.

8.1 All vacant positions shall be availed to the staff at the start to the recruitment process. Recruitment and appointments in the association (member organizations) shall be based on the principle of open competition on merit. In this regard KOAN shall ensure that selections are done and there shall be no discrimination whatsoever on candidates on the basis of their social origin, religion, political persuasion, gender, age, marital status or family size.

## **9. PROMOTIONS AND CAREER DEVELOPMENT**

9.1 KOAN shall ensure that all promotions are done strictly on merit and consistent with the Human Resource Policies.

9.2 Career Development:

9.2.1 KOAN shall ensure that equal opportunity for advancement in the jobs and career development for both men and women is observed. Furthermore, KOAN shall create opportunities that would assist all its employees to improve on their knowledge and skills.

Both men and women shall have equal opportunities to undertake informal training, attend work related conferences and workshops to build their performance capacities.

9.2.2 To ensure gender equality in career development and advancement, KOAN shall implement a performance appraisal of the management system that yields fair and accurate assessment of performance for all staff.

### 9.3 Harassment and Discrimination:

9.3.1 It shall be the policy of KOAN that both men and women staff should enjoy a working environment that is free from any form of harassment and or discrimination, whether on the basis of race, colour, nationality, gender religion, political persuasion or any other form of personal identity. The work place gender policy prohibits any comments or conduct by any staff member that shall be viewed as sexual harassment.

### 9.4 Maternity Leave:

9.4.1 KOAN shall recognize that maternity leave is a basic right for all her employees and the employees of MOs of the Association. The female employees shall be granted 90 working days maternity leave whenever it occurs. This should also be guided by the country's statutory requirements. An employee who takes her maternity leave shall not forfeit her annual leave for that year (ref. H/R Policy). Maternity leave shall be granted following a genuine medical certificate from a recognized medical doctor or as circumstances will present.

### 9.5 Paternity leave:

9.5.1 KOAN recognizes that paternity leave like the maternity leave is a basic right for all its employees. Male employees shall be granted 14 calendar days paternity leave to attend to their spouses after delivery. This shall be granted on production of evidence from a health institution or maternity home where the spouse delivered. This should also be guided by the Country's statutory requirements.

## **10. ORGANIZATIONAL CHANGES**

10.1 The senior management at the KOAN Country Secretariat and MOs shall be committed to promote gender equality by supporting organizational changes that contribute positively to gender equality in implementation of programmes and projects.

10.2 Positive Images: KOAN shall actively promote images of men and women by addressing their needs, views and interests; PELUM Kenya is committed to maintaining a positive work environment by conducting business in a positive and professional manner that exhibits gender equality all the time.

## **11. STRATEGIES FOR GENDER MAINSTREAMING**

11.1 Organizations level

11.1.1 The Key organizational policy, planning and programmes will:

- i. Incorporate gender and power analysis as a mandatory operational and/or design feature
- ii. Be based on data disaggregated by sex, age and other relevant diversity factors such as
- iii. ethnicity, religion, caste, etc.
- iv. Explicitly state gender equality results
- v. Include relevant and feasible gender sensitive indicators for every stage of planning, implementation, monitoring and evaluation.
- vi. Ensure sufficient funding to meet gender requirements
- vii. Formulate staff work plans and budgets accordingly

11.2 Human Resources policies and practices will adequately address gender equality. KOAN members will track and report annually on gender balance in staffing and governance structures and implement specific strategies to balance male/ female representation.

11.3 KOAN executive and senior management staff report regularly to beneficiaries, donors and the public on progress on gender equality in KOAN 's work through appropriate reporting channels.

11.4 Each KOAN member (office) must assess and enhance accordingly the organizational capacity for the implementation of the gender policy.

11.5 Complementary Strategies: Other complementary strategies include, among others: -

- i. Training to sensitize staff at secretariat and among MOs on judicial implications in the event of gender abuse, domestic violence and or rape besides gender harassment.
- ii. Training for male and female employees on the need to respect and practice gender equality in whatever undertaking as demanded by the new constitutional order.

## **12. REVISION OF THIS GENDER POLICY**

12.1 The Head of Human Resources/Administration in the organizations shall review this policy annually, and revise it accordingly in consultation with staff and with approval of the KOAN Management and the Board to ensure that it fits with any new developments and subsequent legislation in the Country.