



KENYA SPACE AGENCY

GENDER MAINSTREAMING POLICY

AUGUST 2020

FUNDAMENTAL STATEMENTS

Vision Statement

To be a premier Space Agency in the promotion of access and effective utilization of Space Economy, for national sustainable development.

Mission Statement

To coordinate, nurture and develop Kenya's Space sector to maximize the utilization of Space opportunities.

Core Values

The agency will observe the national values and principles of governance in compliance with chapter 6 of the Constitution of Kenya. This will be driven by four (4) core values namely; Excellence, Professionalism, Integrity and Commitment, abbreviated as EPIC.

- **Excellence:** Attainment of set targets through efficient and effective strategies.
- **Professionalism:** Delivery of service as per set standards and code of conduct.
- **Integrity:** Preservation of responsibility, transparency and accountability in management and service delivery.
- **Commitment:** The drive, resolve and sacrifice of remaining focused to achieve the intended purpose.

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Maj Gen T K Chepkuto, CBS
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Approved by: Date. 15-10-2020

Maj Gen J K T ARUASA, CBS
 Chairperson
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FOREWORD

The Government's strategic objective in mainstreaming gender in public institutions, policies and programs demonstrates commitments to advance gender equality and empowerment of women as envisaged in the Constitution of Kenya and the Sustainable Development Goals (SDGs). The Constitution of Kenya (2010) under the Bill of Rights (Chapter 4) recognizes the rights and fundamental freedoms of all citizens, and guarantees equality and freedom from discrimination on any ground, including sex. Furthermore, Article 27 in the Bill of Rights stipulates that women and men have the right to equal treatment including the right to equal opportunities in political, economic, cultural and social spheres.

Gender mainstreaming was established as a major global strategy for the promotion of gender equality in the Beijing Platform for Action from the Fourth United Nations World Conference on Women in Beijing in 1995. Gender mainstreaming is not an end in itself but a strategy to achieve the goal of gender equality. Mainstreaming involves ensuring that gender perspectives and the goal of gender equality are central to any planned policy development, research, advocacy/dialogue, legislation, resource allocation, planning, implementation and monitoring of programs and projects.

To promote the realization of gender equality, the Kenya Space Agency has established a Gender Mainstreaming Committee and developed this Policy to provide guidelines for gender integration and inclusion. The development of this policy is in part fulfilment of the constitutional requirements on gender. It aims to raise the level of gender awareness, change attitudes and inculcate an engendered work culture among staff in the Space Agency.

The successful realization of the objectives of this policy will transform the gendered mindsets of the citizens to appreciate the creation of an environment that is safe and secure for the efficient production by all women and men, boys and girls. The participation and support by all staff, development partners and related government Agencies towards the implementation of the policy will go a long way in transforming the utilization of the space opportunities for sustainable development.

I undertake to lend full support to the implementation of this policy in line with our goal of promoting good public administration. It is my hope that this Policy will provide a sustainable institutional framework for gender equality.



.....
Maj Gen J K T ARUASA, CBS
Chairperson
KENYA SPACE AGENCY BOARD

ACKNOWLEDGEMENT

The Kenya Space Agency Gender Mainstreaming Policy, 2020 has been prepared through a participatory process. KSA appreciates the work of the gender committee and the technical support from Prof Wangari Mwai, a gender consultant from the United States International University and Mr. Fred Kariuki a gender consultant and Training Manager at Kenyatta University Teaching, Referral and Research Hospital.

The Gender Mainstreaming Committee put tireless effort and commitment in the development of this Policy. I therefore wish to express my gratitude to the team for their effective participation and involvement in the process.

I wish to recognize and acknowledge the Committee led by Mr Anfred Ombima. It is my sincere hope that with this Policy, the Agency is better placed to incorporate gender concerns in the execution of its mandate.



.....
Maj Gen T K Chepkuto, CBS
Ag. Director General
KENYA SPACE AGENCY

ACRONYMS

AIDS	Acquired Immunodeficiency Syndrome
BPFA	Beijing Platform for Action
CEDAW	Convention on Elimination of all Forms of Discrimination Against Women
GBV & SH	Gender-Based Violence and Sexual Harassment
HIV	Human Immunodeficiency Virus
IEC	Information, Education, and Communication
KSA	Kenya Space Agency
M&E	Monitoring and Evaluation
MGDs	Millennium Development Goals
SDGs	Sustainable Development Goals
SGBV	Sexual and Gender Based Violence
SOA	Sexual Offences Act
UDHR	Universal Declaration of Human Rights
UN	United Nations

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CHAPTER ONE: INTRODUCTION

1.1. Background

The Constitution of Kenya (2010) provides for gender equality and non-discrimination in all sectors of governance including the Kenya Space Agency (KSA). Equality, equity, inclusiveness and non-discrimination are included in Article 10 of the Constitution dealing with the national values and principles of governance. Article 27 (1) provides that every person is equal before the law and has the right to equal protection and benefit; Article 27 (3) provides that women and men have the right to equal treatment including the right to equal opportunities in political, social, economic and cultural spheres.

The Constitution outlaws discrimination on the basis of sex, marital status, ethnicity or social origin, age, disability, religion, belief, culture, among others. To realize these ideals, the Constitution in Article 27 (6) requires the Government to take legislative and other measures including affirmative action to redress disadvantages suffered by individuals and groups because of past discrimination and to ensure that no more than two thirds of the members of elective or appointive bodies are of the same gender (Article 27 (8)).

KSA is charged with the responsibility of promotion of access and effective utilization of space capabilities for national sustainable development. "Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs." Gender equality is intrinsically linked to sustainable development and is vital to the realization of human rights for all. The overall objective of gender equality is a society in which women and men enjoy the same opportunities, rights and obligations in all spheres of life. Achieving gender equality is critical to sustainable development.

In many societies women's and men's roles are socially constructed, however, gender-based disparities exist that disadvantage women; this impedes their development and hence that of humankind. In adherence with the Constitution, the Agency is supposed to champion for the equality and non-discrimination of all citizens in all its operations.

1.2 Establishment and Mandate of KSA

The Kenya Space Agency is established under the Kenya Space Agency Order of 2017 (Legal Notice No. 22 of 7th March 2017).

The mandate of the Agency is to promote, co-ordinate and regulate space related activities to enhance utilization of space technology for socioeconomic development. The headquarters of the Agency is in Nairobi. The inaugural Agency Board of Directors was inaugurated by the Cabinet Secretary Defense on 11th September 2018.

The Agency seeks to implement the Kenya Space Policy and the Kenya Space Strategy, through execution of its functions as outlined in the Kenya Space Agency Order of 2017, which include the following:

- (1) Co-ordinate and regulate space related activities in the country;
- (2) Implement the Kenya space policy and any related programmes;
- (3) Recommend and advise the Government on the development of relevant legislation to facilitate the successful implementation of Kenya space programme;
- (4) Advise the government on the legislative and other measures necessary for the implementation of the relevant Conventions, Treaties and Agreements that Kenya is a party;
- (5) Recommend national space policies, strategies and programmes;
- (6) Promote capacity building in space science and technology and its applications;
- (7) Establish centres of excellence in space science;
- (8) Enter into mutually beneficial bilateral and multilateral agreements with persons, agencies, governments or bodies in furtherance of its mandate;
- (9) Identify, prepare and facilitate the implementation of inventions and innovations in space technologies;
- (10) Provide leadership in coordinating and supporting research in space science and technology;
- (11) Liaise with the relevant institutions and Government agencies to ensure funding and implementation of space programmes;
- (12) Promote awareness and appreciation at all levels of Kenyan society on the relevance and benefits of space science and technology; and
- (13) Perform such other functions as the Cabinet Secretary may, from time to time, assign the Agency.

1.3 The Purpose of the Gender Policy

The purpose of the Gender Mainstreaming Policy is to establish a clear vision and make commitments to guide the process of gender mainstreaming to influence policies, procedures and practices which will accelerate the achievement of equality for all through inclusivity, justice, non-discrimination and achievement of fundamental human rights in the Space Agency in Kenya.

1.4 Rationale

This policy is aimed at guiding the implementation of gender equity and equality in KSA. The policy will not only strengthen the procedure already in place for dealing with gender mainstreaming but will also provide a basis for accountability and collective responsibility on the issue of gender balance.

The Kenya Space Agency (KSA) is mandated to promote, co-ordinate and regulate space related activities to enhance utilization of space technology for socioeconomic development and societal wellbeing of all citizens including those living with disabilities. This policy therefore seeks to enhance the capacity of staff at the Agency and other players to formulate/implement gender responsive programs and projects that ensure the participation of all women, men, youth and all special groups.

Despite the progress made by Kenya in terms of legislation and policy in promoting gender mainstreaming and inclusivity, challenges of implementation exist. Many people do not understand gender implications in the socio-economic and developmental realms which hinders implementation of gender policies and regulations. There is therefore a need to create awareness of the benefits of gender inclusive and equal society for sustainable space utilization for the development of the country.

It is for this reason and in line with government policy and other international protocols in regard to gender mainstreaming that the Kenya Space Agency seeks to attain a gender friendly environment for all its staff, clients and the general citizens. Furthermore, the government has made it mandatory for MDAs to include gender mainstreaming in their Performance Contracts.

1.5 Goal and Objective of the Policy

The goal of this policy is to create and maintain a conducive working environment for KSA staff members and promote gender mainstreaming and inclusivity in all operations of the Space Agency.

1.6. Specific Objectives of the Policy

The gender mainstreaming policy has the following specific objectives:

- a) Sensitize KSA staff and public on what constitutes gender mainstreaming.
- b) Promote harmonious relations between different categories of staff and students at KSA.
- c) Prevent cases of gender imbalance and discrimination at KSA.
- d) Create awareness on the reporting procedure for victims of discrimination against gender including circumstantial evidence.
- e) Promote research and publications of research findings and recommendations in form of measures regarding gender mainstreaming.
- f) Monitor and evaluate the progress of gender mainstreaming at KSA.
- g) Promote a progressive public debate on gender mainstreaming both within and outside KSA to uphold fundamental human rights.

1.7. Scope of the Policy

This policy covers all members of KSA that include:

- a) The Board of Directors
- b) Management

- c) Staff members
- d) Stakeholders

1.8. Conduct among Staff

Staff is defined as anyone who has a working relationship with the agency including all regular and non-regular administrators and employees of the agency inherent differential in authority.

All staff members shall conduct themselves in a manner that promotes gender equality and mainstreaming at the commission.

1.9. Guiding Principles

The guiding principles in this policy are as follows:

- a) The principles of gender equity and equality shall be upheld.
- b) The policy shall pay special attention to the situation and needs of female staff.
- c) Equal participation of male and female staff in the implementation of this policy shall be upheld
- d) Gender empowerment is central to the achievement of the goals and objectives of this policy.
- e) Transparency, accountability, confidentiality and sensitivity in the implementation of this policy shall be upheld (The Public Officer Ethics Act, 2003).
- f) Partnership and collaboration between staff is essential to the realization of a conducive learning and working environment.

CHAPTER TWO: LEGAL AND REGULATORY POLICY FRAMEWORK

This Policy is anchored on domestic and international instruments that address issues related to gender mainstreaming. The policy has also been enriched by consultations with staff and stakeholders who are key to the work of the agency. The Kenya Space Agency will endeavor to comply with these frameworks in its processes and procedures.

2.1. The Legal Framework

The following legal and policy instruments played a critical role in guiding this policy:

- a) Policy Documents developed to guide the operations of the agency
- b) Access to Information Act, 2016,
- c) The Fair Administrative Actions Act, 2015
- d) Performance Contracting Guidelines FY 2020/2021
- e) Constitution of Kenya, 2010
- f) National Gender and Equality Commission Act 2011
- g) The Employment Act, 2007
- h) The Gender Policy 2011 and the draft National Policy on Gender Development (Sessional Paper No. 2 of 2019)
- i) National Policy Instruments in particular the National Framework toward Response and Prevention of Gender Based Violence in Kenya
- j) International Instruments Mainly the Protocol to the African Charter on Human and People's Rights on the Rights of Women in Africa, The Convention on the Elimination of All Forms of Discrimination (CEDAW), The Beijing Platform of Action, Sustainable Development Goals and African Union Agenda 2063.

2.2. International and Regional Frameworks on Gender Mainstreaming

One of the major barriers to increasing women's participation is failure to implement affirmative action policies that seek to promote the inclusion of women in governance. This is despite the fact that there are international and national legal instruments, which can be utilized to demand more space in governance. These include the African Charter on People's Rights; Convention on Elimination of all Discrimination Against Women; the Universal Declaration on Human Rights, Beijing Platform of Action, Millennium Development Goals, and Sustainable Development Goals etc.

Some of the international and regional frameworks on gender mainstreaming are discussed below.

2.2.1. Universal Declaration of Human Rights

The 1948 Universal Declaration of Human Rights (UDHR) enshrines "equal rights of men and women", including the right to participate in government (Adami, 2018). The Declaration paved the way for further international commitments in the area of women's rights, most comprehensively in the 1979 United Nations (UN) Convention

on the Elimination of All Forms of Discrimination against Women (CEDAW), UN Beijing Declaration and Platform for Action, among others.

The Universal Declaration of Human Rights (UDHR) has had a profound influence on the development of international human rights law with its principles elaborated in a number of binding instruments. Though not technically binding on signatories, the 1948 Declaration has acquired the status of customary international law, owing to the fact that most countries have consistently promoted adherence to its articles and accepted its provisions as law for over 50 years (Adami, 2018).

The UDHR has some important provisions related to gender equality, including: Prohibition of discrimination, Need for inclusion and participation of all (including women) in governance. It provides women in Kenya with an undisputable claim and right to realize equality in all spheres of operation. Further, these principles are well articulated in Kenya's Constitution and other national laws.

2.2.2. International Covenant on Civil and Political Rights (ICCPR)

Kenya is a party to the ICCPR, which provides that every citizen shall have the right and the opportunity without any distinctions and without unreasonable restrictions to:

- Take part in the conduct of public affairs, directly or through freely chosen representatives (Joseph, 2016);
- Vote and be elected at genuine periodic elections, which shall be by universal and equal suffrage and shall be held by secret ballot, guaranteeing the free expression of the will of the electors; and
- Have access, on general terms of equality, to public services in their country.
- The importance of the rights outlined in the first and last bullets protect women's engagement in political life despite any traditional customs and practices, which generally dictate that women should not pursue leadership roles (Joseph, 2016).

2.2.3. Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)

The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) is also described as the 'international bill of rights for women'. It provides the basis for realizing equality between women and men. In addition, the UN conferences held in Mexico City (1975), Copenhagen (1980), Nairobi (1985) and Beijing (1995) and its Platform for Action, which aims to remove all obstacles in all spheres of public and private life based on a full and equal share in economic, social, cultural and political decision-making, as well as conferences in the 1990s on population and development, human rights, social development and human settlements, financing for development, trade and poverty reduction strategies (Chinkin, 2016).

It is through democratic representation that women's interests can be represented and their voices heard. Article 7 of CEDAW reiterates the importance of women's

representation in the political life of their countries by providing that member states must ensure equal terms for men and women the right to vote in all elections and to be eligible of elections (Chinkin, 2016).

The role of women in democratic processes is further emphasized in the 2011 General Assembly resolution on Women's Political Participation (A/RES/66/130), which reaffirms the active participation of women, on equal terms with men, at all levels of decision-making is essential to the achievement of equality, sustainable development, peace and democracy (Chinkin, 2016).

2.2.4. Beijing Platform for Action

The Beijing Platform for Action is an agenda for women's empowerment. It aims at accelerating the implementation of the Nairobi Forward-looking Strategies for the Advancement of Women and at removing all the obstacles to women's active participation in all spheres of public and private life through a full and equal share in economic, social, cultural and political decision-making (The Beijing Declaration and Platform for Action, 1995). This means that the principle of shared power and responsibility should be established between women and men at home, in the workplace and in the wider national and international communities (The Beijing Declaration and Platform for Action, 1995). Equality between women and men is a matter of human rights and a condition for social justice and is also a necessary and fundamental prerequisite for equality, development and peace (The Beijing Declaration and Platform for Action, 1995).

The Platform for Action emphasizes that women share common concerns that can be addressed only by working together and in partnership with men towards the common goal of gender equality around the world (The Beijing Declaration and Platform for Action, 1995). It respects and values the full diversity of women's situations and conditions and recognizes that some women face particular barriers to their empowerment (The Beijing Declaration and Platform for Action, 1995).

2.2.5. Millennium Development Goals (MDGs)

In September 2000, one hundred and eighty-nine (189) countries, Kenya included, adopted the Millennium Declaration, whose main objective was to define a common vision of development by 2015 (Njoh & Ananga, 2016). With the endorsement of the Millennium Declaration, countries set themselves a limited number of achievable goals to be reached by the year 2015.

MDG 3 on gender equality and women's empowerment stress the importance of tackling gender inequality. From the analysis and the progress reports, Kenya is far from achieving this particular goal due to the low numbers of women in elective and appointive positions despite the constitutional provision on the same (Njoh & Ananga, 2016).

2.2.6. Sustainable Development Goals

At the United Nations Sustainable Development Summit on 25 September 2015, world leaders adopted the 2030 Agenda for Sustainable Development, which includes a set of 17 Sustainable Development Goals (SDGs) to end poverty, fight inequality and injustice, and tackle climate change by 2030 (Sustainable Development Goals, 2015).

The Sustainable Development Goals, otherwise known as the Global Goals, build on the Millennium Development Goals (MDGs), eight anti-poverty targets that the world committed to achieving by 2015 (Sustainable Development Goals, 2015). The new SDGs, and the broader sustainability agenda, go much further than the MDGs, addressing the root causes of poverty and the universal need for development that works for all people (Sustainable Development Goals, 2015).

Women have a critical role to play in all of the SDGs, with many targets specifically recognizing women's equality and empowerment as both the objective, and as part of the solution. Goal 5 is known as the stand-alone gender goal because it is dedicated to achieving these ends (Sustainable Development Goals, 2015). Advancing women's political participation and leadership and economic empowerment are two of the entity's central goals.

2.2.7. AU Solemn Declaration on Gender Equality in Africa

Adopted by AU heads of state and government at their July 2004 Summit, the SDGEA is divided into six thematic areas of action: Health, Peace and Security, Governance, Human Rights, Education and Women's Empowerment (Ali, 2017). The heads of state and government reaffirmed their commitment to the principle of gender equality as enshrined in Article 4 of the Constitutive Act of the AU, as well as other existing commitments set out at regional, continental and international levels, and committed themselves to report annually on their progress in gender mainstreaming (Ali, 2017).

The AU's approach to the advancement of women's rights and gender equality has been informed by UN frameworks and instruments (Ali, 2017). The commitment to the achievement of gender equality can be traced to the 1948 UN Charter and the Universal Declaration on Human Rights which states that rights and freedoms will not be limited by a person's gender and establishes that 'all human beings are born free and equal in dignity and rights' (Ali, 2017).

2.2.8. African Union Gender Policy

This was approved in 2009 and adopted in 2010. The Gender Policy provides the basis for the elimination of barriers to gender equality and fosters the reorientation of existing institutions by making use of gender-disaggregated data and performance indicators (Alozie & Akpan-Obong, 2017). It also establishes measures to hold managers accountable for policy implementation. The Assembly of Heads of State and Government is the supreme organ of the AU and one of its functions is to determine

the sanctions to be imposed on any member state for non-compliance with the decision of the Union (Alozie & Akpan-Obong, 2017).

The policy commitments target eight areas. One of the commitments is the creation of an enabling and stable environment to ensure that all political declarations and decisions are geared towards the elimination of persisting barriers that militate against gender equality and women's empowerment (Alozie & Akpan-Obong, 2017).

Gender parity and representation is to be enforced in all AU structures (already achieved in the AGENCY with the appointment of five women and five men), and operational policies and practices are to be in alignment with UN and AU gender policies.

2.2.9. The African Charter on Human and Peoples' Rights (Maputo Protocol)

The ACHPR was adopted in July 2003 in Mozambique and came into effect in 2005 after being ratified by the requisite 15 AU member states (Somé et al., 2016). It was criticized, however, for the omission of women's rights from its provisions, despite the fact that women brought issues on gender inequalities to the African agenda through their participation in liberation struggles, and also for the emphasis given to cultural values, which appeared to create a dualism of norms regarding women's rights (Somé et al., 2016). The adoption of the Women's Rights Protocol sought to address these omissions.

The Maputo Protocol can be a powerful tool for change. However, it must be recognized as such and embraced by governments and civil society (Somé et al., 2016). While legislative and other measures to protect women's rights should be undertaken once States ratify the Protocol. These actions towards Gender equality do not happen automatically. Implementing the Maputo Protocol requires commitment by governments to Gender equality as well as strategic efforts by civil society to hold States accountable to their obligations under the Maputo Protocol (Somé et al., 2016).

Article 2 of the Maputo Protocol explicitly deals with equality and elimination of discrimination. It sets out legislative and policy measures that signatory countries should be taking to combat discrimination against women and contains a commitment from signatories to modify their citizens' conduct through education and information to eliminate discrimination (Somé et al., 2016). It emphasizes the right to equal opportunities in political spheres for both men and women (Somé et al., 2016).

2.3. National Legislative Instruments

2.3.1. The Constitution of Kenya, 2010

The Constitution, as the supreme law of Kenya, sets out the provisions which entrench gender equality and prohibit discrimination directly or indirectly (Republic of Kenya,

2010). Following the promulgation of the Constitution, international conventions and treaties form part of Kenya law, under **article 2(6)** and are therefore a direct source of law.

Article 27 (4) prohibits discrimination on any ground by the State while obligating the State to take legislative measures that include affirmative action programmes and policies to redress any disadvantage previously suffered by any individual (Republic of Kenya, 2010).

Article 81(b) entrenches gender parity and requires that no more than two-thirds of elective bodies shall be one gender, and that there shall be fair representation of persons with disabilities (Republic of Kenya, 2010).

Article 54 (2) mandates the progressive realization by the State of five percent of persons with disability in elective and appointive bodies (Republic of Kenya, 2010). Article 55 obligates the State to take affirmative action in providing special opportunities for employment for minorities and marginalized groups (Republic of Kenya, 2010).

Article 232 lists the values of public service that include adequate and equal opportunities for appointment, training and advancement at all levels of the public service (Republic of Kenya, 2010).

The Constitution has made some progressive provisions in a bid to achieve gender parity. These are;

- Article 21 (3) mandates the state organs and all public officers to address the needs of vulnerable groups in society which includes women (Republic of Kenya, 2010).
- Article 27- provides for equality and freedom from discrimination on the basis of sex. It expressly provides that women and men have the right to equal treatment including the right to equal opportunities in political, economic, cultural and social sphere (Republic of Kenya, 2010).
- Article 81(b) - has the two thirds gender rule. Which requires that not more than two thirds of the members of elective public bodies shall be of the same gender (Republic of Kenya, 2010).

2.3.2. Kenya's Vision 2030

Kenya Vision 2030 (Republic of Kenya, 2008) is the country's development blue-print that aims to transform Kenya into a newly industrializing, middle-income country providing a high quality of life to all its citizens by 2030 in a sustainable environment that is free from any form of inequalities including gender. Achievement of the social pillar is essential for the achievement of the Kenya Vision 2030.

2.3.3. National Gender and Equality Commission Act 2011

The Act promotes gender equality and freedom from discrimination in accordance with Article 27 of the Constitution of Kenya 2010. This Act establishes an oversight body with the mandate of promoting gender equality and freedom from discrimination in both public and private sectors.

The Act stresses the need to ensure that the marginalized groups are involved, represented in decision making and development agenda and that they can easily access, control and benefit from resources and variant opportunities (Were, 2017).

2.3.4. The Employment Act, 2007

The Act sets out principles of equality in the workplace. Not only does it demand an employer to promote equal opportunity in employment and strive to eliminate discrimination in any employment policy or practice, it also bars an employer from discriminating directly or indirectly, against an employee on grounds that include race, color, sex or language (Employment Act, 2007).

An employer shall also not discriminate in respect of recruitment, training, promotion, terms and conditions of employment, termination of employment or other matters arising out of the employment (Employment Act, 2007). The Act requires an employer to take affirmative action measures consistent with the promotion of equality or the elimination of discrimination in the workplace (Employment Act, 2007).

2.3.5. National Policy Instruments

- The National Gender and Development Policy, 2000 - framework for the State to reduce gender imbalance and inequality (National Gender and Development Policy, 2000).
- Sessional Paper No.2 2006 on Gender Equality and Development provides a framework for the operationalization of gender mainstreaming in policy, planning and programming in Kenya (Republic of Kenya, 2006).
- Gender Policy (July 2011) to mainstream gender concerns in the national development process in order to improve the social, legal/civic, economic and cultural conditions of women, men, girls and boys in Kenya
- Kenya's National Vision 2030: This is the new long term development blueprint for the country (Republic of Kenya, 2008). The strategy proposes to collect, analyze and utilize gender disaggregated data to update the gender development index and
- 30% Presidential directive on public sector that all employment and promotion must be women youth and persons living with disability.

2.3.6. The Draft National Policy on Gender Development (Sessional Paper No. 2 of 2019)

This Policy seeks to mainstream gender concerns in the national development process in order to improve the social, legal/civic, economic and cultural conditions of women, men, girls and boys in Kenya.

The sessional paper is a commitment pursuing policy measures and strategies for achieving gender equality and women's empowerment. The goal of this Policy is the attainment of gender equality and non-discrimination. The Policy recognizes that it is the responsibility of all state and non-state actors to ensure that this goal is attained. It aims to among other things:

- Ensure equal opportunities and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action. Empower women and men to have access to and control over economic opportunities and resources, Enhance compliance to the 'not more than two thirds' gender principle in recruitment, appointment and promotion of women and men in all spheres for greater inclusion and visibility;
- Eliminate discrimination in access to employment, promotion and training including equal remuneration to enhance income security for men and women by: Recognizing unpaid care (for children, older persons, the sick, and persons with disabilities) and domestic work to ensure shared responsibility within the house and invest in social services and infrastructure provision and social protection policies to reduce the burden on women;
- Implement measures to overcome barriers inhibiting women's access to and control of productive resources by: implementing existing Constitutional reforms and a relevant legal framework.
- Harness ICT as a tool for broader strategies and programmes to create opportunities for empowerment of women and men.
- Ensure a clean, secure and sustainable environment by supporting interventions aimed at equitable participation of women, men, girls and boys in the sustainable utilization of natural resources for economic benefits.
- Promote new attitudes, values and behaviour and a culture of respect for women and men, boys and girls Policy Actions

2.3.7. National Framework toward Response and Prevention of Gender Based Violence in Kenya

The framework spells out the essential procedures and services for management of survivors of sexual violence and explicitly recognizes sexual violence as a serious human rights and health issue which calls for imperative attention by all concerned.

CHAPTER THREE: SITUATIONAL ANALYSIS

KSA being a newly established Institution, has not established mechanisms of ensuring gender mainstreaming is implemented in all its programmes and processes as the Agency grows. The development of this gender mainstreaming policy will therefore guarantee the attainment of equity and equality in KSA's operations. The Agency stands a better chance of fulfilling the constitutional requirement in regard to gender mainstreaming as it meets its mandate.

3.1. Measures in Place to Mainstream Gender at KSA

3.1.1. Policy Strategy

a) Focus on Attitudinal Change and Related Interventions

The mandate of the Kenya Space Agency has socioeconomic scientific, technical orientation, and with a military background. Behind this lies a strong cultural dynamic that impedes on actions and participation of women and girls. To change these attitudes, there will be regular sensitization and capacity building of staff and stakeholders to ensure adherence to the principles of gender mainstreaming and gender equity. Various activities will be undertaken using multifaceted approaches such; multi-media activities; talks and seminars; and related interventions.

b) Collaboration and Networking to Build Synergies and Utilize Available Expertise Within and Outside KSA

Apart from the need for diversification, the Gender Committee at KSA is limited in capacity and yet the tasks are varied and complex. Hence the need for outsourcing expertise, mainly to execute many gender mainstreaming activities that are needed to ensure institutionalization of gender responsiveness at KSA.

c) Participatory Approach in the Implementation of the Various Activities

Staff are trained to provide peer training while efforts are made to ensure under representation of either gender on various directorates and departments which relate to the work of the KSA is redressed. Individuals who have capacity are utilized in activities such as seminar presentations or officiating various functions related to gender mainstreaming.

d) Specific Attention Paid to Women's Concerns

The main aim of this policy is to remove gender disparities. Women as a group need to be enabled to scan their environment and work towards changing it positively, both collectively and at individual level. This is likely to have a pebble effect and lead to change.

e) Documentation and Reporting

Many positive and relevant gender related events and programmes take place but are not usually documented for further dissemination. Mechanisms should be put in place to ensure actions are documented and reported. Documentation and reporting on the

efforts made to implement gender mainstreaming also forms part of the performance contracting by the government which KSA needs to adhere to.

f) Advocacy Pathways Created and Followed

Formal, informal and lobbying channels should be established to ensure gender mainstreaming is a reality at KSA

CHAPTER FOUR: POLICY PROVISION STATEMENTS

4.1. Policy Statement: Gender Equality

The Agency commits to comply with the constitutional provisions pertaining to gender equality, implement the two-third gender principle, and embrace affirmative action in providing employment opportunities to women, youth, and persons with disabilities, minorities and marginalized communities.

Objective:

To promote gender parity in its staffing levels and equal access to opportunities for the employees

Strategies

The Agency shall:

- i) Encourage applicants from marginalized groups to apply for opportunities and shortlist them in line with Affirmative Action;
- ii) Treat all its employees equally with regards to pay, benefits, transfers, training, promotion, growth and development; and
- iii) Use Affirmative Action as a corrective measure for gender imbalances.

4.2 Policy Statement: Gender Sensitivity

The Agency commits to sensitize and train its staff on gender related issues to enhance gender sensitivity.

Objective:

To enhance awareness on gender related issues through building capacity of all staff in the Agency.

Strategies:

The Agency shall:

- i) Conduct orientation and induction of all new employees on this Policy.
- ii) Undertake continuous training on gender issues to the management, the Gender Mainstreaming Committee and other members of staff (headquarters and regional offices)
- iii) Collaborate with strategic partners to provide Information, Education & Communication (IEC) materials on gender issues.

4.3. Policy Statement: Gender Sensitive Work Environment

The Agency has done a commendable job in enhancing the work environment. Its human resource manual provides for the enforcement of paid maternity, paternity, adoption, and sick leaves while continuing to enjoy all staff benefits. Freedom of

worship is also not curtailed. The Agency so provides adequate sanitary provisions for all genders. There is more that can be done to improve the work environment.

Objectives:

The Agency seeks to achieve the following objectives;

- i) To establish an enabling work environment that embraces principles of equality and inclusion.
- ii) To promote the health and welfare of all employees within the Agency.
- iii) To develop and implement policies that promotes the harmonious co- existence of employees.

Policy Statement:

The Agency commits to;

- i) Provide facilities likely to improve the welfare of employees.
- ii) Promote the health and wellness of employees.
- iii) Introduce flexible work schedules.
- iv) Tackle sexual harrassment and gender based violence.
- v) Provide an employee friendly environment.

Strategies:

The Agency shall:

- i) Provide a lactation room, prayer room and a screening room.
- ii) Provide employee wellness programmes including team building activities and club facilities.
- iii) Introduce flexi-time for nursing mothers (up to 3 months post-maternity leave).
- iv) Develop a workplace sexual harrassment and gender-based violence policy.

4.4. Policy Statement: Gender and Governance

Good governance is a development issue; it concerns financial accountability, democracy, human rights, management and administrative efficiency. Institutions that are not representative of the population, and that are not themselves gender sensitive, are unlikely to deliver socially responsive outcomes. Mechanisms must be found for systematically integrating gender into all areas of governance. Though KSA is at its infancy stage, there has been a recognition and deliberate effort to improve women representation in governance.

The gender composition in the overall number of staff has achieved gender parity, which is rare in many institutions in the country. However, women are few at the middle management level. There are still opportunities to improve the level of representation of women in the top leadership of the Agency, where currently two (2)

out of six (6) senior management are female. There is also no representation of persons living with disabilities. This implies that there is need for the management to ensure gender parity at all levels.

Objectives

The objectives of this policy is to contribute to a conducive working environment for both women and men through policies and programme which give due attention to gender consideration, promote and enhance equity and equality between women and men in governance and management at all level of operations at the Agency.

The Gender Committee will analyze and address gender issues in planning, implementation, monitoring and evaluation of policies, programmes and projects in order to achieve the following objectives:

- i) To promote gender balance at all levels of the organization.
- ii) To cultivate and nurture women leadership.

Policy Statements:

To achieve the above objectives, the Agency will:

- i) Ensure gender equality in the appointment of heads of sections, committees and any other units constituted by the Agency.
- ii) Put in place mechanisms to ensure gender responsiveness in management and governance.
- iii) Facilitate the development of programmes for capacity building in gender competencies.

Strategies:

- i) Developing effective tools for integrating gender into governance, that is, governance indicators, institutional and governance reviews.
- ii) Sensitizing top decision makers to commit and support gender mainstreaming at the Agency.
- iii) Enhancing stakeholders' sensitization and capacity building to support women and men in leadership.
- iv) Using affirmative action as a strategy to enhance gender equity and equality in recruitment, training, development and promotion, particularly in appointments of Heads of Sections, Committees and governance units.
- v) Mainstreaming gender in all Agency Units
- vi) Ensuring gender balance in appointments to governance and leadership positions
- vii) Instituting programmes for all staff under the Agency in gender mainstreaming.

- viii) Establishing support structures for all male and female staff through mentoring and coaching programmes.
- ix) Instituting monitoring and evaluation mechanisms for progress and impact assessment.

4.5. Policy Statement: Gender and Legal Compliance

The KSA is committed to comply with constitution and other existing laws. The Constitution of Kenya, 2010 prohibits both direct and indirect discrimination. As such, it ought to give equal opportunity to all when it comes to matters of appointments, career advancement, and training. It should also adhere to the requirements of a wide range of legislations seeking to promote gender equity and equality. These include the National Gender and Equality Commission Act of 2011 and the Employment Act of 2007.

Considering that international conventions and treaties form part of the Kenyan law, the Agency also needs to comply with the stipulations of the Protocol to the African Charter on Human and People's Rights on the Rights of Women in Africa and The Convention on the Elimination of All Forms of Discrimination (CEDAW), and The Beijing Declaration and Platform for Action. National policy instruments such as the National Framework toward Response and Prevention of Gender Based Violence in Kenya and the Gender Policy of 2019 among others.

Objectives: The Agency seeks to achieve the following objectives.

- i) To compliance with the legal provisions on equity and equality.
- ii) To avoid legal conflicts that may emerge from the failure to adhere to existing law.
- iii) To cultivate a culture of compliance to existing laws.

Policy Statements: The Agency commits to;

- i) Comply with all laws and policy frameworks touching on gender equality especially no more than two thirds gender rule as stipulated in the Constitution.
- ii) Adhere to to national and international regulations which prohibit discrimination especially on gender basis.
- iii) Offer equal opportunities to all gender at all organizational levels.

Strategies: The Agency shall:

- i) Incorporate laws and policy frameworks touching on gender equality into its organizational legal and policy framework.
- ii) Hire and retain people of all genders.
- iii) Give all employees equal opportunities when it comes to matters of appointments, career advancement, and training

4.6. Policy Statement: Gender Based Violence and Sexual Harassment

Gender-Based Violence and Sexual Harassment (GBV&SH) encompasses any form or act of violence that results in, or is likely to result in physical, sexual or psychological harm or suffering to women, men, on the basis of gender. According to the Declaration on the Elimination of all forms of Violence Against Women (CEDAW, 1979, Sexual Offenses Act, 2006), GBV&SH includes sexual and physical abuses; arbitrary deprivation of rights, freedom, liberty, whether occurring in private or public life, committed by individuals, groups or institutions. Gender-based violence and sexual harassment is found in every country with women and men deliberately targeted in violent acts. Its perpetrators do not consider age or status; they only consider the fact that their victims are female or males.

Violence against women cuts across social-cultural, religious and political barriers, impeding the rights of women, not only to realize their full potential, but also to participate fully in society. Gender based violence and sexual harassment can cause both physical and psychological trauma to the victim. As such, they negatively affect the productivity of an employee. Besides that, the two also have adverse effect on the reputation of an organization. Cases of sexual harassment and gender based violence are not a common occurrence at the KSA, any elements of sexual harassment which may exist though not overtly mentioned.

Objectives:

The Agency seeks to achieve the following objectives;

- i) To eliminate all cases of gender-based violence and sexual harassment at the Agency
- ii) To promote discipline amongst members of the Agency's workforce.
- iii) To promote the mental and physical health of employees.

Policy Statement:

The Agency commits to;

- i) Eliminate gender-based violence and sexual harassment
- ii) Support the implementation of this policy at all costs at the headquarters and regional offices.

Strategies:

The Agency shall;

- i) Develop Gender-Based Violence and Sexual Harassment Policy.
- ii) Design and implement programmes for the elimination of other forms of human rights abuse, besides gender-based violence and sexual harassment.
- iii) Build and sustain networks on the elimination of gender-based violence and sexual harassment.

- iv) Design and support community outreach programmes to educate and raise awareness on gender-based violence and other forms of human rights abuse.
- v) Provide support services for sexual harassment and gender based violence victims.

4.7. Policy Statement: Gender Research and Investigations

Investigations and research are key drivers to the work of the Agency. Gender research and investigations ought to always be performed in an objective manner. What this means is that researchers and investigators should be skilled to undertake the work from a gender perspective. There ought to be a clear policy to guide the actions of researchers and investigators. Information gathered also ought to be stored in a safe and secure manner. The identity of research subjects must also be protected at all times.

Objectives: The Agency seeks to achieve the following objectives;

- i) To carry out objective research and investigations that yield meaningful data.
- ii) To safeguard the dignity of research and investigation subjects.

Policy Statement: The Agency commits to;

- i) Conduct research and investigations with a gender lens to promote equal and sustainable development.
- ii) Generate knowledge and skills which can be used to address gender concerns plaguing the contemporary spatial society.
- iii) Develop a gender knowledge hub which can be used to inform policy formulation and implementation.
- iv) Package and disseminate information according to target beneficiaries taking cognizance of gender needs

Strategies:

The Agency shall:

- i) Develop guidelines for use by the Agency employees stakeholders on how to conduct research and investigations wearing a gender lense.
- ii) Train and encourage staff to conduct gender responsive action research to enhance development of interventions to close the gender gaps in the Agency and society at large.
- iii) Package research and investigation findings in secure databases to safeguard subject data bearing in mind the gender dimensions.

4.8. Policy Statement: Gender and HIV and AIDS

According to UNAIDS (2018) ,in 2017 there were 1.5 million Kenyans living with HIV and AIDS. The condition affects members of both genders majority of them in 15-49

years age bracket. It negatively impacts one's productivity. The Kenya Space Agency recognizes the need to implement the Kenya AIDS Strategic Framework to increase productivity, reduce stigma, enhance health outcomes, as well as increase the wellness of employees who are HIV positive. It also understands the negative effects that are likely to result from gender stereotypes associated with HIV and AIDS. In that regard the Agency is committed to keep improving its HIV and AIDS policy statements to promote the health and wellbeing of its employees who have the condition. The Gender Mainstreaming Policy shall be in harmony with the HIV/Aids Policy.

Objectives:

The Agency seeks to achieve the following objectives;

- i) To enhance employee wellness and positive health outcomes.
- ii) To reduce stigma and discrimination of employees living with HIV and AIDS.
- iii) To improve employee productivity.
- iv) To provide psychosocial support to employees living with the condition irrespective of their gender.

Policy Statement:

The Agency commits to;

- i) Promote the wellbeing of employees suffering from HIV and AIDS.
- ii) To prevent the stigmatization and discrimination of employees living with HIV and AIDS.
- iii) To follow up on the health status of employees living with HIV and AIDS.
- iv) To offer psychosocial support to employees who are living with HIV and AIDS.

Strategies:

The Agency shall:

- i) Avail equal training, promotion, and hiring opportunities to employees living with HIV and AIDS as those given to HIV negative employees.
- ii) Develop organizational policies against stigmatization and discrimination of persons living with HIV and AIDS.
- iii) Support employees living with HIV and AIDS in their efforts to seek medical treatment by offering them sick leave.
- iv) Offer free psychosocial support services to employees living with HIV and AIDS.

4.9. Policy Statement: Gender and Stakeholders

The KSA is a public entity that has a wide range of stakeholders. Key among them include members of the public, the government agencies, as well as other organizations including international ones. In order for the Agency to function successfully, it needs to engage its clients in an effective manner. Engagement with these stakeholders mainly

happens at the management level. Both female and male employees ought to be equally involved in stakeholder management. Women ought not to be left out in the process.

Objectives:

The Agency seeks to achieve the following objectives;

- i) To have an all-inclusive shareholder management process.
- ii) To increase the shareholder management skills of its employees especially women.

Policy Statement:

The Agency commits to;

- i) Involve women more in the shareholder management process.
- ii) Increase the capacity of women to engage in the shareholder management process.

Strategies:

The Agency shall:

- i) Appoint more women to managerial positions where they can participate in stakeholder management.
- ii) Train female employees on how to take part in stakeholder management.

CHAPTER FIVE: POLICY IMPLEMENTATION FRAMEWORK

This chapter provides policy implementation framework indicating the roles and responsibilities of various actors at Kenya Space Agency. Effective implementation of the Gender Policy will be achieved through the strengthening of a Gender Mainstreaming Unit in Kenya Space Agency.

5.1. The Roles and Responsibilities of Key Actors

5.1.1. The Agency

- i. Provide leadership in gender mainstreaming at the Agency.
- ii. Mobilize resources for implementation of the policy.
- iii. Review and adopt this Policy.

5.1.2. Management

- i. Provide administrative and operational support for implementation of this policy.
- ii. Commit a budget line to the implementation of this policy
- iii. Hold different departments accountable for specific activities and targets on gender mainstreaming as articulated in the policy.
- iv. Provide leadership in dissemination of the policy.
- v. Monitor and evaluate the impact of the implementation process of this policy.
- vi. Deal with any challenges that may arise from time to time to avoid delays in the implementation process

5.1.3. Gender Mainstreaming Committee

- i. To provide a physical presence and be the secretariat for coordination and implementation of the Policy.
- ii. Provide organizational capacity for the implementation of all gender activities as outlined in the Policy.
- iii. Conduct Gender sensitization for headquarters and regional offices.
- iv. Carry out surveys on gender mainstreaming.
- v. Participate in the development of gender sensitive indicators.
- vi. Develop guidelines and work plans for mainstreaming gender
- vii. Report on implementation status of the Policy to the National Gender Equality Commission.
- viii. Conducting periodic reviews and updating of this policy to ensure that emerging issues, practices and trends in gender equality and social inclusion are, where appropriate, incorporated herein.

5.1.4. Staff

- i. Familiarize themselves and adhere to the provisions of the policy.
- ii. Participate in gender mainstreaming capacity building programmes and activities.

- iii. Observe and respect diversity in all their undertakings at the workplace.
- iv. Report cases of discrimination at the work place.
- v. Providing timely information required in the evaluation of the implementation of this policy

CHAPTER SIX: MONITORING, EVALUATION AND REVIEW OF THE POLICY

6.1. Monitoring and Evaluation

Monitoring and evaluations of this policy guidelines will be conducted regularly to ensure effective and efficient implementation and to measure progress. The key responsibility for monitoring and evaluation (M&E) remains with the Gender Mainstreaming Committee.

This monitoring and evaluation process will be guided by the Committee's work plan which will be developed with clear gender mainstreaming indicators. Each Directorate/Department will be required to contribute towards mainstreaming gender actions in the Agency

6.2. Review of the Policy

This policy shall be reviewed every Five (5) years or as need arises to take into account emerging issues and trends.

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Annex I: Definitions

The Kenya Space Agency (KSA) takes into consideration the following definitions associated with Gender and Inclusion:

Affirmative Action:	Action taken on temporary basis in favour of a disadvantaged group so as to enhance equity.
Defilement:	This refers to the act of an adult having Sexual Intercourse with a child (any one below 18 years of age) with or without consent.
Disability:	Includes any physical, sensory, mental, psychological or other impairment, condition or illness that has, or is perceived by significant sectors of the community to have, a substantial or long-term effect on an individual's ability to carry out ordinary day-to-day activities.
Gender:	The socially determined power relations, roles, responsibilities and entitlements for men and women, boys and girls.
Gender Equality:	Equal treatment of women and men, boys and girls so that they can enjoy the benefit of development including equal access to and control of opportunities and resources.
Gender Equity:	The practice of fairness and justice in the distribution of benefits, access to and control of resources, power, opportunities and services. It is essentially, the elimination of all forms of discrimination based on gender.
Gender Mainstreaming:	This is the public policy concept of assessing the different implications for people of different genders of any planned policy action. It offers a pluralistic approach that values the diversity among people of different gender and sexuality.
Gender Parity:	A numerical concept referring to equal number of girls and women, boys and men relative to their respective numbers in the population.
Gender Responsiveness:	Action taken to correct gender imbalances
Gender roles:	Socially constructed and defined responsibilities for example, child rearing is a female gender role rather than a female sex role as it can be done equally by men or women. Unlike sex roles, gender roles are not universal and differ in

different places and from time to time. They are also changeable and interchangeable.

Gender Sensitivity: The ability to perceive existing gender differences, issues and equalities, and incorporate these strategies and actions.

Gender Sensitization: The process of developing people's awareness, knowledge and skills on gender issues

Indecent Act(s): This is where a person unlawfully and intentionally touches another person with his or her private parts.

Sex: Biological characteristics that make an individual male or female. Sex differences are God given, universal and unchangeable.

Sexual Abuse: This refers to unlawful forceful sexual contact or intercourse. It is abuse of a sexual nature including acts such as rape, incest, fondling and indecent exposure.

Sex Disaggregated: Data classification of information on the basis of sex; that is male or female.

Sexual Harassment: This denotes unwelcome advances, requests for sex favors or other verbal or physical conduct of sexual nature by way of words, acts, gestures or comments that would embarrass, humiliate, demean or compromise a reasonable person at whom such advances, requests or conduct is directed.

Sex roles: Arises from the biological differences between women and men and cannot be changed. Pregnancy is an example of a sex role for women, as only women have the ability to bear children.

Women's Empowerment: The process of enhancing women's capacity to take charge of their own development, involves enabling women to make their choices, have a say in decisions that affect them, ability to initiate actions for development, change in attitudes, and increased consciousness of equal access to and control of resources and services in order to take charge of their opportunities.

Annex II: Implementation Matrix

Level of Mainstreaming	Objective	Activities	Time Lines	Responsibility
Policy procedures and practices	Strengthen institutional capacity for efficient and effective service delivery that is gender responsive across operations and services of the Agency	<ul style="list-style-type: none"> Constitute a Gender Mainstreaming Committee and a focal person. Train the Gender Mainstreaming Committee Incorporate Gender Mainstreaming Policy into the institutional policy and strategic plan Implement the gender policy 	FY 2020/2021	DG
Gender awareness trainings/sessions and women empowerment	<p>Conduct gender awareness trainings/sessions for staff and empower staff with to implement projects in a gender responsive way</p> <p>Build capacity and confidence of staff members to enable them to understand gender equity and equality measures and to be advocates of inclusion within and outside the organization/institution</p>	<ul style="list-style-type: none"> Organize trainings for staff Organize capacity building trainings for gender champions Organize special events to facilitate networking and draw attention of women in the space sector Develop and monitor statistical evidence of representation of women in top, middle and lower leadership positions at the Agency 	2020-2025	DG GMC
Lobby for gender equity and equality	Promote equitable access for both women and men to resources, knowledge, information and services and facilitate the implementation of	<ul style="list-style-type: none"> Commit to promote recruitment of women in top and middle leadership positions at the Agency Allocate appropriate resources, within existing budgetary limits, to establish a gender unit with 	2020-2025	Board DG

Level of Mainstreaming	Objective	Activities	Time Lines	Responsibility
	corrective measures to address existing gender inequalities with regard to access to and control over resources.	<p>dedicated staff to monitor the implementation of the Gender Mainstreaming Policy at the Agency</p> <ul style="list-style-type: none"> • Ensure gender is mainstreamed in institutional strategic programmes and plans • Promote active and meaningful engagement of women in all Agency organized stakeholder engagement in the space sector • Develop strategies for promoting equitable access through knowledge sharing • Advocate for women into leadership roles within the Agency and to support their career advancement • Create dedicated programmes to empower all women and girls in the space sector • Develop corrective measures to address existing gender inequalities 		
Institute accountability for gender mainstreaming	Strengthen the gender specific performance management and accountability framework	<ul style="list-style-type: none"> • Develop gender mainstreaming indicators with specific targets, indicative timelines and monitoring measures to improve gender balance, especially at senior management levels • Recognize the men and women who have made a remarkable contribution in promoting the work of women in space fields • Ensure that women participate actively and meaningfully in all space sector activities • Organize mentorship programme where senior members in the Space industry impart practical knowledge and provide advice to the young women professionals at the Agency 	2020	DG GMC

Level of Mainstreaming	Objective	Activities	Time Lines	Responsibility
Monitoring and evaluation of all mainstreaming activities.	Establish standards and criteria required to monitor, evaluate and ensure the follow up of progress realized in mainstreaming gender equality and women's empowerment at KSA.	<ul style="list-style-type: none"> • Gender Mainstreaming Committee meetings • Develop criteria for monitoring progress • Monitor and evaluate the progress of gender mainstreaming at KSA. (Pre and post assessments across each of identified levels of mainstreaming help to inform the position of the organization on gender mainstreaming and planning for possible steps to be taken to fill in the identified gaps). • Submission of quarterly reports 	2020/2021	DG, GMC