Konza Technopolis
Development Authority

KONZA
Technopolis

GENDER MAINSTREAMING POLICY

JANUARY 2021

FOREWORD

Konza Technopolis Development Authority was established under the Legal Notice Number 23 on 28th March 2012 under State Corporations Act (cap. 446).The Authority's effort to develop the gender policy is in line with its objective of ensuring the Technopolis grows into a sustainable world class technology hub and a major economic driver for the nation with vibrant mix of businesses, workers, residents, and urban amenities. The policy framework will ensure that the Authority's internal policies, guidelines and programmes, in all areas and at all levels, are consistent with the long-term goal of eliminating gender inequalities and exclusion of any sector or group within society.

It is envisaged the Policy will provide a framework for gender equity and advancement interests of both men and women. It will contribute to greater efficiency in planning, resource allocation and utilization and empowerment of all. This will result in equitable resources distribution, improved livelihoods for vulnerable groups and responsible, globally competitive, and prosperous members of society. The Policy serves as a point of reference in mainstreaming standard workplace principles and values to ensure fair, equitable and consistent decision-making process in the operations of Authority.

Development of this policy is anchored on the Constitution of Kenya's Bill of Rights that obligates the state organs to address the needs of the vulnerable in the society including children, youth, persons with disability, marginalized and minorities, women and older persons. Indeed, sustainable development goals (SDGs) calls for maximum and equal participation of both men and women in economic, political and social cultural development. The Authority strives to provide a conducive working environment in which both the employee and stakeholder's interests are served.

18/06/2021

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CHIEF EXECUTIVE OFFICER

ACKNOWLEDGEMENT

We wish to express our gratitude and sincere thanks to the CEO, Eng. John Tanui and the Board of Directors for providing the necessary resources to facilitate the development of this Gender Mainstreaming policy.

We also acknowledge the contribution of the Chairs of various Committees and their members for their invaluable guidance and all the KOTDA staff who made the development of this Policy a success.

Your efforts and commitments are sincerely appreciated.

ACRONYMS AND ABBREVIATIONS

AGPO	Access to Government Procurement Opportunities
BPA	Beijing Platform of Action
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CEO	Chief Executive Officer
GAD	Gender and Development
GBV	Gender Based Violence
GRB	Gender Responsive Budgeting
HR	Human Resources
ICT	Information Communication and Technology
IEC	Information, Education and Communication
ILO	International Labour Organization
KOTDA	Konza Technopolis Development Authority
M&E	Monitoring and Evaluation
NGEC	National Gender Equality Commission
PC	Performance Contract
SDGs	Sustainable Development Goals
SGBV	Sexual and Gender Based Violence
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organization
WID	Women in Development
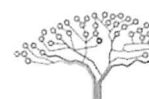
DEFINATION OF TERMS

- **Affirmative action:** preferential treatment measures for redressing inequalities or imbalances in accessing resources, power or opportunities. It is a commitment, but of temporary nature.

- **Gender:** is the social and cultural construct of roles, responsibilities, attributes, opportunities, privileges, status, access to and control over resources and benefits between women and men, boys and girls in a given society.

- **Gender Based Violence:** Refers to any form or act of violence that result in or is likely to result in physical, social or psychological harm or suffering to women, girls, men and boys on basis of gender.

- **Gender Biases:** Refers to attitudes held by people regarding the superiority or inferiority of gender.

- **Gender Issue:** is a point of gender inequality that is undesirable and requires intervention. It results from some form of gender discrimination or oppression

- **Gender discrimination:** Gender issue arises when there is inequality, inequity or differentiated treatment of an individual or a group of people purely on the basis of social expectations and attributes.

- **Gender empowerment:** Is 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.

- **Gender equality:** Refers to the ability of men and women, boys and girls to enjoy the same status and have equal opportunity to realize their potential to contribute to socio-cultural, economic and political development

- **Gender equity:** Refers to degree of fairness and justice in the distribution of benefits, access to and control of resources, responsibilities, power, opportunities and services.

- **Gender mainstreaming:** is a conscious approach of an organization to take into account gender equality concerns in all policy, programs, administrative and financial activities as well as organizational structures and procedures. It involves applying a variety of measures, providing resources (financial, human, time, information) and ensuring a process of learning and transformation.

- **Gender disparity:** Is the socio-economic index usually designed to measure the relative access to education of males and females.

- **Gender responsive:** Refers to an action taken to correct gender imbalance.

- **Gender Responsive Budgeting:** is a type of resource allocation that includes analysis of public revenues and public expenditures from a gender and equity perspective. This means that the budgetary implications for, and impacts on, women and girls, compared to men and boys, are considered. Gender and equity budgeting does not produce a

separate budget but is an analytical tool applied to mainstream budgetary processes.

- **Sexual harassment:** Refers to unwanted acts of a sexual nature that causes discomfort to the targeted person. It includes words, persistent request for sexual favour or dates, gestures, touching, uninvited sexual overtures, coerces sexual intercourse and rape.

- **Sex:** refers to biological characteristics that make an individual male or female. Sex differences are God given, universal and unchangeable.

- **Sex roles:** arise 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.

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1 INTRODUCTION

1.1 Background Information

Konza Technopolis Development Authority was established under the Legal Notice Number 23 on 28 March 2012 under State Corporations Act (cap. 446). The entity is domiciled in Kenya. The objective of the Authority is to ensure that Konza Technopolis grows into a sustainable world class technology hub and a major economic driver for the nation with vibrant mix of businesses, workers, residents, and urban amenities. The vision, mission, core values and core function of the Authority include:

Vision

To be a leading global technology and innovation hub

Mission

To develop a sustainable smart city and innovation ecosystem, contributing to Kenya's knowledge-based Economy

Core values

a. **Simplicity:** Through innovation and guided by clarity and consistency, we deliver simple, elegant, and quality solutions to our customers and stakeholders.

b. **Professionalism:** We are a qualified, skilled, and committed team striving to always deliver exceptional services to our customers, driven by independence, objectivity, best practices, always acting with integrity and keeping our promises while treating others with respect.

c. **Passion for Excellence:** We are passionate on delivering a better Konza to live, work and play through innovative and creative solutions inspired by outstanding services in time.

d. **Agility:** We are a vibrant and dynamic team that identifies and responds to emerging issues in an ever-changing globally competitive environment, hence giving our customers a competitive edge.

e. **Collaboration:** We optimize results by working smarter together. We multiply our contribution through partnerships and deliver with speed, trust and respect.

1.2 KoTDA Mandate

The mandate of KoTDA is to develop Konza Technopolis as a globally competitive smart city by creating an enabling environment through utilization of ICT for socio-economic development.

Strategic Objectives:

- Develop and manage a world-class smart city with a vibrant, safe and secure, healthy and sustainable ecosystem.

- Form partnerships with other actors in the National Innovation System, to recruit, attract, and develop high-end talent as well as create relevant, and smart innovative solutions and commercialize them.

- Mobilise adequate and sustainable funding to meet the Authority's mandate and changing needs of the business community and residents.

- Create a strong brand and image of Konza Technopolis that will attract, facilitate, and retain investors.

- Ensure that the Authority has adequate institutional capacity to fulfil its mandate.

1.2 Legal and Policy Context on Gender Mainstreaming

The Constitution of Kenya 2010 provides overall legal framework by committing to principles of equality and freedom from discrimination. It recognizes equality between women and men, girls, and boys. Specifically, Article 27 provides the right to equality and freedom from discrimination and substantially expands the list of protected groups and the scope of the right to non-discrimination. The constitution provides for gender balance and fair representation of marginalized groups; recognizes the role of women in society; accords equal citizenship rights, affirmative action; and articulates specific rights of children, persons with disabilities, youth, minorities and marginalized groups and older members of the society. The need for a gender policy at the Authority is in line with KoTDA's mandate of developing and managing a world-class smart city with a vibrant, safe and secure, healthy and sustainable ecosystem. The development of the Technopolis is expected to spur economic development thereby reducing poverty and unemployment, by considering the needs and aspirations of men, women, boys and girls across economic, social and cultural lines.

The 2000 National Policy on Gender and Development, the Employment Act 2007 and the National Gender and Equality Act, 2011 are in conformity with the equality principles in the constitution and are consistent with the Government's efforts ensuring greater participation of women and equal access to development resources and distribution of benefits. The policy is aligned with international and regional treaties and conventions on gender mainstreaming ratified by the Kenya Government. These include Convention on the Elimination of all forms of Discrimination against Women (CEDAW) 1979, United Nations Declaration of Violence against Women 1993, International Covenant on Economic, Social and Cultural Rights (ICESCR) 1966, Beijing Declaration and Plan of Action (1995), the Sustainable Development Goals (SDGs) as well

as Africa Union Solemn Declaration on Gender Equality. Through this policy, KOTDA reaffirms its commitment and determination to address legal and policy issues, procedures and practices which will serve to ensure equal rights and opportunities for women and men in all the spheres and structures of the Board.

1.1 Rationale for the Policy Development

The Constitution of Kenya, 2010 has introduced the term gender as an avenue of bridging historical inequalities between men and women. It has many provisions which are centred on equality and inclusion in respect to employment and brings into play a vehicle of achieving social justice in Kenya. This has been adequately provided for in Article 27, Article 81(b) on the not more than two-thirds of any appointed and elected body can be of the same gender and the bill of right that acknowledges that all human beings are equal and should be treated the same irrespective of their sex, race, religion, ethnic among others.

The emphasis on gender is based on the recognition that "gender" is a development concept useful in identifying and understanding the social roles and relations between women and men of all ages, and how these impact on development and how they access available opportunities.. This move has as well necessitated KOTDA to develop an institutional gender mainstreaming policy whose main aim is to integrate principles of equality and inclusion in its overall operations.

KOTDA Gender Policy establishes mechanisms to eliminate all gender disparities in access to employment, recruitment and selection, retention, performance evaluation and promotion, training and career development, working arrangements, budget allocation and programmes. The policy shall apply as a guide to inform KoTDA's internal processes and how it coordinates and works together with other stakeholders towards the effective delivery of initiatives.

1.2 Policy goal, purpose, and objectives

The overall goal of the Policy is to promote gender equity and equality in all areas of the Authority operations, provide for equal rights and opportunities for men and women in all spheres and structures of KOTDA, and equal employment opportunity contributing to the economic growth, national unity and sustainable development in Kenya.

The purpose of the policy is to establish a clear framework that will be used by KoTDA's Board management and staff in their everyday work as reference for: planning, decision making, implementation of projects, resource allocation, monitoring and evaluation of activities. The policy is aligned with other existing policies to promote gender equality and freedom from discrimination.

The general objective of the Gender Mainstreaming Policy is to ensure equal opportunities for men and women, recruitment and selection, retention, performance evaluation and promotion, training, career development and stakeholder management. This shall be done by:

i. Mainstreaming gender in all operations and activities of KoTDA by encouraging participation of both men and women in the in decision making, leadership and governance.

ii. Deploying gender sensitization programmes geared towards changing cultural attitudes that undermine participation of women and men in development.

iii. compliance with statutory and regulatory requirements that guarantee equity and fairness in access to opportunities.

iv. Ensuring that there is gender equity, gender responsive work environment and eliminate all forms of discrimination.

v. Prevent sexual harassment and gender-based violence at workplace by increasing knowledge and understanding of human rights among women and men so that they can identify violations, demand, access, seek redress and enjoy their rights.

vi. Ensuring that stakeholders are gender sensitive/responsive.

vii. Establishing linkages, partnerships and collaborations in gender, research and innovation.

1.3 Scope of the KOTDA Gender Policy

The policy provisions will apply to all activities and programmes at all levels in KOTDA. The policy guidelines and provisions in this policy framework will apply specifically and directly to all KOTDA staff, Management and Board in KOTDA's organizational structure and stakeholders.

1.4 Guiding Principles and Approaches to Implement the policy

This policy will be guided by gender and human rights principles, Article 10 of the Constitution of Kenya, 2010, Employment Act 2007, Sexual Offenses Act 2006, National Policy on Prevention of Gender Based Violence 2014, Vision 2030, National Policy on Gender and Development 2000 and relevant laws ratified by Kenya.

Implementation of this policy will be guided by the following:

1. Gender Approaches

Gender equality is an integral part of national development processes and reinforces the overall development objectives in the country. This policy emphasises KoTDA's commitment to elimination of gender inequalities and empowerment of both men and women in the development process.

2. Affirmative Action

Bridging gender gaps in at all levels requires preferential attention for the disadvantaged. Affirmative action as enshrined in the Constitution will be pursued to redress historic and present forms of discrimination against women and men in economic, and social spheres.

3. Promotion of GAD and WID approaches

Advancement of gender equality requires the promotion of two approaches. The Gender and Development (GAD) approach is based on the understanding of gender roles and social relations of women and men, with emphasis on the disadvantaged. While the Women in Development (WID) approach focuses specifically on improving the conditions of women. This is essential considering evidence from various sectors showing the disadvantaged position of women. The policy calls for all data and information for planning and decision-making at all levels to be disaggregated by sex, gender, age, and other socioeconomic characteristics such as disability.

4. Institutional Capacity Development for KoTDA and its partners to enable it to perform its duties.

2 SITUATIONAL ANALYSIS

2.1 Statement of Problem

Inequality in all its forms is acknowledged to be in existence in Kenya. The Kenya Constitution 2010 provides for principles of equality and freedom from discrimination and affirmative action and the rights-based approach. Patriarchy must be demystified to guarantee equal rights and opportunities to men and women. KoTDA having been established as a vehicle to develop a Smart City and serve also as innovation hub. It has the responsibility to ensure gender is mainstreamed and integrated at all levels of planning and implementation of programs and projects for all actors in Technopolis.

2.2 Internal Focus

The Authority is an equal opportunity employer and ensures non-discrimination in its recruitment and selection not withstanding an individual's gender, race, religion or ethnicity, disability or any other ground as provided in Article 27(c) of the Kenya Constitution of 2010. The Authority endeavors always to maintain a staff mix that meets the constitutional requirement on diversity. The Authority's projects and intervention will be gender responsive to meet the set threshold

The Authority seeks to promote an active and visible policy of mainstreaming gender perspective in all policies and programmes throughout its policies, programs and activities. The current establishment at the Authority is at a ratio of 56:44 for male and female employees. The Authority shall always strive to ensure sustainability of this balance. In recognition of the importance of gender equity and equality at the workplace, KOTDA has:

   i.   Established and operationalized a Gender Mainstreaming Committee

   ii.   Capacity built through continuous sensitization on gender issues for employees.

   iii.   Facilitated budgetary allocation for gender mainstreaming activities.

This policy aims to establish mechanisms to eliminate all gender disparities within the Authority.

2.3 External Focus

2.3.1 Trends in Gender Inequality Indicators in Kenya

Gender inequality is one of the major impediments to human development. Even though girls and women have made major strides and progress since 1990, they still have not yet gained gender equity given that they still face a lot of disadvantages. Women and girls are still discriminated against in access to health, education, political representation, labor market among others which has negative implications for development of their capabilities and their freedom of choice. Below is a review of some of the existing gender inequalities within Kenya.

a) Global Gender Gap Index

According to the Global Gender Gap Index Report, 2014 examining the gap between men and women in four fundamental categories: Economic Participation and Opportunity, Educational Attainment, Health and Survival and Political Empowerment, Kenya is ranked at number 37. A lot must be done to achieve gender parity.

b) Education

The World Development Indicators, 2013 on education indicate that there are still gender inequalities in access to education. Research shows gender parity having been achieved in primary school enrolment but not in secondary school and at tertiary education level. These inequalities in access to education further exacerbate the inequalities in the labour market.

c) Employment

A review of labour force participation rates by World Development Indicators, 2013 indicate that the rates are higher for males as compared to females for Kenya. A look at unemployment rates also reveals that they are higher for females than males with female unemployment estimated at 10.7 percent in 2005 and 10.5 percent in 2014 despite women accounting for over half of the Kenyan population.

d) Political representation and decision making

The trends show that there has been a significant increase in political representation by women over the past decade from as low as 3.6% in 2001 to 19.7% in 2013. Overall, when compared with other states in East Africa Community, Kenya has had the lowest proportion of political representation by women over the entire period, despite having the affirmative action rule. This is still below the two third gender requirement.

e) Gender Inequality Index (GII)

This is a composite measure that reflects inequality in achievements between women and men in three dimensions: reproductive health, empowerment and the labor market. It is developed by the United Nations Development Fund (UNDP) and is usually provided in the Human Development Report. The index measures the human development costs of gender inequality, thus the higher the GII value the more disparities between females and males. A look at the index shows that Kenya has the highest GII, implying the country has the highest gender inequality, despite the highest improvement in the index from 0.682 in 2000 to 0.548 in 2013. Source: http://hdr.undp.org

f) Gender Responsive Budgeting (GRB) Initiatives in Kenya

GRB initiatives in Kenya have in the past been carried out by several players key among them: government bodies such as National Gender and Equality Commission (NGEC) and Kenya

Women Parliamentarian Association (KEWOPA), civil society organizations (such as Abantu for Development, the Collaborative Centre for Gender and Development (CCGD), Institute of Economic Affairs, Society for International Development etc.), UN bodies (such as United Nations Children's Fund (UNICEF) and UN Women), the German Agency for International Cooperation (GIZ) and independent researchers.

3   POLICY COMMITMENT AND ACTION AREAS

The commitments and priority interventions and strategies herein are in line with KoTDA's mandate and are arranged in Broad thematic areas. Responsibility for undertaking these interventions will lie with Board, management and staff in all cadres.

3.1   Recruitment and Staffing

The Authority underpins its commitment of gender mainstreaming through recruitment of staff by requiring, that they all have knowledge of gender mainstreaming and are committed to gender equality.

3.1.1   Objective

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

3.1.2   Strategies

a.   Implement affirmative actions to bridge gender gaps at Authority.

b.   Institutionalize equal opportunity operational procedures when searching and appointing individuals for leadership positions and decision-making levels.

c.   Have a gender sensitive and gender balanced recruitment panel.

d.   Incorporate the Gender Policy in all induction materials and documents for new staff.

e.   Adopt recruitment, retention and promotion procedures that advance gender balance at Authority.

3.2   Performance and Career Development

KoTDA commits to promote fair performance evaluation and career development practices, equal distribution of training opportunities and improve gender balance in the institution

3.2.1   Objective

To build capacity, enhance participation and access to career development opportunities for both genders.

3.2.2   Strategies

a.   Embrace and apply fairness in promotion, training and career development for both local and international opportunities.

b.   Undertake Quarterly needs assessment to identify necessary capacities to build for gender mainstreaming.

c. Identification and implementation of responsive interventions for capacity building.

d. Design regular and scheduled training (at appropriate intervals) for all staff on gender sensitization and gender mainstreaming.

e. Strengthen staff capacity for collection and evaluation of gender related information.

f. Ensure that training and career development opportunities are shared equitably amongst female and male staff.

g. Identification and procurement of relevant gender resource materials for training and reference.

h. Ensure mechanisms towards support for mentoring, capacity development and professional training for staff to facilitate promotion of women into decision making positions.

3.3 Leadership/ Governance, Participation and Representation

KoTDA is Committed to adopt approaches that strengthen the involvement of a critical mass of women in decision-making process within the core programme system of the Authority. This will entail offering support for mentoring, capacity development and professional training for staff. These processes will work towards promoting both genders to decision making positions.

3.3.1 Objective

To institute gender responsive structures in processes by putting in place mechanisms in governance and management processes.

3.3.2 Strategies

a. Constitute and operationalize a Gender Mainstreaming Committee.

b. Promoting gender sensitivity and synergies throughout all levels at the Authority; and Coordinating sensitization of men and women to participate actively in decision making positions.

c. Increasing awareness and skills of staff in considering the social differences between vulnerable men and women when designing, implementing, monitoring and evaluating programmes.

d. Ensuring equal opportunities among female and male staff members in the areas of recruitment, promotion, benefits, training and working conditions.

e. Institute gender-responsive Monitoring and Evaluation framework to inform accountability on progress and impact assessment.

f. Conduct internal training sessions on gender mainstreaming, gender responsive budgeting, gender analysis and planning skills for effective and systematic integration of gender in all policies, programmes and projects at all levels;

g. Work with stakeholder to formulate and implement mentorship programmes for those in vulnerable situations.

3.4 Programming

Roll out activities and programmes that promote gender equality and freedom from discrimination for all. This covers interventions which are directed at the Authority's programmatic deliverables categorized alongside the Strategic Plan.

3.4.1 Objective

To increasing coverage, effectiveness and efficiency of interventions.

3.4.1 Strategies

a. Appoint a gender advisory committee with a representation of staff from all departments with clear roles and responsibilities.

b. Promote holistic and integrated approach to address gender inequalities in policies, strategic and operational plans, implementation and evaluation of Authority Activities.

c. Receive, retrieve, compile, package and analyze disaggregated data to inform KoTDA's internal interventions, dissemination and advisory role;

d. Facilitate development of tools with clear indicators and provision of relevant data collection variables for tracking the status of gender equality and inclusion in Kenya;

3.4.2 Partnership and Collaboration in Gender Mainstreaming

The Authority shall establish new and strengthen existing partnerships and collaboration in gender mainstreaming. KOTDA will work with partners to: -

a. Continue providing an enabling environment for partner participation through formulation of appropriate policies.

b. Establish mechanisms to facilitate regular broad-based consultation and joint monitoring and evaluation.

c. Collaborate with stakeholders to share information, learn and exchange best practices in areas of gender Mainstreaming

d. Promote gender equality through community dialogue and research to address retrogressive practices.

3.4.3 Human and Financial Resource

KoTDA will embrace the principles of equality and inclusion in distribution of human and financial Resources.

3.5.4 Strategies

To facilitate gender mainstreaming initiatives in the institution, KOTDA will:

a. engender the corporate budgeting process and promote linkages and collaboration in resource mobilization for gender mainstreaming

b. Mobilize and allocate adequate financial and human resources to support gender mainstreaming activities including implementation of this policy.

c. Establish a well-equipped child daycare facility to enable male and female staff to combine parental roles with official duties.

d. Allow flexible work arrangements for staff with special needs e.g. lactating mothers.

e. Routinely identify gender issues specific to either male or female staff and address them appropriately

f. Coordinate, monitor and audit extent of application of GRB in KoTDA's work.

3.5   Conducive Work Environment

3.6.1 Objective

Uphold a safe, friendly and productive work environment that respects principles of equality and inclusion.

3.6.2 Strategies

a. Provide a gender responsive work environment that enables women and men to perform their duties effectively, treating each other with respect and dignity.

b. Establish and maintain gender sensitive language in all KoTDA's internal and external correspondence.

c. Provide an enabling environment for partnering with state and non-state actors that advocate for the rights of vulnerable groups.

d. Implement gender-responsive safety and security measures.

e. Provide facilities and provisions in recognition of gender specific need e.g. crèche, toilets, breast feeding rooms and children holding areas.

f. Consider sexual and gender-based violence at public and private spheres as an offense and institute a disciplinary process as per the HR policy

g. prevent and eliminate gender-based violence and sexual harassment by establishing modalities for dealing with Sexual and Gender Based Violence (SGBV) and develop and implement a Workplace Gender Based Violence Policy.

4   INSTITUTIONAL FRAMEWORK FOR POLICY IMPLEMENTATION.

Implementing KoTDA Gender Mainstreaming Policy will be premised on the acknowledgement that the pursuit of gender equality and women's empowerment is a responsibility for all sectors in the development arena. The Board and the management will oversee and enable smooth implementation of the policy. All staff will also have a role to play bearing in mind that gender is cross cutting in nature. Staff are expected to identify entry points and opportunities for networking and collaboration to ensure synergy and maximum impact in addressing gender inequality.

The goal of this policy is to ensure that KOTDA sustains the provision of quality service to men, women, boys and girls. This will be achieved through participation and commitment of all internal and external stakeholders.

4.1   Roles of the Board of Directors

a. To approve the Policy and subsequent amendments.

b. To oversight the implementation of the policy

4.2   Roles of the Management

a. Facilitate enabling environment for operationalization of equality and inclusion principles.

b. Constitute the Gender Mainstreaming Committee guided by the policy and relevant legislations. The composition of the committee shall ensure fair representation and put into consideration the ethnic, cultural and religious background as well as age and gender.

c. Appoint Gender Champions/ Ambassadors to be work closely with staff and stakeholders.

d. Ensure that KOTDA files its gender mainstreaming quarterly reports to National Gender and Equality Commission (NGEC) as required in the Performance Contract.

e. Undertake resource mobilization and budget allocation for gender mainstreaming programmes;

f. Ensure that gender information and communication actions are adapted by employees and jobseekers.

4.3   Roles of KOTDA Employees

a. Report on any gender related issues and concerns;

b. Participate actively in gender related activities and interventions;

c. Embrace gender mainstreaming and apply the principles thereof in all interventions and operations.

d. Adhere with the policy guidelines/ provisions and requirements.

4.4 Roles of Gender Mainstreaming Committee

a. Advocate for compliance with $^2/_3$ gender equality principle in recruitment, career development and promotions.

b. Promote gender mainstreaming in programming (design, planning, implementation, monitoring and evaluation) and ensure disaggregation of data by age, sex and ability.

c. Promote continuous awareness, creation and sensitization to staff and other stakeholders.

d. Monitor and audit implementation and compliance of the policy.

e. Prepare and submit quarterly gender mainstreaming reports with NGEC as required by the PC.

f. Establish and strengthen networks with other institutions working on gender related issues;

g. Promote employment opportunities for special interest groups (women, youth and PWDs) through Affirmative Action;

h. Advise KOTDA management and other relevant bodies on gender mainstreaming;

i. Develop annual work plans for gender mainstreaming in line with the KOTDA's Strategic plan and policies;

j. Prepare and implement the budget on gender activities;

4.5 Roles of Gender Champions/Ambassadors

a. Provide briefs and respond on gender issues to staff/Stakeholders during meetings and forums.

b. Provide disaggregated data by age, sex and ability in line with the Authority's mandate.

c. Coordinate gender related activities with staff and stakeholders.

d. Promote compliance with statutory requirements on gender equality in all activities within the Authority.

e. Work closely with gender committee and report on any gender related issues.

4.6 Monitoring and Evaluation

KoTDA will assess, monitor and evaluate its activities; measuring progress, outcome and impact to address gender inequality. These shall include generation, analysis and use of data to determine the progress of implementation.

In addition, gender assessment will be carried out regularly through the guidance of gender mainstreaming committees. This shall entail identification of performance indicators and targets,
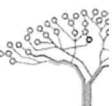
training of policy makers and staff and using the findings to design intervention activities and to inform future policy revisions.

5   Review Date

The policy document shall be subject to review every threeyears to keep pace with the changing trends in the organization's environment and any other changes required as directed by the government. However, it can also be reviewed as need may arise or at such intervals as the Board and Management may determine.