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## **GENDER MAINSTREAMING POLICY**

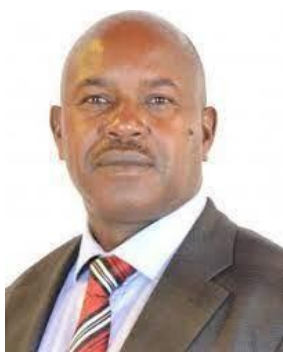
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## FOREWORD



This Gender Mainstreaming Policy—a landmark framework affirms our unwavering commitment to fostering gender equality, equity, and inclusivity within the institution and across all areas of our operations. As a center of excellence in wildlife research, training, we understand that our mandate can only be achieved in an environment that respects and empowers every individual, regardless of gender.

Gender mainstreaming is more than a compliance requirement—it is a deliberate, strategic approach that integrates gender perspectives into the design, implementation, monitoring, and evaluation of policies, programs, and practices. This policy marks an institutional shift from reactive to proactive measures in addressing gender imbalances and systemic discrimination.

This document is based on the National Gender and Equality Commission Act, the Kenyan Constitution, and the Public Service Commission's Gender Mainstreaming Guidelines, Vision 2030, the Convention on Elimination of All Forms of Discrimination Against Women (CEDAW) 1979, the United Nations Declaration of Violence Against Women 1993, the Beijing Declaration and Plan of Action (1995), the Sustainable Development Goals (SDGs), and the African Union's Goals are some examples of other legal frameworks.

This policy is designed to guide the Institute in eliminating structural and cultural barriers that hinder equal participation of all genders in institutional life. It outlines a set of clear goals, guiding principles, and strategic actions that address issues such as gender-responsive planning, gender-balanced leadership, inclusive employment practices, and the prevention of sexual harassment and gender-based violence.

The Board of Directors endorses the Gender Mainstreaming Policy and views it as a critical tool for institutional transformation. Together, let us ensure that gender equality is not just a goal, but a lived reality across our institution.

.....  
**DR DAVID NKEDIANYE**  
**CHAIR, BOARD OF INSTITUTE**

**DATE:** 16<sup>th</sup> May, 2025

## PREFACE



The development of the Gender Mainstreaming Policy marks a significant step in our journey toward creating an equitable, inclusive, and empowering institutional environment. This policy is a product of thoughtful collaboration, extensive consultations, and the shared commitment of many individuals and teams within the Institute who recognize the urgent need to integrate gender perspectives into all aspects of our work.

The preparation of this policy was guided by the Gender Mainstreaming Committee, with technical support from the National Gender Department. It followed a comprehensive baseline assessment of gender considerations in WRTI's policies, operations, and institutional culture—both at the headquarters and field stations. This process enabled the Institute to identify existing gaps, mismatches, and areas of opportunity in relation to gender equity and inclusion.

This policy provides a structured approach for mainstreaming gender across the Institute's core functions—research, training, planning, recruitment, budgeting, partnerships, and leadership. It offers practical strategies to ensure gender-responsive decision-making, prevent gender-based violence, promote balanced representation in leadership, and establish a work environment that respects and supports the rights and contributions of all genders.

This policy is not an end in itself, but the beginning of a renewed institutional commitment to gender equity. We encourage all staff, trainees, and partners to familiarize themselves with its contents and to actively play their role in creating a workplace that is inclusive, respectful, and just.

A handwritten signature in blue ink, appearing to read 'Patrick Omondi', written over a dotted line.

**DR PATRICK OMONDI, OGW**  
**DIRECTOR/CEO**

**DATE:** 16<sup>th</sup> May, 2025

## **Table of Contents**

<b>GENDER MAINSTREAMING POLICY.....</b>	<b>1</b>
Foreword .....	2
PREFACE .....	2
Abbreviations and Acronyms .....	5
Glossary of terms .....	6
1.0 Introduction.....	8
1.1 Background.....	8
1.2 Legal and policy context .....	9
1.3 Gender Status in the Institute .....	10
1.4 Rationale .....	10
1.5 Goals and Objectives .....	10
1.6 Scope .....	11
1.7 Guiding Principles .....	11
2.0 Alignment with National Policy on Gender and Development.....	11
2.1 Gender and Employment .....	11
2.2 Gender and Leadership.....	11
2.3 Gender Partnerships and Collaborations.....	12
2.4 Gender and Work Environment .....	12
3.0 Institutional Action to Gender Mainstreaming .....	12
3.1 Planning.....	12
3.3 Budget Allocation.....	13
3.4 Institutional transformation .....	13
3.5 Gender Management System.....	14
4.0 Policy Review .....	17

## Abbreviations and Acronyms

<b>CPPMU</b>	Central Planning and Project Monitoring Unit
<b>GBV</b>	Gender-based Violence
<b>GM</b>	Gender Mainstreaming
<b>IPPD</b>	Integrated Personal Payroll Data
<b>MTEF</b>	Medium Term Expenditure Framework
<b>NGO</b>	Non-Governmental Organization
<b>TOR</b>	Terms of Reference
<b>UN</b>	United Nations



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## GLOSSARY OF TERMS

**"Affirmative Action"** means action taken on temporary basis in favor of a disadvantaged group so as to enhance equity

**"Empowerment"** means the process through which men, women, boys and girls acquire knowledge, skills and attitudes to critically analyze their situations and take appropriate action to improve their status or that of the marginalized groups in the society

**"Gender"** means the social definition of women and men among different communities and cultures, classes, ages under the National Gender and Equality Commission Act,

**"Gender Analysis"** means the process of examining roles, responsibilities or any other aspects with regard to women and men, girls and boys, with a view to identifying gaps, raising concerns and addressing them; investigating and identifying specific needs of girls and boys, women and men for policy and programme development and implementation

**"Gender-Based Violence (GBV)"** means violence meted out to people belonging to a given gender.

**"Gender Discrimination"** means unequal or preferential treatment to individuals or groups based on their gender that result into reduced access or control of resources and opportunities.

**"Gender Equality"** means 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"** means fair and just distribution of all means of opportunities and resources between women and men.

**"Gender Focal Point"** means key staff member in an organization that shall spearhead Gender Mainstreaming Strategy and building capacities among his/her colleagues for incorporating gender into their work, in terms of content and process

**"Gender Inequality"** means unequal treatment or perceptions of individuals based on their gender. It arises from differences in socially constructed gender roles.

**"Gender Issues"** means relationships between women and men, their roles, privileges, status and positions are identified and analyzed. Gender issues arise where inequalities and inequities are shown to exist between people purely on the basis of their being female or male. The fact that gender differences are socially constructed is itself a primary issue to deal with.

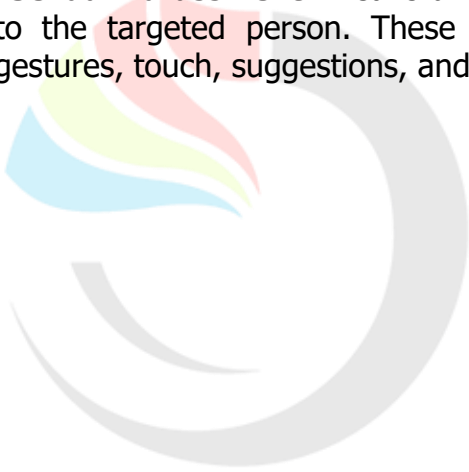
**"Gender Mainstreaming"** means ensuring that the concerns of women and men form an integral dimension of the design of all policies, laws and administrative procedures including budgeting and budget implementation, and the monitoring and evaluation of programs implementing such policies, laws and administrative procedures in all political, economic and societal spheres, so as to ensure that women and men benefit equally, and that inequality is not perpetuated;

**"Gender Responsiveness"** means action taken to correct gender imbalances.

**"Gender Work Place Policy"** means a framework of principles and practices designed to support and improve gender equity and equality outcomes in the workplace.

**"Sex"** means the biological and physiological characteristics that define men and women.

**"Sexual Harassment"** means unwelcome acts of a sexual nature that cause discomfort to the targeted person. These include words, persistent request for sexual favor, gestures, touch, suggestions, and coerced sexual intercourse/rape.



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## **1.0 Introduction**

### **1.1 Background**

Section 50 of the Wildlife Conservation and Management Act established the Wildlife Research and Training Institute (WRTI), whose mission is to coordinate and carry out wildlife research and training across the nation. The Institute was founded with the knowledge that in order to produce trustworthy scientific data on new issues in wildlife conservation and management, the wildlife research agenda needs to be more targeted.

Through the creation of jobs, foreign direct investments, and the promotion of international relations, wildlife plays a vital role in the national economy. Increased livelihoods, sound governance, and capable leadership are all greatly impacted by equal employment opportunities. The Gender Mainstreaming Policy directs the institutionalisation of programs and policies that advance gender equality and equity and guarantee that no member experiences harassment or discrimination at work because of their gender in order to fulfil this commitment.

A primary development concern and an objective in and of itself is the achievement of gender parity and equality in the wildlife industry. This Policy, which offers a thorough framework of the values and tactics to be followed in order to achieve gender equality and equity, was created by the Institute in order to accomplish this goal. It also recognises current efforts at the national, regional, and international levels to close the gender gap in service delivery. The policy also outlines the specific actions the institute will take to address gender-related disparities, including strengthening the Gender Mainstreaming Committee, which is already in place and responsible for addressing gender-related issues and concerns within the Institute.

#### **Vision**

A globally competitive wildlife research and training Centre.

#### **Mission**

To conduct and coordinate wildlife research and training through innovation, knowledge and technology transfer for sustainable wildlife conservation and management.

#### **Core Values**

The Institute is guided by the following core values in its operations:

#### **Integrity**

We uphold honesty and transparency in all our operations.

#### **Professionalism**

We uphold high standards of conduct, competence and accountability in all activities to foster trust and credibility.



**Stewardship**

We nurture and foster environmental sustainability and responsible management of public resources.

**Innovation**

We endeavor to explore and adopt new ideas, approaches and technologies.

**Partnership**

We create an environment that will deliver competitive scientific output through collaborative research, capacity building and service delivery initiatives.

**Quality**

We offer excellent research and training outputs and services.

**Teamwork**

We uphold the spirit of working together to create synergy and cohesiveness towards common goals.

**Inclusivity**

We embrace gender and social diversity, equity, fairness, respect and community engagement

**1.2 Legal and policy context**

The Institute is dedicated to achieving gender equality and equity, as stated in numerous national and international legal and policy documents. Gender discrimination is prohibited by both the Employment Act and the Kenyan Constitution, which also place a strong emphasis on social justice, equal opportunity, and fairness in terms and conditions of employment and other issues pertaining to employment.

According to the 2019 National Policy on Gender and Development, men, women, and young people all have the right to take part in and profit from development and other programs. In order to ensure that women participate more fully and have equal access to development resources and benefits, the policy promotes new approaches.

The National Gender and Equality Commission Act, the National Poverty Eradication Plan (NPEP), the Poverty Reduction Strategies Paper (PRSP 2001-2004), the Economic Recovery Strategy Paper (ERS 2003-2007), Vision 2030, and MTP IV are additional legal documents that are rooted in this policy.

The Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) 1979, the United Nations Declaration of Violence Against Women (1993), the Universal Declaration on Human Rights, the Beijing Declaration and Plan of Action (1995), the Strategic Development Goals, and the African Union's Goals are among the international protocols pertaining to gender mainstreaming that the government has ratified.

### **1.3 Gender Status in the Institute**

Currently, there are 288 employees at the Wildlife Research and Training Institute, including 124 men and 84 women. The organisation has an authorised staff of 298 employees.

The Wildlife Research and Training Institute has created strategies to address gender within the organisation because it recognises the significance of gender equity and equality.

- (i) The establishment of gender desks in the Field Centres and Headquarters.
- (ii) The student council's gender secretary.
- (iii) Integrate gender into all programs, policies, and endeavours.
- (iv) Constantly raising awareness among stakeholders, employees, and students.

### **1.4 Rationale**

Decision-making processes that consider the needs of both men and women at work are significantly influenced by gender mainstreaming.

The Institute is dedicated to establishing the gender mainstreaming principle in order to strengthen the equal opportunity principle and ensure that no worthy individuals face discrimination on the basis of their gender.

Numerous accomplishments have been made at the Institute, such as increasing staff and student awareness of gender issues and providing training to the Gender Mainstreaming Committee.

### **1.5 Goals and Objectives**

#### **Goal**

The objective is to guarantee that the Institute upholds gender equality and equity.

#### **Objectives**

- (i) To guarantee the Institute's youth, men, and women equal and equitable opportunities.
- (ii) To guarantee a gender-responsive workplace.
- (iii) To dissuade sexual harassment, gender discrimination, and all types of violence.

## **Scope**

The Institute's programs and activities at all levels will be subject to the provisions of this policy. All employees, clients, and stakeholders will be encouraged to fully participate and have access to equal opportunities.

### **1.6 Guiding Principles**

- (i) Universal respect for human dignity.
- (ii) Affirmative action.
- (iii) Transparency, accountability and good governance
- (iv) Partnerships and collaborations
- (v) Equality
- (vi) Equity
- (vii) Inclusivity

### **2.0 Alignment with National Policy on Gender and Development**

The policy's overarching goal is to advance gender equality and equity in all areas of operations; it also aims to establish and preserve a safe, equitable, gender-responsive, and supportive work environment for trainees and employees at the Wildlife Research and Training Institute.

#### **2.1 Gender and Employment**

The Institute is dedicated to:

- (i) Making sure that no more than two-thirds of each gender is represented in hiring, selection, appointments, and recruitment.
- (ii) Make sure that all employees are informed about issues pertaining to gender equality and equity through an efficient communication strategy.
- (iii) Launch a program for gender-responsive training and awareness-raising.

#### **2.2 Gender and Leadership**

The Wildlife Research and Training Institute will take the following actions to address the gender gaps that exist among its divisions and units:

- (i) Aim for a 50:50 gender ratio in leadership roles and decision-making organ membership.

- (ii) Coordinate with other organisations to create explicit operational procedures for gender equity when assigning people to leadership roles.
- (iii) Put gender-responsive leadership development and capacity building programs into place.

## **2.3 Gender Partnerships and Collaborations**

Non-state actors and the government are interdependent. The legal foundation, engagement guidelines, and consultation processes are provided by the government.

To execute the gender-responsive projects and programs, the Institute will forge new alliances and partnerships with non-state actors, such as NGOs and communities, and fortify current ones.

## **2.4 Gender and Work Environment**

All employees, regardless of gender or position, see themselves as stakeholders in accomplishing the goals of the company in a gender-responsive workplace.

The Institute will do the following:

- (i) Establish a gender-responsive workplace;
- (ii) Establish protocols to prevent sexual harassment and offer support services; and
- (iii) Provide sufficient, suitable, and gender-responsive facilities and amenities for all employees and trainees, such as lactation stations.

## **3.0 Institutional Action to Gender Mainstreaming**

### **3.1 Planning**

Gender equity and equality will be explicitly acknowledged as an objective and guiding principle in all current plans. Additionally, all new planning procedures will be subject to this policy.

Concerns and issues related to gender must be incorporated into the planning process at every stage. Following the completion of this process, plans that include quantifiable and transparent indicators of progress will be approved.

The foundation of a standardised planning template will be a gender planning guidance checklist. Specific to the topics addressed by the Wildlife Research and Training Institute at all levels, this should be backed up by unambiguous and quantifiable indicators.

### **3.2 Programs**

New programs should follow this policy, and existing programs should be reviewed for gender responsiveness within a specified time frame. All programs must be gender responsive and should demonstrate a systematic consideration of the differences between the conditions, situations, and needs of men and women.

### **3.3 Budget Allocation**

The Board of the Institute and Management is responsible for making sure that a sufficient budget is set aside for gender mainstreaming initiatives. Budgetary allocation is a crucial management tool for guaranteeing that gender mainstreaming occurs.

#### **Further steps to be taken shall include:**

- (i) Creating gender budgeting tools to support a standardised method of integrating gender into budgeting;
- (ii) Creating gender budgeting policies for departments, divisions, and units. The Budgetary Committee will use these guidelines as the foundation for all plans, projects, and programs in order to comply with budgetary requirements.
- (iii) Making sure that gender equity and equality are specifically addressed in the budgeting committee's and CPPMU's terms of reference.
- (iv) Gathering sex-specific data to provide insight into resource usage.
- (v) Publicizing success stories on Gender responsive in budgeting and monitoring within the Institute.

### **3.4 Institutional Transformation**

#### **3.4.1 Staff profile and recruitment**

At every level and in every aspect of its operations, the Institute will seek to guarantee gender parity and equality by:

- (i) Educating Institute employees and trainees on gender equality and parity, as well as the importance of achieving gender balance in applications for posted positions.
- (ii) Ensuring that Article 27 of the Constitution is followed by the Institute. Particular focus should be placed on Article 27(8), which stipulates that neither gender may be represented to the fullest extent possible.

- (iii) Encouraging men and women to apply for positions in the Institute that may be under-represented and making sure that all positions are advertised competitively.
- (iv) In a category with a gender imbalance, the under-represented sex should be given preference when both genders are equally qualified for a position.
- (v) In order to motivate Divisions and Units with gender disparities to address them, sex-disaggregated statistics on staff profiles are presented during top management meetings.
- (vi) The selection of gender-sensitive interview panellists.

### **3.4.2 Working conditions and practices**

The Institute will take steps to guarantee that family-responsive provisions are included, such as:

- (i) Making it easier for parents to support their children by setting up on-site creche and lactation facilities.
- (ii) Giving nursing mothers flexible work schedules.
- (iii) Offering parents of newborns up to six months of child care assistance while they are on work-related travels or assignments.
- (iv) Providing gender-sensitive office amenities.

### **3.4.3 Sexual harassment**

Sexual harassment in any form constitutes a flagrant violation of an individual's rights. Focus will be placed on preventing sexual harassment through focused measures, such as regular public awareness campaigns for employees. Further measures will be implemented in accordance with the Institute's GBV Policy.

## **3.5 Gender Management System**

An efficient gender mainstreaming system within the Institute will serve as the process's foundation in order to maintain gender mainstreaming. In order to facilitate a coordinated gender mainstreaming response, this system will consist of various management tools and structures.

### **3.6 Structures**

In order to ensure that certain responsibilities and expertise are vested in strategically positioned structures within the Institute, the top management level must drive and share responsibility for gender mainstreaming.

These gender structures play a crucial part in fostering a supportive environment for gender mainstreaming and in helping the Institute's students develop their gender analysis abilities. A Gender Mainstreaming Committee will be part of the structure; it will be made up of officers from pertinent Divisions and Units, as well as Gender Focal Persons, who are essential to achieving and preserving gender parity.



### **3.6.1 Awareness and capacity building**

At all levels, regular sensitisation will be conducted, with a focus on gender analysis skills. In collaboration with the Gender officers and secretaries, the Gender Mainstreaming Committee will:

- (i) Offer direction to Divisions and Units in carrying out their individual programs to guarantee gender responsiveness.
- (ii) Include the gender policy in orientation and induction of new employees and trainees, as well as in training.
- (iii) Organise frequent gender-related meetings and workshops and create a Mainstreaming Toolkit and other materials.
- (iv) Create forums for conversations and debates about gender-related issues.
- (v) Write articles for the Institute's website and newsletters about gender-related topics.

### **3.6.2 Implementation Framework**

All levels of the Institute's management structure will work together to implement the gender policy, and the following individuals will be responsible for its successful execution and coordination of gender mainstreaming programs:

- (i) the Wildlife Research and Training Institute's director/CEO and top management;
- (ii) the gender focal point;
- (iii) the gender committee; and
- (iv) the staff and trainees of the Institute.



**The above actors will execute their roles as stipulated in the table below:**

<b>S/No</b>	<b>ACTORS</b>	<b>ROLE</b>
1.	Director/CEO	<ul style="list-style-type: none"> <li>i. Appoint a committee to mainstream Gender issues in the Institute with clear Terms of Reference (TOR);</li> <li>ii. Advocate for and ensure the inclusion of Gender issues in decision making;</li> <li>iii. Ensure adequate provisions of resources are allocated for policy implementation;</li> <li>iv. Provide both technical and moral support to the Gender Committee;</li> <li>v. Establish and enhance partnership and collaboration on Gender Mainstreaming;</li> <li>vi. Facilitate organizational capacity to implement all Gender mainstreaming activities as outlined in the Gender Policy;</li> </ul>
2.	Gender Committee	<ul style="list-style-type: none"> <li>i. Execute the TOR as shall be stipulated by the Chief Executive Officer in the appointment letters;</li> <li>ii. Co-ordinate and implement the Gender Mainstreaming Policy;</li> <li>iii. Co-ordinate the development of result oriented and Gender sensitive indicators to mainstream gender issues in the Institute's policies, projects and programs;</li> <li>iv. Identify relevant and commensurate activities that are aimed at achieving the strategies outlined in the policy;</li> <li>v. Monitor and evaluate the implementation of the policy</li> <li>vi. Submit reports to the Authorized Officer and other relevant Officers on a quarterly basis.</li> </ul>
3	Staff and trainees	<ul style="list-style-type: none"> <li>i. Be Gender responsive at the Institute;</li> <li>ii. Adhere to the provisions of the policy</li> <li>iii. Participate in gender mainstreaming training sessions and surveys organized by the committee; and</li> <li>iv. Report any violation of the policy to the Gender Committee for appropriate action.</li> </ul>



### **3.6.3 Monitoring and Evaluation**

The Monitoring and Evaluation system will use both qualitative and quantitative gender indicators to gauge the activities' gender mainstreaming.

For the purpose of informing planning, the Institute will maintain current and accurate sex-disaggregated statistics. It will also be crucial to document the recipients of different programs that the Wildlife Research and Training Institute is running from a gender perspective.

Consistent with the aforementioned endeavours, the Institute is dedicated to implementing tangible measures that will tackle existing gender disparities and prospects for transformation by guaranteeing:

- (a) Every major outcome area at the planning, project, and program levels incorporates gender-sensitive indicators.
- (b) Progress on gender mainstreaming activities must be reported to the gender mainstreaming committee by all departments and divisions.

### **4.0 Policy Review**

This policy will be reviewed within three (3) years

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