



MINISTRY OF ENERGY
AND PETROLEUM



Practical ACTION

Assessment Report **GENDER MAINSTREAMING IN SEMI-AUTONOMOUS GOVERNMENT AGENCIES (SAGAS) IN KENYA**



**GENDER MAINSTREAMING
IN SEMI-AUTONOMOUS
GOVERNMENT AGENCIES
(SAGAS) IN KENYA**

Assessment Report

**Practical
ACTION**

About Practical Action

We are an international development organization putting ingenious ideas to work so people in poverty can change their world. We help people find solutions to some of the world's toughest problems. Challenges made worse by catastrophic climate change and persistent gender inequality.

We work with communities to develop ingenious, lasting and locally owned solutions for agriculture, water and waste management, climate resilience and clean energy. And we share what works with others, so answers that start small can grow big. We're a global change-making group.

The group consists of a UK registered charity with community projects in Africa, Asia and Latin America, an independent development publishing company and a technical consulting service. We combine these specialisms to multiply our impact and help shape a world that works better for everyone.

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CONTEXT OF THIS ASSESSMENT REPORT

During the implementation of the Women in Energy Enterprises in Kenya (WEEK) Phase II Project, Practical Action supported the Ministry of Energy to establish the Energy Sector Gender Committee which is mandated to steer and oversee the implementation of the Gender Policy by all energy stakeholders.

The committee membership is constituted of different directorates within the Ministry of Energy and Semi-Autonomous Government Agencies (SAGAs) in the energy sector i.e. Kenya Power and Lighting Company (KPLC), Geothermal Development Company (GDC), Rural Electrification and Renewable Energy Corporation (REREC), Kenya Electricity Generating Company (KENGEN), Energy and Petroleum Regulatory Authority (EPRA), Nuclear Power and Energy Agency (NuPEA) and Kenya Electricity Transmission Company (KETRACO).

The project further built the capacity of the institutions on gender mainstreaming in energy planning and delivery. With the increased understanding on gender mainstreaming, the institutions were supported to develop and implement gender action plans, to ensure that the institutions and their programs are engendered. During the implementation of the WEEK Phase III project, Practical Action, conducted a gender assessment of the SAGAs to determine whether, the gender action plans developed during WEEK phase II project are being implemented effectively. This report provides the progress of implementing Gender Action Plans in the SAGAs and informs additional actions under the WEEK Phase III Project.



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LIST OF ABBREVIATIONS

AfDB	African Development Bank
AGPO	Access to Government Procurement Opportunities
AGWP	Annual Gender Work Plans
COC	Code of Conduct
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
ESGC	Energy Sector Gender Committee
GAP	Gender Action Plan
GBV	Gender based Violence
GDC	Geothermal Development Company
GGA	Gender Gap Analysis
GMS	Gender mainstreaming
GREEN	Green and Resilient Expansion of Energy Program
GRM	Grievance Redress Mechanism
ICT	Information and Communication Technology
KenGen	Kenya Electricity Generating Company
KESIP	Kenya Electricity System Improvement Project
KETRACO	Kenya Electricity Transmission Company
KPLC	Kenya Power and Lighting Company
KTRNIP	Kenya Transmission Network Improvement Project
KU	Kenyatta University

MoEP	Ministry of Energy and Petroleum
MPA	Multi-phase Programmatic Approach
NGEC	National Gender and Equality Commission
NUPEA	Nuclear Power and Energy Agency
PA	Practical Action
PC	Performance contracts
PPIAF	Public-Private Infrastructure Advisory Facility
PWD	Persons with Disability
REREC	Rural Electrification and Renewable Energy Corporation
SAGA	Semi-Autonomous Government Agencies
SETA	Sustainable Energy Technical Assistance Project
STEM	Science, Technology, Engineering, and Mathematics
TVET	Technical and Vocational Education and Training
USAID	United States Agency for International Development
WEEK	Women in Energy Enterprises in Kenya

EXECUTIVE SUMMARY

Practical Action (PA) has been implementing the Women in Energy Enterprises in Kenya (WEEK) Project with support from the International Network on Gender and Sustainable Energy (ENERGIA)

It has completed the implementation of two phases of WEEK, with the third phase currently under implementation (2022 to 2026). PA supported the Ministry of Energy and Petroleum (MoEP) to build the capacity of the Semi-autonomous Government Agencies (SAGAs) during WEEK Phase 2 to institutionalize gender mainstreaming (GMS). This report is an assessment of the extent to which the institutionalization of GMS has been achieved. It also identifies the successes, challenges, and opportunities for further intervention. The findings will contribute to the design of the WEEK 3 project.

The report is divided into seven sections: Section 1 describes the background, context and objectives of the audit. Section 2 describes the methodology, including the inception meeting, literature review; Key Informant Interviews (Annex 1); Focus Group Discussions (FGD) and data analysis. Section 3 presents the findings on agency and government support for GMS in the SAGAs; integration of gender perspectives in policies, strategies, budgets, programs, and service delivery for all the SAGAs, and implementation of work plans developed with the support of PA. Section 4 summarizes the best practices identified within the SAGAs and lessons learned. Section 5 presents the gaps and organizational ownership on gender responsiveness. Section 6 contains the perceived role of MoEP and the Energy Sector Gender Committee (ESGC) in GMS and Section 7 presents the conclusions and recommendations.

The key informant interviews underscored the role of the MoEP and the ESGC in the oversight of the gender policy implementation and championing and guiding GMS within the SAGAs. MoEP and the ESGC need to continue guiding on the reporting framework, auditing, developing guidelines for reconstituting the committees, monitoring and evaluation and capacity building among other responsibilities. The ESGC has played an important role in institutionalizing GMS in SAGAs and still has a role in sustaining the momentum so far created. The ESGC could help monitor performance and verify the information in the reports. They could also support the training of the agency gender committees.

The assessment establishes that all SAGAs have made a lot of progress in institutionalizing gender in their respective institutions.

They are, however, at different levels of implementation as some of them have received additional support from institutions such as the World Bank and the United States Agency for International Development (USAID). Gaps still exist, for example, in finalizing the SGBV policy for some SAGAs, inadequacy of allocated budgets for all the SAGAs, sensitizing the executive and top management on GMS, and capacity building of gender committee members for all the SAGAs. Capacity and resource allocation gaps span across all the SAGAs and therefore need to be given more attention.

Some SAGAs have not yet developed their gender policies and therefore require support. The assessment identified challenges faced by the SAGAs, mainly around insufficient budgets for GMS activities, low capacity of the gender committees to effectively undertake their mandate, resulting in slow progress in gender mainstreaming in the institutions' projects and programmes.

Despite these challenges, the SAGAs used the resources they could access to undertake successful GMS interventions yielding best practices that could be promoted to improve effectiveness and efficiency in mainstreaming gender in other SAGAs.

These include:

- The establishment of Gender Committees to champion gender mainstreaming in each SAGA. While the committees are based at the headquarters, all activities are cascaded to the field/regional offices based at the county level.
- Establishment of gender secretariats/units with staff to lead GMS in the institutions.
- Sensitization and capacity building for headquarters and field staff, including training TOTs to train staff at the regional level to address resource gaps.
- Development and implementation of 5-year Gender and Sexual and Gender Based Violence (SGBV) policies by some SAGAs.
- Incorporating gender considerations in staff recruitment.
- Identification of gender champions at the head offices and in regional offices.
- Establishment of lactation rooms, flexible working hours for mothers (up to 9 months) and paternity leave for men.
- Institutionalization of specific days for men and women such as the *International Women's Day* and *Men's Day*.
- Ensuring allocation of dedicated budgets for gender activities.
- Sensitization on access to Government Procurement Opportunities (AGPO).

The assessment establishes that all SAGAs have made a lot of progress in institutionalizing gender in their respective institutions. They are, however, at different levels of implementation.

- Quarterly reporting on progress on implementation of the annual gender work plans based on targets and indicators set by the government, including Incorporating gender mainstreaming activities and budgets in annual work plans and programs, putting in place and implementing gender policies, disaggregation of staffing by category and by sex etc. (Annex 5).
- Scholarship programmes that balance opportunities between male and female employees etc.

In view of the findings of this assessment, it is recommended that the WEEK 3 Project focuses its support on the following:

- Facilitating the SAGAs which have not benefitted from other development partner support to advance their progress in GMS and are therefore lagging behind. For example, while KPLC, KETRACO and KenGen have received support from the World Bank, USAID etc. to undertake various gender mainstreaming activities, REREC, NUPEA, EPRA and GDC have received minimal support, and have therefore not been able to undertake some of the planned activities in their work plans.
- Developing SAGAs Gender Committee capacity (gender knowledge & skills, and agency) to undertake their mandate, including policy dialogue to achieve institutionalization of gender and long-term change as detailed in section 3.1.1. This will ensure SAGA leadership is supportive of gender mainstreaming, gender policies and action plans are in place and sufficient resources are allocated for implementation, monitoring and evaluation.
- The WEEK 3 project could support the SAGAs to develop a criteria for recruitment of Gender Committee members to ensure gender representation as well as representation at all job levels.
- Sensitizing top leadership for faster buy-in and ensuring that reconstituted Boards retain their focus on GMS. This could also include support to lobby for establishment of gender departments/units to work closely with the Gender Committees, as adopted by KenGen as part of gender institutionalization strategy.
- The Gender Desk at the MoEP is allocated a limited budget for gender-focused interventions, including regular support to the SAGA Gender committees. Practical Action has previously provided technical support in the form of gender skills and provided resources to convene and implement gender interventions. MoEP needs similar support to take the lead in monitoring the performance of SAGAs, as well as to review the reporting template to incorporate other targets such as Persons with disabilities.
- The SAGAs need support to operationalize the SGBV policies including training on safeguarding and development of guidelines, and WEEK 3 support would help them to achieve this.

It is further recommended that PA's WEEK 3 Project engages directly with the MoEP to discuss the possible interventions to ensure buy-in and support to engage with the SAGAs. The dissemination of the findings of this assessment needs to be done within the MoEP set up to enable the WEEK3 team and PA to acquaint themselves with the new MoEP leadership.

This will also be an opportunity to interact with the new Gender Officer and build synergies with ongoing programs. It would also be valuable to consider seeking partnerships with the National Gender and Equality Commission and the State Department for Gender given the central role that they play in championing and supporting implementation of legal commitments on gender equality in Kenya.



Energy Sector Gender Committee members during induction workshop

1.0 BACKGROUND AND CONTEXT

Practical Action (Kenya Office) has collaborated with the Ministry of Energy and Petroleum (MoEP) in the implementation of interventions that address the inequalities in the energy sector and promotion of the empowerment of women through support from ENERGIA and other partners

Gender mainstreaming is a strategy for making the concerns and experiences of women, as well as men an integral part of the design, implementation, monitoring, and evaluation of policies and programmes in all political, economic, and societal spheres

Gender equality is promoted as a human right and a key factor in achieving sustainable development. Doing this has enabled organizations to take into account the needs, interests of women and men in projects, and programmes, promote women's participation in decision-making and promote positive changes in policies and strategies among other benefits.

Practical Action has implemented the Women in Energy Enterprises in Kenya (WEEK) Project, with support from ENERGIA International Network on Gender and Sustainable Energy and so far, two phases have been completed.

The WEEK Project was designed to empower women entrepreneurs and equip them with skills, knowledge and resources to sustainably engage in the supply of energy services to energy users especially in rural unreached areas who have no access. The Project supported the (MoEP) to establish the ESGC. A key mandate of the Committee was to oversee the implementation of the Gender in Energy Policy (2019) by all energy sector stakeholders.

The Project further supported the induction of the Committee, including the development of action plans for GMS in the seven energy-sector Semi-Autonomous Government Agencies (SAGAs). These include the Nuclear Power and Energy Agency (NUPEA), Energy and Petroleum Regulatory Authority (EPRA), Rural Electrification and Renewable Energy Corporation (REREC),

Geothermal Development Company (GDC), Kenya Electricity Generating Company (Kengen), Kenya Power and Lighting Company (KPLC), Kenya Electricity Transmission Company (KETRACO). The capacities of the institutions were developed with a specific focus on GMS in energy planning and delivery, while the annual gender action plans were developed to engender institutional operations and programmes.

Phase 3 of the WEEK Project is being implemented from 2022 to 2026, and the findings in this assessment report will among other things, guide the WEEK phase 3 project on the subsequent GMS activities, including strengthening of the SAGA Gender Action Plans and implementation, and strengthening the project influencing plan.

Definition of gender mainstreaming

Gender mainstreaming has been defined as “the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in any area, and at all levels. It is a strategy for making the concerns and experiences of women, as well as of men an integral part of the design, implementation, monitoring, and evaluation of policies and programmes in all political, economic, and societal spheres, so that women and men benefit equally, and inequality is not perpetuated.

The ultimate goal of mainstreaming is to achieve gender equality” (ECOSOC, 1997). The services provided by the SAGAs are very important for the achievement of Kenya’s development agenda and vision. Without a plan to guide gender mainstreaming in the institutions, the ultimate goal of achieving gender equality cannot be realized.

1.1 CONTEXT

Gender based inequalities in Kenya have been manifested in economic participation and opportunities, education, health, and political empowerment. Kenya ranks 77th out of 146 countries on the Global Gender Gap Index in terms of economic participation and opportunities, education, health, and political empowerment, while the percentage of Science, Technology, Engineering and Mathematics (STEM) graduates’ attainment is 30.7 percent and 19.4 percent in engineering manufacturing and construction fields¹ respectively. In 2022 Kenya was ranked 57th out of 146 countries, on the same index.

However, the ranking on key indicators such as women economic participation and opportunities decreased in 2023 and put Kenya’s rank at 16th out of 146 countries (in 2022 it was 6th out of 146 countries)².

1. World Economic Forum, Global Gender Gap Index 2023

2. World Economic Forum, Global Gender Gap Index 2022

Most programs are still gender-neutral and do not address the needs of the poor especially female-headed households, widows, widowers, and the elderly without a pension

The National Policy on Gender and Development (2019) supports interventions aimed at equitable participation of women, men, girls, and boys in the sustainable utilization of natural resources for economic benefits including opportunities for carbon trading and provide guidance to mainstream gender into environment and climate change laws, policies and programmes. MoEP launched a Gender in Energy Policy in 2019.

The Policy is premised on the knowledge that women, men, youth and persons living with disabilities (Persons with disabilities) have different levels of access to various energy resources and are impacted differently by policy interventions. The policy aims at enhancing inclusivity in access to energy services. The policy acknowledges the existence of gender committees in SAGAs noting the low awareness on GMS, despite its importance in program and project implementation. The policy observes that despite efforts to promote inclusivity in the energy sector, including the legal frameworks such as the Constitution of Kenya that support gender equality and women empowerment, gender equality gaps still exist in the energy sector.

Most programs are still gender neutral and do not address the needs of the poor especially female-headed households, widows, widowers and the elderly without a pension. There are insufficient supportive institutional legal frameworks to support gender mainstreaming such as establishment of resourced gender departments/units or even allocation of sufficient budgets in MoEP and the energy institutions (section 3.1.1). The policy tasks the SAGAs to train all staff and sensitize stakeholders on GMS. It also commits to strengthen institutional frameworks for GMS, promote compliance with the Kenya Constitution, increase awareness on gender issues and integrate gender in programs, monitoring and evaluation.

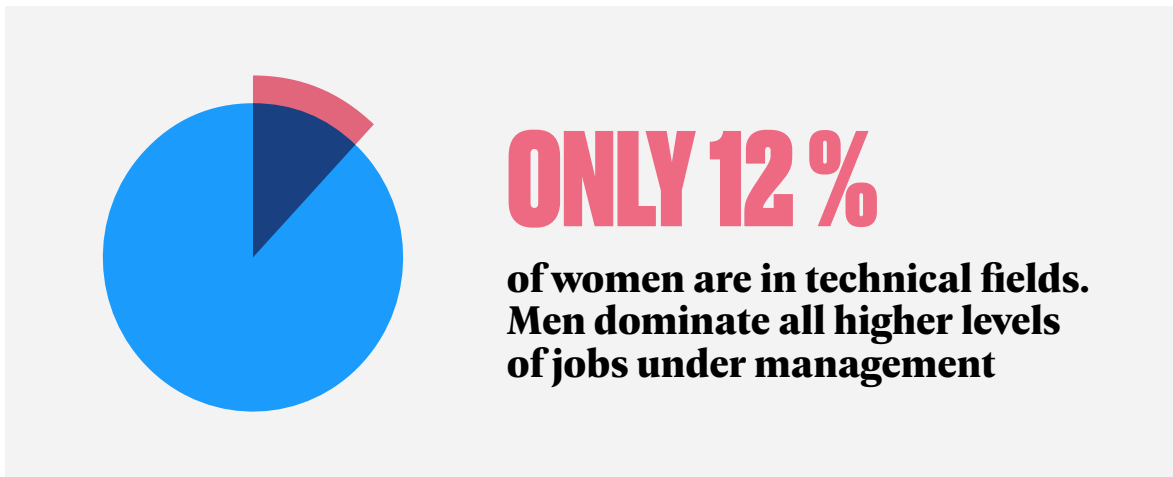
The Energy sector derives an enabling policy and legal framework that supports gender equality and women empowerment from the Constitution of Kenya. The MoEP is actively engaged in implementing various GMS activities. These include revising the Gender in Energy Policy (2019), coordinating the ESGC, and developing guidelines to integrate gender equality units/departments within energy sector institutions.

In addition, MoEP is designing feasible female talent acquisition programs to attract more women, creating tailored gender awareness capacity building programs for leaders and managers, and conducting gender impact assessments of mini grids in selected counties, among other initiatives.

According to the World Bank (WB) assessment of gender gaps in two energy sector companies, the workforce participation of women is low especially in technical fields and leadership/decision making positions.

The gender gap assessment (GGA) report of KPLC (March 2023) shows that out of the total staff of 9527, only 2171 (23 percent) are women and 7356 (77 percent) are male. Women in technical fields and leadership positions are only 9 percent and 16 percent respectively. Similarly, the GGA report of KenGen (June 2023) identified that out of a total of 2595 staff only 649 (25 percent) are female and 1946 (75 percent) are male.

Women in technical fields are only 12 percent and while men dominate all higher levels of jobs under management, women are placed in the lowest level of employment. Recruitment is led by male-dominated interview panels, and there is a general absence of well-defined mentorship policy/programme and training plan/policy that is focused on specific goals such as leadership management skills. Existing policies are still not adequate to eliminate gender-based challenges.



The ESGC was established by the MoEP to coordinate gender-mainstreaming activities in the sector, at the national and (subsequently county) levels, with the broad objective of supporting the implementation of gender-responsive interventions.

The committee has clear terms of reference (TOR) (Annex 3). An induction workshop was organized for the committee members during which the TOR was approved, and thematic groups formed. The committee consists of representatives from all the SAGAs, Civil society organizations, the private sector and the MoEP staff. Regular meetings were held to deliberate on the process of the development of the SAGA Annual Gender Work Plans (AGWP).

Practical Action intends to continue extending support to the Kenyan energy sector institutions during Phase 3 of the WEEK Project. In light of the collaborative work undertaken by PA to support GMS activities in the energy sector SAGAs, it was necessary to assess the progress made in integrating GMS policies, to identify best practices, and to identify gaps and challenges.

The assessment covered the progress made, the identification of the successes, challenges, gaps, and opportunities identified during the implementation of the gender action plans. These are used to make recommendations relating to the adjustment of institutionalization of gender equality within the SAGAs

This process will facilitate further intervention by PA and other partners including the World Bank, USAID, Tetrattech and other like-minded partners in strengthening implementation of GMS in energy service delivery.

The report is organized as follows:

- Section 1 describes the background and context and the objectives of the audit.
- Section 2 describes the methodology including the inception meeting and desk review; key informant interviews; FGD and data analysis.
- Section 3 presents the findings on agency and government support for GMS in the SAGAs; integration of gender perspectives in policies, strategies, budgets, programmes and service delivery for all the agencies and implementation of work plans developed with the support of Practical Action.
- Section 4 summarizes the best practices identified within the SAGAs and lessons learnt.
- Section 5 presents the gaps and organizational ownership on gender responsiveness.
- Section 6 contains the perceived role of MoEP and the ESGC in GMS and.
- Section 7 presents the conclusions and recommendations.

1.2 OBJECTIVES / PURPOSE OF THE AUDIT

The general objective of the audit was to assess the institutionalization of GMS and the implementation progress of the gender action plans developed during WEEK Phase II.

The assessment covered the progress made, the identification of the successes, challenges, gaps, and opportunities identified during the implementation of the gender action plans. These are used to make recommendations relating to the adjustment of institutionalization of gender equality within the SAGAs.

The findings are useful in guiding the implementation of WEEK 3, particularly the strengthening of the influencing plan. The findings of this assessment contribute to the following outcomes of the WEEK Phase 3 Project:

- Energy sector policies and programs promote gender equality and women's empowerment.
- Energy sector policies and programs are informed by robust data, evidence, and knowledge on gender and energy.

State Department for Energy PS, Alex Wachira during the flagging off of distribution of clean cooking jikos in Laikipia County



2.0 METHODOLOGY

A mixed method approach was adopted to undertake the assignment involving a desk study, structured, Key Informant Interviews (KII) and focus group discussions (FGDs)

A structured data collection questionnaire (Annex 1) was prepared and administered through interviews with key SAGA staff to understand institutional perspectives of gender mainstreaming interventions in respective institutional policies and activities.

Focus group discussions were conducted with committee members to fill in the gaps identified from literature review. The SAGA interviewees were selected in a participatory manner after discussions with the respective contact persons to ensure representation by gender and position in the institutions, as well as awareness and knowledge of the GMS activities undertaken in the institutions.

In carrying out the assessment, detailed content analysis of the PA WEEK project reports was undertaken to understand the background. Literature review provided background/context data on gender in the energy sector with respect to policies, and programmes.

Key primary sources of literature were identified through Key Informants from the Ministry of Energy, individuals directly involved in providing technical assistance on gender to SAGAs, as well as representatives of development partners involved in designing programmes to support GM in the SAGAs.

Further, the SAGA gender work plans and quarterly reports were analysed to obtain quantitative data on implementation progress. The data collected was mostly qualitative following agreement with PA on the proposed methodology and tools.

The SAGA interviewees were selected in a participatory manner after discussions with the respective contact persons to ensure representation by gender and position in the institutions, as well as awareness and knowledge of the GMS activities undertaken in the institutions

2.1 INCEPTION MEETING AND DESK REVIEW

An inception meeting was held between the Consultant and PA to ensure clarity in the understanding of the Terms of reference. It provided an opportunity to clarify objectives, methodology, timelines, and data collection methods.

It also provided an opportunity for the consultant to get more information including action plans developed by the SAGAs as well as other relevant WEEK project documents, to aid in the planning. The assessment entailed collection of secondary data through literature review of various documents including the Energy Policy 2018, Gender in Energy Policy 2019, Week Phase II Project document, programme reports, and other documents and provided by Practical Action.

This provided clarity on the original plan of the project, objectives, and assumptions. Reports of PA's engagement with SAGAs such as gender action plans were reviewed, including literature as presented in the list of references.

2.2 KEY INFORMANT INTERVIEWS (KIIS)

Key informant interviews were conducted with purposively selected key stakeholders including members of Gender Committees within different SAGAs. These were in person interviews either on line, or one on one. The key informants included the ESGC members, and the representative of PA concerned with implementing WEEK Project Phase 2 and other respondents identified through snowballing.

The tools were tested on one or two respondents and the necessary adjustments done to ensure that the desired data is collected. The data collection was done by field assistants who were trained to use the tools developed for the exercise. The data collection was monitored to check for relevance and consistency. The processing was done as the data came in to avoid accumulation and time lag.

2.3 FOCUS GROUP DISCUSSIONS

The SAGAs Gender Assessment was carried out during a period when most of the SAGA Gender Committee members were busy with other pre-planned activities. It was therefore difficult to get quorum for a face-to face FGD meeting to capture views from a broader range of respondents from each SAGA.

The assessment team therefore requested the SAGAs to arrange for online discussion meetings with a larger number of committee members. Discussions were therefore held with questions aimed at collecting additional data as well as verifying the secondary data collected through literature review.

These online video meetings were also used to validate the information provided by the Key Informants, especially where they indicated they were not necessarily members of the SAGA Gender Committees but implement gender related activities in their daily work.

The two lead consultants led the FGD to ensure coherence and were supported by a research assistant to accurately capture the discussions.

Although PA sent letters to SAGA heads requesting official authorization to collect data, securing data from the SAGAs has taken time with a few SAGAs requesting that the team send letters to the institutional heads again for authorization

2.4 DATA ANALYSIS

The data collected from secondary literature was analyzed and integrated as part of the report. Where possible tables summarizing the findings were used especially when assessing implementation of the Gender Action Plans developed with support from PA's WEEK 2 project. The findings are presented in Sections 3, 4 and 5 of this report.

2.5 LIMITATIONS OF THE ASSESSMENT

The assessment team experienced challenges securing meetings for Key Informant Interviews and FGDs in some of the SAGAs, despite many attempts. The team reached out to WEEK3 team to send letters to the SAGA leadership and request authorization to conduct the gender assessments.

In addition, Annual Gender Work Plans for KPLC and EPRA for the year 2021/2022 were not accessible at all even at the Ministry. Although PA sent letters to SAGA heads requesting official authorization to collect data, securing data from the SAGAs has taken time with a few SAGAs requesting that the team send letters to the institutional heads again for authorization.

The SAGAs were also not willing to share their work plans, gender strategies or reports. Given this scenario, the WEEK 3 project may want to consider engaging the Ministry of Energy for partnership during engagement with the SAGAs to address this hurdle.

KETRACO's Gender Committee and part of the team receiving a draft of the report



3.0 PROGRESS IN GENDER MAINSTREAMING

The SAGAs have received support from different agencies to help them implement interventions on GMS

Support has been received from Practical Action Kenya, the government, and development partners such as the World Bank, USAID, Power Africa's East Africa Energy Program, the International Atomic Energy Agency (IAEA), and the University of Nairobi.

3.1 GOVERNMENT SUPPORT TO GENDER MAINSTREAMING IN THE ENERGY SECTOR

In 2021, the Government set gender targets in the Performance Contracts for Ministries, Departments, Agencies, and Counties (MDAs) to promote gender equality and empowerment of women as per the existing commitments in the Constitution of Kenya, the Third Medium Term Plan of Kenya Vision 2030 and numerous regional and international commitments on Gender Equality and empowerment of Women. They are required to:

- Set up and operationalize a Gender Management System
- Mainstream Gender in workplace Policies, Plans and Programs
- Undertake capacity building on Gender and,
- Submit quarterly reports using a prescribed format to the State Department for Gender with a copy to the National Gender and Equality Commission

The State Department for Gender in close collaboration with the National Gender and Equality Commission analyzes MDAs annual reports and issues a certificate at the end of the Performance Contracts Period based on the scores awarded after the submission of the Performance Contracts reports. Support tools including a reporting format are provided to ensure effective implementation of the guidelines. (Ref. www.psyg.go.ke, www.gender.go.ke, and www.ngeckenya.org).

The data from the quarterly gender reports prepared by all the SAGAs is used to monitor the institution's compliance with, and performance against the gender-mainstreaming indicator in Performance Contracts. To encourage good performance, SAGAs and other government institutions that excel are awarded the annual Trailblazer Award by the government during the International Women's Day. The SAGAs use the data to monitor progress and gaps in the strategies adopted to advice review of their strategies.

Institutionalization of gender requires that the SAGAs fully embrace the call to mainstream gender perspectives into the organizational programmes and activities, evidenced by establishment of supportive institutional legal frameworks to support gender mainstreaming.

The performance contracting system helped in the development of Annual Gender Work Plans and monitoring of progress towards implementation of gender activities by government ministries, departments, agencies, and counties. This approach was successful in making gender a priority in the planning tables of SAGAs. Allocation of budgets for gender activities and reporting on progress became mandatory. Of late, however, gender targets are no longer part of the performance contracts in Government Ministries. Some SAGA Gender Committees such as KPLC sought guidance from the State Department of Gender, and they were advised that all SAGAs would henceforth report on implementation of the Annual Gender Work Plans bi-annually.

While this could be an indication that the SAGAs have reached a level where they can support gender at the institutional level, there is concern among the SAGA Gender Committees that the leadership in the various institutions may interpret the removal of GMS targets from the performance contracts as down grading the importance of GMS. Interview respondents and FGD participants expressed concern about the possibility that SAGAs could lose the traction already achieved following the removal of targets from the performance contracts and revision of the reporting schedule.

3.1.1 GENDER MAINSTREAMING SUPPORT TO SAGAS

The MoEP has been involved in GMS support to the SAGAs with a view to enhancing their capacity to develop policies, and institutionalize gender, to promote gender equality. Development partners including Practical Action, Hivos, the World Bank, USAID, Power Africa, University of Nairobi and the International Atomic Energy Agency (IAEA), among others, have supported these efforts.

Institutionalization of gender requires that the SAGAs fully embrace the call to mainstream gender perspectives into the organizational programmes and activities, evidenced by establishment of supportive institutional legal frameworks to support gender mainstreaming.

These may include establishment of gender departments/units, frameworks for SGBV prevention/safeguarding and response, institutionalization of gender responsive human resource policies, etc. They need to understand the gender gaps to develop gender policies, strategies and gender action plans to address the specific gaps identified, as well as support design and implementation of gender sensitive programs/projects, taking into account gender perspectives at the design stage and allocating sufficient budgets to engender their implementation.

Ultimately when gender equality as a common goal is eventually mainstreamed into the institutions, gender equality will be an integral part of the objectives and daily work routines within the institutions

This may also require that the institutions implement policies or programmes addressing gender equality specifically, for example special projects for empowering women, including enhancing women's voice through strategically supporting their participation in leadership and decision making, targeting interventions to bridge the gender gap in women's employment and career growth opportunities. This also entails setting clear gender targets and indicators that are measurable and yield gender disaggregated data for monitoring progress as well as planning.

In addition, institutions should commit to ensure gender equality has been fully integrated into the regular rules, procedures and practices, including promotion of gender sensitive practices and culture within its staff and wider stakeholders with the ultimate goal of achieving gendered impacts, and gender equality in delivery of services. Successful gender mainstreaming will ultimately lead to the transformation of the institutions, thus also influencing the organisational culture. Ultimately when gender equality as a common goal is eventually mainstreamed into the institutions, gender equality will be an integral part of the objectives and daily work routines within the institutions.

Gender Mainstreaming Support to SAGAs from Practical Action

The MoEP and Practical Action have been involved in GMS support to the SAGAs in order to enhance their capacity to develop policies, and institutionalize gender. In particular, Practical Action through the WEEK 2 project provided critical support to the initial processes undertaken by the Ministry of Energy, and led to the finalization and launch of the Gender Policy in Energy, the engagement with the SAGAs and ultimately, the development of annual gender work plans to guide gender mainstreaming in the SAGAs.

Below is a summary of PAs support to the entire process:

- Supported, in partnership with ENERGIA, a Stakeholder workshop to validate the draft Gender Policy.
- In addition, PA/ENERGIA supported finalization, printing of the policy document and a stakeholder workshop to launch the Gender Policy in Energy after which SAGAs were mandated by the Ministry of Energy to review their organizational policies in line with the Gender Policy. The finalisation of the Gender Policy in Energy and its launch was critical as it provided guidance on gender mainstreaming for the entire energy sector. The launch event also served as a dissemination event reaching many energy stakeholders.



**USD 930
MILLION**

**is the financing
envelope for the
Kenya GREEN
Program MPA
by World Bank**

- Co-funded a workshop with Hivos to disseminate the Gender Policy in Energy to the SAGAs, including co-facilitation of the workshop. The template for developing annual gender work plans was shared with the SAGAs and initial drafts prepared during this workshop. This workshop was therefore critical to ensure the SAGAs were sensitized on the policy, and that the process of implementation was started.
- Practical Action participated in the meeting that established the ESGC upon request by the MoEP. The committee was established and a TOR developed to ensure more effective coordination of gender mainstreaming among the SAGAs as well as to champion implementation of the Gender Policy in Energy (Annex 4).
- Co-funded the induction/ training workshop with Hivos for members of the Energy Sector Gender Committee during which they were sensitized on gender mainstreaming and finalized the annual gender work plans. This was important because most of the committee members were not familiar with gender and gender mainstreaming which was important for them to effectively undertake their mandate.
- Through support from both WEEK 2 and the Sustainable Energy Technical Assistance (SETA) project provided financial support to convene and co-chair quarterly Gender Committee meetings where progress on finalization of the annual gender work plans as well as implementation progress and reporting was a core agenda. PA was represented in the meetings and undertook the role of chairing and guiding the meetings.

Gender Mainstreaming Support to SAGAs by different agencies

Other support was provided to the SAGAs by other like-minded stakeholders to implement the annual work plans and undertake other activities to strengthen gender mainstreaming in the institutions. Specifically, the World Bank is implementing Phase Two of the Kenya Green and Resilient Expansion of Energy (GREEN) Multiphase Programmatic Approach (MPA) program approved in June 2023.

The project beneficiaries include MoEP, and the sector agencies such as KETRACO, KenGen, EPRA, KPLC GDC, and REREC. The project focuses on improving human endowments, removing constraints on increased female participation in the labor market including in Science, Technology, Engineering, and Mathematics (STEM) fields, and enhancing women's voice through strategically supporting female participation in leadership and decision-making positions in the energy sector.

This project builds on earlier work on improving female employment and career development in KETRACO and KenGen. Table 1 summarizes the GMS support from different agencies.

Table 1 **GMS support from different agencies**

Ministry of Energy support to all the SAGAs
Capacity building on gender concepts, and support in the development of annual work plans
SAGAs sensitization on the content of Gender Policy in Energy as well as the mandate of the SAGAs
Induction and training for the ESGC including how to network and work together to deliver their mandate as committee members
Development of the Terms of Reference for the gender committee
Development of the company policy on gender mainstreaming
Identification of support from other institutions including development partners to SAGAs to implement activities aimed at mainstreaming gender
Convening the Gender Sector Committee meetings where guidance on the finalization of the annual gender work plans as well as reporting on implementation progress was provided
The World Bank- Kenya Green and Resilient Expansion of Energy Program (GREEN/MPA)
KETRACO
Undertake a Gender Gap Analysis to identify barriers to employment of women
Development of a five-year gender action plan (work plan) and M&E framework based on the findings of the gender gap assessment (gender analysis)
Implementation of the GAP
KenGen
Develop and implement a five-year gender action plan (work plan) and M&E framework based on its five-year gender equality strategy (work plan)
Promote increased representation of the female workforce
Establishment of a supportive institutional legal framework e.g., the establishment of a gender unit/department, Sexual harassment (SH)/GBV prevention and response framework
Institutionalization of gender-responsive HR policies
KPLC
Improvement of institutional capacity for GMS
Development of a Five-Year Gender Action Plan to guide implementation of GMS strategies in the institution's operations
Gender mainstreaming in policies, budgeting, planning, M&E, and project management ³

Power Africa’s East Africa Energy Program
KETRACO
Engaged a Gender Expert from University of Nairobi to support baseline analysis that formed the basis of gender policy and ensured alignment with the National Gender in Energy Policy (2019)
Supported consultation with other utilities in the sector. Capacity building sessions for the GMS committee facilitated from Canada
Mentorship for female students who have pursued STEM courses
GDC
Facilitating gender coaching sessions for the members of the company’s gender committee
Facilitating an internship program in Kenya in 2020 to enable young women to acquire practical experience in technical fields, and thus develop a pipeline of qualified young women in the East African energy sector which included 15 interns hosted by electric utilities including GDC, under the programme young female professionals within the East Africa energy sector ⁴
KenGen and KPLC
Power Africa initiated an exclusive internship program for women in Kenya in 2020. The program aimed to provide young women with hands-on experience in technical fields, with the ultimate goal of cultivating a pool of experts
International Atomic Energy Agency (IAEA)
NUPEA
The International Atomic Energy Agency (IAEA) serves as the principal organization aiding nations entering the realm of nuclear activities under the United Nations umbrella. It prioritizes gender-related concerns significantly, actively assisting NuPEA in advocating gender equality within its structure
IAEA conducts multiple training sessions dedicated to addressing gender issues. Furthermore, it provides specialized training tailored for women within the nuclear sector, aiming to bolster existing participation and attract more female talent
Offering Masters’ programs and professional courses tailored for women, IAEA extends support to the Women in Nuclear society and assists in administering NuPEA’s scholarships for aspiring students
University of Nairobi
KETRACO
Development of the GMS policy; specifically, conducting situational analysis based on which gaps were identified from which the policy was derived

3. Project Appraisal Document (PAD) for Phase Two of the Kenya Green and Resilient Expansion of Energy (GREEN).

4. Internship Program. (2021)

3.2 INTEGRATION OF GENDER PERSPECTIVES IN POLICIES, STRATEGIES, BUDGETS, PROGRAMMES AND SERVICE DELIVERY

3.2.1 KENYA ELECTRICITY TRANSMISSION COMPANY (KETRACO)

Company Overview

At present, KETRACO has a male-dominated workforce with 71.2% of employees being male and only 28.8% female. However, KETRACO recognizes the need to bridge this gender gap, especially in managerial, technical, and administrative positions. To achieve this, the company developed a gender mainstreaming policy in April 2022 and is in the process of implementing the policy to guide its efforts to improve gender balance and promote gender equality in the workplace.

To oversee gender-mainstreaming activities within the organization, KETRACO has established a 10-member GMS Committee consisting of six females and four males. Since 2018, the committee and approximately 85% of staff members have undergone training on GMS and Gender-Based Violence (GBV) with support from the State Department for Gender and Power Africa. KETRACO has carried out four (4) targeted trainings for its gender committee members on the best practices in gender mainstreaming.

KETRACO has leveraged the ICT platform in the organization to sensitize staff on gender via gender nuggets on staff laptops and desktop screens. Additionally, KETRACO has conducted awareness sessions on GBV and mental health to educate its employees on key concepts related to violence, identity, how to respond, and the procedure for reporting workplace harassment.

Gender Mainstreaming in Projects and Programmes

KETRACO is involved in a number of GMS projects and programmes in partnership with energy sector agencies and development partners. The projects include Kenya Electricity System Improvement Project and Kenya Transmission Network Improvement Project.

The programmes include Renewable Energy Integration Program Gender Strategy, Public-Private Infrastructure Advisory Facility, Kenya Internship Programs, and Scholarship for Women Engineers

i. Kenya Electricity System Improvement Project (KESIP): KETRACO is implementing the Kenya Electricity System Improvement Project (KESIP) (2019–2024) in partnership with Kenya Power and Lighting Company (KPLC). The project design prioritized gender inclusivity and responsiveness to the needs of disadvantaged and vulnerable groups. The Project design requires KETRACO to enlist the services of a GBV specialist to facilitate project implementation.

Implementing a gender-sensitive recruitment process to facilitate women's access to job opportunities during the construction of substations. During both the construction and operation phases, 40% of jobs will be allocated to women

The Company is also mandated to include a social and environmental specialist within the supervision consultant's team, equipped with expertise in addressing GBV-related matters. This specialist's responsibilities encompass overseeing activities such as the signing of Codes of Conduct (COCs), ensuring the effective functioning of the Grievance Redress Mechanism (GRM) for GBV, referring cases as necessary, and collaborating with GBV services providers to serve as entry points for raising awareness about the Grievance Redress Mechanism⁵.

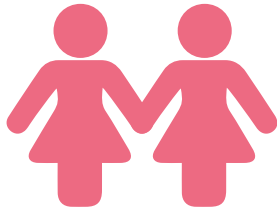
ii. The Kenya Transmission Network Improvement Project (KTRNIP):

The primary developmental aim of this project is to enhance the reliability and efficiency of the supply of green electricity by increasing the power transfer capacity of the high-voltage transmission network. The project incorporates a gender-focused component that will assist in the following activities aimed at promoting GMS and enhancing women's skills in the sector:

- Providing training on GMS for both KETRACO's management and technical staff.
- Supporting internships and attachments for an additional 108 interns, with a 50% representation of females.
- Promoting gender-balanced skills within the sector by sponsoring 100 students, 40% of them females, in TVET programs.
- Implementing a gender-sensitive recruitment process to facilitate women's access to job opportunities during the construction of substations. During both the construction and operation phases, 40% of jobs will be allocated to women.
- Implementing measures to prevent GBV and sexual harassment in the workers' camp and project communities. This includes creating a code of conduct for workers and conducting GBV sensitization meetings.
- Ensuring gender-balanced participation in the project's stakeholder meetings, Grievance Redress Mechanism, and overall implementation of the Environmental and Social Management Plan (ESMP).
- As part of their Corporate Social Responsibility (CSR), KETRACO will renovate deteriorated classrooms within the project area and establish a designated space for girls, providing them with sanitary facilities during menstruation periods. This initiative aims to increase girls' school attendance and reduce the stigma associated with monthly periods⁶.

5. Kenya Electricity Systems Improvements Project. (2019)

6. AfDB Project Appraisal Report. Transmission Network Improvement Project. (2023)



2 FEMALE STUDENTS

are part of a five-year engineering scholarship

iii. Renewable Energy Integration Program Gender Strategy: The Gender Strategy within the Renewable Integration Program is committed to promoting gender equality within the energy sector with a specific focus on enhancing representation in key sector organizations and identifying and addressing crucial gender disparities.

This strategy is devoted to the promotion of gender equality within the sector as it places a distinct emphasis on strengthening human resources, removing obstacles to greater female engagement in the workforce, especially in Science, Technology, Engineering, and Math (STEM) disciplines, and bolstering women's influence by providing strategic support for their involvement in leadership and decision-making positions within the energy sector. The program has targeted various energy agencies including KETRACO⁷.

iv. Public-Private Infrastructure Advisory Facility (PPIAF): Public-Private Infrastructure Advisory Facility is providing technical assistance to GDC, KETRACO, and KenGen. The objective is to identify and resolve obstacles related to female labor issues in the energy sector. These obstacles exist at both the national level, including policies and programs specifically addressing female labor concerns in the energy sector, and the organizational level, which encompasses human resources policies, hiring and advancement practices, and workplace environment. This support also aims to contribute to initiatives geared toward reducing gender disparities in employment through a range of domestic actions. These actions include establishing female-friendly facilities, implementing programs to facilitate the transition from school to work, promoting role models and professional networks, introducing quotas and affirmative action measures, and aiding the reintegration of women into the workforce⁸.

v. Kenya Internship Program: In 2019, Power Africa conducted a gender gap analysis that brought to light the significant underrepresentation of women at all levels within East African power sector organizations. The study revealed that up to 75% of technical roles were held by men, and this gender disparity extended to internship programs as well. Acknowledging this inequality, Power Africa launched an exclusive internship program for women in Kenya in 2020. The program's primary objective was to offer young women practical experience in technical fields, with

7. Climate Investment Funds Renewable Energy Integration Program Investment Plan for Kenya. (2023)

8. PPIAF, Support to GDC, KENGEN and KETRACO. (2020)

the ultimate aim of nurturing a cohort of skilled, young female professions in the East African energy sector. Starting in February 2020, the program successfully placed a total of 26 interns in various organizations including KETRACO by July 2021. KETRACO, along with other SAGAs, consistently recruit five female interns⁹.

vi. Scholarship for Women Engineers: KETRACO collaborated with Kenyatta University on a scholarship program targeting orphaned and vulnerable students. The program’s objective was to provide education for two female students in electrical or civil engineering for a duration of five years¹⁰.

3.2.2 KENYA POWER AND LIGHTING COMPANY LTD. (KPLC)

Company Overview

In 2008, the Kenya Power & Lighting Company Limited (KPLC) made a deliberate decision to advance GMS at the corporate level. To kick start this effort, a Gender Committee was established, tasked with conducting a survey to evaluate the organization’s awareness and responsiveness to gender-related concerns. Following the survey’s findings, several key initiatives were developed, including; the formulation of a GMS policy, the creation of a policy addressing sexual harassment and discrimination, the establishment of a policy for equal opportunities, the development of the strategic plan for GMS spanning from 2010 to 2015, along with a corresponding Monitoring and Evaluation Framework, and implementation of awareness campaigns aimed at familiarizing staff with corporate policies¹¹.

The Gender Gap Assessment (GGA) report for KPLC in March 2023 indicates that out of the entire staff of 9,527, women account for only 2,171 (23%), while men make up 7,356 (77%) of the workforce. Women in technical roles represent a mere 9%, and those in leadership positions amount to just 16%¹².

Table 2 **KPLC institutional Statistics**

Gender	2014/15	2015/16	2016/17	2017/18	2018/19	2022/23
Male	8,691	8,913	8,996	8,712	8,563	7,356
Female	2,154	2,220	2,299	2,281	2,351	2,171
Total	10,845	11,133	11,295	10,993	10,914	9,527
Female	20%	20%	20%	21%	22%	23%

9. Lighting the way for women in the East African energy sector. (2021)

10. KETRACO partners KU in Sh. 1m scholarship for women engineers

11. IDB, Kenya Power & Lighting Company Limited

12. Climate Investment Funds Renewable Energy Integration Program Investment Plan for Kenya. (2023)

Gender Mainstreaming in Projects and Programmes

Power Africa initiated an exclusive internship program for women in Kenya in 2020. The program aimed to provide young women with hands-on experience in technical fields, with the ultimate goal of cultivating a pool of skilled, young female professionals within the East African energy sector

i. KPLC is a participant in the Kenya Electricity System Improvement Project (KESIP), which encompasses a scholarship program tailored for 60 new female applicants under the KPLC training school. The scholarship is designed to encompass expenses related to accommodation, meals, and transportation while also providing valuable support during the training process. This support takes the form of a conducive learning environment, mentorship, and coaching to aid the beneficiaries in their educational journey¹³.

ii. Kenya Internship Programs; In 2019, a gender-gap analysis conducted by Power Africa revealed that women's representation across all levels within East African power sector organizations were significantly lower. The study indicated that as many as 75% of technical positions were occupied by men, and this gender imbalance extended to internship programs. Recognizing this disparity, Power Africa initiated an exclusive internship program for women in Kenya in 2020. The program aimed to provide young women with hands-on experience in technical fields, with the ultimate goal of cultivating a pool of skilled, young female professionals within the East African energy sector¹⁴. Commencing in February 2020, the program had successfully assigned a total of 26 interns as of July 2021 to four different organizations namely KETRACO, KenGen, KPLC and GDC. Each of these entities continue to take on five female interns¹⁵.

iii. Engendering Utilities Program; The Engendering Utilities program by USAID aims to enhance the energy and water sectors by boosting the active involvement of women in professional roles. Kenya Power has been in partnership with USAID, as part of the Engendering Utilities program, to jointly develop customized strategies aimed at enhancing gender equality outcomes and achieving essential business objectives.

Kenya Power's involvement in the Engendering Utilities program led to substantial progress in promoting gender equity within the company including:

13. WePOWER, (2019). Towards a Gender Inclusive KPLC

14. Who Rules the (Energy) World? Highlighting Kenya's All-female Internship Program. (2021)

15. Lighting the way for women in the East African energy sector. (2021)



14 DAYS

of paid paternity leave introduced by Kenya Power

- A remarkable 61% increase in the number of women participating in training programs between 2014 and 2018.
- In 2018, the company celebrated National Women's Day with a self-funded event for the first time.
- Kenya Power introduced 14 days of paid paternity leave in addition to the existing 90 paid days of maternity leave, demonstrating its commitment to family support.
- Collaborating with the Institute of Engineers of Kenya, KPLC has been actively encouraging young girls to pursue STEM subjects for their future careers. Women Engineers have been visiting girls' high schools to engage in discussions about engineering careers, with the aim of reshaping attitudes and perceptions toward this field.
- One of KPLC's female engineers was featured in an article in The Star, a Kenyan newspaper, where she shared her experiences as an engineer working in a predominantly male-dominated industry¹⁶.
- The company sponsored female engineers to attend the 2nd Women Engineer's Summit, providing them with valuable training and development opportunities¹⁷.

KPLC Integration of gender perspectives in policies strategies, budgets, programmes and service delivery

KPLC mapped their policy to the national gender in energy policy, whose development is not yet complete but is in the last stage of approval. A draft policy on SGBV and a GMS policy both awaiting approval. Some of the activities within the draft gender policy have been incorporated into the work plans pending approval of the gender policy.

The Company has allocated a budget for implementing GMS activities but the amount allocated is still insufficient to comprehensively implement the work plan. The organization has not had any funding discussions with any of their partners, but is exploring this possibility.

Part of the work plan entails the identification of gender champions and sensitizing them. This has already been done.

16. USAID, Engendering Utilities

17. USAID, Engendering Utilities

In the first year of implementing GMS the Company selected components on gender recognition for implementation. A Gender Gap Assessment (GGA) has been conducted and the data generated was used to develop a five-year work plan. One of the work plan components is the implementation of a Female Leadership Program under which it is envisaged that some ladies will be trained.

Staff welfare meetings are used to enlighten members on matters gender, disability etc. This engagement is also used as an opportunity to check on the fulfillment of the two-thirds gender rule. All committees ensure that there is gender balance in membership. The Committee has conducted outreach to regional offices and plans to launch the first regional lactation room in the North Eastern region.

Reporting

KPLC like other SAGAs is obliged to report to MoEP and National Gender and Equality Commission, and this is done quarterly. They regularly submit quarterly reports as required. The company scored 93% in 2023 assessment by National Gender and Equality Commission based on the performance indicators and scores in the reporting template (Annex 5). Submission requirements have motivated KPLC to make significant progress on gender, but the reporting requirement will now be biannual.



93%

**is KPLC's overall scored
in the 2023 assessment
by National Gender and
Equality Commission**

3.2.3 ENERGY AND PETROLEUM REGULATORY AUTHORITY (EPRA)

Company Overview

EPRA encourages investment in the renewable energy sector and ensure that licensing procedures are efficient and that information regarding licensing is accessible and easy to understand. EPRA also created the Renewable Energy Portal to improve the dissemination of regulatory information by collecting all license information in one place and displaying it in a simple, user-friendly format.

EPRA Integration of gender perspectives in policies strategies, budgets, Programmes and service delivery

EPRA has aligned their Gender policy to the Gender in Energy Policy. They have developed two other policies: The SGBV policy and the disability policy. The latter has been approved and is being implemented. They are working towards reviewing the disability policy. The approval of the policy demonstrates leadership support for GMS. There is support from institutional management on gender through annual allocation of funds towards the Gender Committee for gender activities.

All employees have been sensitized on the gender and SGBV policies. All interns within the organization have also been sensitized on the organizational policies on gender. The training sessions are held at least once or twice every financial year. Staff in the field have been sensitized through online training sessions for wider coverage.

EPRA achieved a perfect score of 100% from the State Department of Gender. Nevertheless, it is worth noting that the reporting format used for this scoring was not particularly user-friendly. Reporting mechanisms have been established and members have been sensitized on how to report incidences of SGBV. GMS has yielded positive outcomes, such as achieving a diverse management team composed of individuals from various genders. This diversity ensures a balanced decision-making process, starting from the board, through the directorate, and to the management level. EPRA will continue to submit bi-annual reports to the State Department of Gender, and NGEC.

EPRA finds the ESGC meetings valuable and impactful because of the coordination by the MoEP especially now that gender is not part of the Performance Contract, such meetings will be useful in maintaining the momentum.

It is important for the MoEP to visit each of the SAGAs to evaluate what is contained in the reports versus what is on the ground and to understand the challenges faced. ESGC ought to come up with a format for reporting on Persons with disabilities as this will ensure that they are put into consideration during development and implementation of gender work plans.

EPRA achieved a perfect score of 100% from the State Department of Gender. Nevertheless, it is worth noting that the reporting format used for this scoring was not particularly user-friendly. Reporting mechanisms have been established and members have been sensitized on how to report incidences of SGBV

3.2.4 KENYA ELECTRICITY GENERATION COMPANY (KENGEN)

Company Overview

Kenya Electricity Generating Company PLC (KenGen) stands as the foremost electric power producer in East Africa. Established in 1954 under the Kenyan Companies Act as Kenya Power Company (KPC), its initial mandate involved electricity generation through power plant development, management, and operation. KenGen is committed to becoming the provider of dependable, secure, high quality, and competitively priced electrical energy in Eastern Africa.

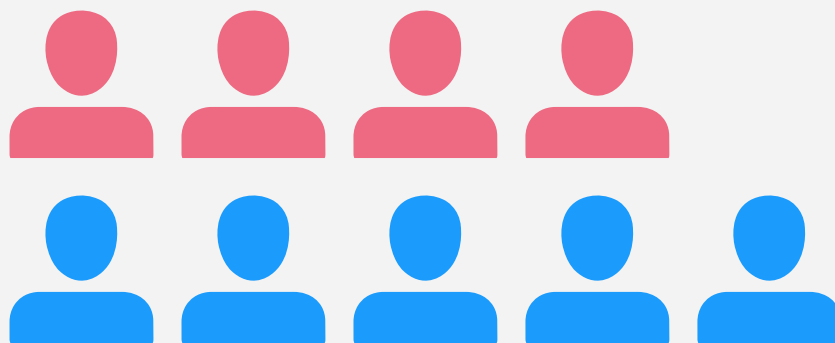
In line with the nation's constitution, which advocates for a 30% representation of women in the public sector workforce, KenGen has actively pursued GMS within its organization, taking significant strides toward this goal.

Kenya Electricity Generating Company has a gender committee comprising nine (9) members, four (4) of them female and five (5) male. The gender secretariat/unit with a staff of two (2) women. Out of this number, two are persons with disabilities (PWD) and two are below the age of 35 years. The gender committee draws representatives from all levels, for example, the Chairperson in a manager, the secretary is an assistant manager, while the remaining members include two other assistant managers, three senior officers and a principal Human Resource Officer.

The Company leadership is very supportive of GMS, as demonstrated by the decision to establish a gender unit to work closely with the Gender Committee to implement the organisation's 5-year Gender Equality Strategy, developed with support from the World Bank (2024-2029) that has already been endorsed by management and the Board.

4 FEMALES

and five males comprise the nine member gender committee at KPLC



Gender Mainstreaming in Projects and Programmes

i. Kenya Electricity Generating Company (KenGen) has developed a gender policy that spells out measures for enhancing the institutional framework for gender equality, meeting constitutional gender mandates, fostering awareness of gender and reporting. The Company Gender policy is aligned to the national gender in energy policy. The Company has also developed an SGBV policy, which outlines a structured procedure for handling complaints. The gender budget is combined with that for disability mainstreaming. About 20% of the Company budget goes towards implementing gender activities. The allocated resources are insufficient given that it is shared with another function. Development partner funding has been accessed and enabled the institution to achieve some milestones on GMS. However, this support is usually targeted to specific activities and it comes with spending directives and hence poses some limitations in terms of activities that can be implemented.

ii. Kenya Electricity Generating Company (KenGen) has been actively dedicated to promoting gender inclusion. Through the *Pink Energy Initiative*, the company has made substantial progress in initiating change and maximizing the capabilities of women. In early 2021, this initiative was honored with the annual *Trailblazer Award* from the government.

Presented by the Ministry of Public Service and Gender during International Women's Day celebrations, the award recognized the initiative's endeavors in advocating GMS and empowering women¹⁸. KenGen has been executing mentorship programs as part of the Pink Energy Initiative.

iii. The Public Private Infrastructure Advisory Facility is providing technical aid to KenGen to accelerate its Mainstreaming efforts. This assistance involves identifying obstacles at both the national and corporate levels. At the national level, it involves examining policies and programs that directly address female labor issues in the energy sector. Meanwhile, at the corporate level, it focuses on HR policies, recruitment and promotion practices, and workplace culture.

The aim of this support is to help bridge gender gaps in employment through interventions within the country. These interventions include establishing female-friendly facilities, implementing school-to-work transition programs, creating role models and professional networks, introducing quotas and affirmative action measures, and supporting return-to-work initiatives. This endeavor aligns with KenGen's ongoing initiatives in the Pink Energy Initiative¹⁹.

18. Steps are being taken to increase number of women in energy sector, SMG, 2021

19. PPIAF Support to GDC, KENGEN AND KETRACO

KenGen's continued participation in USAID's Engendering Utilities Program provided the institution with a distinctive opportunity to not just improve staff dynamics but also elevate their brand image and reputation within the industry

iv. KenGen has continued its dedication to the Engendering Utilities program, recently hosting the second cohort of the Engendering Industries Workforce Gender Equality Accelerated Program in collaboration with USAID. This program is designed to promote gender equality, diversity, and inclusivity within organizations. Participating in this accelerated program provided the institution with a distinctive opportunity to not just improve staff dynamics but also elevate their brand image and reputation within the industry. Collaborating within the Engendering Utilities Program, partners launched 70 initiatives aimed at offering talent development and leadership opportunities for female employees.

KenGen rolled out a mentorship initiative tailored for newly recruited engineers, encompassing four women. These participants engaged in a comprehensive year long training, starting with a two-month induction at the company's power stations, followed by intensive classroom sessions and visits to various operational sites. This endeavor not only familiarizes mentees with the varied power generation methods and engineering tasks within the company but also amplifies their presence across diverse departments.

v. The company has received support from USAID to conduct two gender audits. USAID, Power Africa, and the World Bank have provided financial and technical support for training the committee and other officers on gender mainstreaming. Part of this entailed the engagement of a consultant from University of Nairobi to develop a Gender Strategy. In 2023, the partners enlisted the help of another Professor to contribute to the Gender Strategy, resulting in a draft 5-year strategy, courtesy of the World Bank. The World Bank also helped to conduct the Gender Gap Assessment. The Company has had collaboration with other organizations such as the Gender Violence Recovery Centre and National Gender and Equality Commission who provided training to KenGen's committee as part of efforts to mainstream gender as well as SGBV guidelines.

vi. KenGen has initiated mentorship programs like Project G4G (Girls for Girls) aimed at empowering young women, fostering qualities like courage, vision, and the necessary skills needed to take on leadership roles. In Kenya, adolescents face a series of significant and severe challenges, much like young people globally, in today's world. They confront a range of interconnected issues such as economic development, poverty, crime, violence, drug abuse, and early pregnancies.

Acknowledging this complex reality, the KenGen Foundation, in partnership with The Wellbeing Institute, is actively implementing a youth development initiative called *Jitunze Ujituze (JUT)*, translating to “*Tend to yourself, Crown yourself.*” The primary aim is to promote positive life outcomes for children and adolescents in Kenya by focusing on their strengths and the resources within their communities.

vii. KenGen regularly reports GMS progress to National Gender and Equality Commission and in the 2023 assessment, they scored 75%. The reports are used by the National Gender and Equality Commission to monitor progress in implementation of GMS strategies. The institutions use the data to gauge progress and assess effectiveness of the interventions with a view to improve.

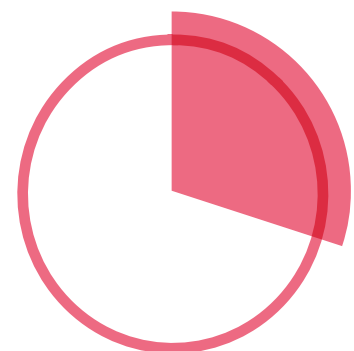
3.2.5 GEOTHERMAL DEVELOPMENT COMPANY (GDC)

Company Overview

The establishment of GDC stems from the implementation of the Energy Act No. 12 of 2006, following the adoption of Sessional Paper No. 4 on Energy in 2004. This paper divided the nation’s energy sector into five distinct sub-sectors: generation, transmission, distribution, regulation, and policy. GDC operates within the generation sub-sector.

GDC’s primary responsibilities involve the development of steam fields and the sale of geothermal steam for electricity generation to Kenya Electricity Generating Company PLC (KenGen) and private investors. Their mandate encompasses several objectives, including mitigating initial risks and cutting expenses through infrastructural development, exploration endeavors, and production drilling.

Furthermore, they aim to advocate for the direct utilization of geothermal resources, cultivate expertise in geothermal development, aid the Government of Kenya in securing funds, support private sector involvement, sell steam to power producers, and initiate early power generation through the installation of wellhead generating units. The country’s constitution mandates a 30% inclusion of women in the public sector workforce. The geothermal initiatives overseen by the state-owned Geothermal Development Company (GDC) are proactively meeting this requirement by implementing additional measures to increase female involvement within the organization.



30%

inclusion of women in the public sector workforce is a constitutional mandate

Gender Mainstreaming in Projects and Programmes

i. GDC has embedded gender considerations in their project initiatives by offering water points, and clinic facilities, enhancing educational institutions, conducting food programs, and providing employment opportunities to communities in project areas as part of their CSR efforts.

ii. In 2020, Power Africa introduced a tailored internship initiative (Kenya Internship Program) in Kenya, exclusively targeting women. The program aimed to offer young women practical exposure in technical domains, intending to nurture a competent group of female talents for the energy sector in East Africa. During its inaugural year, 15 interns were selected and placed across roles within Kenya's electricity transmission company, electric utilities, and the Geothermal Development Company²⁰.

3.2.6 NUCLEAR POWER AND ENERGY AGENCY (NUPEA)

Company Overview

The Nuclear Power and Energy Agency (NuPEA) operates as a State Corporation established under the Energy Act 2019. Its primary mandate involves advancing and executing Kenya's Nuclear Power Programme while conducting research and development within the energy sector. As outlined in section 56(1) of the Energy Act 2019, the Agency is responsible for overseeing the implementation of the nuclear energy program and promoting nuclear electricity generation in Kenya.

Additionally, it conducts research, development, and dissemination endeavors in Kenya's energy and petroleum sectors. NuPEA's strategic plan for 2020-2024 includes an objective focused on cultivating a versatile, competent, highly performing, and motivated workforce. One of the activities under this objective involves mainstreaming various crosscutting policies, encompassing Gender, HIV AIDS, Disability, and GBV.

Gender Mainstreaming in Projects and Programmes

In the Coast region, NuPEA has established a regional office and recently appointed new staff members. They have actively engaged in extensive sensitization efforts and CSR activities within local schools. Additionally, they have promoted STEM activities, offered scholarships and encouraging female students to pursue STEM courses, including nuclear science. Their employment practices prioritize local ethnic groups, such as in Kilifi, where the Digo community receives primary consideration before other ethnic groups.

20. Who Rules the (Energy) World? Highlighting Kenya's All-female Internship Program. (2021)

NUPEA has incorporated gender considerations into its activities and programs. Recently, they founded Women in Nuclear Kenya, aimed at fostering women's involvement in Nuclear and STEM fields. Presently, the initiative boasts approximately 60 members across various disciplines. This initiative, championed by NUPEA, is poised for an imminent launch. The Women in Nuclear President holds a management role and actively contributes to supporting gender initiatives. Having a leader within the management ensures that the association receives a designated budget from the agency.

NuPEA actively advocates for girls' involvement in STEM courses, offering scholarships for both local and international programs. For example, at the University of Nairobi (UON), they grant five scholarships annually, with a current shortlisting strategy ensuring a gender balance of 2 females to 3 males or vice versa. In international programs held in Korea, there are two completed female participants, three ongoing female participants, two completed male participants, and two more in progress.

The senior leadership is actively pursuing partnerships, including international collaborations through programs like the International Federation for Nuclear Energy Corporation (IFNEC), aimed at encouraging young girls and boys to pursue STEM courses²¹.

Presently, NuPEA's Board of Directors comprises 64% male and 36% female members. Within the management team, there are 57% male and 43% female representatives. In the technical department, 69% are male, and 31% are female. Among the general staff, there are 59% male employees and 41% female employees. NuPEA ensures compliance with the two-thirds gender rule.

Among the 96 staff members, only 1 person has a disability, accounting for approximately 1%, falling short of meeting the 5% target²².

*NUPEA has incorporated gender considerations into its activities and programs. Recently, they founded **Women in Nuclear Kenya**, aimed at fostering women's involvement in Nuclear and STEM fields. Presently, the initiative boasts approximately 60 members across various disciplines*

21. KII with NuPEA

22. KII with NuPEA

3.2.7 RURAL ELECTRIFICATION AND RENEWABLE ENERGY CORPORATION (REREC)

Company Overview

Rural Electrification and Renewable Energy Corporation has six committee members, three of them female and three male, with representation from different departments, and has an appointed gender focal point to oversee all matters gender in the institution. The company has not received any other support thus far. REREC leadership fully supports the gender committee and GSM in the Corporation.



**KSH. 2
MILLION**

budget has been allocated for REREC's GSM activities, but it is not sufficient to cater for all the activities in the work plan

Gender Mainstreaming in Programmes and Projects

The company reviewed its gender policy and SGBV policy to comply with the National Energy Policy and the National Gender policy. The Ministry of Energy provided technical support to develop the gender policy, while the State Department for Gender provided training on gender for the gender committee members. The policy is awaiting approval from the board. A budget of Ksh. 2 million has been allocated for GSM activities, but it is not sufficient to cater for all the activities in the work plan.

It is noted that all the activities that were planned for 2021/22 were not accomplished and were carried forward to 2023/24 due to budgetary constraints. The 2023/24 work plan includes staff sensitization on the two policies, training the board and management on GSM, committee training since there may be new committee members, conducting a gender gap analysis and audit, evaluation of project impacts on gender and marginalized communities, creation of an online communication on the website on matters gender and GBV, and establishment of lactation rooms.

The Corporation is yet to establish a lactation room, because of space limitations at the MoEP headquarters at Kawi House. Discussions were however held with MoEP regarding the possibility of establishing a shared lactation room since they share office location.

Sensitization on GSM has been conducted for field officers in the seven regional offices including the Mt. Kenya Regional office, through online awareness sessions. There is however, a negative perception towards online sessions, and hence the expected impact has not been fully realized. There is need for support to sensitize staff and to demystify gender to ensure that field activities are implemented to benefit different gender groups for maximum development impact.

3.3 DEVELOPMENT, IMPLEMENTATION OF WORK PLANS AND REPORTING

Practical Action, ENERGIA and Hivos provided support to the MoEP to finalise, launch, and disseminate the Gender Policy in Energy, as well as establish, convene and train the Energy Sector Gender Committee. After this, the SAGAs developed gender work plans for the FY 2021/22 that encompassed several gender activities. Annual work plans for subsequent years were also developed and implemented as a requirement under the government Performance Contracting process.

Based on the interviews held as well as reviewed reports, most of the SAGAs successfully executed the majority of the activities detailed in their work plans, with support from other development partners, including the World Bank, USAID, Power Africa, and the International Atomic Energy Agency.

Most of the SAGAs faced challenges that impacted on the level of implementation of the work plans, key among them being insufficient budgets to implement the plans as well as low capacity and gender skills by the Gender Committees. The achievements in implementation of annual gender work plans were therefore a result of a combination of enabling factors, including:

- Sensitisation of the SAGAs on the Gender Policy in Energy, guidance on how to develop the draft annual gender work plans. Practical Action facilitated participation of some of the SAGAs and supported facilitation of the sensitisation workshop and development of the draft gender work plans.
- The inclusion of gender as a target in performance contracts for government departments/agencies which made it mandatory for SAGAs to prepare gender work plans, implement and submit quarterly reports.
- Establishment of the Energy Sector Gender Committee (ESGC) with representation from all the SAGAs and the subsequent induction where training on relevant topics such as gender concepts was undertaken; draft annual gender work plans developed and the TOR for the Energy Sector Gender Committee developed.
- Establishment of SAGA Gender Committees in the different SAGAs to oversee implementation of gender mainstreaming initiatives/activities.
- Systematic support provided to SAGAs and their Gender Committees through representation in the Energy Sector Gender Committee.
- Capacity building workshops on gender and support with work plan development for the SAGAs.
- Support from PA through the WEEK 2 project and the SETA project and other partners, to convene regular Gender Committee meetings where progress on finalization of the annual gender work plans as well as implementation progress and reporting was a core agenda. PA was represented in the meetings and undertook the role of chairing and guiding the meetings.

The tables below delineate the activities the SAGAs have accomplished since the initial plans were prepared:

3.3.1 KENYA ELECTRICITY TRANSMISSION COMPANY (KETRACO)

Objectives	Outputs	Progress Towards Target
OBJECTIVE 1 Reconstruction and capacity building of gender committee	Output 1: Establish/reconstitute a functional gender committee and train members on gender equality	Achieved: Gender committee in place since 2021 comprising six members, with two men and four women
OBJECTIVE 2 Policy development and review	Output 1: Domesticated/customize the National Policy on Gender and Development 2019 to organizational needs through development of the KETRACO Gender Policy	Achieved: Gender Policy developed, approved in 2022, and currently under implementation
	Output 2: Development of SGBV Guidelines	Achieved: SGBV guidelines in place and approved in March 2023
	Output 3: Development of KETRACO's Gender Strategy and Implementation Plan	Partly achieved: Received support to carry out a Gender Assessment to guide development of a gender strategic plan
OBJECTIVE 3 Staff Capacity Building and Sensitization	Output 1: Undertake capacity building on gender for 150 staff	Achieved: Staff trained on gender and SGBV with support from State Department of Gender
OBJECTIVE 4 Collection, Collation and Dissemination of sex-disaggregated data	Output 1: Submit quarterly reports using the prescribed format to the State Department for Gender with a copy to the National Gender & Equality commission	Achieved: Reports to NGENC and State Department submitted regularly
	Output 2: Creation of the Gender Information Management System	Achieved: Gender information Management System was established to consolidate data for gender inclusive planning and monitoring employee numbers
OBJECTIVE 5 Compliance to statutory requirements on gender	Output 1: Recruitment of male and female staff, interns and attachés	Achieved: Offering internships and potential job opportunities
	Output 2: Equal promotion opportunities for men and women	Achieved: Gender is usually factored into the hiring process
	Output 3: Compliance to the AGPO guidelines	Achieved: Gender considered in procurement

3.3.2 KENYA ELECTRICITY GENERATING COMPANY (KENGEN)

Objectives	Outputs	Progress Towards Target
OBJECTIVE 1 Organization and Resourcing	Output 1: Review the Gender Policy and align it with the MoEP, ensuring approval from the Board	Achieved: Policy aligned to the MoEP Gender Policy in Energy and approved by the board
	Output 2: Establishment and implementation of a framework for monitoring, reporting and evaluation	Achieved: A monitoring and evaluation framework designed and in use to monitor progress in implementation of the five year Gender Strategy
	Output 3: Establishment of a Gender Office	Achieved: A Gender Committee in place with clear ToR
	Output 4: Strengthen the Pink Energy and Blue Energy Initiatives by introducing an additional program for Pink Energy and revitalizing Blue Energy with a new program	Achieved: Earlier in 2021, the initiative received the annual Trailblazer Award from the government Efforts made to actualize the Blue Energy Initiative through celebration of the International Men's Day
OBJECTIVE 2 Gender Economic and Social Empowerment	Output 1: Advance the foundation of gender-specific social investment initiatives by implementing a clean cooking initiative in one of KenGen's operational areas	Achieved: Working closely with the Clean Cooking Association of Kenya (CCAK)
	Output 2: Proceed with AGPO awareness campaigns to enhance participation by organizing two additional sensitization workshops in the Eastern and Western regions	Achieved: Awareness sessions for Youth, Women, and Persons with Disability on AGPO
OBJECTIVE 3 Learning and Sharing	Output 1: Strengthen and sustain the USAID Engendering Utilities Partnership by providing training to three additional KenGen staff members	Achieved: The second cohort of the Engendering Industries Workforce Gender Equality Accelerated Program was organized in partnership with USAID
	Output 2: Committee and Champions Training	Achieved: Mentoring programs implemented under the Pink Energy Initiative

Objectives	Outputs	Progress Towards Target
OBJECTIVE 3 Learning and Sharing	Output 3: Board and Executive Committee (ExCo) awareness sessions	Report not available
	Output 4: Employee awareness and sensitization via two sessions for staff	Achieved: 150 onboarding and training initiatives targeting over 4000 female employees
	Output 5: Implement employee onboarding life cycle	Achieved: Under the Engendering Utilities Program initiated 70 activities to provide talent and leadership development opportunities for female staff Introduced a mentorship program specifically for new engineers including four women
OBJECTIVE 4 Influence and shape the sector and National Gender and Development	Output 1: Exploration and establishment of two new partnerships focused on gender inclusion	Achieved: KenGen is a beneficiary of the World Bank funded Phase Two of the Kenya Green and Resilient Expansion of Energy (GREEN) with a strong gender component. Benefitted from the US Agency for International Development (USAID) in a program called “Engendering Utilities” to enhance women’s involvement in Kenya’s energy sector



It was noted that unlike other SAGAs, REREC has not received any external financial or technical support to implement their work plans and strengthen gender mainstreaming in the institution apart from the support provided to all the SAGAs by Practical Action and the MoEP. They have therefore not been able to implement most of the activities in their gender work plan

3.3.3 NUCLEAR POWER AND ENERGY AGENCY (NUPEA)

Objectives	Outputs	Progress Towards Target
OBJECTIVE 1 Establish or reconstitute a functional Gender Committee and train members on gender equality	Output 1: Report on the percentage of the Agency's FY 2021/22 Annual budget set aside for GMS in the reporting period	Achieved: Budget allocated for GMS activities
	Output 2: Establish a GMS Structure with Gender Focal Person and GMS Committee	Achieved: Gender committee constituted and a gender focal person nominated
OBJECTIVE 2 Domesticate/Customize the National Policy on Gender and Development 2019 and the energy sector policy to organizational needs	Output 1: Review and implementation of the GMS Policy	Achieved: Gender policy revised in line with the Gender in Energy policy
	Output 2: Review and implementation of the Work place policy on Gender Based Violence	Achieved: SGBV guidelines developed and are being implemented
	Output 3: Conduct Gender audit at the Agency to assess compliance with gender requirements and design strategies for improvement	Not achieved: Due to budgetary constraints
OBJECTIVE 2 Domesticate/Customize the National Policy on Gender and Development 2019 and the energy sector policy to organizational needs	Output 1: Review and implementation of the GMS Policy	Achieved: Gender policy revised in line with the Gender in Energy policy
	Output 2: Review and implementation of the Work place policy on Gender Based Violence	Achieved: SGBV guidelines developed and are being implemented
	Output 3: Conduct Gender audit at the Agency to assess compliance with gender requirements and design strategies for improvement	Not achieved: Due to budgetary constraints

Objectives	Outputs	Progress Towards Target
OBJECTIVE 3 Undertake Capacity Building on Gender for staff	Output 1: Training of Board Members/ Senior Management and Committee members on GMS	Partly achieved: Gender committee sensitized on GMS. Senior Management not yet sensitized
	Output 2: Sensitization of staff on GMS and workplace GBV	Achieved: Staff sensitized on GMS and SGBV
	Output 3: Disaggregation of data on all employees as guided in the reporting tool including on recruitment and promotions	Achieved: Reports to NGEC and State Department of Gender disaggregated by gender
	Output 4: Disaggregation of all employees in job group N and above or its equivalent	Achieved: Reports to NGEC and State Department of Gender disaggregated by gender
	Output 5: Disaggregation of data on Board Members as guided in the reporting tool	Achieved: Reports to NGEC and State Department of Gender disaggregated by gender
	Output 6: Check for attainment of two thirds gender principle and attainment of at least 5% for PWD's	Partly achieved: Due to technical nature of the sector and few female Nuclear Scientists
OBJECTIVE 4 Submit Quarterly reports using the prescribed format to the State Department for Gender with a Copy to National Gender and Equality Commission	Output 1: Institutional Work plan with GMS actions and/ or activities included	Achieved
	Output 2: Submission of the quarterly report using the reporting template as provided	Achieved: Reports regularly submitted

3.3.4 GEOTHERMAL DEVELOPMENT CORPORATION (GDC)

Objectives	Outputs	Progress Towards Target
<p>OBJECTIVE 1</p> <p>Establish/ reconstitute a functional gender committee and train members on gender equality</p>	<p>Output 1: Training the GDC Gender Committee on Gender Metrics and Analytics</p>	<p>Achieved: The gender committee was reviewed and trained</p>
<p>OBJECTIVE 2</p> <p>Domesticate/customize the National Policy on Gender and Development, 2019 to organizational needs.</p>	<p>Output 1: Dissemination of the Gender policy, e.g., through the website</p>	<p>Partly achieved: Sexual harassment policy disseminated.</p> <p>Gender policy not yet done</p>
	<p>Output 2: Sensitization of staff on the policy (virtually)</p>	<p>Achieved: Staff have been sensitized.</p>
<p>OBJECTIVE 3</p> <p>Championing the implementation of Gender Policy in the Energy Sector and engendering all policies and strategies.</p>	<p>Output 1: Carry out surveys on already existing gender plans and programs</p>	<p>Achieved</p>
	<p>Output 2: Proposals on how to improve the existing plans</p>	<p>Achieved</p>
<p>OBJECTIVE 4</p> <p>Undertake capacity building on Gender for staff</p>	<p>Output 1: Schedule the training in consultation with MoEP Gender Committee (in 2 groups)</p>	<p>Not achieved: Due to budget limitations and lack of knowledge and skills in gender</p>
<p>OBJECTIVE 5</p> <p>Submit quarterly reports using the prescribed format to the State Department for Gender with a copy to the National Gender and Equality Commission (10%)</p>	<p>Output 1: Ensuring gender disaggregation and reports are submitted in specified formats to the MoEP and NGEC (National Gender and Equality Commission).</p>	<p>Achieved: Reports to NGEC and State Department of Gender disaggregated by gender.</p>

3.3.5 RURAL ELECTRIFICATION AND RENEWABLE ENERGY CORPORATION (REREC)

Objectives	Outputs	Progress Towards Target
OBJECTIVE 1 To develop/Review gender policies	Output 1: Gender policy developed and approved.	Achieved: A Gender Policy and SGBV policy in place but awaiting approval from the Board
	Output 2: SGBV Policy developed and approved	
OBJECTIVE 2 To conduct training on gender mainstreaming	Output 1: Gender Committee members trained.	Achieved: Gender Committee constituted (3 male and 3 female with the HR Officer as the Gender Focal Point and HR Manager as the chair of the committee All committee members trained on gender concepts and sensitized on the Gender Policy
	Output 2: Board Members and Senior Management trained on GMS and responsive budgeting.	Not Achieved: Because of high turnover during the last 2 years and due to budgetary constraints
	Output 3: All staff sensitized on gender and SGBV matters.	Not achieved: Due to budgetary constraints
OBJECTIVE 3 To collect, collate and disseminate gender disaggregated data in the Corporation	Output 1: Gender Gaps/needs report in the institution developed	Not achieved: Due to budgetary constraints
OBJECTIVE 4 To establish effective systems of monitoring and, evaluation on the impact of the Corporations activities on Gender.	Output 1: Audit report on compliance with gender requirements prepared.	Achieved: Regularly submitted quarterly reports on data to state department for gender and NGEC.
	Output 2: Implement the Access to Government Procurement Opportunities (AGPO) policy.	Achieved: REREC has also achieved 30% allocation of procurement to Persons with disabilities, women and youth
OBJECTIVE 5 To develop and implement a communication strategy for creating awareness on gender and SGBV	Output 1: Online communication strategy for awareness creation on gender and SGBV developed and operationalized.	Not achieved: Due to budgetary constraints

**REREC's Gender Mainstreaming Committee training
and GMC Policy Review in 2023 at Naivasha**



4.0 BEST PRACTICES AND LESSONS LEARNED

This section elaborates the best practices identified in the SAGAs

4.1 INTERNAL PRACTICES ON POLICIES, IMPLEMENTATION AND REPORTING

The assessment sought to identify best practices using predetermined criteria. The criteria used included the availability of a gender policy and how this links up with the implementation of gender action plans and work plans. The SAGAs were also assessed on the functioning of the gender committees, regularity in reporting to the MoEP, Ministry of Gender and National Gender and Equality Commission.

4.1.1 BEST PRACTICES FOR KENYA ELECTRICITY TRANSMISSION COMPANY

Gender Committee

KETRACO has a Gender Committee and has received capacity building support on gender concepts, the Gender Policy development and the Gender Policy from Power Africa East Africa Energy Program. This was successful because the gender committee was already in place and there was external technical and financial support from the State Department of Gender and Power Africa to undertake the activities. Gender Committee members were trained on the Gender Policy through innovative numerous coaching and mentorship sessions²³. Working in partnership with Power Africa and the State Department of Gender, the KETRACO gender committee, and 76 employees, underwent training focused on the incorporation of gender considerations and the resolution of SGBV issues²⁴.

Gender Policy Development and implementation

KETRACO developed a GMS policy through a participatory approach, which was approved in 2022. The stakeholders within the Company actively participated in all the steps in the strategy development, from identification of the gender gaps through

23. KII with KETRACO

24. KETRACO, Financial Statements for the Year Ended 30 June 2021

a gender gap assessment, thereby identifying what needed to change to achieve gender equality. They were involved in developing the strategy including setting objectives, outcomes, and plans to follow up.

These are articulated in the Gender Gap Assessment report developed with support from the World Bank and will be used to develop a five-year Gender Strategy.

Other policies developed include the *Sexual Gender Based Violence (SGBV) policy* approved in June 2023 and the *sexual harassment policy*²⁵. The policies are being implemented at various organizational levels, i.e., the policy, program and institutional level and staff have been sensitized as appropriate. All departments within the Company have been involved in the GMS process and have been appraised on the GMS impact within the Engineering department. KETRACO supports career talks within institutions which are very impactful in society.

Significant efforts have been made to ensure that field offices are responsive to gender concerns, with facilities designed to be gender and PWD responsive. Given that KETRACO is an engineering institution, even procurement of equipment and field gear has been tailored to be gender-responsive. For instance, women currently wear different shoes and overalls from men unlike before when women were issued with overalls and shoes similar to men, which usually did not fit. The finalisation, endorsement and implementation of the planned five-year gender strategy to address the gender gaps identified will ensure sustainability of the GMS interventions in the institution.

During the appraisal stage of transmission line construction projects, there is strong emphasis on how KETRACO can align with gender objectives by incorporating capacity-building measures. Contractors and consultants involved in KETRACO projects are also aligning with the KETRACO Gender Policy 2022²⁶. It is now a requirement that all KETRACO projects include gender activities. Funding support for gender can be guaranteed in this way.

Gender considerations have been factored into the recruitment process, with a focus on inclusivity, including individuals from various groups such as minority groups

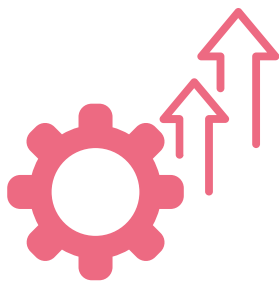
Working in partnership with Power Africa and the State Department of Gender, the KETRACO gender committee, and 76 employees, underwent training focused on the incorporation of gender considerations and the resolution of SGBV issues

25. KII with KETRACO

26. KII with KETRACO

and people with disabilities (PWD)s. This emphasis on diversity and gender inclusivity was particularly evident in the recent hiring process, marking a significant departure from previous practices at KETRACO²⁷.

During promotion, the positions are advertised to all and this has ensured that more women in engineering are taking up the managerial roles. The implementation of these policies has resulted in better understanding of gender among staff. The perception that gender is a women's issue is no longer prevalent.



97%

was KETRACO's improved score of the 2022-2023 implementation of its work plan

Budget allocation for Annual Gender Work plans

KETRACO is a beneficiary of the World Bank-funded program (Kenya Green and Resilient Expansion of Energy) which has a strong gender component. A key element of the work plan is gender equality in job distribution within the company through taking up female youth for internships to help train them for the jobs. KETRACO is seeking partners to help with some of the activities in the work plan. KETRACO provides support to students during their industrial attachment. This has a cost element for stipends, but is not covered in the current budget and hence poses challenges²⁸.

Assistance from external partners is essential, especially given the government's reduced support for gender initiatives. There is a deficiency in information communication and technology (ICT) support for accommodating flexible work arrangements, particularly for nursing staff so that they continue rendering services online.

The very first annual work plan (2021-2022) was implemented to a certain level and the company scored a 68%. In 2022-2023, KETRACO scored 97%, which signifies that the company has made tremendous improvement in implementing most of the gender activities within the organizational work plan²⁹.

Reporting

The State Department of Gender/NGEC prepared a template for SAGAs to submit quarterly reports. In 2021, KETRACO fulfilled its obligation by submitting quarterly reports to the National Gender Equality Commission (NGEC)³⁰.

27. KII with KETRACO

28. KII with KETRACO

29. KII with KETRACO

30. KETRACO, Financial Statements for the Year Ended 30 June 2021.

A Gender Information Management System has been established for collating all GMS data and tracking the number of employees (according to gender) with respect to management and directorates.

4.1.2 BEST PRACTICES FOR KENYA POWER & LIGHTING COMPANY

Sensitization and capacity building for staff

The Company has established a GMS committee and the committee members have been trained on gender as well as the gender policy as per the 5-year gender strategy developed following recommendations of the Gender Gap Assessment with support from USAID and the Tetrattech.

According to the interview with members of the gender committee as well as reports submitted to the State Department for gender and NGENC a pilot training has also been conducted for employees, and sensitization on gender and Sexual and Gender-Based Violence (SGBV) has been done via emails. The training has been put into practice because there is a gender committee that now has capacity to champion GMS in the institution and is supported by a 5-year gender strategy as well as a budget. This was possible because the institution begun the process of developing supportive institutional legal frameworks to support gender mainstreaming such as establishment of gender committees and even allocation of some budgets.

This ongoing process aims to sensitize all staff and is coordinated by the committee chair. Gender champions have already been identified and sensitized, and one hundred trainers have been trained on gender issues. This training has made it possible to have one or two gender champions per region, although this is still insufficient as each champion has a large area to cover. However, the Company is committed to making progress in this area.

The Company launched three lactation rooms in regional offices and one at the headquarters office. The first lactating room was launched on 8th March 2023 courtesy of Tetrattech and USAID, and the remaining two were launched in November 2023. Male employees are now allowed to take a minimum of 14 days of paternity leave.

KPLC has made it a tradition to commemorate International Women's Day and is currently in the process of institutionalizing the International Men's Day (IMD). As part of this process, male staff members will be trained in Male Engagement on IMD.

The training has been put into practice because there is a gender committee that now has capacity to champion GMS in the institution and is supported by a 5-year gender strategy as well as a budget

A pilot group consisting of approximately 45 men has already been established. The goal of this exercise is to ensure that men are actively engaged in gender-related matters. Moreover, it will provide men with a safe space where they can freely share their thoughts without fear of stigma or embarrassment, thereby promoting their mental well-being.

KPLC has been allocating substantial budgets for GMS work even though it may not be sufficient to implement all the activities due to the large number of staff. KPLC has innovatively built a pool of champions who are also TOTs to undertake capacity building activities and sensitization for all staff including field-based staff (KPLC), which a sustainable model.



9 MONTHS

of flexible working hours for breast feeding mothers was introduced by EPRA

4.1.3 BEST PRACTICES ENERGY AND PETROLEUM REGULATORY AUTHORITY

EPRA has a dedicated budget for GMS activities within the organization. Previously, resource allocation was problematic when implementation was linked to the Performance Contract. Currently, gender is integrated into the work plans and the organization is planning to strategically manage the budget to fulfil their gender-related objectives.

EPRA successfully established a gender budget since their budgets are done ahead of the upcoming financial year. This budget was prepared prior to the removal of gender-related targets from the Performance Contracts. It is uncertain whether next year's budget will continue to include provisions for gender considerations. Based on previous experiences, budget priority is given to the mandate and is also based on collected revenue.

EPRA has also established lactating rooms at the headquarters and in all seven regional offices. They have given opportunities to several interns- both male and female. They have also introduced flexible working hours for breast feeding mothers. The nursing mothers have a provision for flexible hours for up to 9 months.

4.1.4 BEST PRACTICES IN KENYA ELECTRICITY GENERATING COMPANY

Gender Committee

A gender committee was established by appointing members within the organization. The committee is gender balanced as it draws from diverse hierarchical levels, spanning from management to the lowest hierarchy within the Company. This committee's responsibilities include implementing gender and disability policies, conducting staff sensitization on gender and disability mainstreaming, ensuring adherence to the one-third gender rule, overseeing the collection of sex disaggregated data, implementing workplace policies, and addressing gender-based violence, among other duties. The committee however requires support to operationalize the SGBV guidelines and indicated this as a need that PA could help to address³¹.

Gender Policy Development and Implementation

KenGen has established a five-year gender strategy for incorporating gender, with the Board of Directors offering crucial strategic support and encouragement during its formulation. Likewise, the Management extended facilitation, substantial support, and contributions throughout the policy development process³². This gender policy was developed following the guidelines from the National Policy on Gender and Development, 2019³³.

The Company consistently formulates annual work plans for gender mainstreaming, and executes them across the organization through initiatives such as recruitment, learning and development programs, and representation in diverse organizational committees.

KenGen has developed a monitoring and evaluation framework to guarantee the execution of the GMS policy. This framework delineates various gender objectives and activities, and their expected outcomes, and specifies the accountable parties for each objective³⁴. The Company gathers sex-disaggregated data, which is used for project planning and reporting, has conducted gender audits, and undertaken a Gender Gap Assessment.

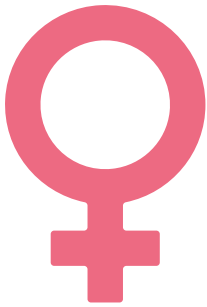
KenGen formulates annual work plans for gender mainstreaming, and executes them across the organization through initiatives such as recruitment, learning and development programs, and representation in diverse organizational committees

31. KenGen Gender Committee Appointment Letters.

32. KenGen Gender Mainstreaming Policy, 2022

33. KenGen Gender Mainstreaming report to NGEK, Q4 2022/23

34. KenGen Gender Mainstreaming Policy, 2022



4,000+

**female employees
have experienced
upskilling through
KenGen's 150
onboarding and
training initiatives**

KenGen conducted information sessions on AGPO for Youth, Women, and Persons with Disabilities. Specific needs of expectant women and other staff are also addressed, for example those who are unable to go up the stairs get spaces created for them downstairs for ease of access. Additionally, KenGen has been implementing the AGPO policy, which requires reserving 30% of tender values for youth, women, and individuals with disabilities³⁵. KenGen has facilitated staff sensitization on opportunities for all genders in AGPO through its company magazine.

Lactating rooms have been established in various regional offices to enable lactating mothers to attend to work while ensuring that the children are well taken care of. Maternity leave lasts for 90 days working days while paternity leave lasts 14 days. Supervisors manage the first year of maternity in consultation with the mothers to ensure that the mothers and children's needs are catered for sufficiently since different mothers have different needs.

Through 150 onboarding and training initiatives, more than 4,000 female employees experienced upskilling through the Engendering Utilities Program. KenGen focused on training to improve the skills of female technical employees, supporting them in shaping their career paths and leadership journeys within the energy sector. Importantly, a significant number of these trained women have taken on mentoring responsibilities for other women involved in STEM programs at public universities³⁶. However, quantifying the impact of these initiatives on the number of girls taking up these courses remains challenging.

KenGen uses Pink Energy initiative as an avenue to break down barriers to empowering females to pursue their ambitions and addressing certain organizational challenges, and initiating Blue Energy to support the empowerment of males and this already has the support of the new managing director who is male. The Company plans to initiate mentorship for the boys especially due to the pressures currently evident in some communities particularly with the boy-child.

Budget allocation for Annual Gender Work plans

KenGen dedicates a specific percentage of its annual budget to implementing gender activities within the organization³⁷.

35. KenGen Gender Mainstreaming report to NGEC, Q2 2022/23

36. Engendering Industries, Results Fact Sheet, USAID 2022

37. KenGen Gender Mainstreaming report to NGEC, Q4 2022/23

Reporting

KenGen uses the NGEC reporting template to submit gender-mainstreaming reports to the National Gender Equality Commission³⁸. The data is used to monitor the institution's compliance with, and performance against the gender targets set in the Performance Contracts. To encourage good performance, SAGAs that excel are awarded the annual Trailblazer Award by the government during the International Women's Day. The data also advises strategies for improving performance within the institutions.

4.1.5 BEST PRACTICES IN NUCLEAR POWER DEVELOPMENT AGENCY (NUPEA)

Gender Committee

In their 2021/22 annual work plan, one of NuPEA's goals was to create a GMS structure, including a Gender Focal Person and a GMS Committee³⁹. NuPEA successfully formed a GMS committee composed of six members: two male and four female representatives. The committee's chairperson is male, with support from a female secretary. Moreover, NuPEA appointed a gender focal person responsible for managing daily gender-related matters within the agency⁴⁰.

Gender Policy Development and implementation

NuPEA has a draft GMS policy and SGBV guidelines heavily influenced by the Ministry guidelines, specifically the Gender in Energy policy. Efforts are underway to secure approval for both documents by the third quarter. The leadership also contributed to crafting gender policies and guidelines concerning SGBV.

NuPEA primarily looks to the constitution and established gender regulations for implementing its gender policy. To maintain gender balance in scholarships, the technical department has devised a procedure specifying a required percentage allocation for scholarships. NuPEA also offers abundant training and workshop opportunities facilitated by the International Atomic Energy Agency. They are committed to ensuring gender parity among the participants attending these sessions, prioritizing equal representation.

NuPEA runs a scholarship programme to increase women's participation in Nuclear energy. For example, at the University of Nairobi (UON), they grant five scholarships annually, with a current shortlisting strategy ensuring a gender balance of 2 females to 3 males or vice versa. In international programs held in Korea, there are two completed female participants, three ongoing female participants, two completed male participants, and two more in progress.

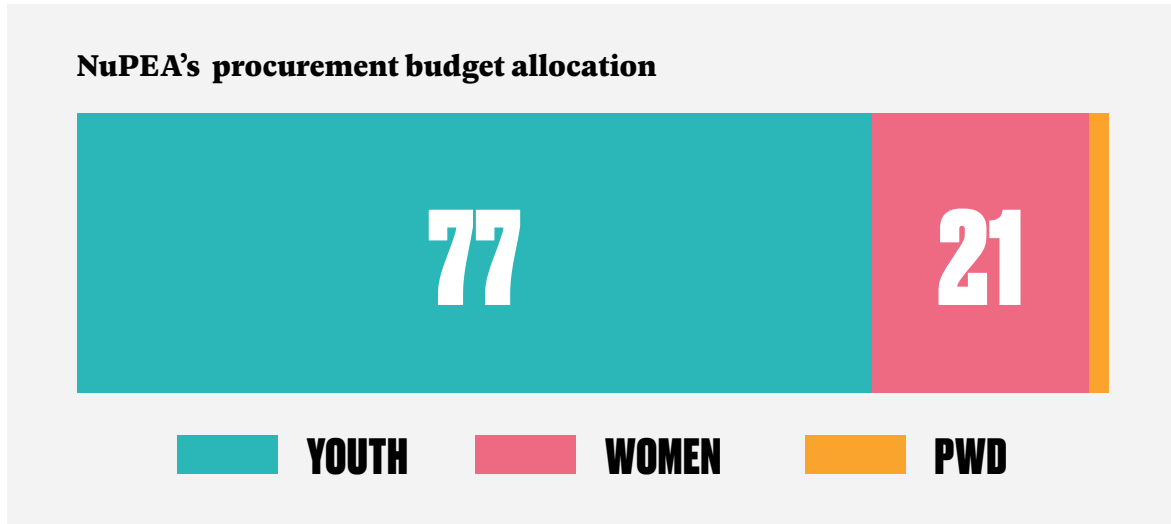
38. KenGen Gender Mainstreaming reports to NGEC

39. NuPEA Gender Mainstreaming Workplan FY 2021/22

40. KII with NuPEA

Budget allocation for Annual Gender Work plans

Regarding the procurement budget allocation, 2% of the budget is allocated to Persons with Disabilities (PWDs), 21% to women, and 77% to youth in adherence to the AGPO policy. In the NuPEA report submitted to NGEN for Q1 2022/23, out of the total organizational budget the segment earmarked for GMS and addressing GBV activities amounted to around 1% of the annual organizational budget⁴¹.



Therefore, it is crucial to highlight that the budget set aside for gender-related activities is considerably smaller in comparison to the overall organizational budget. Due to lack of awareness/understanding of gender and gender issues as well as the importance of gender mainstreaming, gender mainstreaming is accorded low priority in many sectors and institutions, including the energy institutions. As a result, supportive institutional legal frameworks to support gender mainstreaming such as establishment of resourced gender units has not been done. There is therefore minimal allocation of budgets to support GMS.

Several activities outlined in NuPEA's work plan were accomplished, mainly those that did not require financial resources, as highlighted below:

- The agency has appointed a dedicated person to oversee day-to-day gender-related affairs.
- A Gender committee was established and the capacity of members was built and fortified.
- Monitoring of compliance with the 30% AGPO rule for women, youths, and Persons with disabilities was conducted.
- Anonymous reporting boxes were introduced under the supervision of human resource management heads.
- The committee on SGBV was established and their capacity strengthened through training on the policy as well as appointment of additional members. It is also headed by a senior officer.

41. NuPEA Report to NGEN, Q1 2022/23

Reporting

NuPEA consistently fulfils its obligation of submitting quarterly reports to NGEN. NuPEA breaks down data in accordance with the reporting tool provided by the National Gender and Equality Commission. The data is used to monitor the institution's compliance with, and performance against the gender targets set in the Performance Contracts. To encourage good performance, SAGAs that excel are awarded the annual Trailblazer Award by the government during the International Women's Day. It is used by the institutions to monitor progress and advise on strategies for improving performance.

4.1.6 BEST PRACTICES IN GEOTHERMAL DEVELOPMENT COMPANY (GDC)

Gender Committee

The Gender Committee at GDC, which underwent a review in January 2023, is currently in the process of training on different committee elements. Comprising 14 members—nine females and five males—the committee is led by a female chairperson and supported by a male secretary. Its representation spans departments to ensure diverse perspectives, extending from various fields to the security department. The committee received coaching facilitated by the Power Africa program.

The Gender Committee at GDC comprising 14 members—nine females and five males— is led by a female chairperson and supported by a male secretary

Gender Policy Development and implementation

GDC has an established gender policy in place, alongside a developing SGBV (Sexual and Gender-Based Violence) policy. They conducted a review of their GMS policy to align it with emerging challenges. In their corporate and project planning, GDC takes into account operational areas, emphasizing community engagement.

Presently, GDC is crafting a strategic plan for the upcoming five years with a focus on incorporating gender perspectives into their programs. The company ensures representation from all departments, including the security department and field offices, fostering decisions that encompass inputs from across the organization.

GDC has taken steps to support working mothers by providing lactation rooms upon their return from maternity leave. Moreover, in 2022, GDC actively celebrated International Women in Engineering Day, endorsing STEM (Science, Technology, Engineering, and Mathematics) involvement among women.

The GMS activities within GDC have been instrumental in fostering an understanding that gender issues encompass inclusivity for all individuals.

Reporting

GDC has been consistently providing quarterly reports to NGEAC, the State Department of Gender and Affirmative Action, and MoEP. In their latest assessment, they achieved an 88% score, reflecting their recent performance against the gender-mainstreaming indicator in Performance Contracts (Annex 5).

The data from the quarterly gender reports is used to monitor the institution's compliance with, and performance against the gender-mainstreaming indicator in Performance Contracts. To encourage good performance, SAGAs and other government institutions that excel are awarded the annual *Trailblazer Award* by the government during the International Women's Day. It is also used by the institutions to monitor progress and to design strategies to bridge the gender gap and achieve the required targets.

4.1.7 BEST PRACTICES IN RURAL ELECTRIFICATION AND RENEWABLE ENERGY CORPORATION (REREC)

REREC encourages female candidates to apply whenever there are job openings, particularly in the technical positions. This is one way of trying of bridging the organizational gap

REREC has developed a gender policy and the SGBV policy with input from all staff. The review of the policy by staff was one avenue of sensitizing the whole organization on the GMS process. Gender and social considerations are part of the Environmental and Social Impact Assessment procedures. Capacity building for the gender committee was done in 2022/23. REREC was awarded a score of 95% under the NGEAC evaluation of GMS performance by SAGAs in 2023.

The Corporation encourages female candidates to apply whenever there are job openings, particularly in the technical positions. This is one way of trying of bridging the organizational gap and currently the staffing ratio is 67% male and 33% female. Efforts are made to ensure gender balance when recruiting attachées as well.

Gender embraces all people and therefore it is not just about women. It is also an essential component within any organization. The gender committee is essential in helping to lobby for gender budgets within the organization and is a useful outfit for conducting sensitization on gender matters.

KENGEN's Blue and Pink Energy initiatives



5.0 GAPS AND ORGANIZATIONAL OWNERSHIP ON GENDER RESPONSIVENESS

The assessment identified gaps that have contributed to the situation in the SAGAs regarding progress in GMS. These include capacity (gender knowledge and skills), resource allocation and slow pace of gender mainstreaming in the institutions, projects and programmes in all the SAGAs

Attention should be paid to the fact that some capacity gaps like operationalizing the SGBV policies are common in all the SAGAs and can be addressed collectively

These gaps have contributed to the level of progress made by each SAGA to implement gender work plans developed with support from Practical Action, Hivos, USAID and others in 2021.

Some SAGAs have made commendable progress because they received technical as well as financial support from development partners to implement the gender work plans. Others have only been able to implement activities that do not require budgets to organize and therefore would require more support from the WEEK 3 project.

Attention should be paid to the fact that some capacity gaps like operationalizing the SGBV policies are common in all the SAGAs and can be addressed collectively.

This might require support to establish a safeguarding framework as well as training for all SAGA gender committees to enable them to roll this out in the institutions and monitor implementation as well as reporting. Practical Action has a lot of experience in this area, having developed and implemented safeguarding guidelines in the organization.

SAGAs would need support to develop guidelines and basic training, including for example: the basics of safeguarding and abuse/maltreatment; SGBV at the workplace; reporting and responding to safeguarding concerns, establishing safeguarding focal points and sensitisation on other related policies etc. The support should be tailored to the specific needs of each institution after consultations.

The gender assessment identified specific SAGA gaps as summarized below:

5.1 CAPACITY GAPS

KETRACO

Leadership (the Board and top management), requires sensitization on gender-related matters for buy-in and to gain support for the implementation of gender mainstreaming strategies and initiatives. Training on gender-responsive budgeting could significantly advance the institution's gender-oriented objectives. More lobbying and advocacy to secure leadership buy-in is required.

KPLC

With a wide footprint, there is need for more sensitization forums on the gender policy to reach all staff. The institution requires support to finalize the development and implementation of the SGBV policy.

KPLC requires support to develop safeguarding guidelines as well as training and sensitization, as a strategy for operationalizing the SGBV policy. They require basic training the basics of safeguarding as a concept and practice, including abuse/maltreatment as a committee to understand the scope as well requirements to enable them develop tailored institutional guidelines.

This could include topics such as SGBV at the workplace; reporting and responding to safeguarding concerns, establishing safeguarding focal points and sensitisation on other related policies etc.

The support should be tailored to the specific needs of each institution after consultations. There is need for support to roll out these strategies to all the regions/field offices.

EPRA

Executive needs training to ensure they critically understand the gender issues since there is a very new board to ensure buy-in and support to the gender committee. The technical teams also need sensitization to understand gender issues as this will ensure that they are keen on female customers to ensure involvement of both male and female in their activities. The technical team also requires capacity building to engender the laws and policies that they are developing, as the policies impact men and women differently once implemented nationally.

NUPEA

Leadership, including the Board, requires sensitization on gender-related matters as their limited understanding often restricts resource allocation for gender initiatives. Training on the development of gender-responsive budgets whereby budget lines to implement gender focused activities are incorporated in programs, departments and interventions, including sufficient resources for staff capacity building on gender, is imperative.

Presently, NuPEA's functions, derived from its strategic plan, predominantly emphasize project outputs and broad impacts rather than considering the effects on girls, women, and boys. Training on gender-responsive budgeting could significantly advance the institution's gender-oriented objectives. The Gender Committee underwent a gender training three years ago.

They therefore urgently require more training to impart more gender skills to enable the members implement their mandate effectively. Comprehensive sensitization of all staff regarding gender issues is also required. The agency requires support to engender projects.

GDC

While the leadership is making efforts to mainstream gender in the institution, the targets have not yet been reached. For example, the Gender Committee created the current work plan independently, without any contribution from the leadership, which has budgetary implications.

There is a need for sensitization of the leadership to ensure there is more budgetary support for the Gender Committee and its GMS activities. There remains a lack of sufficient understanding of gender-related matters, especially within a technical company like GDC.

Consequently, continuous education and awareness among the staff are still necessary. The staff have undergone awareness programs, yet there is need for continuous sensitization, particularly with the new employees joining the organization.

Additionally, GDC requires support in implementing the SGBV policy including development of safeguarding guidelines and sensitization, given that its employees frequently engage with communities.

5.2 RESOURCE ALLOCATION GAPS

KETRACO

The gender budget is integrated into the HR department's overall budget, presenting a significant challenge for the gender committee. Gender-related initiatives do not receive the prioritization they merit. The best practice should be to designate a gender-specific budget for gender activities and not as an afterthought but as a primary budgeting priority. The gender committee requires support to implement the gender work plan and to sensitize the leadership for buy-in and more support.

Gender-related initiatives do not receive the prioritization they merit. The best practice should be to designate a gender-specific budget for gender activities and not as an afterthought but as a primary budgeting priority

KPLC

They indicated inadequacy of the current budget wise to adequately respond to GMS needs. Due to limited resources, only one or two gender champions operate within each region, stretching their responsibilities across a wide area, thus constraining their scope of work and possible impact at the beneficiary level. However, KPLC is set to benefit from the upcoming World Bank Kenya Green program.

EPRA

Initially successfully established a gender budget, but currently is uncertain whether next year's budget will continue to include provisions for gender considerations due to the changes in Performance Contracting, whereby the gender-mainstreaming indicator has been retired and reporting changed to twice a year. In addition, budget priority is also based on collected revenue as well as the company's priorities. With the prevailing changes, external support will be required to implement the Annual Gender Work Plan.

NUPEA

The leadership acknowledges and endorses the gender activities implemented within the organization. The budget designated for gender initiatives is considerably limited. With a larger budget, they could accomplish significantly more, such as sensitizing stakeholders.

Presently, due to the restricted budget, they can only conduct sensitization sessions for their staff. Owing to budget limitations, the committee has not been able to undergo further training on gender to hone their skills, yet that is necessary for effectiveness.

GDC

The gender budget is integrated into the HR department's overall budget, presenting a significant challenge for the gender committee. Gender-related initiatives are not receiving the prioritization they merit as the activities currently being undertaken are budgeted for under the CSR function of the company. Presently, financial limitations hinder the complete outfitting of lactation rooms. Given the technical nature of the company, justifying the importance of gender initiatives is an arduous endeavor.

Consequently, the gender committee is forced to lobby for gender budgets from other departments. The best practice should be to designate a gender-specific budget for gender activities and not as an afterthought but a primary budgeting priority. The gender committee requires support to implement the gender work plan, including sensitizing the leadership for buy-in and more support.

5.3 GENDER BALANCE GAP

KETRACO

There is low women's representation in technical, top management, and leadership roles. There is a pressing need for increased female representation in technical and high-level decision-making positions. It is crucial to have competent women in these leadership roles to ensure their unique contributions positively impact the well-being of women.

At present, in the engineering workforce at KETRACO, the representation of women is 15.1%. Consequently, these women require leadership training to effectively represent and assume these leadership roles.

This training should encompass leadership qualities and include finer elements of etiquette that contribute to their leadership effectiveness. Equipping women with these skills will illuminate their capacity to serve as capable leaders once appointed.

NUPEA

The absence of top management representation within the gender committee is evident. In the upcoming committee appointments, involving top management would integrate management into the gender agenda. The members felt that having a committee chair and Gender Focal Officer selected from top management would ensure improved implementation of gender policies.

5.4 GAP IN MAINSTREAMING GENDER IN PROJECTS

GDC

They requires assistance to enhance the effectiveness of their gender interventions in the field to benefit both women and men. They need skills to be able to effectively support the technical teams to mainstream gender at project/program design stage so that gender focused activities are well articulated and budgeted for so that the gender committee has sufficient budgets to support effective implementation.

They require support to finalize development of the gender policy as well as sensitization of staff at the head office and in the field offices. GDC acknowledged direct support to the institution is important to address the gaps above but also, acknowledged that joint interventions with other SAGAs is necessary to foster mutual learning through interactions. Hybrid interventions are recommended as a way forward.

REREC

The lack of resources has led to many gaps in the implementation of the work plan 2023/24. For example, the management staff are yet to be trained because of lack of resources. The Board has also not been trained, and this is required because of the recent changes in its composition. The staff are yet to be sensitized on the gender policy and SGBV policy because the policies are yet to be approved. The monitoring framework will be developed after the two policies are approved.

The gender committee requires further training. The plans to collect gender-disaggregated data have not yet materialized. REREC does not yet have a lactating room. REREC needs to be assisted in identifying support from other partners to implement their GMS activities.

KENGEN

Women's representation in leadership within the energy sector stands at 23%, highlighting an imbalance favoring men. The representation of women in decision-making roles within the organization falls below this percentage. There is a pressing need for increased female representation in high-level decision-making positions. It is crucial to have competent women in these leadership roles to ensure their unique contributions positively impact the well-being of women.

Consequently, these women require leadership training to effectively represent and assume these leadership roles. This training should encompass leadership qualities and include finer elements of etiquette that contribute to their leadership effectiveness. Equipping women with these skills will illuminate their capacity to serve as capable leaders once elected.

The Company still has needs for capacity building, for example sensitizing staff on GMS, and undertaking training trainers within the organization to increase the pool of resource people for conducting GMS within the Company, who could also serve as champions.



There is a pressing need for increased female representation in technical and high-level decision-making positions. It is crucial to have competent women in these leadership roles to ensure their unique contributions positively impact the well-being of women

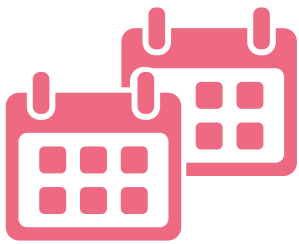
State Department for Energy PS, Alex Wachira issues a gasifier to a beneficiary of the Accelerating Clean Cooking Access (ACCA) project



6.0 PERCEIVED / PROPOSED ROLES

This section describes the proposed role of the Ministry of Energy and Petroleum and the Energy Sector Gender Committee in GMS in the energy sector

6.1 ROLE OF THE MINISTRY OF ENERGY



BIANNUAL

reporting on the Annual Gender Work Plans was lobbied for by the SAGAs

The Government has retired gender as a target in Performance Contracts on the basis that many organizations have reached the level where they can proactively support GMS at the institutional level through the Gender Committees in individual institutions. With lobbying by some of the SAGAs, they are now required to prepare annual work plans and report to NGENC and the State Department for Gender bi-annually. With proper monitoring of performance as well as support to SAGAs to bridge the resource and capacity gaps, gender mainstreaming efforts will continue to yield results. These efforts however need to be coordinated.

KII interviews with Gender Committee members from all the SAGAs indicated concern that GMS may not be a priority and could lead to the SAGAs losing all the momentum and the work done to date. Guidance from the State Department of Gender indicated that the SAGAs would now report on the Annual Gender Work Plans biannually instead of quarterly.

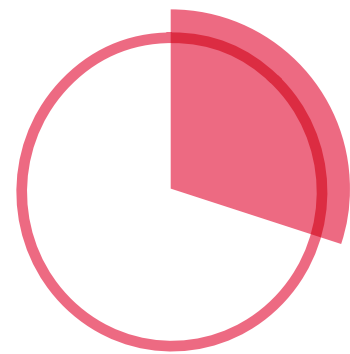
The assessment sought to further understand from the key informants from all the SAGAs Committees what role the MoEP could continue to play in supporting the SAGAs to implement their Annual Gender Work Plans.

There was overwhelming agreement that the MoEP has provided a lot of support to the SAGAs, which made it possible for them to deliver on their GMS targets over the last 3 years.

The support included encouraging and supporting all the SAGAs to develop/review their gender policies, as well as SGBV guidelines in line with the Gender Policy in Energy. It was noted that MoEP and the ESGC should continue championing and supporting GMS within the SAGAs.

The proposed roles for MoEP through the State Department for Energy include:

- Ensuring the establishment of reporting structures from the Gender Committee level, to the SAGAs level and eventually to the MoEP level on implementation of GMS. The reporting structures should have periodic monitoring.
- The Ministry of Energy through the ESGC should design a suitable format for reporting gender related achievements including, capturing a range of targets including inclusivity for Persons with disabilities as this will ensure that their needs are put into consideration in all SAGA activities.
- Working with SAGAs to strengthen the capacity of the Gender Committees.
- Putting in place guidelines to ensure/encourage SAGAs to retain at least 30% of committee members when appointing/reconstituting. This will ensure continuity.
- Receiving and reviewing quarterly/yearly progress reports on GMS from the SAGAs.
- Establishing monitoring and evaluation tools for GMS within the SAGAs. These tools should monitor GMS at all levels in the SAGAs including programme and project implementation as well as the impacts to enhance the benefits of GMS to beneficiaries.
- MoEP should take it upon themselves to visit each of the SAGAs and monitor implementation of gender activities now that the State Department of Gender will not be monitoring on a regular basis. This could be done through visits to the Human Resource departments to understand the progress made as well as the challenges. The mandate should also include auditing/verifying the submitted reports against what is happening on the ground to ensure more is achieved.
- Conducting regular gender audits/assessments from the agency level and the Gender Committee level in the SAGAs to ensure effectiveness.



30%

**of committee
membership
should be
retained
to ensure
continuity**

6.2 ROLE OF THE ENERGY SECTOR GENDER COMMITTEE AND HOW IT CAN BE STRENGTHENED

The ESGC was established by the MOEP with the overall objective of coordinating gender-mainstreaming activities in the sector, both at the national and (subsequently county) levels. The committee's broad objective is to support the implementation of gender responsive interventions in the energy sector.

Respondents from different SAGAs lauded the role played by the ESGC in supporting implementation of GMS activities in the SAGAs. The quarterly ESGC meetings convened by the MoEP and with support from partners were valuable and impactful. This was because when such initiatives are coordinated from the MoEP, they tend to be taken seriously and therefore more impactful for the SAGAs.

ESGC has a voice and they can determine how far an organization can go in terms of gender. Therefore, they should put their voice across to ensure that the momentum so far created in GMS in the energy sector is sustained. This is necessary for maintaining budgetary allocation. The ESGC gives the SAGAs an upper hand in bargaining for activities and buy-in from leadership. It provides the vehicle for dealing with male domination in the energy sector and ensuring that all SAGAs move in the same direction.

The proposed benefits of strengthening the ESGC include:

- It is particularly important now that the government feels that the different institutions have reached a level whereby, they can proactively continue implementing GMS in their activities. It was noted that convening regular ESGC meetings will ensure that gender is mainstreaming remains a priority in the energy space, including in the SAGAs.

The quarterly ESGC meetings convened by the MoEP and with support from partners were valuable and impactful. This was because when such initiatives are coordinated from the MoEP, they tend to be taken seriously and therefore more impactful for the SAGAs

- ESGC can play a bigger role in monitoring performance in SAGAs including assessments to ground truth the information provided in the reports by different SAGAs. The committee can support MoEP to take lead role in monitoring SAGA performance now that the NGENC and State Department of Gender only require bi-annual reports from the SAGAs. It was noted that a forum convened by MoEP is more impactful and that MoEP through ESGC would be able to visit SAGAs on a regular basis to monitor implementation of the plans/GMS commitments.
- The Committee needs support/training to strengthen their capacity as well as build their recognition. There is need for support from leadership in the energy sector including SAGAs for the committee to work effectively, the CEOs are aware and are able to release suitable members to participate. There is also need for the leaders in the agencies to be made aware of the Gender Committee as well as the committee members to ensure continuity in representation in the ESGC meetings.
- The ESGC could identify and organize training sessions for the agency Gender Committee members. It was noted that the training sessions provided earlier were very informative and instrumental in strengthening the Gender Committees. These trainings ensured that gender champions were selected after better understanding more about GMS. The ESGC should work towards sensitization and robust capacity building to ensure that the gender teams in the SAGAs are strong. Gender work should not just be about meeting the requirements set in the PC but about intentionality on enhancing gender. The ESGC should be in office for at least three years during which capacity building for the committee is continuous. The committee should also hold frequent (quarterly) meetings.

3 YEARS

is the recommended tenure for the ESGC office, during which capacity building for the committee is continuous

Gender work should not just be about meeting the requirements set in the PC but about intentionality on enhancing gender

KENGEN's initiative during Valentine's Day



7.0 OVERALL ASSESSMENT CONCLUSIONS AND RECOMMENDATIONS

7.1 CONCLUSIONS

Kenya has put in place legal frameworks to support efforts towards achieving the country's gender equality and women empowerment targets and to ensure the sustainability of achievements towards gender equality. These include the Constitution of Kenya, the National Policy on Gender and Development (2019) and the Gender Policy in Energy (2019). The development of the Gender Policy in Energy (2019) was a positive move towards engendering the energy sector, and was recognized as a great achievement in and outside the country. The policy mandates the SAGAs to customize their institutional policies in line with the Gender Policy in Energy. The policy marked the beginning of a focused consideration for GMS in the energy sector.

The establishment of the National Gender and Equality Commission through an Act of Parliament in 2011 whose core mandate is to undertake lobbying and advocacy, monitoring and evaluation, and oversight for legal reforms on issues affecting women and girls was an important milestone.

Another important development was the establishment of gender desks in every ministry to sensitize ministries on gender and push for gender mainstreaming in policymaking, planning, budgeting, implementation, monitoring and evaluation. A Gender Officer was seconded to the MoEP in 2018 and coordinated the MoEP GMS support to the SAGAs.

2011

saw the establishment of the National Gender and Equality Commission through an Act of Parliament

The government has negotiated donor funding to support mainstreaming of gender responsive initiatives and to ensure the energy institutions are efficiently managed and that sufficient capacity exists within the institutions to implement gender-mainstreaming commitments in service delivery

Follow-on actions to support the SAGAs including the support provided by the MoEP Gender Desk and the State Department for Gender to customize their policies and the establishment of the SAGA gender committees to champion GMS has resulted in more awareness on gender in the SAGAs. Further, the establishment of the ESGC by the MoEP was a move towards ensuring the Gender Policy in Energy is implemented by all stakeholders. The inclusion of gender mainstreaming indicators in the Performance Contracting process helped to put pressure on energy actors including SAGAs to pay more attention to GMS, especially with the regular gender work plans and reporting requirements.

In addition, there is increasing trend of financial and moral support from various institutions towards strengthening the efforts of engendering the policies generally, and energy policy in particular. The government has negotiated donor funding to support mainstreaming of gender responsive initiatives and to ensure the energy institutions are efficiently managed and that sufficient capacity exists within the institutions to implement gender-mainstreaming commitments in service delivery.

The World Bank projects that supported the SAGAs that have made most GMS progress were negotiated by the government. It is good to note that development partners may have their own agenda for example requiring governments to implement best practices such as GMS in the projects that they support, but that support has resulted in notable progress towards institutionalizing gender.

The achievements so far have also been possible due to lobbying and support from CSOs and development partners, and notable progress has been made towards establishing institutional structures to support GMS in order to achieve sustainability in the long term.

To keep up the momentum achieved so far, further support is required as the SAGAs are at different levels in the GMS process. Specific conclusions of the gender assessment are provided below:

1. The assessment revealed that all the SAGAs have made progress towards institutionalizing GMS in their respective institutions as well as notable progress towards institutionalizing gender in their programs since they prepared the initial Gender Work Plans in 2021.

However, they are at different levels in the process. There are notable replicable best practices from each of the SAGAs that can be adopted to improve effectiveness and efficiency. For example, all the SAGAs have constituted Gender Committees whose role is to champion GMS in the institutions. The committees have made efforts and achieved different levels of success as indicated in section 3.3- Work Plans Implementation and Reporting.

It is important to note that take up of these best practices has been as a result of concerted support from the MoEP, civil society organisations like Practical Action as well as development partners. In addition, the presence of institutions like the NGEN who are responsible for lobbying and advocacy, monitoring and evaluation, and oversight for legal reforms on issues affecting women and girls; and the State Department of Gender that has provided guidance, tools and technical support as well as monitored development of annual gender work plans and their implementation by SAGAs have contributed to progress so far. Further support to the SAGAs is still required to strengthen the structures that are being established and make them more sustainable.

2. The inclusion of gender as a target in Performance Contracts (PCs) has been crucial in increasing action towards Gender Mainstreaming Strategy (GMS) in government institutions, including the State Agencies in the energy Sector and Government Departments. These targets were set to enable the government to promote gender equality and empower women as per the commitments in the Constitution of Kenya, the Third Medium Term Plan of Kenya, Vision 2030, and several regional and international commitments on gender equality and women's empowerment. Government agencies and departments, as well as counties (MDAs), are required to develop and implement plans and report against set targets. Information on reporting requirements, including the reporting format, can be accessed via the URLs: www.psyg.go.ke, www.gender.go.ke, and www.ngeckenya.org.

3. The participation of male staff in GMS has been established to be crucial considering their numbers within the organizations.

Gender is no longer considered women's issue to be addressed by women only but as a development issue that is important in order to ensure gender equality is achieved. More SAGA staff are now more aware that there exist situations of disproportionate benefits by men and women at the institutional and community levels from the energy services that are delivered.

The SAGAs have therefore ensured that there is gender balance in the gender committees, with some male staff taking up the responsibilities seriously, including taking up chairing of the Gender Committees. Establishment of gender units in each of the SAGAs would be a good strategy to ensure GMS remains a going concern irrespective of the staffing changes in the institutions.

4. In order to ensure the continued relevance of gender considerations in the SAGAs, it is essential to raise awareness among top leadership, to secure their buy-in and ensure sustainability, especially considering the frequent changes in the board and management and following the removal of gender targets from the Performance Contract.

Without the support and commitment of the executive team, challenges like budget reductions can become significant hurdles. The strategy adopted by KenGen to establish a Gender unit to work together with the gender committee is useful in ensuring continuity of GMS interventions even when there is change in leadership or gender committee members and should be promoted for uptake by other SAGAs. But for this to happen, more lobbying and advocacy to secure leadership buy-in is required, and this process needs to be coordinated.

5. The success of most of the SAGAs is attributed to the support provided by development partners and agencies through the MoEP to establish legal structures to improve efficiency of energy delivery, including GMS in the institutional internal processes and in programme planning and delivery.

For Example, Practical Action, Hivos, ENERGIA and USAID supported the finalization and dissemination of the Gender Policy in Energy, and the establishment and strengthening of the Energy Sector Gender Committee. The World Bank has designed programmes to support the Kenya government to develop the energy sector and have built in strong Gender Mainstreaming (GMS) components under the Kenya Green and Resilient Expansion of Energy Program (KPLC, KenGen, KETRACO).

Through this support, KenGen has drafted a five-year gender equality strategy (2024 – 2029) and the strategy was endorsed by the senior management in August 2023. KPLC has already adopted a five-year gender work program under phase 1. Under phase 2, three energy sector institutions (MoEP, KenGen, and KETRACO) are expected to have gender equality work programs to strategically strengthen gender-responsive and inclusive institutional arrangements, and policy frameworks. Others have received support from institutions like Power Africa as part of capacity building for Gender Committees.

The SAGAs are at different levels in terms of putting in place structures to institutionalise gender. Since KenGen and KETRACO are already receiving support from the World Bank to move the processes already undertaken to the next level, it is recommended that the WEEK 3 project supports the SAGAs that have received minimal external support and still need to undertake activities to strengthen institutionalization of GMS. These include KenGen, NUPEA, GDC and EPRA.

6. The prioritization of gender as a target in the government-led Performance Contracting initiative has also played a significant role in elevating GMS in state institutions, including the State Agencies and Government Departments.

The fact that gender targets are no longer included in PCs may have negative consequences with regard to the priority that GMS is accorded in SAGAs. While the Gender Committees are in place and have some level of capacity to continue supporting the implementation of gender-focused activities in the institutions, there is fear that budgets to continue with this may not be forthcoming, especially now that the SAGAs are expected to allocate gender budgets during their regular budgeting processes.

7. SAGAS have adopted various strategies to resource their gender-focused activities due to lack of sufficient dedicated budgets to support implementation of the annual gender work plans.

These include :

- Lobbying different departments to incorporate gender- focused activities during project design (KETRACO, GDC- building gender activities in CSR budgets during budgeting process, (EPRA, GDC).
- Building a pool of champions who are also TOTs to take on capacity building activities and sensitisation for all staff including field-based staff (KPLC), which is a sustainable model.
- Some SAGAs are establishing fully-fledged gender units to support GMS in their institutions with support from development partners – considered a best practice.

8. All the SAGAs acknowledged and appreciated the role played by the MoEP, through the Gender Desk, and the ESGC in supporting GMS in the SAGAs.

The committee was established by MoEP as a key step towards the implementation of the Gender Policy in Energy, with the mandate to ensure continuity of gender-focused interventions in line with the Gender Policy, with the MoEP responsible for oversight. It is anticipated that the ESGC will be responsible for monitoring and reporting on the implementation of the Gender Policy at the national and county level, and therefore require regular capacity building to effectively undertake this mandate.

9. The ESGC was established in 2021 and is in the process of streamlining its operations.

Participating in the committee activities enabled SAGA representatives to gain capacity in GMS, learn from, and challenge each other to prepare and implement Annual Gender Work Plan. The ESGC encouraged all SAGAs to develop gender policies and Sexual and Gender Based Violence guidelines, which are currently at different levels of implementation.

10. KenGen, with support from the World Bank, has established a fully staffed gender unit to support GMS activities as part of a strategy to ensure GMS is institutionalised.

This is a strategy that other SAGAs should be encouraged and supported to adopt to ensure continuity of GMS activities in the institutions.

11. Only KETRACO, KenGen and KPLC have conducted gender gap assessments/gender audits.

These are critical steps in the process of institutionalizing GMS in the institutions as they provide relevant gender disaggregated data to advice development of GMS interventions to address the identified gaps. The other SAGAs require support to carry our similar assessments to advice planning for GMS.

12. All the SAGAs are mandated by the Gender Policy in Energy to address the gender gap in staffing and have adopted different strategies to address the issue.

For example, all SAGAs are implementing internships and mentorship programmes, while SAGAs like NuPEA are partnering with the University of Nairobi and the IAEA to build staff skills in the Nuclear Energy sector and are ensuring opportunities for scholarships for further studies are availed given to both male and female staff.

KenGen has expressed interest in undertaking training for female staff to build their self-confidence and etiquette to motivate them to apply for managerial positions when opportunities arise.

7.2 RECOMMENDATIONS

Pursuant to the findings and conclusions of this assessment, the following is recommended:

1. A number of development partners and organisations, including Practical Action, Hivos, the World Bank, USAID, Tetrattech have invested in supporting SAGAs to design and implement gender equality work programs to strategically strengthen gender responsive and inclusive institutional arrangements, policy frameworks, increase representation, retainment, and career advancement of women in the energy sector.

Some SAGAs have already undertaken initial activities towards this, and further resources have been allocated to implement other GMS activities. The WEEK3 project should consider focusing support on those SAGAs who have not received any support at all yet.

2. The support provided to the SAGAs so far has focused on building their internal capacity in GMS (capacity building on gender for committees and staff, development of gender and SGBV policies and sensitisation on the policies for the committee and staff, Gender Gap Analysis, development of gender strategies and action plans including M&E frameworks.

SAGA Gender Committees members do not have a gender background and therefore require further training to enable them to undertake some of these activities without relying on external support.

It will also equip them with knowledge and skills to implement their mandate effectively, achieve institutionalization of gender in the SAGAs, and ensure sustainability. The SAGA Gender Committees consist of staff from different departments with varying knowledge and skills in gender.

There is a need for capacity building on gender to ensure that they can champion and support GMS in their respective institutions. Capacity is required in the following areas:

- Gender concepts in energy, lobbying, advocacy, and policy dialogue to enable them champion GMS in their institutions for buy in by management, staff as well as beneficiaries.
- Gender analysis in projects and programmes to identify priority gender concerns to support development of interventions to reduce gender inequality in planning and implementation of projects.
- Incorporating gender objectives in project design and action plans.
- Utilizing gender disaggregated data by the sector planning units for inclusivity.
- Setting up gender monitoring indicators.
- Agency empowerment and self-leadership training for female SAGA staff to boost their self-confidence and motivate them to take up managerial positions.

The WEEK III project may consider supporting the SAGA gender committees to acquire these skills through training tailored to their capacity gaps.

3. The WEEK3 project may consider supporting agencies to sensitize the top leadership/executive team on GMS for faster buy-in and support, especially given of the high turnover.

New appointments to the boards and CEOs leave a gap that may negatively affect resource allocation for GMS in the SAGAS. Strengthening the SAGA gender committees through training and confidence building will enable them to effectively champion GMS, including inducting new staff. In addition, establishing gender units will ensure that GMS is part of the daily activities undertaken by the institutions.

This is especially necessary following the removal of gender targets from the PC and the decision to report biannually instead of quarterly. For example, the leadership at EPRA is new, including some of the top managers. This will ensure that gender remains an ongoing concern during decision-making forums/meetings on budget allocations.

4. An initial step taken by KenGen towards strengthening GMS is the establishment of a fully staffed gender/SGBV unit to support GMS activities, working closely with the gender committee as part of a strategy to ensure continuity of GMS activities.

This has been possible through support from development partners. Other SAGAs could be encouraged and supported to adopt this model, and sensitization of SAGA leadership on gender for buy in would be a good initiative. There is higher potential for them supporting establishment of gender secretariats/units in their institutions to oversee GMS, once they are aware.

5. It is clear that the SAGA Gender Committees lack representation from top management.

To better incorporate management into the gender agenda, it is recommended that top management be sensitized on gender and be involved in future committee appointments.

Moreover, it is advisable to select the committee chair and Gender Focal Officer from top management to ensure the effective implementation of gender policies.

6. There is need to support MoEP to take the lead role in monitoring SAGA performance now that the NGEC and Directorate of Gender only require bi-annual reports from the SAGAS.

During PC, reports were being shared with MoEP but it is not certain they will still be sent reports in the new setup. They felt that a forum led by MoEP is more impactful and that MoEP through ESGC should visit SAGAs on a regular basis to monitor the implementation of the plans/ GMS.

7. The SAGAs are at different levels in terms of putting in place structures to institutionalise gender.

Since KenGen and KETRACO are already receiving support from the World Bank to move the processes already undertaken to the next level, it is recommended that the WEEK III project supports the SAGAs that have received minimal external support and have can that have not secured external support and still need to undertake activities to strengthen institutionalization of GMS.

8. The WEEK III project should support the ESGC/MoEP to review the bi-annual GMS reporting template to address the emerging needs of the SAGA Gender Committees.

During the gender assessment, EPRA noted that the existing template is quite limiting, and suggested that MoEP should review it to include other targets such as policies for Persons with disabilities that are not currently included, as well as other targets beyond the institutional gender integration to beneficiary level targets.

9. The approach adopted by KenGen to establish a fully staffed gender unit to support GMS activities as part of a strategy to ensure GMS remains an important part of the institution's commitments is a viable strategy.

KenGen has received technical support from the World Bank to get this far, (to conduct a Gender Gap Assessment, develop a five-year gender equality strategy, as well as training for the gender committee and some of the field staff).

They are scheduled for further support from the World Bank to develop of a five-year gender action plan and M&E framework based a five-year gender strategy. Other SAGAs should be encouraged and supported to adopt this model to ensure continuity of GMS activities.

The WEEK3 project may consider supporting any of the other SAGAs to carry out similar activities.

10. Only KETRACO, KenGen and KPLC have conducted gender gap assessments or gender audits.

These are critical steps in the process of institutionalizing GMS in the institutions as they provide relevant gender disaggregated data to advice development of GMS interventions to address the identified gaps. The WEEK 3 project should consider supporting the other SAGAs to conduct these assessments/audits and resources allowing, also develop gender strategies/ action plans.

11. While all the SAGAs are implementing different strategies to minimize the gender gap in women's economic participation and opportunities in the institutions in line with the recommendations of the Gender Policy in Energy, (internships, mentorship, and scholarships in STEM) they have not achieved gender parity.

Gender mainstreaming should also be done across the Employee Life Cycle (ELC) as captured in the engendering utilities model by USAID to ensure the retention of female employees after capacity building.

12. There is a need to strengthen the capacity of the ESGC to play a broader role in monitoring performance in SAGAs including assessments to ground truth the information provided in the reports by different SAGAs (needs support/training to strengthen their capacity and recognition).

The data that is collected is used to monitor progress in achieving parity in staffing and for designing strategies to bridge the gender gap women economic participation and opportunities in the institutions. This is also used by the HR departments during recruitment to ensure opportunity is given to female and PWD applicants as a strategy towards achieving parity.

13. The SAGAs have developed SGBV guidelines and sensitized their staff.

However, most do not know how to operationalize these guidelines effectively beyond sensitization. The WEEK3 project should consider training the SAGA committees on safeguarding as well as supporting the SAGAs to develop safeguarding policies and other relevant guidelines.

14. The SAGA Gender Committees consist of staff from different departments with varying knowledge of gender as well as gender skills.

WEEK 3 project may consider supporting SAGAs to develop criteria for recruitment/ composition of committee members to ensure representation, efficiency, and effectiveness in undertaking the mandate.

15. For the SAGA Gender Committees to effectively undertake the above roles, committee members require gender skills, capacity, and resources.

The WEEK3 Project may choose which of the mandates they are able to support to best meet the objectives of the project.

16. Although Practical Action sent letters to SAGA heads requesting official authorization to collect data, securing data from the SAGAs has taken time with a few SAGAs requesting that the team send letters to the institutional heads again for authorization.

The SAGAs were also not willing to share their work plans or any reports. Given this scenario, the WEEK 3 project should engage the Ministry of Energy for partnership its interventions with the SAGAs.

17. Given the sensitivity among the SAGAs to share data, the WEEK 3 project may want to consider changing the mode of disseminating the SAGA gender assessment report.

- One option could be to engage the MoEP for buy-in and support on the WEEK3 activities and request partnership/support to disseminate the data. Dissemination could be done within the set-up of the MoEP-ESGC to validate the data and seek buy-in from the SAGAs.

The MoEP has a new Gender Officer that the project should approach as soon as possible, seek to establish rapport and reestablish a partnership. It is important to bring her up to speed with what PA and other partners have been able to do with MoEP. It is particularly important because the MoEP is already implementing several gender-focused activities and WEEK 3 should seek synergies and complementarity.

In addition, the WEEK3 project may want to engage with the State Department for Gender and the National Gender and Equality Commission to seek synergies and opportunities to work together to support GMS activities in the SAGAs.

NGEC is responsible for lobbying and advocacy, monitoring and evaluation, and oversight for legal reforms on issues affecting women and girls; and the State Department of Gender has provided guidance on development of gender policies, tools and technical support as well as monitored development of annual gender work plans by the SAGAs.

A view of KPLC's lactation room



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ANNEXES

ANNEX 1: KEY INFORMANTS & FOCUS GROUP DISCUSSIONS PARTICIPANTS

Name	Designation	Institution	Sex
Patrick Balla	Snr. Energy Specialist, Energy and Extractives- East and Southern Africa	The World Bank	M
Prof. Mumbi Machera	Lecturer	University of Nairobi	F
Gershon Nganyi	Human resource Officer	KETRACO	M
Winfred Mutinda	Electrical Engineer and currently a Transmission system Planning Engineer	KETRACO	F
Grace Kinuthia	Socio-economist	KETRACO	F
Ruth Kariuki	Human Resources Officer	KPLC	F
Andrew Ashene Eshitubi	Chief Supply Chain Officer	KPLC	M
Zipporah Anyango Oginga	Human Resource Officer	KPLC	F
Teresia Matoke	Office of the Director General's	EPRA	F
Dorine Mbobua	Human Resources and Administration Department	EPRA	F
Sheila Kalisa	Human Resources Department	NuPEA	F
Brian Nyawinda	Energy Policy Analyst	NuPEA	M
Ruth Achieng	Civil Engineer	NuPEA	F
Quenteer Osoro	Nuclear Scientist	NuPEA	F
Mariam Yunus	Human Resource Manager	GDC	F
Galgallo Hapanna	Planning and Strategy Department	GDC	M
Andrew Mugo	Human Resources Officer in the Employee division section	GDC	M
Evelyn Atieno	HR Officer and Gender Focal Point	KenGen	F
Dinah	HR Officer (Rewards and Compensation Department) and Gender focal person	REREC	F
Mercy Kinoti	Supply Chain Department, Procurement and Disposal section	REREC	F
Jefferson Ireri	Engineer in the Renewable Energy Department.	REREC	M

ANNEX 2: PRACTICAL ACTION -GENDER ASSESSMENT / AUDIT OF THE SAGAS KEY INFORMANT INTERVIEW TOOL

General information	
1.	Name of Agency:
2.	Names of respondents:
3.	Role in the Institution:
4.	Period served as a Gender Committee member:
5.	Number of Gender Committee members (Male and Female)
6.	What are your roles and responsibilities as a Gender Committee member?
7.	How does your role in Gender Mainstreaming GMS relate to your other duties?
Objective 1: Assess extent of integration of gender perspectives in policies strategies, budgets, Programmes and service delivery	
8.	What approach have you taken to implement the Gender Policy in Energy in your institution?
9.	How have you mainstreamed gender in the organization with respect to the initial sensitization and plans by various stakeholders, including Practical Action? <ul style="list-style-type: none"> ● In Company policy? ● In company Strategies? ● Budgets? ● Programs and Service delivery?
10.	What gender related policies, systems and practices have you developed for the Institution as a result of interaction with Practical Action under the WEEK II project as well as with other stakeholders? (The WEEK project, together with other partners, supported the sensitization of SAGAs on the Gender Policy in Energy, supported the Energy Sector Gender Committee (ESGC) Inception Workshop where the initial Gender Work Plans were developed), and also supported ESGC meetings).
11.	Which other organizations/institutions have supported you in mainstreaming gender other than Practical Action?
	What kind of support did they give your institution?

12.	What are the key elements of your annual work plan that relate to GMS
13.	To what extent have you accomplished the activities for the financial year 2022/23 and 2023/24?
Objective 2: To document best practices and lessons learned and identify gaps in GMS	
14.	<p>What are some of the best practices you have implemented as an institution in the areas of:</p> <ul style="list-style-type: none"> ● Policy formulation and implementation ● Strategy development ● Identification of the need for change towards gender equality, objectives, strategy, outcome, enabling and blocking factors, outcome, and plans to follow up ● Staff sensitization on gender/capacity building ● Awards for good performance ● Others etc.
15.	What lessons have you learnt in the course of GMS in your institution?
16.	How do you engage field offices in GMS?
17.	<p>What gaps have you identified that need to be filled?</p> <ul style="list-style-type: none"> ● Capacity ● Skills ● Resource allocation ● Any other
Objective 3: Internal practices, policies and related support systems for GMS and their effectiveness	
18.	What support systems do you have internally from the institution and leadership to advance GMS in the institution? (Leadership and decision-making, budgets etc.)
19.	How effective are these support systems?
20.	To what extent has GMS influenced the institutional culture?
21.	How have the AGWP been received in your institution, and elsewhere, since you started implementing?
22.	<p>What are your views regarding the Role of the Ministry of Energy and the Energy Sector Gender Committee (ESGC) in scaling up GMS in the SAGAs?</p> <p>How can the committee be strengthened in order to implement its mandate?</p>

ANNEX 3: TERMS OF REFERENCE - ENERGY SECTOR GENDER COMMITTEE

BACKGROUND

Energy is central to sustainable development and poverty reduction efforts. Access to sustainable energy by all is a key global development target under the Sustainable Development Goals (SDGs). Gender is a cross-cutting issue in all sectors of the economy and therefore, eliminating gender inequality is key to achieving faster, equitable, and sustainable development. Clean and affordable energy is an enabler for all sectors.

In Kenya, energy is the main catalyst to achieving Vision 2030 and the Big Four Agenda (2018-2022). The existing gender gaps in the energy sector obscure the achievement of sustainable development. These gaps include inadequate gender responsiveness in energy policies, plans, and programs, inadequate gender-disaggregated data, limited gender awareness, and participation by energy stakeholders in decision-making. Further, there exist situations of disproportionate benefits by men and women at the institutional and community levels.

The energy sector is guided by various constitutional, policy, and legal frameworks such as the Convention on the Elimination of All Forms of Discrimination Against Women CEDAW (1981), the Sustainable Development Goals (2015), and the Africa Agenda 2063. On the national scene, the Ministry subscribes to the Kenya Vision 2030, the National Energy Policy (2018), the Energy Act (2019), the National Policy on Gender & Development (2019), the MoE Gender Policy (2019), the Kenya National Electrification Strategy (2018), and the National Gender & Equality Commission Act (2011).

The Ministry of Energy is using GMS as a strategy for achieving gender equality and equity in the energy sector. This approach seeks to ensure the participation and inclusivity of all women, men, persons with disabilities, and those from marginalized areas. Therefore, the Ministry is committed to mainstreaming gender in institutions, policies, and programs with the aim of fostering gender equality and non-discrimination.

It is expected that the close relationship held with various partners, key stakeholders, and sectors during the development of the gender policy in energy will continue during the implementation phase. This will create synergy to accelerate progress towards the achievement of gender equality in the energy sector.

OBJECTIVES

To coordinate gender-mainstreaming activities in the sector, the Ministry has established the Energy Sector Gender Committee (ESGC) at the national and (subsequently county) levels with the broad objective of supporting the implementation of gender-responsive interventions. The specific objectives are to:

- Establish a common platform for stakeholder engagement and sharing of gender achievements/gaps in energy-related programs;
- Systematically integrate gender into ministry, Semi-Autonomous Government Agencies (SAGAS) and energy institutions;
- Mainstream gender in all energy sector policies, programs, and projects;
- Mobilise resources for implementing gender activities in the energy sector; and
- Collect, collate, and disseminate gender-disaggregated data in the energy sector.

To deliver on the above objectives, the Energy Sector Gender Committee (ESGC) will be guided by the following terms of reference:

- Championing the implementation of the Gender Policy in the Energy sector and the engendering of all policies and strategies at National and County levels;
- Supporting measures to achieve gender responsiveness in the structures, systems, processes, and resource allocation in all energy institutions;
- Identifying gender gaps and designing appropriate gender-specific responses to address them.
- Sensitising and building the capacity of staff in GMS.
- Establishing synergies across the SAGAs in the sector and with key stakeholders including County Governments, the private sector, civil society, and development partners to support GMS efforts;
- Collecting, collating, analysing, and disseminating gender-disaggregated data in the energy sector;
- Carrying out research/surveys to inform evidence-based decision-making and programming;
- Conducting gender audits in the energy sector to assess compliance with gender requirements and designing strategies for improvement;
- Mobilizing resources to support gender activities within the sector.
- Establishing effective systems of monitoring, evaluation, and learning on all gender initiatives in the energy sector.
- Striving to achieve the highest international standards on gender equality and non-discrimination
- Developing and implementing a communication strategy for informing, influencing, and mobilising support for gender initiatives from key stakeholders, County Governments, development partners, civil society, employees, and local communities.

MEMBERSHIP OF THE COMMITTEE

The formation of the Energy Sector Gender Committee will increase the capacity of the Ministry of Energy to improve the coordination of gender mainstreaming (GMS) activities across interventions funded and implemented by different stakeholders at the national and county levels. Members of this committee will be constituted from representatives of the following key stakeholders:

- Ministry of Energy (the Coordinator and Convener)
- SEforAll Secretariat
- Relevant Energy Agencies/ SAGAs
- The Council of Governors
- State Department for Gender
- National Gender and Equality Commission (NGEC)
- CCAK
- Civil Society Organisations
- The private sector and research institutions.

EXPECTED RESULTS AND OUTCOMES OF THE COMMITTEE

The Energy Sector Gender Committee will be a key driving force for the implementation of the gender policy at both the national government (MOE and SAGAS) as well as in county governments, CSOs, and the private sector.

The following are the expected results and outcomes of the committee:

- Gender Policy in the Energy sector is implemented and all policies and strategies at National and County levels are engendered;
- Measures to achieve gender responsiveness in the structures, systems, processes, and resource allocation in all energy institutions are supported;
- Gender gaps are identified and appropriate gender-specific responses to address them are designed
- Capacity of staff in GMS efforts is built;
- Synergies across the SAGAs in the sector and with key stakeholders including County Governments, private sector, civil society, and development partners to support GMS efforts are established;
- Collecting, collating, analysing, and disseminating gender-disaggregated data in the energy sector;
- Research/surveys to inform evidence-based decision-making and programming is carried out;
- Gender audits are conducted in the energy sector to assess compliance with gender requirements and design strategies for improvement;
- Resources to support gender activities within the sector are mobilised;
- Effective systems of monitoring, evaluation, and learning on all gender initiatives in the energy sector are established;
- The highest international standards on gender equality and non-discrimination are achieved;
- A communication strategy for informing, influencing, and mobilising support for gender initiatives from key stakeholders, County Governments, development partners, civil society, employees, and local communities is developed and implemented.

REPORTING PLAN

Using the baseline on GMS in the energy sector established after its establishment, the Energy Sector Gender Committee will report on an annual basis on the progress and performance towards the implementation of the Gender Policy in Energy by different stakeholders.



The yearly progress will be presented in a Performance Assessment Report clearly showing the progress made against the targets set in line with the Committee annual targets and outcomes.

ANNEX 4: SUGGESTED MANDATE OF THE SAGA GENDER COMMITTEES

The mandate of the SAGA Gender Committees should include but not be limited to:

- Developing Gender Action Plans and Institutional/Company Policy on GMS including SGBV and safeguarding as well as guidelines for Persons with disabilities.
- Sensitization and capacity building for all staff on gender
- Identifying gender concerns, needs, priorities, constraints, and opportunities and designing strategies to address these within the institutions, their programs/projects.
- Ensuring that GMS concerns and priorities are integrated in the design, implementation, monitoring, and evaluation of policies and programs at all levels in the institutions.
- Lobbying for all projects/programs to incorporate gender budgets at the design level as a solution to bridging the financial capacity gaps resulting from the de-prioritization of gender in the performance contracts.
- Ensure SAGAs management are sensitized on gender and support the requirement to incorporate gender in projects at planning stage in order to ensure that funding for gender activities as articulated in the gender work plans is sustained.
- Build strategic partnerships and strategize how to access partner support for GMS activities given that the SAGAs are now perceived by the Government to be well prepared to continue mainstreaming gender in their operations after the retirement of gender as a target in the Performance Contracting process.
- Conducting Gender Gap Analysis and Gender Audits to assess the gaps, impacts and opportunities, to facilitate design of strategies to improve gendered impacts of projects and mitigate the negative impacts of these projects on women and men in the target regions.
- Coordinating the collection, analysis, and updating of relevant gender-disaggregated data within the sector for advising developing gender inclusive interventions within the institutions mandates.
- Developing gender-sensitive performance indicators at projects and program design to monitor the progress in achievement of gender equality and women empowerment targets in the institutions.
- Identifying gender capacity needs and designing appropriate sector-specific capacity-building programs.
- Advocacy and awareness campaigns to support GMS efforts, including buy –in within their institutions.
- Developing Annual Gender Work Plans (AGWP) in line with recommendations from the Ministry of Energy, State Department of Gender, institutional Policies, programs, strategies and objectives.
- Developing monitoring and evaluation tools to assess the progress and impact of GMS, and preparing bi-annual progress reports to the Ministry of Energy, the State department of Gender, and the National Gender and Equality Commission (NGEC).
- Lobby for participation in sector-based budgeting processes to ensure that adequate resources are allocated for GMS work.
- Identifying and scaling up best practices in mainstreaming gender to improve the effectiveness and efficiency of interventions within the SAGAs.
- Effectively represent the SAGAs in the Energy Sector Gender Committee convened by the Ministry of Energy.

ANNEX 5: PERFORMANCE CONTRACT - REPORTING TOOL ON GENDER MAINSTREAMING IN THE GOVERNMENT OF KENYA 2022/2023

		Public Sector Quarterly Gender Mainstreaming Reporting Tool FY 2022/23									
Full Name of the Ministry, Department, Agency or County:						Quarter:					
A. Type of Institution (Tick where applicable)											
Ministry/State Department					Tertiary Institution						
State Corporation					SAGA						
Public University					County Government						
Others(specify)											
B. Indicators											
1. Were gender mainstreaming activities included in the annual work plan?						[Yes]		[No]			
2. a) What is the total amount of the MDA's 2022/23 annual budget.						Total budget (in Kshs):					
2. b) What amount was allocated for Gender Mainstreaming and GBV Prevention and Response in the Financial Year 2022/2023.						Budget for Gender mainstreaming and GBV programming (in Kshs):					
3. Does the MDA have a Gender Policy aligned to the National Policy on Gender and Development, 2019 ⁴² ? (Attach evidence)						[Yes]		[No]			
4. Did the MDA implement the Gender Mainstreaming Policy in (3) above?						[Yes]		[No]			
Indicators			Sex		Persons With Disabilities		Minorities & Marginalized Communities		Age Category		Total
			F	M	F	M	F	M	F	M	
Total number of staff in MDA											
Number of employees in job group "P" and above or its equivalent											
Number of board members or its equivalent											
Number of recruited officers in the reporting period including interns and attachées											
Number of officers promoted in the reporting period											

5. Does the MDA have a workplace Policy on Gender Based Violence (GBV) in line with the relevant national policies and laws? [Yes] [No]
(Attach evidence)

6. Did the MDA implement the workplace Policy on Gender Based Violence in (5) above? [Yes] [No]

Circulation of the Sexual harassment policy statement to all staff. Mounted on notice boards. The policy is being reviewed in this financial year.

Sexual Harassment has been addressed in the Human Resource manual.

7. Did the MDA implement relevant laws on prevention and response to GBV? The Laws include but not limited to: The Constitution of Kenya (2010), Sexual Offences Act, 2006, Children Act, 2001, Public Officers Ethics Act, 2003, Employment Act, 2007. [Yes] [No]

C. Gender Mainstreaming

8. Please give a brief account of how your institution has integrated gender perspectives into its programmes, activities and projects including formulation of sector specific frameworks for Gender Mainstreaming. **(Attach evidence).**

D. Submissions

Submit to the State Department for Gender on email: pcontracting5@gmail.com and a copy to the National Gender and Equality Commission on: pcontracting@ngeckkenya.org

NB: This reporting tool should be signed and stamped by the Accounting Officer; and submitted not later than 5th of the month following the end of the quarter. Only a digital copy will be accepted

Name of Accounting Officer:

Signature:

Date:

Name of Reporting Officer:

Designation:

Email Address:

Telephone Number :

Date:

ANNEX 5: TEMPLATE - MEASURING PERFORMANCE ON THE GENDER MAINSTREAMING INDICATOR: 2022/2023 PERFORMANCE CONTRACT



REPUBLIC OF KENYA

Public Sector Quarterly Gender Mainstreaming Indicator

FY 2022/23



Indicator in PC Guidelines	Indicator No. as per Reporting Tool	Variables in the Reporting Template	Weight/ Score
1. Were gender mainstreaming activities included in the annual work plan?	Institutional work plan with GBV and gender mainstreaming actions/ activities included	Work plan	(2% Score)
2. What amount was allocated for Gender Mainstreaming and GBV Prevention and Response in the Financial Year 2022/ 2023	Amount allocated for Gender Mainstreaming and GBV response and prevention in the financial year as per the work plan?	Resources	(5% Score)
3. Develop/ review and implement work place gender policy	Developed/Reviewed/ have Gender Mainstreaming Policy (10% Score) and implementation of a Gender Mainstreaming Policy (15% Score)	Policy	(25% Score)
		Activities derived from the policies	
4. Disaggregation of data on all employees as guided in the reporting tool checking on the two-thirds gender principle, disability mainstreaming & general inclusivity.	Disaggregated data	2/3 Gender Principle	(5% Score)
		5% PWDs employed	
5. Develop/Review and implement the workplace Gender Based Violence policy	Developed/Reviewed/ have Workplace Policy on Gender Based Violence (10% Score) and implementation of the GBV Policy (15% Score)	Policies	(25% Score)
		Activities derived from the policies	

Indicator in PC Guidelines	Indicator No. as per Reporting Tool	Variables in the Reporting Template	Weight/ Score
6. Implement relevant laws on prevention and response to Gender Based Violence	Laws implemented	Laws	(30% Score)
		Policies	
		Administrative regulations	
7. Submit quarterly reports using the prescribed format to the State Department for Gender with a copy to National Gender and Equality Commission	Submission of the quarterly report using the reporting template as provided and observing deadlines Reporting late will lead to loss of the scores	Submission timelines	(8% Score)
		Correct reporting format	
Total Score			100%

The WEEK III project team together with the Gender Advisor, Millicent Okello (far right), and the consultant Lydia Muchiri (seated centre)




Big change starts small


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