



ADSE GENDER & DISABILITY POLICY MANUAL

November 2024

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ANGLICAN DEVELOPMENT SERVICES EASTERN

EMERGENCY RESPONSE PLAN

REVIEWED BY THE BOARD



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Board Chairman

21st June 2024

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Date



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Chief Executive Officer

21st June 2024

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Date

1.0 Introduction to ADSE

Anglican Development Services Eastern (ADSE) is the development agency of the Anglican Church of Kenya (ACK) Dioceses of Machakos, Kitui, Makueni and Garissa. It is registered under the Companies Act as a Company Limited by guarantee. It covers the six counties of the Larger Lower Eastern Kenya: Machakos, Makueni, Kitui, Garissa, Wajir and Mandera. ADSE operates in and has played a distinctive role in addressing the needs of the marginalized and vulnerable households, as the regions fall within Kenya's arid and semi-arid lands.

ADSE is committed to transforming communities so they can achieve secure and sustainable livelihoods. ADSE envisions a society where the poor and vulnerable rural communities we serve live dignified and Godly lives. It believes that dignity can only be realized when all community members, including vulnerable adults, can pursue their life goals in a safe, non-discriminatory, and non-exploitative environment, free from power imbalances.

As a faith-based organization, ADSE work closely with local communities through our community development and hazard mitigation strategies. It is our responsibility and mandate to protect these communities from all forms of harm, exploitation, and abuse, ensuring they can live with dignity and respect.

Vision

"A vibrant organization transforming communities to enjoy secure and sustainable livelihoods"

Mission

To transform communities through participatory approaches and Godly Principles for quality life

Core Values

- Accountability,
- Stewardship,
- Professionalism,
- Integrity,
- Care & Love,
- Justice, Participation & Inclusivity,
- Teamwork and Innovation

2.0 List of Abbreviations and Definitions

2.1 Abbreviations

- **ADSE** - Anglican Development Services Eastern
- **ACK** - Anglican Church of Kenya
- **GEWE** - Gender Equality and Women's Empowerment
- **SDGs** - Sustainable Development Goals
- **HIV/AIDS** - Human Immunodeficiency Virus / Acquired Immune Deficiency Syndrome
- **HR** - Human Resources
- **PMS** - Performance Management Systems
- **TOR** - Terms of Reference
- **BCC** - Behavior Change Communication
- **VAWC** - Violence Against Women and Children
- **GTA** - Gender Transformative Approach

2.2 Definitions of key terms

Gender: is a social and cultural construct, which distinguishes differences in the attributes of people of diverse gender identities. It refers to the gender-based roles and responsibilities of people, which may change over time and vary within different cultural contexts. A person's gender identity is not necessarily linked to a person's sex.

Persons with disabilities: include those who have long-term physical, mental, intellectual or sensory impairments which, in interaction with various barriers, may hinder their full and effective participation in society on an equal basis with others (Convention on the Rights of Persons with Disabilities, art. 1)

Gender analysis: is the examination of how differences in gender roles, activities, needs, opportunities, rights and entitlements affect people of all genders in certain situation or contexts. Gender analysis examines the relationships between people of different genders, and their access to and control of resources, as well as the constraints they face relative to each other.

Disability inclusion: The meaningful participation of persons with disabilities in all their diversity, the promotion of their rights and the consideration of disability-related perspectives, in compliance with the Convention on the Rights of Persons with Disabilities.

Gender equality: aims for a balance in rights, opportunities, resources and benefits between women, men, girls, boys and gender diverse people. It recognizes the power imbalance between and within genders, and other influencing structural forces.

Equality: means that an individual's rights, responsibilities and opportunities are not dependent on being born male or female. Gender equality implies that the interests, needs and priorities of people of all genders are taken into consideration. Equality is seen both as a human rights issue and as a precondition for, and an indicator of, sustainable people-centred development.

Gender equity: is the process of being fair to women and men, girls and boys, and gender diverse people. It is about equality of outcomes and results. Gender equity may involve differential treatment to positively addresses a bias

or disadvantage that is due to gender roles, norms or differences between the sexes.

Gender-responsive policy and practice: Recognize and address specific needs and realities of women and men based on the social construction of gender roles. Gender-transformative interventions seek to transform gender roles and promote more gender equitable relationships between men and women

Mainstreaming disability inclusion: A consistent and systematic approach to disability inclusion in all areas of operations and programming.

Twin-track approach Integrating disability: sensitive measures into the design, implementation, monitoring and evaluation of all policies and programs and providing disability-specific initiatives to support the empowerment of persons with disabilities. The balance between mainstreaming strategies and targeted support should be tailored to address the needs of specific communities, but the overall goal should always be to integrate and include persons with disabilities in all aspects of society and development

Gender mainstreaming: is a strategy for making gender concerns integral to the design, implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres so that women, men, girls and boys, and those who are gender diverse, benefit equally, and inequality is not perpetuated. The ultimate goal is to achieve gender equality

Gender justice: As the full equality and equity between women and men in all spheres of life, resulting in women jointly, and on an equal basis with men, defining and shaping the policies, structures and decisions that affect their lives and society as a whole.

Gender transformation: refers to efforts to change gender and social norms to address inequalities in power and privilege between persons of different genders, in order to free all people from harmful and destructive norms. These norms include gender roles, expectations, stereotypes, and harmful attitudes, customs, and practices, including gender-based violence (Men Engage Alliance, 2017).

Discrimination on the basis of disability: Any distinction, exclusion or restriction on the basis of disability that has the purpose or effect of impairing or nullifying the recognition, enjoyment or exercise, on an equal basis with others, of all human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field. It includes all forms of discrimination, including denial of reasonable accommodation.

3.0 The Policy

3.1 Policy statement

This policy is strongly committed to the principle of *Leave No One Behind* and *Gender Transformative Approaches (GTA)* aimed at improving the development outcomes through advancing gender justice and taking note of the people with disability who are vulnerable and whose inclusion should be supported. It also seeks to ensure that all Anglican Development Services Eastern (ADSE) programs mainstream gender concerns and promote the full and equal participation of all members of society despite their vulnerabilities,

as essential for the effectiveness of development activities, and as fundamental to the attainment of human rights for all.

People of all genders experience differing treatment and levels of power, which may create situations of gender disparity that can be exacerbated when coupled with other vulnerabilities such as disability and age.

ADSE recognizes that though all people may experience gender inequality, women and girls often experience greater marginalization than men and boys, and disproportionately bear the burden of poverty. ADSE aims to accelerate efforts in gender equality and disability inclusion as guided by the Kenya 2030 agenda for sustainable development. The organisation is committed to complying with Kenyan Constitution Chapter 4; Article 28.

3.2 Scope and purpose

This policy applies to all individuals working with ADSE who have a responsibility or direct contact with the community and beneficiaries we serve. They are expected to act and behave according to the policy principles outlined in this document.

Thus, this policy applies to all ADSE Staff, Attachees, Interns and Volunteers, referred to as ("ADSE Personnel") and anyone else engaged with the delivery of ADSE work. This policy also applies to contractors (Consultants, Masons, Technicians, Journalists, Photographers, External Media etc.), All Board Members, Partners/Donors, Guests, Visitors, Church Groups, etc. referred as ("ADSE Representatives")

3.3 Policy Objectives

This policy makes explicit that promoting gender and disability inclusion of all people is central to achieving ADSE's mission. It ensures that ADSE personnel and representatives uphold the principles of gender and disability inclusion in all their work. ADSE will;

- Improve integration of gender and disability inclusivity across the programs.

- Build gender and disability inclusion explicitly into the project management cycle, monitoring, evaluation, and learning.
- Prioritize adequate resources to support gender and disability inclusion. ADSE recognizes the importance of putting aside time, budgetary and human resources to enable partner and ADSE staff to understand and work towards gender equality and equity.
- Support the voice of minorities in decision-making. This includes assessing the degree to which they have been allocated strategic roles within the organisation, in management and on the Board, and promoting their increased inclusion in decision-making.
- Where appropriate, make principles of gender and disability inclusion explicit in documentation, policies and processes.

3.4 Desired Outcomes

This policy will help to:

- Uphold disability inclusion, gender equality, and integrate gender and diversity perspectives through organisational policies, procedures, systems and practices; ensuring all the relevant policies, plans, measures and systems related to organisational development are gender-responsive.
- Strengthen the commitment to women's rights and diversity at all levels of the
- organisation, guiding all staff and stakeholders on the importance of
- gender equality with an intersectional approach.
- Recognize knowledge related to gender concerns and gender analysis as one of the core areas of building capacity for staff and build capabilities throughout the organization
- Develop core competencies that address core values of gender awareness and equity, equality and disability inclusion.
- Build a common understanding around gender and disability inclusion through induction and training

- Make all Human Resource (HR) systems and processes gender and disability sensitive and responsive, and integrate gender indicators into staff objectives in performance management systems (PMS) towards a gender-responsive work environment
- Prioritize gender and disability sensitivity in all terms of reference documents, including Terms of Reference (TORs) for external consultants
- Make best endeavours to provide suitable transport and accommodation when travelling for work purposes, particularly for women staff and persons with disability.
- Ensure equal pay for equal work value for all staff irrespective of sex, gender, religion, race, language, HIV status, disability, class, ethnicity and other sexual orientation and sexuality, etc.
- Ensure that access to and use of information technology is gender equitable

3.5 Programmatic Measures

ADSE is committed towards gender mainstreaming in all programmes and enterprises.

As part of this process, the following measures will be taken:

- Support the development of disability inclusion, women's inclusion, leadership, socio-economic empowerment, and decision-making at all levels from family to public spaces.
- Promote intersectional analysis of gender inequalities and transform power relations in every sphere of life.
- Recognize the impact of climate change and exploitation of natural resources on women and people with disability and support them for different initiatives for ecological justice.
- Ensure that women and people with disability actively participate in humanitarian work in all stages (preparedness, response, recovery and rehabilitation).
- Integrate disability inclusion, gender equality and gender justice dimensions in all new programmes and project cycles (e.g. context analysis, planning,

implementation, management and monitoring and evaluation, setting objectives, indicators and budgeting)

- Develop, promote, and use transformative ways of engaging men and boys for self-reflection and to promote gender equality and addressing Violence Against Women and Children (VAWC).
- Integrate representation issues when developing Behavior Change Materials (BCC), reviewing texts, pictures/images/illustrations to identify the gender norms communicated by the materials and to also pay attention to norms regarding age, sexual orientation, ethnicity and functional ability.
- Initiate cross-programme interventions to address emerging issues and priorities to promote disability inclusion, gender equality and justice.
- Ensure that staff at all levels can identify examples of behaviour and attitudes that promote gender equality and those that reinforce gender stereotypes in programme delivery.

3.6 Roles and responsibilities

To effectively manage gender and disability inclusion policy ADSE will require the commitment, support and cooperation of individuals and key stakeholders/partners who help in supporting the gender and disability inclusion centred programs, implementation, and administration.

The adoption of the management process will be critical in rolling out the Policy procedures. Without effective management support, staff working on gender and disability inclusion may feel isolated and be unaware of where responsibilities lie, and policies and procedures may fall through the gaps and not be taken seriously or not be fully implemented or not run smoothly.

ADSE shall set up a gender and disability inclusion committee led by the Gender Focal Person. The Committee will look after all the policies and procedures related to gender and disability inclusion, potential setbacks and impacts.

The Committee

Regarding gender and disability inclusion, the Committee should strive to ensure:

- Open lines of communication, an atmosphere of support and encouragement for reporting gender and disability inclusion issues and a positive environment for giving and receiving feedback.
- Ongoing supervision, monitoring and support for all Personnel so that gender and disability inclusion policies and procedures are understood and implemented and that any problems or queries are dealt with as soon as they arise.
- Incorporation of gender and disability inclusion issues in regular, formal staff evaluations and appraisals.
- Incorporation of gender and disability inclusion into regular internal and external programme and organisational evaluations/assessments.

3.7 The role of the ADSE management and the Board.

The management demonstrates leadership, reflect core principles and values, uphold professional approach and demonstrate awareness of exclusion. Plays an active role and a collective responsibility for the Board of Directors to provide oversight and ensure effective implementation so that the ultimate Coordination responsibility does not just rest to the Chief Executive Officer.

It is the responsibility of ADSE Board of Directors in ensuring policy compliance. ADSE Management team shall ensure that staff are made aware of the policy and that the systems and procedures required to operate the policy effectively are in place.

4.0 Monitoring and Evaluation

Implementation of the Policy will be monitored on a regular basis. The monitoring and reporting of the Policy will be coordinated by the ADSE personnel.

The organization will track indicators that measure progress towards gender and disability inclusion goals, including the percentage of staff who have

received training on inclusive practices, the representation of persons with disabilities in leadership roles, and the accessibility of services and facilities. Monitoring will be conducted regularly, with findings used to adjust strategies and improve inclusion practices continuously. Evaluation efforts will be carried out annually to assess the impact of the organization's inclusion initiatives.

This process can include consultations with stakeholders, including staff, beneficiaries, and partners, to gather insights on the effectiveness of current strategies. Feedback mechanisms in place (External and Internal Grievance Redress Mechanism) will be used to ensure that the perspectives of individuals targeted by this policy are effectively considered. The results of evaluations will inform the development of action plans and ensure accountability in addressing gaps or barriers to inclusion.

A summary of key findings and recommendations will be shared annually in the Safeguards committee of ADSE to ensure commitment to continual improvement in gender and disability inclusion.

Related Policies and Procedures

This Policy should be read and implemented in conjunction with the following:

- I. ADSE Personnel Code of Conduct
- II. Children Protection and Prevention of SEAH Policy
- III. Human Resources policy
- IV. Security policy
- V. External Grievance Mechanism

ADSE 007: Gender & Disability Inclusion Policy	
Description & Responsibility	Date & Responsibility
Person Responsible	Chief Executive Officer
Date of Review: Version 2	November 2024
Signed off By Chief Executive officer	
Approved By Board	
Next review	Before end 2028

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Eastern**

P. O. BOX 100 - 90103

Wamunyu, Machakos-Kenya

Tel: +254 727 081 967 | +254 726 622 011

Email: info@adseastern.org

Website: www.adseastern.org