



Opportunities to Leverage and Scale Multi-sectoral Workforce Resources in the Gender-based Violence (GBV) Prevention and Response System in Kenya

BACKGROUND

The Kenya-Finland Bilateral Programme on Strengthening Prevention and Response to GBV has developed a Capacity Strengthening Strategy (2022-2024) with the goal of supporting legal and moral duty bearers to strengthen the GBV prevention and response system. This includes investments in capacity strengthening for improved service delivery across multiple sectors - focusing on induction, guidelines, and tools, continuing professional development, and career advancement. In doing so, the bilateral programme hopes to leverage existing workforce development platforms and systems for efficiency, cost-effectiveness, quality, and sustainability.



INTRODUCTION

In November 2022, the Programme began a desk review and mapping of key resources & tools for all sectors engaged in GBV prevention and response— including a rapid review of induction materials, workforce guidance, and continuing professional development. This effort was meant to compliment the anticipated Functional Review¹ (FR) of the workforce, by reviewing the existing mechanisms for orienting, guiding, and supervising the workforce. This type of system analysis sought to identify resources across multiple sectors, with a view to understanding what is available to help the workforce understand and achieve the expected standard of performance in prevention and response to GBV – with a view to promoting increased accountability across the system.

Working with interns assigned to the State Department for Gender and Affirmative Action (SDGAA), a consultant began identifying and reviewing available print resources and materials across the human resource system for each sector. At the same time, the Consultant began to map available resources and courses relevant to the GBV prevention and response system – including those that could be classified as induction, guidelines & tools, continuing professional development, and career advancement. This expansive approach was not limited to gender/GBV specific competencies. It focused broadly on delivering the core functions within each respective sector. This rapid review was not meant to exhaustively capture all supports available to the workforce in each sector, but instead provide a high-level picture to begin a dialogue on the availability and accessibility of key supports in each Sector, and provide a basis for benchmarking across Sectors. Ultimately, the programme is seeking to advance a discourse within and across sectors on critical supports that are most effective/needed in the delivery of quality GBV prevention and response services – generating recommendations for lasting system improvements.

¹ Given that the Gender Sector is still undergoing significant changes with restructuring, twice in the last two years, an intensive functional review of the workforce while helpful, may not be in order at this time.

TOOLS FOR THE WORKFORCE IN THE GBV PREVENTION AND RESPONSE SYSTEM

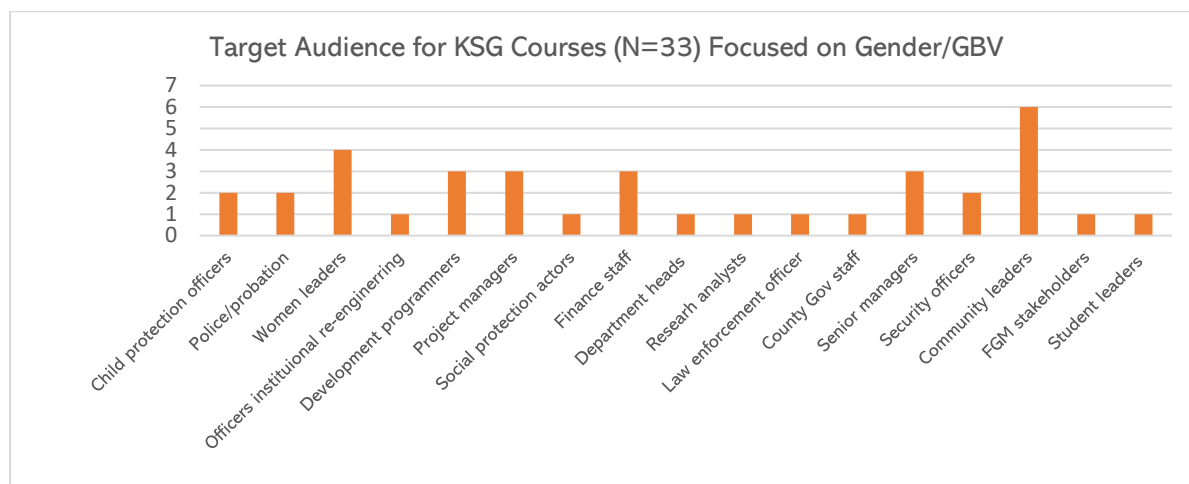
While it was not possible within the scope of developing this brief to exhaustively identify all resources that are, or should be, availed to the workforce engaged on GBV prevention and response, this rudimentary list (see table below) offers insights on the range of tools that exist across selected sectors.

Sector	Induction Resources* Guidelines & Tools*
Cross-cutting	<ul style="list-style-type: none"> • Introduction Handbook for the Public Service • Handbook for Civil Staff Introduction • Policies (relevant to each sector) • Service Charter (relevant to each sector) • Departmental Performance Contract (relevant to each sector)
Administrators & Elected Officials	<ul style="list-style-type: none"> • County Leadership Guide on Equity & Inclusion • Guidelines On Gender-Responsive Budgeting • Legislative Handbook on Principles Of Equality & Non-Discrimination
Child Protection	<ul style="list-style-type: none"> • Guidelines for Child Protection Case Management and Referral in Kenya • County Child Protection Systems Guidelines
Gender	<ul style="list-style-type: none"> • GBV Training Resource Pack • Guidelines for the Establishment of GBV Recovery Centres
Health	<ul style="list-style-type: none"> • Professional Code of Conduct • Quality Model for Health Quality Standards for Community Health Services • Operational Standards for Health Promotion
Judiciary	<ul style="list-style-type: none"> • Kenya Judicial Service Code of Conduct and Ethics
Office of the Director of Public Prosecutions	<ul style="list-style-type: none"> • Rapid Reference Guide on The Prosecution Of SGBV Cases In Kenya • Standard Operating Procedures Manual and Rapid Reference Guide On Prosecution of Female Genital Mutilation Cases • The Excellence Charter: Our Strategic Commitments 2020-23
Police	<ul style="list-style-type: none"> • National Police Service - Internal Affairs Unit - Operations Manual • Training Manual on Gender and Human Rights • Kenya Police Code of Conduct • Career Guidelines for National Police Service

Note: this list is not exhaustive, it lists only those materials identified during the development of this brief.

COURSES & PROFESSIONAL TRAINING

Following the preliminary review of the 179 courses offered by the Kenya School of Government (KSG)²², 33 courses were initially shortlisted due to their relevance in the GBV prevention and response system. The majority of these courses, (27 of 33) targeted entry-level staff, while the remaining 6 were designed for senior-level staff. Additional analysis, as in the table below, shows the target audience for these courses:

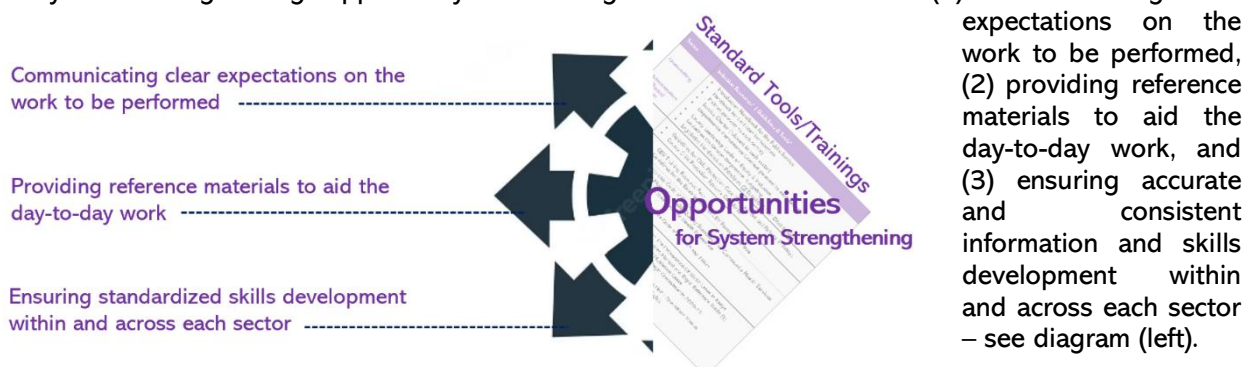


Amid this review, the Programme learned that there are few mechanisms to ensure that newly hired officers complete the KSG introductory courses relevant to their job functions. However, career advancement is dependent upon completion of requisite management courses. Fortunately, KSG has mechanisms for tracking course enrollment and completion, and ensuring that those who enroll in short-courses are able to prioritize their learning and given time off from office so that they can fully immerse themselves in their studies.

It is important to also note that the workforce is regularly participating in a variety of trainings organized by various NGOs, UN agencies and other development partners. However, these trainings, typically 2-5 days in length, are neither standardized nor linked to continuing professional development credits, and are not typically delivered at scale.

OPPORTUNITIES FOR LEVERAGE & SCALE

The Government of Kenya has developed a range of tools to support the workforce responsible for GBV prevention and response. In addition, GOK has developed certified courses for induction, continuing professional development, and career advancement. Anecdotal information reveals that many of these available supports are not widely accessible to the workforce. This represents a key system strengthening opportunity to leverage these resources for:



²² The 70 courses from Eastern and Southern African Management Institute ESAMI were also reviewed. However, since they all require travel to an international campus, they were not considered in the final analysis.

In a context where there is a wide array of government endorsed tools and trainings, investments in capacity strengthening should make maximum use of these resources by making them available and accessible – ensuring the public service is supported to carry out their respective mandate.

This type of consolidated and coordinated system strengthening initiative, implemented at scale, would go a long way in building a consistent knowledge and skill base. At the same time, helping to clarify roles, standard operating procedures and performance expectations, thus helping to further reinforce the mandate of each cadre, creating an environment with greater transparency and accountability.

RECOMMENDATIONS TO LEVERAGE & SCALE AVAILABLE WORKFORCE SUPPORTS

1. Work with the Public Service Commission, relevant Human Resource Departments, and Technical Leadership in each Sector to analyse the existing standardized guidelines, tools, and trainings for each sector **with a view to initiate a process to improve accessibility and use, as well as update or develop new supports in response to gaps – especially those affecting the quality of services.**
2. **Ensure that the standardized induction materials, guidelines, and tools have been provided to the frontline workforce and their supervisors within each sector** – this could include print or soft copies of the respective materials. (With clarity on the available tools (as indicated in #1), government, development partners and civil society could rapidly ensure coverage at scale.)
3. Within each sector, focus on **systems to support supervisors, and hold them accountable for ensuring that their workforce has been adequately oriented on the available supports and are using them in their day-to-day work.**
4. Within each sector, seek to **maximize enrolment in the available accredited courses from the Kenya School of Government (KSG) among the GBV prevention and response workforce** – focusing on both frontline staff and their supervisors with a view to create a critical mass of service providers who have the same core competencies, performance expectations, and supervision. This calls for **greater alignment of capacity strengthening initiatives across development partners and civil society to reinforce standardized knowledge and skills in GBV prevention and response which can be implemented at scale with relative ease.** This type of approach will help to leverage and enhance existing platforms for training and workforce development.
5. Explore ways to work with the KSG and other higher education institutions (HEIs) beyond the accredited trainings. Possible innovations could include engaging alumni from past courses to support peer-to-peer exchanges and learning, online coaching sessions to maximize reach, together with updated course content. Such efforts could be linked to **the annual review of Performance Contracts, Ministry/ Departmental Service Contracts, and research from each sector to address emerging issues and needs to improve performance.** These types of initiatives could also help the training institutions to identify new competencies needed, and/or gaps in the existing supports.

CONCLUSION

While this process of mapping supports for the workforce was not exhaustive, it provides a snapshot of the platforms that could be immediately leveraged and implemented at scale to clarify standards of performance and better equip the workforce to lead GBV prevention and response. Lessons from testing this approach in the Bilateral Programme could present new modalities for system strengthening in the sector.