

GOVERNANCE AND GENDER JUSTICE



TRAINING MODULE FOR WOMEN LEADERS



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TABLE OF CONTENTS

MODULE 1: HUMAN RIGHTS BASED APPROACH IN DEVELOPMENT	11
MODULE 2: GENDER EQUALITY, WOMEN EMPOWERMENT & LEADERSHIP	23
MODULE 3: MANAGEMENT OF GROUP DYNAMICS	29
MODULE 4 LEADERSHIP AND ADVOCACY	35
MODULE 5 UNDERSTANDING GOVERNANCE	57

Executive Director's Remarks

As we embark on the journey of empowering women in leadership and governance, this manual serves as a vital resource to equip women with the knowledge and skills needed to drive meaningful change in our communities.

At a time when women's voices and leadership are more critical than ever, we are steadfast in our commitment to supporting women leaders through tailored training and capacity-building initiatives. This effort is not only about cultivating individual leaders but about creating lasting impacts that will benefit future generations.

The modules within this manual have been carefully designed to ensure that women gain the confidence, expertise, and tools to assume leadership roles and actively engage in governance processes.

I would like to extend my sincere appreciation to the United Nations Democracy Fund (UNDEF), whose generous support made the development, printing, and dissemination of this manual

Miss. Virginia Nduta





WEL MANDATE

WEL promotes women's participation in politics and governance through capacity building and mentorship programs including strengthening capacities and skills for women aspirants, elected and nominated women leaders, movement building at community level, sensitization campaigns and policy advocacy at county and national level.

In addition, WEL has been on the forefront in policy formulation and advocacy on gender responsive frameworks that seek to strengthen structures for prevention and response to VAWG, strengthening referral networks and community led activism.

INTRODUCTION

About Empowerment Link

Women Empowerment Link (WEL) is a Nonprofit, Nonpartisan, Non-governmental Women's rights organization.

It envisions a world in which women and girls realize and embrace their rights by empowering women and girls to realize their full potential, worth, and strength politically, socially, and economically.

In Kenya, women's participation in local governance (county level) is not sufficient. First, women's representation in local elected bodies (county assemblies) does not comply with the 2/3rd gender rule, inclusion of not more than two-thirds of the members of representative organs from the same gender guaranteed by the Constitution of 2010 and the Devolution Act of 2012.

Second, the capacity of women, currently elected as representatives and the capacity of future representatives is not sufficient. The women elected members of county assemblies still lack the connectivity with other women, do not have needed capacity of oversight, legislative functions and- advancing women's political and development agenda. More so, there is inadequate mechanism created for women to participate in local decision-making, legal, and policy support for women.

Nakuru, Kitui, and Homa Bay Counties have been selected by WEL to ensure increased representation of women in governance and political processes. WEL developed a training manual to enable capacity strengthening of women leaders from local women groups on human rights based approaches in development, management of group dynamics, gender equality, advocacy, women empowerment and highlights in the constitution of Kenya 2002 and the devolution Act 2012.



There is inadequate mechanism created for women to participate in local decision-making, legal, and policy support for women.

Objectives and Expected Outcomes.

The key objectives and expected outcomes by the end of the training programme are:



OBJECTIVE

01

Understand and apply human rights-based approaches in their day-to day engagements.

OBJECTIVE

02

Understand the basic concepts on gender equality and women's empowerment to the participants.

OBJECTIVE

03

Learn about managing changes which take place within groups, interaction and forces obtained between group members in a social setting.

OBJECTIVE

04

Have increased capacity on women grassroots leaders on leadership and advocacy skills to effectively work at community level to influence change.



MODULE 1

HUMAN RIGHTS BASED APPROACH IN DEVELOPMENT

INTRODUCTION

Understanding human rights, and their great importance for everyone is a valuable resource when working with people whose rights have been brutally disrespected. It assists us to understand the suffering we encounter and find ways to respond to it in a respectful and helpful way.

CONTENTS

- Definition of Human Rights.
- Characteristics of Human Rights.
- History of Human Rights.
- Definition of Human Rights Based Approach (HRBA).
- Evolution of HRBA.
- Characteristics of HRBA.
- Distinction between HRBA and Other Development Approaches.
- Benefits of HRBA.
- Core Principles and Standards of HRBA.
- Rationale for Adopting HRBAs in Service Delivery.
- Relationship Between HRBA and the Constitution.

HUMAN RIGHTS The sum total of universal guarantees protecting individuals and groups against actions and omissions that interfere with fundamental freedoms, entitlements and human dignity.

Characteristics of Human Rights

- **Universal:** The birth right of all human beings and are internationally guaranteed
- **Indivisible:** The categorization of some rights as first generation and others as second generation undermines a dangerous hierarchy that undermines the enjoyment of rights
- **Interrelated:** Each of the human rights relate to one another. Premised on the inherent dignity and equal worth of all human beings and cannot be waived or taken away.
- Impose obligations on States and State actors. These obligations require a State to do something e.g. ensure citizens access food, basic education, health and shelter and also not to violate rights.
- Are legally protected.

Collective or Group Rights:

This refers to the rights of peoples and groups, including ethnic and religious minorities and indigenous peoples, where the individual is defined by his or her ethnic, cultural or religious community.

Human Rights Based Approach (HRBA):

HRBA refers to an approach that integrates the norms, principles and standards and goals of the international human rights system into governance and development. It is about empowering people to know and claim their rights.

Evolution of HRBA

- The most basic difference between human needs and human rights: Needs do not imply duties or obligations although they may generate promises and may prompt charitable responses.
- Human rights always imply correlative duties and obligations of the State and its entities that are recognized by human rights law and which strengthen development efforts.
- A human rights approach to development differs sharply from the basic needs approach, as the latter does not imply the existence of some form of ‘duty-bearers’
- A human rights-based approach expands choices and capabilities and encourages every person to define and direct the course of her or his empowerment.

Characteristics of HRBA

- Assessment and analysis which identify the human rights claims of the rights-holders and corresponding obligations of duty-bearers as well as the immediate, underlying structural causes when rights are not realized.
- Programs that assess the capacities of rights holders to claim their rights, as well as those of duty bearers to fulfill their obligations and then develop strategies to enhance these capacities.
- Programs that monitor & evaluate processes guided by human rights standards and principles.
- Programing that is informed by international, regional and national human rights instruments, bodies and mechanisms.

Distinction of HRBA to Other Development Approaches

HRBA is an approach which presupposes that the ultimate goal of all development programmes is the realization of human rights contrary to other approaches.

Charity Based Approaches	Need Based Approaches	Human Right Based Approaches
People may receive help based on compassion	People deserve help	People have a right to assistance
Resources are scarce so the rich and powerful should have mercy on those who lose out	Resources are scarce so some people will lose out	All people, without discrimination have the right to full potential – despite the scarce resources
Not needs based or recognize rights but moral considerations	Meets needs without empowerment	Recognizes that rights can only be realized with empowerment
Individuals, states and institution conscience is relied upon	State/state institutions are encouraged (not obligated) to act on peoples development needs	States and state institutions are legally and morally bound to act
There are no goals, processes or outcomes. Only compassion	All work leads towards a prede-termined goal	While the goal is important, out-come and processes leading there-to are overarching
Focuses on manifestation of problems	Focuses on immediate causes of problems	Focuses on structural causes and their manifestations
Individuals seen as victims	Individuals are objects of development interventions	Individuals and groups are em-powered to claim their right

Benefits of HRBA

	Benefits to Government		Benefits to Citizens
1.	Aligns problems with human rights	1.	Empowers rights holders to claim their rights
2.	Identifies right holders and duty bearers and their capacity gap	2.	Prioritizes the rights of marginalized groups.
3.	Promotes institutional and behavioral changes of duty bearers	3.	Promotes participation and information sharing.
4.	Leads to optimal utilization of resources	4.	Enhances accountability for results and process.
5.	Shifts focus from average targets to disparities be-yond the targets.		

Core Principles and Standards

- **Recognition:** People are recognized as key actors in their own development.
- **Participation:** Active participation of the people is seen as both a goal and a means.
- **Empowerment:** Strategies employed must empower the people.
- **Inclusivity:** Analysis and interventions include all stakeholders.
- **Subsidiarity:** Development must be locally-generated and locally-owned.
- **Synergy:** Both top-down and bottom-up approaches are used in a mutually reinforcing manner to create positive, mutually empowering and mutually complementing energy.
- **Equity:** HRBA in interventions aim at reducing disparities.
- **Accountability:** Programmes emphasize accountability to all stakeholders.
- **Social justice:** Programmes focus on the marginalized, disadvantaged and excluded groups.
- **Equality and non-discrimination:** HRBA recognizes all human beings as equal & whose needs are only tampered by natural or environmental circumstances. Any form of discrimination is forbidden.

Standards Upheld in the HRBA:

- **Universality and Inalienability:** All human beings are born free and equal in dignity and rights.
- **Indivisibility:** All human rights have equal status, and cannot be positioned in a hierarchical order. Denial of one right invariably impedes enjoyment of other rights.
- **Interdependence and Interrelatedness:** The fulfillment of one right often depends, wholly or in part, upon the fulfillment of others.
- **Equality and Non-discrimination:** All individuals are equal as human beings and by virtue of the inherent dignity of each human person. No one, therefore, should suffer any form of discrimination.
- **Participation and Inclusion:** All people have the right to participate in and access information relating to the decision-making processes that affect their lives and well-being.

Rationale for adopting HRBAs in Service Delivery

Intrinsic Rationale

- A HRBA is based on the universal values reflected in the human rights principles and standards.
- A HRBA moves development action from the optional realm of benevolence (or charity) into the mandatory realm of law.
- A HRBA establishes duties and obligations while underscoring the importance of creating accountability mechanisms at all levels for duty-bearers to meet their obligations.
- A HRBA ensures people are not passive beneficiaries of State policies but active participants in their own development.

Instrumental Rationale

- A HRBA Focuses on analyzing the inequalities, discriminatory practices and unjust power relations that exacerbate conflict in human rights and development processes.
- A HRBA has a special focus on groups subjected to discrimination (e.g. social workers, PWDs, survivors of violence and abuse etc) and suffering from disadvantage and exclusion.
- A HRBA emphasizes participation, particularly of discriminated and excluded groups at every stage of the programming process.
- It depends on the accountability of the State and its institutions with regard to fulfilling all the human rights of all people within its jurisdiction.
- It gives equal importance to the processes and outcomes of development.

Institutional Rationale

- Development challenges are examined from a holistic lens guided by human rights principles while taking into account all aspects of a problem.
- A HRBA facilitates an integrated response to multifaceted development problems.
- A HRBA suggests using the recommendations of international human rights mechanisms in the analyzing development challenges and strategic response thereto.
- A HRBA shapes relations among various development actors since it is based on mutual respect in accordance with human rights principles



Human Right Based Approach and the Constitution

- The Constitution guarantees 26 specific rights & makes it a fundamental responsibility of the State to fulfill the rights and fundamental freedoms set out in the Bill of Rights.
- If a right or fundamental freedom of any person has been, or is likely to be, adversely affected by administrative action, that person has the right to be provided with written reasons for the action.
- The Constitution provides for such basic entitlements as rights to food and nutrition, shelter, access to clean water and sanitation, education as well as decent housing (Article 43).
- The Constitution provide in Article 43(2) that “the state shall provide appropriate social security to persons who are unable to support themselves and their dependents.”
- These provisions dovetails seamlessly with international human rights instruments, such as the Universal Declaration of Human Rights (UDHR) and the International Covenant on Economic, Social and Cultural Rights.



MODULE 2

GENDER EQUALITY, WOMEN EMPOWERMENT & LEADERSHIP

INTRODUCTION

Gender: A collection of social, cultural, and psychological features that a society often considers as either masculine or feminine.

Sex: Is the biological and physiological characteristics that describe the difference between individuals as female and male.

Characteristics of Sex: Universal & Naturally unchanging and Defined by genetic make-ups.

CONTENTS

- Definition of gender, sex, their difference and their roles.
- Description of gender stereotypes.
- Description of different gender concepts.
- Explanation of Gender Equality concepts.
- Explanation of Gender Mainstreaming Strategies/Tools.
- Definition of Gender Empowerment.
- Description of collaboration for Gender Equality and its importance.

DIFFERENCE BETWEEN SEX AND GENDER

Sex	Gender
Biological/born with it	Social/Learned
Same everywhere	Changes according to social context
Same throughout time	Changes over time

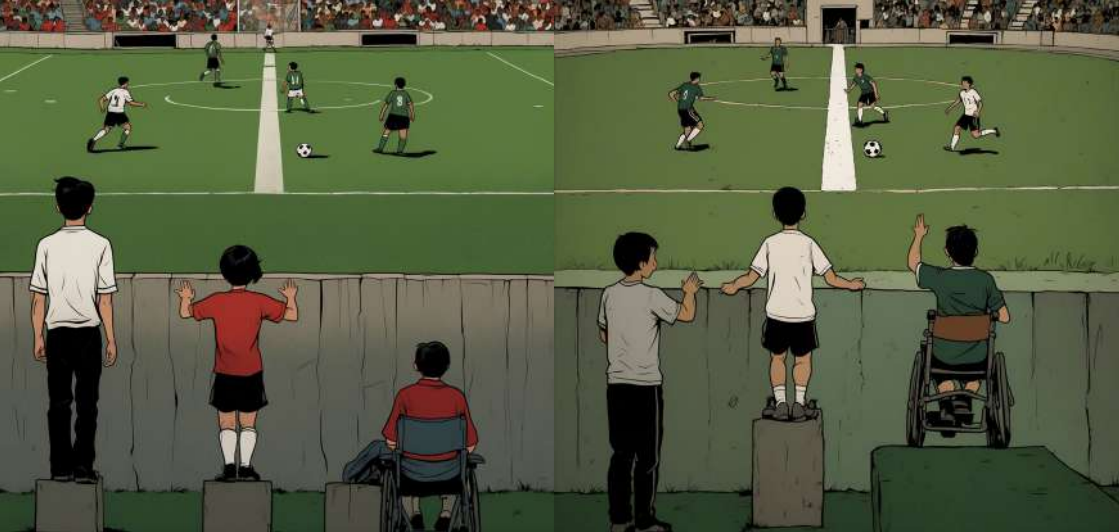
Sex Roles: Biologically and physiologically determined functions distinct to females and males. They include pregnancy, giving birth and breastfeeding for women & impregnation for women.

Gender Roles: These are behaviors, activities, tasks, and responsibilities that females or males learn in society (e.g., cooking, income generation, and decision making).

Gender Stereotypes: Rigidly held and oversimplified beliefs about the characteristics of females/males.

- Gender stereotype violate human rights and strengthen assumptions that reinforce inequality.
- How Gender Stereotypes Influence Behaviors and Risks Associated with Political Participation.

Aggressive-Bold	Timid-Passive
<p>Behaviors:</p> <p>Will easily present himself to run for political office. Is not fazed by hiring goons to cause violent disruption at an opponent meeting. Will use money to bribe/ coerce voters/ supporters.</p>	<p>Behaviors:</p> <p>May be a good candidate but will not easily present herself to run for political office. Will likely not be confrontational or respond to attacks during campaigns.</p>



EQUALITY

Gender Equality:

Refers to receiving the same resources regardless of sex.

EQUITY

Gender Equity:

Refers to the fair sharing of resources, opportunities, and benefits according to any given social framework.

Gender Relations.

Refers to how men and women relate to each other because of an imbalance of power. Gender relations are socially ascribed, and can change with time to become more equitable.

Gender Equality Approaches.

Formal Equality: Right to equality between men and women, and does not take biological and gender differences between men and women. In this approach men and women should be treated in the same way.

Gender-neutral Policy: A company

that is hiring for high-paying jobs may say that it is using non-discriminatory practices because men and women are equally able to apply and be considered but, in reality, women are disadvantaged because they often lack access to the advanced training required for such jobs.

The Substantive Equality: It focuses on diversity, difference, disadvantage, discrimination and ensuring that they are addressed, and benefit equally.

Gender-sensitive Program: Recognizes that women and men may be different and their needs must be addressed in order to achieve sustainable development of society.

Gender Mainstreaming Strategies/Tools

Involves women and men in consultations about how gender includes sex-disaggregated data.

Empowerment: refers to all people taking control over their lives, setting their own agendas, gaining skills, increasing self-confidence, solving problems, and developing self-reliance.

Women's Empowerment: It is the expansion of a woman's ability to make strategic life choices in a context where this ability was previously denied. In or-

der to empower themselves and others women must be able to self-reflect.

Self-reflection: This means that I am able to look at myself and assess my behavior, feelings and thoughts. It also includes becoming aware of both my strong and weak points.

Behavior Change: is a long process and is rarely achieved in a few days. It takes time, and one encounters many problems along the way.

Collaboration for Gender Equality: Increasing the voice and agency in leadership will take collaboration among women everywhere.



MODULE 3


MANAGEMENT OF GROUP DYNAMICS

INTRODUCTION

Group Dynamics refers to the following issues:

1. How has a group come into being?
2. Why has the group emerged?
3. What is its size and composition of the group?
4. What are the activities of the group?
5. How do members interact and resolve things?
6. What are the processes used by members to share information, work related issues?
7. How do members behave and influence each other?
8. What informal networks are put to use to spread rumors?
9. How members are reacting to formal leaders, work rules, challenges, etc.?

CONTENTS

- 
- Group dynamic definition.
 - Characteristics of group dynamics
 - Principles of group dynamics
 - Elements of group dynamics
 - Stages of group dynamics
 - Importance of group dynamics
 - Group dynamics in problem-solving and decision-making.

Characteristic of Group Dynamics.

1. Describes how groups should be organized & operated, i.e a pattern of leadership & cooperation.
2. It consists of a set of techniques such as role playing, brainstorming, sensitivity training etc.
3. It deals with the internal nature of groups, their formation, structure and process.
4. It refers to changes which take place within groups.

Principles of Group Dynamics

1. Strong sense of belongingness.
2. Maintain attractiveness of the group to its members.
3. Sustained relevance of the group.
4. Good reputation to enhance prestige of members
5. Avoid selective application of group norms on some members.
6. Information accessible to all members
7. Strong pressure for change, estab-

lished by creating a shared perception by the members of the need for change.

8. Interrelatedness as change in one part produces strain in other related parts.

Elements of Group Dynamics

1. Group membership
2. Leadership in the group.
3. Formal hierarchy to support decision making in the group.
4. Group activities or tasks: Monthly meetings, contribution, get together to enhance cohesion.
5. Interactions: There are two types of interaction; when people are discussing & when people are performing a task (teamwork).
6. Established group norms
7. Group cohesiveness: “Stick-together” characteristics of groups and their impact on group members.
8. Members satisfaction

STAGES OF GROUP DYNAMICS



01



FORMING

It's the initial get together where members affirm their identity and that of others in the group. Members should introduce themselves to each other and engage in activities that enable them to know each other. The team leader must ensure that the group members feel the clarity and comfort required to evolve for the next stage.

02



STORMING

At this stage, members are comfortable in the group and are willing to voice their individual differences. The team leader should help members to voice their views, and to achieve validity about their purpose and priorities.

03



NORMING

The stage where the members are beginning to share a common commitment to the purpose of the group. The team leader must clarify the roles of each and every member, and a clear and workable structure and process for the group member to achieve their goals.

04



ADJOURNING

Applies for groups formed temporarily. Here, the group disperses after the group activity is completed. Priority is given to wrapping up rather than increasing performance.

Importance of Group Dynamics

- Group dynamism results in increased satisfaction. If group has members with a positive attitude then its output is more than doubled every time.
- The attitude, insights & ideas of members in a group depends on group dynamics.
- If a group works as a cohesive group, the cooperation & convergence results in maximization of productivity.
- It can also reduce disturbance in the group.
- It reduces membership fallouts due to emotional attachment among the group members.

Conclusion: With improved understanding on group dynamics, the groups including women group will improve their strengths, success factors and measures of performance thus better group cohesion and effectiveness in realization of collective action.

A group is said to be effective when its members play out their roles and responsibilities together to reach the objectives assigned within the time limit given.



MODULE 4

LEADERSHIP AND ADVOCACY

INTRODUCTION

Right to Inclusion & Civic Participation – The Constitution of Kenya 2010.

Indirect Involvement: Citizens give power to a number of people to act on their behalf mainly through elections, i.e. choosing MPs and MCAs to speak on our behalf.

Direct Involvement: Citizens participate as owners of the government and provide information on issues affecting them and their communities, i.e. through attending county planning meeting.

CONTENTS

- Right to inclusion and Civic participation.
- Women's participation in Elections
- Responsibilities of citizens
- Responsibilities of leadership
- Role of elected officials
- Petition for recall of an MCA
- Citizen Participation.
- Types of Citizen Power
- Participation in Kenya's Governance
- Activating Citizen Power

Special Interest Groups (SIG) in the Electoral and Governance Process:

Groups of persons who require special attention or considerations in the electoral process, i.e. women, youth, and persons with disabilities, elderly, minorities and marginalized groups.

Rights and Responsibilities of SIG in Electoral Process:

Register as voters	Right to stand for elective office
Vote in an election and by-election and referendum	On-spot assistance and be accorded assistance, priority mainly on the voting day
Be assisted to access a voting station	



Status of SIGs' Participation in the Electoral Process in Kenya.

- Article 100 of the Constitution of Kenya 2010 requires Parliament to enact legislation to promote the representation of SIG in Parliament.
- Under schedule five of the constitution, this law should have been in place by August 2015.
- The 11th Parliament effected amendments to the Political Parties Act and the Elections Act. This was to lead to an increased number of representations in Parliament of SIGs.
- On two-thirds, there have been 7 attempts to legislate the two-thirds gender rule that have all failed to pass in parliament.
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Responsibilities of Citizens.

- Respect, uphold and defend Kenya's sovereignty
- Live out the national values and principles of: patriotism, national unity, sharing and devolution of power, the rule of law, democracy and participation of the people.
- Uphold human dignity, equity, social justice, inclusiveness, equality, human rights, non-discrimination and protection of the marginalized.
- Ensure good governance, integrity and accountability are upheld
- Uphold the rights and fundamental freedoms in the Bill of Rights
- Cooperate with the State to protect and conserve the environment and the country's natural resources
- Monitor how state officers are functioning to ensure the guiding principles of leadership and integrity are respected and maintained.

IMPACT

Political Participation

Much still remains to be put in place to promote political participation of the SIGs.



Enabling Environment

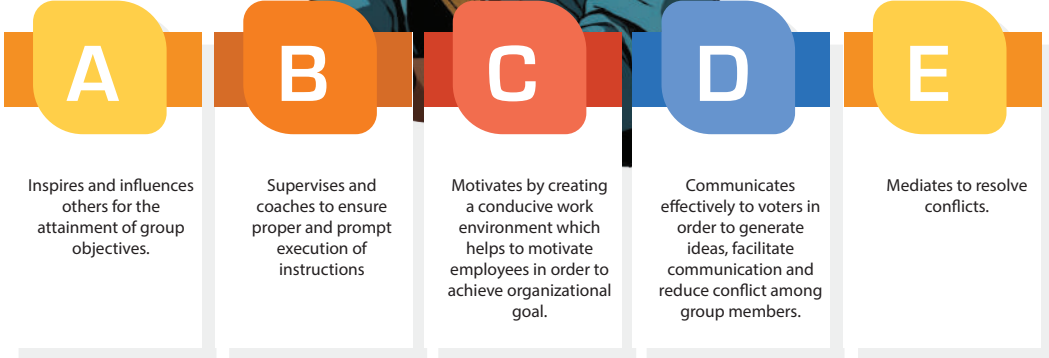
We must encourage all actors to create an enabling environment for enhanced participation of the SIGs in the electoral process.



Elected Leaders

We are likely to have a limited number of people from the SIGs elected to occupy positions of leadership.

Responsibilities of Leadership



Guiding Principles of Leadership.

Accountability to the public for decisions and actions	The declaration of any personal interest that may conflict with public duties
Discipline and commitment in service to the people.	Honesty in the execution of public duties.





REPRESENTATION

Represents the people of a Constituency and special interests in the National Assembly.

01

04

COMMITTEES

Sits in Parliamentary committees of various sectors

LEGISLATION

Makes laws in the National Assembly

02

05

BUDGETING

Approves national budgets

NOMINATION

Approves nominations for various public offices before appointment by the President

03

06

IMPEACHMENT

Has a role in impeachment of the president

07

OVERSIGHT

Have oversight role over the executive and other state of government

ROLE OF COUNTY WOMAN MEMBER OF THE NATIONAL ASSEMBLY

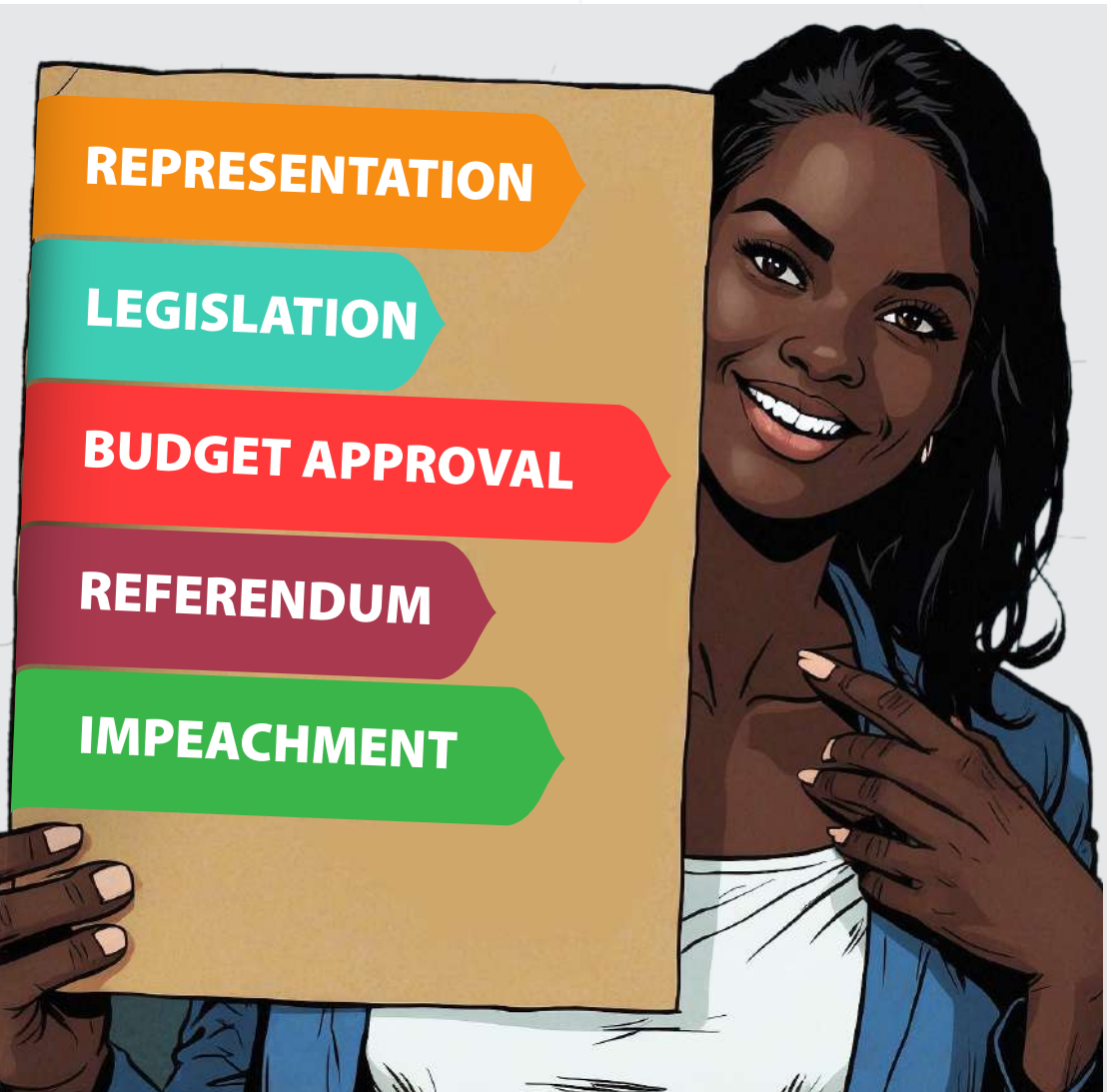
REPRESENTATION

LEGISLATION

BUDGET APPROVAL

REFERENDUM

IMPEACHMENT



ROLE OF COUNTY ASSEMBLY WARD REPRESENTATIVE

01 02 03 04 05

- 01 Represents the Ward in the County Assembly
- 02 Makes laws for the County
- 03 Approves County budgets
- 04 Approves Referendum Bills
- 05 Recommends Impeachment of the Governor

RECALLING A MEMBER OF COUNTY ASSEMBLY

MCA may be recalled where he/she:

Is found to have violated the provisions of Chapter Six of the Constitution.

Is found, after due process of the law, to have mismanaged public resources.

Is convicted of an offense under the Elections Act (No. 24 of 2011).

A recall petition shall not be filed against an MCA more than once during the term of that member in the county assembly.



A recall for an MCA shall only be initiated upon a judgment or finding by the High Court confirming the grounds specified

A recall shall only be initiated 24 months after the election of the MCA and not later than 12 months immediately preceding the next general election.

A person who unsuccessfully contested an election under the Elections Act (No. 24 of 2011) shall not be eligible, directly or indirectly, to initiate a petition under this section.

Petition for Recall of an MCA.

- The process of recalling an MCA should be initiated by a petition & should be filed with IEBC.
- The petition should be in writing, signed by a petitioner who is a voter in the ward in respect of which the recall is sought.
- The petition should:
 - Specify the grounds for the recall of a MCA as they appear in Section 27(2) of the County Governments Act.
 - Contain a list of such number of names of voters in the Ward which should represent at least 30% of the registered voters in that Ward.
 - Be accompanied by the fee prescribed (by IEBC) for an election petition.
- The list of names in the petition should contain the names, address, national identity card or passport number and signature of the voters supporting the petition.
- The voters supporting the petition should represent the diversity of the people in the Ward.
- The petitioner should collect and submit to the IEBC the list of names of the voters in the ward within a period of thirty days after filing the petition.
- The Commission (IEBC) should verify the list of names within 30 days of receipt of that list.
- The Commission, if satisfied that the requirements are met, should within 15 days after the verification, issue a notice of the recall to the Speaker of the County Assembly.
- The Commission should conduct a recall election within the Ward within 90 days of the publication of the question (for the recall election).
- Where a recall election results in the removal of an MCA, the Commission should conduct a by-election in the affected Ward.
- An MCA who has been recalled is allowed to run in the by-election conducted in the Ward affected by the recall.

Citizen Participation.

An action or series of actions a citizen takes to participate in the affairs of his or her own government and/or community.

- When done correctly, it can produce more transparent public policies and decisions, and enable citizens to hold government leaders more accountable.
- Citizen participation is in its most potent form when citizens act together and utilize their collective voice to impact government policies and decisions regarding their community.

THREE BASIC TYPES OF CITIZEN POWER



PASSIVE CITIZEN POWER

participation that does not require direct physical action, e.g. petition signing, writing letters, voting and releasing publications.

PHYSICAL CITIZEN POWER

direct physical participation like protesting, volunteering, working for government or boycotting.

FISCAL CITIZEN POWER

relates to financial action like taxes, donations, endorsement spending, and consumption.

Participation in Kenya's Governance.

- Article 10(2)(a) states that "participation of the people" is one of our country's values and principles of governance.
- Article 232(1) (d) instructs public servants to include citizens "in the process of policy making."

Participation in Devolved Government

- The Constitution makes citizen participation a central part of Kenya's governance. , i.e. in Articles 10(2) (a) and Article 232(1)(d)

Article 174(c)	Says that an object of devolution is to "enhance the participation of people in the exercise of the powers of the State and in making decisions affecting them."
Article 184(1)(c)	Requires that mechanisms "for participation by residents" be included in national legislation to urban areas and cities governance and management.

Participation in the Legislature.

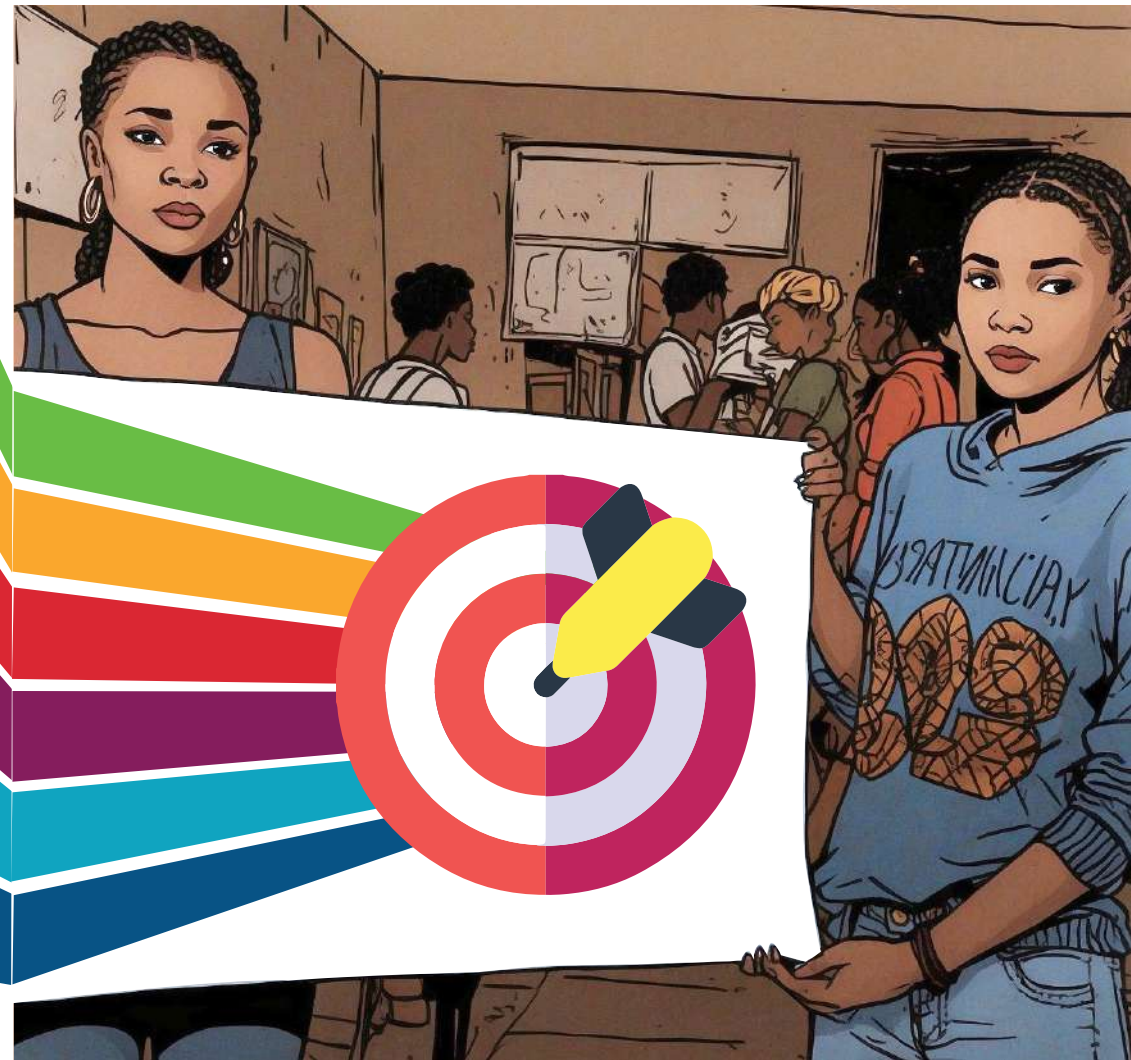
Articles 118(1)(b) and 196(1)(b)	Directs the national and county legislatures respectively to "facilitate public participation" in its work.
Article 119(1)	States that citizens have the "right to petition Parliament to consider any matter within its authority." Kenyans can request Parliament to take up issues important to them.
Articles 118 (1) (a) & 196(1)(a)	Direct Parliament and the county assemblies respectively to hold public meetings and conduct their work in the full view of all citizens.
Article 201 (1)(a)	States that there be "openness and accountability" and public participation when it comes to public financial matters.

CITIZEN POWER



Activating Citizen Power: The Roadmap to Successful Citizen Participation.

Identify Community Needs: Knowing the specific needs of your target community will guide your activities to ensure they are effective. This can be done through consultations, holding open citizen forums and attending informal meetings such as women Chamas and other community events.



Assemble a Citizen Group for Citizen Participation: Citizen Power is the power to affect change and governance within the community. This power grows when citizens join to pursue their objectives together.

Form Partnerships and Networks: When building a network/partnership, member groups must have a clear understanding of its function from the

very beginning. The relationship can be formalized through a written agreement i.e. MoU which all members should sign. Network and partnership among groups can help individual groups overcome 5 challenges related to; lack of information, lack of political influence, lack of political credibility, lack of administrative experience and lack of collective confidence.



Utilize Tools and Tactics:

- **Community Forums:** Helps local citizens to learn more information and provide feedback. When used correctly, these forums build trust since local citizens will feel genuinely consulted.
- **Town Halls & Public Consultations:** Citizen can monitor the media newspapers, FM Radio, websites & social media sites to stay up to date with the on-going public consultations and town hall meet-

ings that are being held in the community.

Ask town hall organizers to add you to their distribution lists for media advisories or other applicable invitations. Citizens must attend the meetings regularly and use the opportunity to listen closely and speak up when time is made available for public comment.

- **Barazas:** They are ways to bring large and diverse groups of people together at a short notice. They are an excellent platform for engaging the community.



Common types of barazas are residents' meetings in a given area to discuss issues that affect them. When organizing a Baraza, identify topics for discussion in advance to avoid many issues arising for discussion without a clear direction or resolution to any of them.

- **Public Petitions:** This is can be an important avenue for those who wish to influence public officials. A successful petition will comple-

ment a strategy that includes direct lobbying, letter writing and media exposure.

Possible targets include:

- National and county governments, parliaments, and politicians.
- Political parties, presidents, prime ministers, governors, senators, and ambassadors.
- Media organizations.
- Neighborhood authorities.
- Business associations.

- **Lobbying & Advocacy:** Lobbying is the practice of engaging with governments to support change, request information or to hold officials accountable for their commitments.
- Identify & Engage Key Stakeholders:
- Identify individuals who have the greatest influence on the decision-making process.
- Develop a target list of names from community leaders, elected politicians, government officials, and other civil society groups.
- Stay in touch informally with these contacts so that you develop a relationship of trust with them before you have to approach them
- After communicating with your list of contacts, identify influential individuals who support or are interested in your point of view.
- Apart from elected representatives, develop relationships with staff that work with elected officials.
- Keep the community informed.
- Seek feedback.



MODULE 5

UNDERSTANDING GOVERNANCE

GOVERNMENT AND GOVERNANCE

Governance is a broader concept that encompasses the various actors, processes, and systems through which decisions are made and implemented within a society. It involves multiple stakeholders, including government institutions, civil society, private sector entities, and the community, all working together to manage resources, make decisions, and solve societal issues.

Government refers specifically to the formal institutions and officials

CONTENTS

- Government
- Governance
- Different settings of Governance
- The principles of good Governance
- Importance of various forms of Governance.

responsible for creating and enforcing laws, policies, and regulations. While government is a key player in governance, it is only one component of the larger governance framework that includes other non-governmental actors and processes.

Governance is how people in charge make and use rules and decisions to manage society. It's about how they guide and develop our communities and economy.

Governance can look different in different settings: for example;



The Principles of Good Governance

- A principle is a basic rule or idea that guides how something is done or how someone behaves. It's like a simple rule that helps us decide what is right and wrong.
- Good governance is about both achieving desired results and achieving them in the right way.
- Because governance is different in different settings, here are some principles or simple rules that **MUST** not change to ensure good governance:

1. **Participatory:** Everyone gets a chance to be involved and have a say in making decisions. It's like when a family makes decisions together, and everyone's opinion is heard.
2. **The Rule of Law:** Everyone must follow the same rules, and these rules are fairly enforced.
3. **Transparent:** Everything is done openly and clearly, so people can see and understand what is happening.
4. **Accountable:** Leaders and decision-makers must explain their actions and take responsibility for them.
5. **Effective and Efficient:** Things are done in the best way possible, without wasting time or resources. It's like when you cook a meal quickly and with the right ingredients, so it's both delicious and doesn't take too long to prepare, and it's also not too expensive for you.
6. **Equitable and Inclusive:** Everyone is treated fairly and has the same opportunities, no matter who they are.
7. **Consensus Oriented:** Decisions are made in a way that everyone agrees with or can accept.

8. **Responsiveness:** Leaders and decision-makers listen to the needs and concerns of the people and act on them quickly.

All the kinds of governance are either, economic, political and administrative.

Economic governance: includes decision-making processes that affect a country's economic activities and its relationships with other economies.

Administrative governance: is the system of policy implementation.

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Implemented By



Nairobi Office: Danha Court Unit 8,
Off Mwanzi Road
P.O. Box 22574 – 00100 Nairobi,
Kenya

Phone: +254 203864482/97 | 0711907132/0732574060
Email: info@wel.or.ke

Nakuru Office: - Love and Hope Centre,
Oginga Odinga Road, Off Naivasha Road
Tel: 0704746374

Homa Bay Office: Midoss,
Mbita Homa Bay Highway
Tel: 0742234446

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