

**CHALLENGES FACING IMPLEMENTATION OF GENDER
MAINSTREAMING IN SELECTED GOVERNMENT MINISTRIES IN
NAIROBI COUNTY, KENYA**

BY

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DECLARATION

This research project is my original work and has not been presented for an award in any other university or institution of learning.

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DEDICATION

This research is dedicated to my beloved parents Joseph Mulaa and Eleanor Mulaa for their love, patience and encouragement throughout the research period.

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TABLE OF CONTENT

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENT	v
LIST OF TABLES	ix
LIST OF FIGURES	xi
ABBREVIATIONS AND ACRONYMS	xii
ABSTRACT	xiii
CHAPTER ONE: INTRODUCTION	1
1.1 Background to the Study	1
1.2 Problem Statement	4
1.3 Purpose of the Study	5
1.4 Research Objectives	5
1.5 Research Questions	5
1.6 Significance of the Study	6
1.7 Basic Assumptions of the Study	6
1.8 Limitations of the Study	6
1.9 Delimitations of the Study	6
1.10 Definition of Significant Terms	7
1.11 Organization of the study	8
CHAPTER TWO: LITERATURE REVIEW	9
2.1 Introduction	9
2.2 Theoretical Framework	9
2.3 Gender Awareness and Gender Mainstreaming	10
2.4 Resource Mobilization in Gender Mainstreaming	13
2.5 Patriarchy Systems in Gender Mainstreaming	15
2.6 Policy Implementation in Gender Mainstreaming	17
2.7 Conceptual Framework	20
2.8 Gaps in Literature Review	21
2.9 Summary	21

CHAPTER THREE: RESEARCH METHODOLOGY	23
3.1 Introduction.....	23
3.2 Research Design	23
3.3 Target Population.....	23
3.4 Sample Size and Sampling Procedure	24
3.4.1 Sample Size.....	25
3.4.2 Sampling Procedure	25
3.5 Data Collection Instruments	26
3.5.1 Validity of the Instruments	27
3.5.2 Reliability of the Instruments	27
3.6 Data Collection Procedure	28
3.7 Data Analysis Techniques	28
3.8 Ethical Considerations	29
3.9 Operational Definition of Variables	29
CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION	31
4.1 Introduction.....	31
4.2 Questionnaire Return Rate.....	31
4.3 Demographic Information.....	31
4.3.1 Respondents’ Gender	31
4.3.2 Respondents’ Age	32
4.3.3 Respondents’ Marital Status	32
4.3.4 Respondents’ Level of Education	33
4.3.5 Experience	34
4.4 Staff Awareness	34
4.4.1 Gender Mainstreaming Strategy	34
4.4.2 Gender Perspective in Decision-making.....	35
4.4.3 Gender Awareness Training	36
4.4.4 Gender Integration Skills	36
4.4.5 Gender Integration	37
4.4.6 Dialogue Facilitation.....	38

4.4.7 Staff Orientation Process	38
4.4.8 Capacity Building Opportunities	39
4.4.9 Gender Achievements and Challenges	39
4.4.10 Confidence in Introducing Gender Issues.....	40
4.4.11 Knowledge on Gender Mainstreaming	40
4.4.12 Type of Capacity Building.....	41
4.5 Resource Mobilization.....	42
4.5.1 Internal Tracking Capacity	42
4.5.2 Other Sources for Funds	42
4.5.3 External Expertise.....	43
4.5.4 Resource Materials	44
4.5.5 Gender Representation.....	44
4.5.6 Gender-related Knowledge	45
4.5.7 Training Opportunities.....	45
4.5.8 Terms and Conditions for Women.....	46
4.5.9 Types of Resources	46
4.5.10 Achievement of Resource Mobilization	47
4.6 Patriarchy Systems.....	48
4.6.1 Cultural Determination of Role	48
4.6.2 Hierarchical Value of Masculinity or Feminism	48
4.6.3 Recognition and Value of Men’s Work.....	49
4.6.4 Discrimination on Gender Basis	49
4.6.5 Expressions of Stereotypes and Inequality	50
4.6.6 Respectful Relations	51
4.6.7 Special Needs.....	51
4.6.8 Planning and Decision-making.....	52
4.6.9 Awareness on the Objectives of Gender Equality	53
4.6.10 Supervisors Role in Gender Mainstreaming Processes	53
4.7 Policy Functionality	54
4.7.1 Knowledge of Gender Policies	54
4.7.2 Gender Equality and Respect for Diversity	55

4.7.3 Gender Mainstreaming in Policies and Programmes.....	55
4.7.4 Design and Funding of Projects.....	56
4.7.5 Amendments to Legislation.....	57
4.7.6 Internal Gender Auditing.....	57
4.7.7 Annual Surveys.....	58
4.7.8 Operational Plan.....	59
4.8 Regression Analysis.....	59
CHAPTER FIVE: SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS.....	61
5.1. Introduction.....	61
5.2 Summary of Findings.....	61
5.3 Discussions.....	64
5.4 Conclusions.....	67
5.5 Recommendations of the Study.....	70
5.6 Suggestions for Further Research.....	70
5.7 Contribution to the Body of Knowledge.....	70
REFERENCES.....	71
Appendix I: Letter of Introduction.....	78
Appendix II: Questionnaire for Employees.....	79
Appendix III: Interview Schedule for Department Heads.....	85
Appendix IV: Authorization Letter.....	86
Appendix V: Research Permit.....	87

LIST OF TABLES

Table 3.1: Target Population.....	24
Table 3.2: Sampling Frame	25
Table 3.3: Operational Definition of Variables.....	30
Table 4.1: Gender.....	31
Table 4.2: Age.....	32
Table 4.3: Marital Status.....	33
Table 4.4: Level of Education.....	33
Table 4.5: Experience.....	34
Table 4.6: Gender Mainstreaming Strategy.....	35
Table 4.7: Gender Perspective in Decision-making.....	35
Table 4.8: Gender Awareness Training.....	36
Table 4.9: Gender Integration Skills.....	36
Table 4.10: Gender Integration.....	37
Table 4.11: Dialogue Facilitation.....	38
Table 4.12: Staff Orientation Process.....	38
Table 4.13: Capacity Building Opportunities.....	39
Table 4.14: Gender Achievements and Challenges.....	39
Table 4.15: Confidence in Introducing Gender Issues.....	40
Table 4.16: Knowledge on Gender Mainstreaming.....	40
Table 4.17: Types of Capacity Building.....	41
Table 4.18: Internal Tracking Capacity.....	42
Table 4.19: Other Sources for Funds.....	42
Table 4.20: External Expertise.....	43
Table 4.21: Resource Materials.....	43
Table 4.22: Gender Representation.....	44
Table 4.23: Gender-related Knowledge.....	44
Table 4.24: Training Opportunities.....	45
Table 4.25: Terms and Conditions for Women.....	45
Table 4.26: Types of Resources.....	46
Table 4.27: Achievements of Resource Mobilization.....	47

Table 4.28: Cultural Determination of Role.....	47
Table 4.29: Hierarchical Value of Masculinity or Feminism.....	48
Table 4.30: Recognition and Value of Men’s Work.....	48
Table 4.31: Discrimination on Gender Basis.....	49
Table 4.32: Expression of Stereotypes and Inequality.....	50
Table 4.33: Respectful Relations.....	50
Table 4.34: Special Needs.....	51
Table 4.35: Planning and Decision-making.....	52
Table 4.36: Awareness on the Objectives of gender Equality.....	52
Table 4.37: Supervisors Role in Gender Mainstreaming Processes.....	53
Table 4.38: Knowledge of Gender policies.....	54
Table 4.39: Gender Equality and Respect for Diversity.....	54
Table 4.40: Gender Mainstreaming in Policies and Programmes.....	55
Table 4.41: Design and Funding of Projects.....	55
Table 4.42: Amendments to Legislation.....	56
Table 4.43: Internal Gender Auditing.....	57
Table 4.44: Annual Surveys.....	57
Table 4.45: Operational Plan.....	58
Table 4.46: Regression Analysis.....	58

LIST OF FIGURES

Figure 1: Conceptual Framework	20
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ABBREVIATIONS AND ACRONYMS

AU	African Union
CEDAW	Convention on the Elimination of Discrimination against Women
CSW	Commission on the Status of Women
EAC	East African Community
GAD	Gender and Development
GM	Gender Mainstreaming
MDG	Millennium Development Goals
PFA	Platform for Action
UDHR	Universal Declaration of Human Rights
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNESCO	United Nations Educational, Scientific and Cultural Organization

ABSTRACT

The purpose of this study was to establish the challenges facing the implementation of gender mainstreaming in selected government ministries. The study was carried out in Nairobi County and had the following objectives: to assess the level of staff awareness on the implementation of gender mainstreaming in selected government ministries, to examine the influence of resource mobilization on the implementation of gender mainstreaming in selected government ministries, to establish the influence of patriarchy systems on the implementation of gender mainstreaming in selected government ministries, to determine the influence of policy functionality on the implementation of gender mainstreaming in selected government ministries. The target population of this study included employees and department heads in the Ministry of Planning and Devolution and the Ministry of Labour, Social Security and Services. The two ministries had a total population of 1100. A descriptive research design was adopted. Simple random sampling, purposive sampling and stratified random sampling techniques were used to select 92 respondents. The sample size was arrived at using the formula recommended by Kothari (2003). The study made use of closed ended questionnaires and interview schedule as instruments of data collection. Questionnaires collected data from employees while interview schedule collected data from department heads. Reliability was established through the split-half method. A pilot study was conducted in the Ministry of Land, Housing and Urban Development among 10 samples. Data was analyzed qualitatively through content analysis. Quantitative data was first coded then analyzed using SPSS (Statistical Package for Social Sciences) Version 17.0. After interpretation, the findings were presented in tables using frequencies and percentages. The study found out that the government did very little to create awareness among its employees on gender issues. There were also gaps in terms of resource mobilization especially the allocation of human resources. It was further established that male dominance is still evident in the ministries. Furthermore the study revealed that despite the existence of policies, their functionality was still very low in terms of gender mainstreaming. The study therefore concluded that gender mainstreaming still faces major challenges and action was needed. Major recommendations were that; the government should equip employees with knowledge and skills on gender mainstreaming, community sensitization should be undertaken to change discriminatory cultural practices, adequate financial and human resources should be allocated to gender mainstreaming, the government together with other institutions should claim ownership of the gender mainstreaming process to ensure sustainable resource mobilization and those in the policy and budgetary chain should be educated to ensure gender sensitivity. Areas for further research work included a study on; factors influencing policy formulation in gender mainstreaming, factors contributing to female marginalization in projects, the impact of human resource allocation on gender mainstreaming. This would highlight the issues underlying the failure of gender mainstreaming and inform decision makers on the necessary action that is needed.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The Council of Europe (1998) defines gender as socially constructed roles, responsibilities and expectations that pertain to both males and females. Gender mainstreaming is further defined as the (re)organization, improvement, development and evaluation of policy processes, so that a gender equality perspective is incorporated in all policies at all levels by actors normally involved in policy-making. Additionally, mainstreaming is not only on women as a target group but also on men (Pialek, 2007).

Gender mainstreaming cannot be dated back to a specific year although by the time the First World Conference on women was being held in Mexico City in 1975, it had already occurred. Throughout history, it is evident that women have been discriminated on the basis of sex through various policies and practices (Tiessen, 2007). Some scholars argue that mainstreaming can be traced back to 1985 when the Third World Conference was held in Nairobi, since the Nairobi Forward-Looking Strategies refer to mainstreaming (Espey, 2010). Other schools of thought maintain that it started with the Fourth World Conference in Beijing in 1995 when the Beijing Platform for Action (PFA) officially identified gender mainstreaming as the strategy to achieving gender equality and women's empowerment. The Beijing Platform for Action Report stated that governments should adopt a very visible commitment to gender mainstreaming in all their policies and programmes, and that all decisions had to be underpinned by a gender analysis to account for the effects such a shift would have on women and men respectively (Squires and Wickham, 2004).

Globally, various bodies including the United Nations formed in 1945 are trying to eliminate all obstacles that hinder the active participation of women in all spheres of public and private life through an equal share in economic, social, cultural and political decision making (Porter and Sweetman, 2005). Worldwide progress in the implementation of the Beijing PFA is reviewed by the Commission on the Status of Women (CSW) every five years. Formed in 1946, the commission aims to prepare

recommendations and reports on issues pertaining women's rights (Hannan, 2004). Furthermore, highlighting the rights to which all humans are entitled to is the Universal Declaration of Human Rights (UDHR) adopted in 1948 by the United Nations General Assembly. In 1979, this assembly also adopted the Convention for the Elimination of all forms of Discrimination against Women (CEDAW). It is described as an international bill of rights for women (Daly, 2005).

More than a decade after the Fourth UN Women Conference at Beijing in 1995, the strategy of gender mainstreaming has been endorsed by governments though the commitment to its implementation is still very low (True and Mintrom, 2001). Most countries have not fully committed to gender mainstreaming. They still face challenges in assessing the successes or weaknesses of gender mainstreaming which in turn has limited their ability to draw lessons for the future in various fields such as the fields of education and employment (Eveline and Bacchi, 2005). A UN survey from 1997 showed that 70% of the 189 countries which participated in the Beijing Conference had drafted a National Action Plan for the implementation of PFA. However, in regards to the actual implementation of policies the picture was more unclear and a wide range of problems and barriers became apparent, as there seemed to be a gap between commitments made and actual policy practices. This has continued to be the trend many years after (Todes and Sithole, 2007).

In Africa, gender mainstreaming is being taken into account in the areas of; education, remuneration, representation, employment, opinion and family. The whole society, including governments and other organizations are taking up the responsibility of reducing gender-based discrimination (Hafner and Pollack, 2002). In recent years, gender mainstreaming in Africa is going through a process of mobilization through involvement of various state and non-state actors. Through empowerment, people are beginning to realize that for gender equality to be effective, collective action is needed by everyone (Walby, 2005). States are trying hard to eliminate cultural factors that hinder gender mainstreaming as well as mobilizing human and financial resources to ensure that gender mainstreaming is effective (Beall, 2010).

Kenya is recognized as a developing country and by so being, gender inequality has proved to be a major obstacle to meeting the MDG (Millennium Development Goals). Failure to close the gaps between men and women in terms of capacities, opportunities, access to resources and vulnerability to violence and conflict has negatively impacted the process of gender mainstreaming (Walby, 2003). Through bodies such as the African Union (AU) and the East African Community (EAC), Kenya is trying to establish partnerships that can help eliminate some of these obstacles. Despite the traditional low status of women in the Kenyan society due to socio-cultural factors, the government is trying to address issues around gender inequality. In the past two decades legislation has been passed which outlaws discrimination on the basis of sex. In law, women and men have equal access to political participation, health, education, employment and property ownership but still many inequalities remain. Through the National Gender and Development Policy, the government of Kenya recognizes that development policies do not affect men and women uniformly (Andrea, 2012).

The commitment of the Government of Kenya to mainstream gender in national development for equitable growth and poverty reduction is evident in the establishment of different national machineries with different but complementary roles. It should however be noted that gender inequality restricts the country's economic growth by limiting women's access to economic resources, participation in leadership, decision making, respect for human rights and capacity to tackle gender inequalities. Elimination of inequalities gives societies a better chance to develop (Perrons, 2005). Most scholars would agree that more energy is being directed towards promoting gender mainstreaming through development research. Furthermore, one important aspect regarding gender mainstreaming is that it emphasizes the role and involvement of both sexes in driving the process, something that is of crucial importance for advancing gender equality. It cannot be women's responsibility alone (Poulsen, 2006).

1.2 Problem Statement

This study sought to investigate the challenges facing the implementation of gender mainstreaming in the Ministry of Planning and Devolution and the Ministry of Labour, Social Security and Services in Nairobi County. According to Boughelaf (2012), the government policy in post colonial times has not seriously challenged the basic structure of gender relations through creating awareness. This implies that gender inequality still persists. Awareness has not been created in terms of observing the rights of women, their participation and due place in socioeconomic and political arena as well as their safety and protection. This situation can be blamed on both individuals and institutions.

Gross inequality in terms of access to resources by both men and women is another challenge. This imbalance has resulted to higher incidences of poverty in women than in men. Most women depend on small scale agricultural production as compared to their male counterparts despite the fact that they comprise over 50 percent of the country's population and over half of the labour force. Results of the 2009 Kenya Population Census confirmed this. According to the Demographic and Health Survey (2003), the incidence of poverty is still higher in women because of inequalities in access to resources. The Kenya Welfare Monitoring and Survey III (1997) found out that female-headed households suffered more intensely from failure to access resources than men and were forced to live below US\$ 1 a day.

Regarding patriarchy systems, cultural beliefs and practices that are closely linked to traditional and religious practices continue to play a major role in many Kenyan communities. According to the Ministry of Gender, Children and Social Development (2009) women's culturally disadvantaged position visible across a number of development dimensions has limited their capacity to develop their full potential.

The United Nations (UN) through the United Nations Development Assistance Framework sought to determine Kenya's scorecard in April 2012. The exercise revealed that there is significant slippage between commitment on paper and the implementation of gender mainstreaming policies. The vision is clear, but there are weaknesses in staff capacities, resource allocations and institutional systems. Despite efforts put in place by the government, implementation of policies continues to be a challenge at both national

and community levels. Various factors have contributed to these shortcomings key among them being poor governance and lack of the effective monitoring and evaluation frameworks which are integral in implementation programme. Although political will exists, the commitment is inadequate which makes the implementation of the different legislations and anti-discrimination laws difficult (Ibrahim, 2009).

1.3 Purpose of the Study

The purpose of this study was to establish the challenges facing the implementation of gender mainstreaming in selected government ministries in Nairobi County, Kenya.

1.4 Research Objectives

The study was guided by the following objectives:

1. To assess the level of staff awareness on the implementation of gender mainstreaming in selected government ministries.
2. To examine the influence of resource mobilization on the implementation of gender mainstreaming in selected government ministries.
3. To establish the influence of patriarchy systems on the implementation of gender mainstreaming in selected government ministries.
4. To determine the influence of policy functionality on the implementation of gender mainstreaming in selected government ministries.

1.5 Research Questions

The study was guide by the following research questions:

1. Does the level of staff awareness influence the implementation of gender mainstreaming in selected government ministries?
2. To what extent does resources mobilization influence the implementation of gender mainstreaming in selected government ministries?
3. What is the influence of patriarchy systems on the implementation of gender mainstreaming in selected government ministries?
4. How does policy functionality influence the implementation of gender mainstreaming in selected government ministries?

1.6 Significance of the Study

This study would be important not only to the Ministry of Planning and Devolution and the Ministry of Labour, Social Security and Services but also to other ministries. It would help them understand various aspects in gender mainstreaming. It was also hoped that the recommendations made would go a long way towards the improvement of gender policies. In addition, the findings may also be useful to mentors, education providers and spiritual leaders in dealing with attitudes and perceptions that hamper the achievement of gender mainstreaming. Finally, this study would be of value to researchers and scholars as it forms a basis for further research. It may also be a source of reference material for researchers conducting research in other related topics.

1.7 Basic Assumptions of the Study

This study assumed that respondents would be available to participate in the study and that they would answer questions truthfully. It was also assumed that the respondents would have basic knowledge on gender mainstreaming.

1.8 Limitations of the Study

Given that the study was conducted in Nairobi County, the outcome of the study could have varied elsewhere given the differences in geographical location, socio-economic status, cultural factors and literacy level. The major limitation was that of sensitivity involved in gender issues. There was great suspicion among the respondents on the intention of the study. To counter this limitation, a research permit was produced and the intention of the study clearly explained. There was also the limitation of dependability of the data given that the questionnaires were dropped and picked later. It was not easy to tell whether or not the target respondents were the ones who offered the information. To be able to deal with this problem, all questionnaires were cross checked to ensure that questions were answered appropriately.

1.9 Delimitations of the Study

The study was conducted in Nairobi County hence saving on time and expenses. Government employees were also deemed to have relevant information on challenges facing the implementation of gender mainstreaming due to the nature of their duties and

responsibilities. Data collection and analysis were further allocated adequate time and finally, three research assistants who were recruited assisted in the distribution of questionnaires and gathering of information making the study manageable.

1.10 Definition of Significant Terms

The following terms were used in the study:

Awareness: Facts, information and skills that a person has concerning a given issue.

Challenges: Things that provide resistance, delay or obstruction to something.

Culture: Beliefs, customs and practices that hinder the attainment of gender equality.

Discrimination: Giving different treatment to individuals on grounds of their gender.

Equality: Refers to equal opportunities and outcomes for women and men.

Functionality: The ability of something to serve a specific purpose.

Gender: Socially constructed power relations between men and women characterized by a set of arrangements of cultural attributes and roles that men and women play in their daily lives.

Implementation: The act of execution or putting into effect something that must follow a specific process.

Mainstreaming: The (re)organization, improvement, development and evaluation of policy processes, so that a gender equality perspective is incorporated in all policies at all levels and at all stages, by the actors normally involved in policy-making.

Patriarchy: Male dominance over women.

Policy: Set of principles, rules and guides formulated or adopted to influence and determine decisions and actions.

Resource: Money, materials, technology and staff used in order for activities to function effectively.

Sensitivity: The ability to recognize gender issues and respond to them if need be.

1.11 Organization of the study

This study was organized into five chapters. Chapter one covered the background of the study, statement of the problem, objectives of the study, research questions, purpose of the study, significance of the study, limitations of the study, delimitations of the study, basic assumptions of the study and definition of significant terms. Chapter two dealt with literature review. The topics discussed were in relation to the research objectives and gender mainstreaming. Also included were the theoretical framework and the conceptual framework of the study.

Chapter three described the research methodology used. Included was the research design, target population, sample size and sampling procedures, data collection instruments, data collection procedures and data analysis techniques. Chapter four analyzed, presented and interpreted the research findings. Data was presented in form of tables. Finally, Chapter five consisted of summary of findings, discussions, conclusions, and recommendations of the study. Also included were suggestions for further research and contribution to the body of knowledge.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presented relevant literature on gender mainstreaming. It sought to document the factors associated with gender mainstreaming under the following sub-topics; gender awareness and gender mainstreaming, resource mobilization in gender mainstreaming, patriarchy systems in gender mainstreaming, policy implementation in gender mainstreaming and gaps in literature review. The chapter also provides a theoretical framework and a conceptual framework of the study.

2.2 Theoretical Framework

This study was guided by Butler's gender relations theory (1995). According to this theory, society views all activities that are carried out to be based on social roles and interactions of men and women. The society seems to have ultimate authority on the precise nature of what women and men actually do, and their real contribution to production and reproduction which turns out to be prejudiced against women. The experiences of women in the society are not the same as those of their male counterparts.

Women still suffer and in a family setting they suffer more because they cannot give up their children. Moreover, the ultimate wellbeing of women is influenced by culture to a large extent. The society decides which cultural believes and practices govern women and take control of their roles and responsibilities. Men on the contrary a left with the role of defining these societal norms with full control being left to them. Their interaction on different levels is fully determined by societal norms. Economically the means of production and access are also controlled by the society. The society on a bigger angle controls the process of development through resources (Hooks, 2000).

This study was based on this theory because it emphasizes on the influence of social norms, cultural norms, economic norms and standards which must be considered for gender mainstreaming to be effective. These norms are the factors that influence the implementation of gender mainstreaming in the government. Almost all the variables were captured by this theory. Gender mainstreaming is affected by cultural factors such

as the patriarchal ideologies which are very dominant. Lack of awareness on gender issues is also an influencing factor as well as the limited nature of resources and dysfunctional policies.

2.3 Gender Awareness and Gender Mainstreaming

Gender is defined as socially constructed power relations between men and women characterized by a set of arrangements of cultural attributes and roles which men and women play in their daily lives. These sets of arrangements are reflected by structural relationships of inequalities between men and women manifested through roles and responsibilities and through different values attached to the work performed by men and women (D'Haese and Kirsten, 2006).

People became aware of the term gender in the late 1970s as a concept for equity. It more easily accommodates race, class, power relations and ethnicity than the term women (Beveridge and Nott, 2002). The term is derived from both social and cultural perspectives. It is a socio-cultural variable that refers to the comparative, relational or differential roles, responsibilities and activities assigned to males and females. It is rational in that it identifies the relationship between men and women. Gender also refers to the qualitative and interdependent character of men and women's position in society (Zunes, 2007).

It is only until the 1980s, that the perspective of gender awareness emerged and presented a set of common concerns that related to women's exclusion in the productive sector. The concern was that women were ignored and excluded from development programmes and this led to the failure of the development process (Khan, 2003). It was clear that women were not being integrated into the existing 'male made world' and corresponding development initiatives. Various scholars started assessing the oppressive situation of women as the result of traditional societies which are characterized by authoritarianism and male dominance (Thomson, 2005).

Gender studies suggest that for sustainable development in developing countries to take place, both women and men should be made aware of gender issues and how they impact their lives. Concerns of gender discrimination have to form part of their development process in all stages of their projects (Mama, 2007). Women and men should be aware of

their role in the process of development as well as have equal opportunities to participate in various initiatives. Moreover there should be equal treatment in legislation and formulation of policies (Behera, 2006). It is important for people to realize that women are equal to men, and that they should be treated in the same way as men with regard to rights, benefits, obligations and opportunities. This way, gender studies argue that women would be able to compete on equal terms as men (Aufhauser and Hafner, 2002).

Awareness among women especially those living in rural areas has not been realized. They still practice their traditions and are further not aware of their rights as women. They have never been able to compete on equal terms with men as most of them have always been engaged in household chores which include, among others, cooking, cleaning, fetching water, fetching fire wood and taking care of the old and sick. They have also never had time to participate in all the activities that men are engaged in. This could have been caused by the lack of awareness on equality. Such a situation has a negative impact on gender mainstreaming. It is against this context that both women and men should know that they have an equal place in the society (Dungumaro, 2007).

In addition, people are not aware of the fact that both men and women get involved in development on the basis of their adaptation to the environment and social responsibilities. Instead, they hold on to the myth that women should only get involved in development on the basis of them being caregivers. Though this should not be entirely the case, gender studies hold that due to their reproductive duties and needs, women's participation in development should be supported by assurance of their security and welfare provisions (Goetz and Sandler, 2007). Women and men should be aware that they possess multiple gender identities which cannot be ignored. However, the use of sexual differentiation for classification is discouraged, while gender-atypical involvement in development is promoted. Men and women need to know that the roles allocated to them should be based on gender and not sex. They should also be aware of the structural inequalities that exist (Cornwall and Whitehead, 2007).

Awareness is a pro-active process designed to tackle inequalities which discriminate against either men or women. It recognizes that differences exist in men and women's lives and therefore their needs, experiences and priorities are different. It establishes

willingness in people to establish a balanced distribution of responsibilities between men and women (Manase and Makoni, 2003). Furthermore, gender awareness is not a woman only issue and is not just about improving access or balancing the statistics. Rather, it covers policy design, decision-making, access to resources, procedures, practices, methodology, implementation, monitoring and evaluation (Dungumaro, 2007).

To date, some people still don't believe that the benefits of development should trickle down to women and that they should be involved in development projects. Despite the fact that many women based projects have emerged over the years, women still feel marginalized. This is the reason as to why awareness on gender equality should be emphasized among community members. Gender awareness and competence should be integrated into development while recognizing that development activities may affect men and women differently due to sexual differences and historic circumstances (Kwesiga and Ssendiwala, 2006).

The accent in gender mainstreaming is on gender, not only on women as a target group but also on men (Eveline and Bacchi, 2005). The problem with most societies is that they categorize women as separate and homogeneous entities while they are diverse groups with regard to class, ethnicity, history, and culture (Pialek, 2007). Another contributing factor to gender inequalities is poverty. If poverty is eradicated in developing countries, global equality will be achieved. For gender mainstreaming to be effective the efforts of both developed and developing countries is needed. Women's position will improve if and when the international structures become more equitable where by gender equality will be promoted and the benefits of development will be redistributed between men and women globally (Todes and Sithole , 2007).

Gender mainstreaming further emphasized the need to apply appropriate gender planning measures in order to ensure equitable results and conditions to both men and women. This is in regard to family, the domestic life and the organization of both political and economic spheres (Bruno, 2006). More agencies should be granted to women who are perceived as active agents and not just passive recipients of development. Women's participation is considered to be the most essential element in this approach. Women's inequality exists not because they are bypassed or marginalized by development planners

but because women are not part of the development management structures which prevent them from accessing resources (Makinde, 2005).

It is also important to look at the issue of equal treatment in legislation. Individual citizens need to be formally equal. It is in this context that the equal treatment in legislation changes laws through legislators, towards formal equal rights for men and women. Equal treatment in legislation is based on the fact that it is up to individuals to use their formal equal rights (Sida, 2005). It is good to recognize the fact that equal rights cannot always be used by all individuals to the same extent because persistent gender inequalities will always exist at community level (Roux, 2005).

2.4 Resource Mobilization in Gender Mainstreaming

A number of studies have determined that the capacity of human resources in development needs attention. There is a shortage of human resource capital which is needed for successful integration of gender mainstreaming (Gumbo and Foster, 2005). In order to ensure that there is equality between men and women through the gender mainstreaming initiatives, resources should be allocated at all levels for democratic and demand-responsive approaches in development projects and programmes (Gumbo and Robinson, 2004). Professionals in development projects and programmes need to be made aware of the necessary activities and appropriate resources needed in the development process. They also need to be provided with skills to assist them on how to plan, design, implement and monitor the development process.

Women can also educate and build the capacity of the end-users and the beneficiaries of the development process, especially within their communities to which management and maintenance of the services will be increasingly devolved (Walby, 2005). People especially policy implementers need to be sensitized and encouraged to be responsive to specific needs of socio-economically vulnerable groups including disadvantaged women and children who are mostly in rural areas (Greed, 2005). The purpose of channeling resources towards gender mainstreaming is to raise awareness and build the capacity of people in order for them to overcome the obstacles of development. Capacity building can be done by enhancing understanding of the background, constraints and benefits of

development in different areas through the participation of both men and women (Gurung and Lama, 2003).

Allocating enough resources towards gender mainstreaming is partially demonstrated by bringing on board the under-represented groups which in most cases is women. This will enable them to take part in decision-making and ensure that they are truly part of the change process (Kwesiga and Ssendiwala, 2006). With the acquisition of basic knowledge and skills, people may demand to be consulted, heard and be involved in development projects and programmes. It is through consultation that people's views and perceptions can contribute to development that affects them (Singh, 2006).

Human and material resources form an integral part of implementing gender mainstreaming. Scarcity and lack of proper allocation has a negative impact because at the end, results will not represent the real situation on the ground (Macdonald, 2003). It is assumed that if women are provided with access to resources such as skills training, credits, small-scale income generating activities and home economics, they will improve their situation and become full economic partners with men. This will be characterized by income-generating projects for women with the aim of addressing the systemic causes of gender inequality (Esplen, 2006).

Access to resources includes decision-making, services available and benefits. Power relations are created by the value of work and the difference in accessing resources. Institutions like families, churches and schools perpetuate the gender roles, which are the reasons why through the social structure, different power relations and status between men and women are experienced. This has resulted in gender inequality within many societies (Momsen, 2004). The different value of work based on sex creates different degrees of access and control over resources and different benefits by men and women. In most rural areas, women are not yet recognized as a factor in the socio-economic, political and environmental development of the country. They have been exploited by their culture, of which men are the main custodians (Quan-Baffour, 2008).

2.5 Patriarchy Systems in Gender Mainstreaming

Patriarchy forms a system in which there are sets of beliefs, opinions and behaviour about masculinity and feminism. This belief system is mainly due to the influence of culture. Patriarchal beliefs do not only vary from one culture to the other but they also vary within cultures over time (Jolly, 2002). As societies become more complex, the roles played by men and women are not only determined by patriarchal beliefs but also by socio-political and economic factors such as gender roles, socialization, division of labour, value, power relations and institutions. Gender roles are what a society or culture constructs and prescribes as proper roles, in examples of behaviour and personal identity, wherein that which is associated with women is feminism and with men is masculinity, with the latter given more hierarchical value (D'Haese and Kirsten, 2006).

For a long time, patriarchy has been influenced by culture through division of labour. This refers to work done by men and women that is divided according to sex. The work performed by men is valued differently as compared to that performed by women. Men's work is recognized and valued as work by payment, status or political power, while work performed by women is seen as natural and in most cases is not remunerated or given status (Vlassoff and Moreno, 2002). Women are more burdened with household responsibilities than men and often have no time to participate in planned development programmes and projects. The gender roles get their reinforcement from the gender division of labour. The value of work refers to the value placed on tasks. This value differs between the work that women and men do. Each role is associated with a set of behaviour and values and the value attached to each role creates different access to resources and benefits (Boughelaf, 2012).

The problem with women is not only the lack of participation in the development process as equal partners with men but their participation generates and intensifies inequalities, making use of existing gender hierarchies to place women in subordinate positions at each different level of interaction between class and gender. Patriarchy should be challenged and all efforts should be directed towards liberating women (Portier and Schwartz, 2007). The practices of gender oppression and discrimination have been the major influencers of lagging behind of women. The manner in which men and women

relate also has an influence. Though different, they all have the rights to access and control means of production and their welfare in general. Women on the other hand can gain further support within their families and kinship (Meer and Porter, 2005). Gender mainstreaming means that differences between women and men may never be used as a ground for discrimination and it creates a partnership between men and women to ensure that both participate equally (Moser and Moser, 2005).

In many societies, there are cultural institutions, beliefs and practices that undermine women or men's autonomy and contribute to gender discrimination. For instance certain marriage practices which have disadvantaged families especially where customs such as dowry and bride wealth are involved have been corrupted by western consumer culture. Over the years, dowry has become an expected part of the marriage transaction. In effect, dowry demands can escalate into harassment, threats and abuse, and in extreme cases partners are driven to suicide, divorce or pursuit of other marriages (Espey, 2010).

Almost every traditional African society was patriarchal and a woman's place within this scheme was decidedly subordinate. Institutionalization of this inequality remains woven in African customary law. For example, in most customary systems, women have no right to inherit from their husbands and are not regarded in the sharing ownership of marital property. In this case, there is power in African traditions and norms and this could further explain the cause of domestic violence (Beck and Nesmith, 2001). Other cultural practices that perpetuate patriarchy include uneven distribution of power within traditional African marriages, the impact of polygamy, the acceptance of male promiscuity and the power of extended family over the married couple (Almoroth, 2005). In addition, patriarchal attitudes towards female chastity and male honour also serve to justify gender inequality. A wife is seen as challenging her husband's authority when she inquires about anything (Joseph, 2009).

Patriarchal implications of gender inequality can either be direct or indirect. These are forms of discrimination which can easily be detected at first sight. An example of the direct one is when some internal or external job advertisements states that only a specific gender in this case men, can be considered as candidates. This is direct discrimination that is explicit and is not related to a candidate's potential, ability or merit. The intention

of the employer is assumed to have been directed by some form of cultural beliefs (Singh, 2006). The indirect type of patriarchy as presented by culture might seem nonexistent. It takes place when a requirement or condition is applied equally to men and women; however the condition has the effect that in practice it disadvantages a much larger proportion of women than men (Kapur and Duvvury, 2006). Whilst the direct inequality provisions cover clear and blatant unfair discrimination against women, those relating to indirect inequality are designed to tackle the less obvious and presumably unintentional discriminatory treatment that might arise in the course of employment (Moser and Moser, 2005). Patriarchal factors therefore impact the process of gender mainstreaming negatively in areas such as those of employment, recruitment and promotion. It also limits organizational efficiency, wastes the potential skills of people and harms individuals at personal levels. Moreover, it has an impact on the upbringing of children who in most cases tend to learn from adults (Tsikata, 2007).

2.6 Policy Implementation in Gender Mainstreaming

A policy implementation problem is not restricted to only developing nations or to national spheres of government. Wherever and whenever the basic critical factors crucial to policy implementation are missing, whether in developed or developing nations, there is bound to be an implementation problem (Davis, 2009). Policy gaps in developing countries arise from issues of poor implementation, corruption, lack of co-ordination, ineffective governance, centralization and the distance between policy making and practice (Sajid and Kahn, 2006). The policy implementation process is equated to a complex network involving critical variables, which shape the path that implementation may possibly take. In consequence of the increasing recognition and importance of policy implementation, several sets of rules to ensuring policy implementation have been developed (Mehra and Gupta, 2006).

Gender mainstreaming also involves a reorganization of policy processes because existing procedures and routines are all too often gender-blind or gender-biased. In contrast to the standard assumption of policy makers and policy-making organizations that their work is gender-neutral, it has been proven several times that gender differentials are not recognized in regular policies, and that assumptions include biases in favor of the

existing unequal gender relations (Verloo and Roggeband, 2003). Gender mainstreaming also constitutes a clear example of policy succession or policy adaptation, promoted by the desire to overcome the limitations of existing policies, and the need to respond to a changed a policy environment. It also ensures that initiatives do not only respond to gender differences but seek to reduce gender inequality (Rosetti, 2008).

Planners who are entrusted with policy making hold inaccurate assumptions about women's specific activities and this has lead to neglect of women's real needs and over-exploitation of their labour. Women are not only seen as a neglected resource but are also overburdened and undervalued (Prugl and Lustgarten, 2006). The problems of gender inequality are through mainstreaming at a more structural level, identifying gender biasness in current policies and addressing their impact in the reproduction of gender inequality. This is achieved through reorganizing policy processes so that the regular policy makers will be obliged to and capable of incorporating a perspective of gender equality in their policies. This strategy aims at a fundamental transformation, eliminating gender biasness, and redirecting policies so that they can contribute towards the goal of gender equality (Beveridge and Nott, 2002).

Another point of focus is that gender mainstreaming should be concerned with gender relations by rethinking policy formulation through a gender lens rather than just adding women into the development process (Morley, 2006). It is therefore the role of government systems to create conditions that will result in equality in outcome in order to balance the unequal starting positions of men and women within communities. It is not fair for the situation of gender mainstreaming to worsen despite the fact that there are policies to deal with such problems. People therefore need skills, information and knowledge on empowerment (Brynard, 2007).

In this research the 5-C protocol helps to evaluate the implementation of gender policies. The protocol identifies five interconnected causal variables: the content of the policy, the context of the policy, commitment of policy implementers, the capacity of government institutions, the client the policy is expected to serve and the coalitions of influence. This is what scholars declare implementation is. Scholars assume that if a policy is decided upon, implementation will be carried out automatically because in their view to

implement a policy is simple, straight forward and mechanical once resources are available (Brynard, 2007). The content of a policy in a democracy determines the kind of social and political activity that will be stimulated by the policy making process. It is important not only in the means it employs to achieve its end, but also in its determination of the ends themselves and how it chooses the specific means to reach those ends (Roux, 2005). It is not possible that all policies will equally stimulate the interest of all the people. Some policies may be less stimulating than others (Brynard and de Coning, 2006).

The context in which a policy is implemented contributes a crucial role in ensuring successful implementation and may perhaps be the difference between the success and failures of a policy. Policy makers should endeavor to adjust the policy according to the context. A policy developed without reference to social, political, economic and administrative environment could possibly cause a policy gap (Brynard, 2007). Commitment is another factor and it refers to the ability to maintain the focus of an initiative from its inception through to its delivery. For effective implementation, commitment must occur at all levels of the policy process, including policy makers and policy implementers from the top-down or bottom-up hierarchy of government departments and organizations according to (True, 2012).

Capacity of the government to utilize resources is also of great consideration. Intangible resources include leadership, motivation, commitment, willingness, courage and endurance are also included. The nonexistence of adequate resources will result in implementation gaps, because it means that laws will not be enforced, services will not be provided and reasonable regulations will not be developed. Capacity comprises of two elements namely: policy capacity and implementation capacity (Makinde, 2005). Coalitions and the ability to establish clients are equally important for effective policy implementation. The government joins coalitions of interest groups from the public and private sectors, opinion leaders and other outside actors who are supportive of the particular implementation process since power shifts can strongly influence a particular implementation process (Brynard and de Coning, 2005).

2.7 Conceptual Framework

The conceptual framework presented the relationship between the study variables as shown in Figure 1.

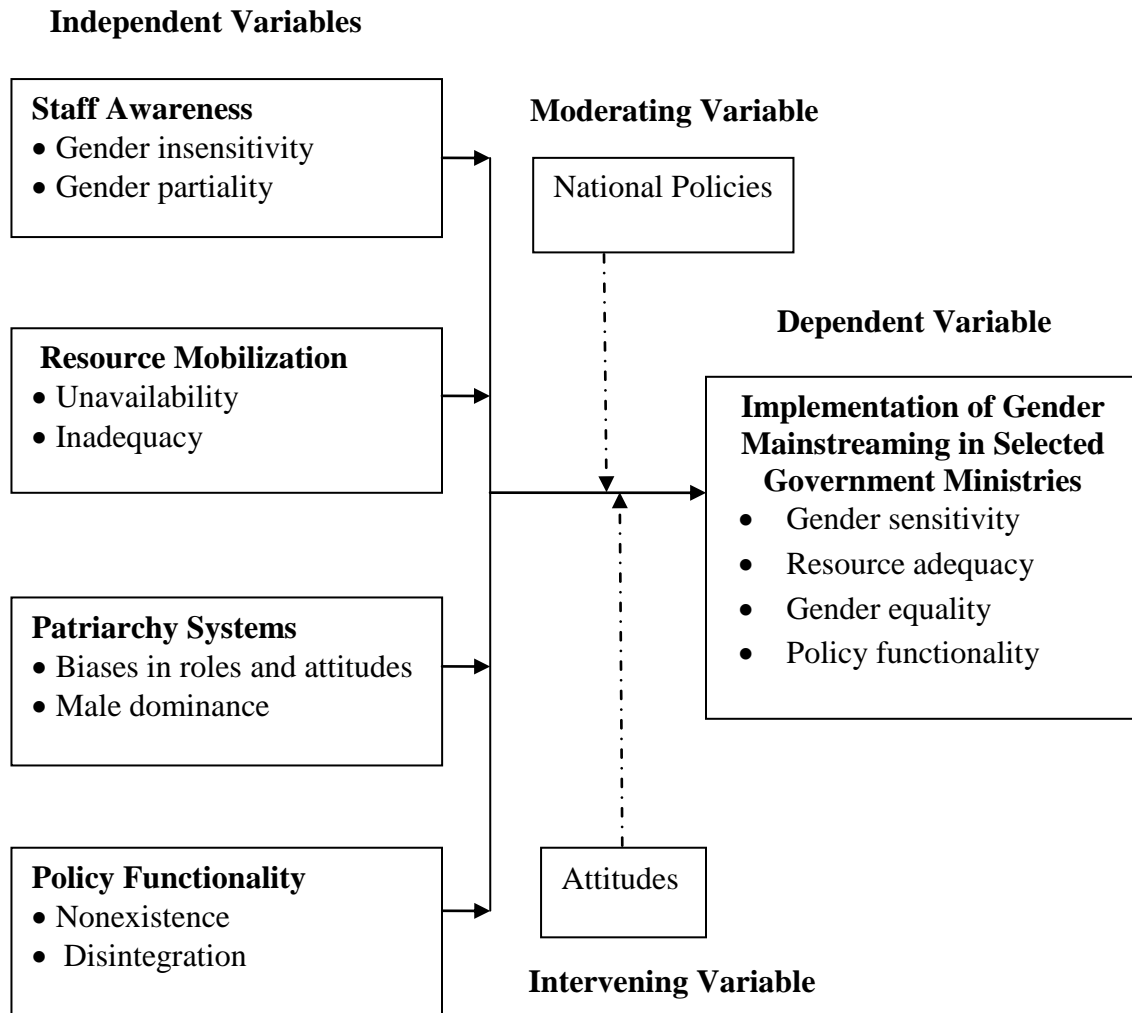


Figure 1: Conceptual Framework

The conceptual framework indicates that the implementation of gender mainstreaming in the Ministry of Planning and Devolution and the Ministry of Labour, Social Security and Services would require creation of awareness, resource mobilization, gender equality and functionality of gender policies. All in all the implementation of gender mainstreaming has not been achieved because of gender insensitivity and partiality that leads to low awareness among staff in government ministries. Moreover, resources mobilization in

gender mainstreaming has lagged behind due to unavailable and inadequate resources. When it comes to patriarchy systems, they have promoted gender biases and male domination to a large extent hence placing women at the back bench and further paralyzing the efforts of gender mainstreaming through male dominance and biases in roles and attitudes. In addition, there are challenges when it comes to policy functionality. They have not been well integrated into gender mainstreaming systems and furthermore they are dysfunctional. The study was also indirectly influenced by globalization and lack of exposure by the staff and hence a probable cause of sluggish gender mainstreaming. If the above issues are to be addressed then the outcome is that there will be gender equality, adequacy of resources, gender sensitivity and functionality of policies.

2.8 Gaps in Literature Review

The literature reviewed brought to light the fact that gender mainstreaming usually involves a reorganization of systems, policies and resource because existing systems, procedures and routines are all too often gender bias. Despite this, gaps were noted in the literature of some authors. For instance, Goetz and Sandler (2007) said that women's participation in development should be supported by assurance of their security and welfare provisions. This is due to their reproductive duties and needs. They considered women's roles as that of being caregivers and assumed that all women were engaged in almost the same household activities. The fact that women were different in regard to their activities was not taken into consideration. Aufhauer and Hafner (2002) focused on gender equality on the basis of women being given special consideration. They however failed to capture the fact that men too were sometimes marginalized and their rights too should be observed because they too face violations. Most authors in general failed to note that integration of gender dimensions into the design, evaluation and implementation of projects at both the government and local levels was important and not just at individual level.

2.9 Summary

Many authors have expressed their concern for gender mainstreaming based on the literature review. Being in a patriarchy society where men are assumed to be more important than women, different studies have shown that women are looked upon as the

lesser gender by being undermined by their male counterparts and the society at large hence the challenges facing the implementation of gender mainstreaming. Other studies have also shown that the lack of adequate resources and disintegration of gender policies as well as ignorance are other contributing factors to these challenges. The literature review has also brought to the limelight the fact that gender mainstreaming requires the participation of all institutions and not just the state. Leaving everything to the state alone can have drastic effects. Finally, the conceptual framework linked the independent variables to the implementation of gender mainstreaming while the theoretical framework gave a societal overview of gender mainstreaming.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses various stages that were followed in completing the study. It provides a general framework for the procedures and techniques used in data collection and analysis under the following sub-headings: the research design, target population, sampling size and sampling procedures, data collection instruments, data collection procedures, data analysis techniques and ethical considerations.

3.2 Research Design

This study adopted a descriptive research design that targeted the Ministry of Planning and Devolution and the Ministry of Labour, Social Security and Services in Nairobi County. A descriptive study is one which information is collected without changing the environment. It is also conducted to demonstrate relationships between variables and may involve interactions with people or surveys. The use of descriptive research design enabled this study to establish facts without manipulation of data. According to Gray (2004) descriptive design portrays an accurate profile of persons, events or situations by describing the existing conditions and attitudes through interpretation of techniques.

Cooper and Schindler (2006) further explain that a descriptive research design is one of the best since it is accurate and current facts are exhibited through data collection in human contexts. The study therefore considered the design most appropriate in establishing the challenges facing the implementation of gender mainstreaming in the Ministry of Planning and Devolution and the Ministry of Labour, Social Security and Services.

3.3 Target Population

Target population is the specific population about which information is desired. Welman and Michelle (2005) define target population as a full set of cases from which a sample is taken. The target population of this study included employees and department heads in the Ministry of Planning and Devolution and the Ministry of Labour, Social Security and Services. The total population for the two ministries is 1100. They were identified on the

basis of them comprising of both male and female employees. Moreover the Ministry of Planning and Devolution is associated with the role of policy formulation and implementation which are fundamental factors in gender mainstreaming. The Ministry of Labour, Social Security and Services on the other hand has a similar role and in addition, it deals with labour, security and provision of services which are key determinants in the promotion of gender equality. According to Gray (2004), the target population should have some observable characteristics, to which the researcher intends to generalize the results of the study.

Table 3.1: Target Population

Variable	Total Number	Percentage
Ministry of Planning and Devolution	450	41
Ministry of Labour, Social Security and Services	650	59
Total	1100	100

3.4 Sample Size and Sampling Procedure

Sampling is the procedure of selecting elements from a given population that specifies the type of sample to be used. From the population frame, the required number of respondents was selected in order to make a sample. The study adopted three sampling techniques: simple random sampling, purposive sampling and stratified random sampling. Simple random sampling was used to select 38 employees from the Ministry of Planning and Devolution and 54 employees from the Ministry of Labour, Social Security and Services. Purposive sampling was used to select 2 department heads one from each ministry while stratified random sampling was used to select all the 92 respondents proportionally from both ministries.

Simple random sampling was used because it was easy to administer and limited prior information about the characteristics of the respondents was required. According to Zikmund (2003) a simple random sample is one in which each member of the population has an equal and independent chance of being selected. Purposive sampling was used because it is deemed appropriate in cases where only those who are considered to have the required information are targeted. Stratified random sampling was used because the

population under study was not homogenous. The total population of each ministry was different. The study further adopted the advances made by Cooper and Schindler (2006) which indicate that a good sample contains the elements of precision and accuracy. Precision calls for a sampling error that is within acceptable limits for the study's purposes while accuracy is obtained in a case in which there is little or no bias.

3.4.1 Sample Size

According to Cooper and Schindler (2006), a sample of at least 30 elements (respondents) must exist for generalization purposes. Other research scholars argue that sample size selection to a great extent is judgmentally decided. From the target population of 1100 employees, 92 respondents were subjected to the study using Population Proportion to Size (PPS). This number was obtained using the formula recommended by Kothari (2003) as summarized in Table 3.2.

Table 3.2: Sampling Frame

Variable	Frequency	(PPS)	Sample Size
Ministry of Planning and Devolution	450	0.2	38
Ministry of Labour, Social Security and Services	650	0.2	54
Total	1100	0.4	92

3.4.2 Sampling Procedure

In order to select samples from the two ministries, the study used stratified random sampling technique. The purpose of this was to ensure that a proportionate number of respondents were selected from both ministries. The study divided the population into two strata which constituted the population from the Ministry of Planning and Devolution and the population from the Ministry of Labour, Social Security and Services. Simple random sampling was then used to select the respondents from the two ministries. Stratified random sampling technique produces estimates of overall population parameters with greater precision and ensures a more representative sample is derived (Gray, 2004).

3.5 Data Collection Instruments

The study used questionnaire and interview schedule as instruments of data collection. Questionnaire was used to collect data from the employees while interview schedule was used to collect data from department heads. Questionnaire was used because of its convenience in facilitating quick and easy derivation of information (Oso and Onen, 2009). The sample size of 92 respondents is also quite large and given time constraints, questionnaire was the ideal tool for collecting data. Moreover, the target population was considered literate. This minimized the process of interpreting questions for their understanding to capture reliable information. Questionnaires were also useful since they establish the number of people who hold certain beliefs and hence possible to gauge public opinion on an issue (Flick, 2002).

Closed ended questionnaires were used for the study. The reason they were used is because they confine the respondent to relevant issues only. The questionnaires had 5 sections that were sub-divided based on the research objectives except the first sub-section (section A) that was meant to capture the background information of the participants like respondents' gender, respondents' marital status, respondents' age, working experience and level of education. Section B had 9 items and it sought to assess the level of staff awareness on the implementation of gender mainstreaming and their understanding of gender related issues. Section C had 7 items and it included questions about resource mobilization. It sought to examine the influence of resource mobilization on the implementation of gender mainstreaming.

Section D also had 7 items and the questions were meant to establish the influence of patriarchy systems on the implementation of gender mainstreaming. The study wanted to establish whether male dominance has an impact on gender mainstreaming. Finally, section E which sought to establish the influence of policy functionality on the implementation of gender mainstreaming had 4 items. The study wanted to establish whether gender policies existed and whether they were functional in terms of gender mainstreaming. Likert scale was used in questions which were testing on the degree of the respondents' agreement with particular variables of the study.

Interview schedule was used on the 2 department heads due to their characteristic that they can be used to capture information that would otherwise not be captured using questionnaires. It was necessary to interview the two heads of department because they were deemed to have information that the other employees did not have. The researcher made preliminary arrangements prior to the interview. This guarded against any weaknesses associated with this method.

3.5.1 Validity of the Instruments

Validity refers to the appropriateness of an instrument. It is the degree to which results obtained from the analysis of data actually represent the phenomena under study. A valid instrument should accurately measure what it is supposed to measure (Orodho, 2002). Content related validity was used to ascertain the validity of questionnaire. It was established through consulting an expert in the field of research. Content validity is concerned with sample population representativeness meaning that the knowledge and skills covered by the test items should be representative to the larger domain of knowledge and skills. The reason for conducting a validity test was to determine the suitability, clarity and relevance of the instruments for the final study. Ambiguous and inadequate items were revised in order to elicit the required information and to improve the quality of the instruments.

3.5.2 Reliability of the Instruments

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials (Mugenda and Mugenda, 2003). It was done to establish the consistency with which questions would generate responses. Split-half method was used. The method involved splitting each instrument into two halves (odd and even items) then calculating the Pearson's correlation coefficient between the responses (scores) of the two halves (Nachimias, 1992). This was done using both instruments separately through a pilot test.

Piloting refers to pre-testing of a research instrument by administering it to a selected sample which is similar to the actual sample which the researcher plans to use in the study (Mugenda and Mugenda, 2003). The pilot study was conducted in the Ministry of Land, Housing and Urban Development among 10 samples by administering the

questionnaire to the pilot group. The population unit used was not included in the actual study. Piloting was done in order to assess the clarity of items, validity and reliability of the instruments. After piloting reliability was calculated. According to Gray (2004) a correlation co-efficient of about 0.8 is high enough to judge the instruments as reliable for the study. In this test, a reliability of 0.7 was achieved. The study considered a correlation coefficient of between 0.7 and 0.8 to be reliable.

The study also utilized the help of 3 research assistants who were carefully selected on the basis of their ability to interact well with the respondents and their ability to understand issues. They were taken through each question on the questionnaire and interview schedule for the purpose of clarification on the issues that they did not understand.

3.6 Data Collection Procedure

Data collection started with the researcher obtaining a letter of introduction from the University of Nairobi Extra-Mural Department. A permit was then acquired from the National Commission of Science, Technology and Innovation (NACOSTI) before embarking to the field. The researcher made appointments with the 2 department heads in order to get permission to carry out the study. After permission was granted, administration of the questionnaires began and it took one month duration to complete the exercise. This was made possible through the help of the 3 research assistants who were closely supervised by the researcher. The study used 'drop and pick' method to administer the questionnaires to the sample population. There was prior booking of appointment before conducting interview

3.7 Data Analysis Techniques

Data was first coded to translate responses into specific categories and reduced data into manageable summaries. Tabulation was then done followed by analysis using descriptive statistics. Frequencies and percentages were used and the presentation was done using tables. Regression analysis was computed to establish the relationship between variables. The computer program SPSS (Statistical Package for Social Science) Version 17.0 was used to analyze the data. Analysis of data was important in explaining the variables of study. Data from the interview schedule was analyzed using content analysis. Durrheim

and Painter (2006) points out that the purpose of analysis is to generate meaning from the raw data collected.

3.8 Ethical Considerations

Ethical research practices were observed throughout the study. First, consent to carry out the research was sought from government officers. This helped in eliminating any kind of conflicts that would have arisen from the respondents. Secondly, the purpose of the study was clearly explained to the respondents. It was also made clear that the findings from the study would be treated with great confidentiality. A permit was further obtained from the National Commission of Science, Technology and Innovation. It clarified the aim of the study which hence improved cooperation from the respondents. Finally, participation was made voluntary.

3.9 Operational Definition of Variables

The different variable and how they were applicable to the study are summarized in Table 3.3.

Table 3.3: Operational Definition of Variables

Objectives	Variables	Indicators	Measurement	Scale	Data Collection Tools
To determine the challenges facing the implementation of gender mainstreaming in selected government ministries.	Dependent Variable: Implementation of gender mainstreaming	Gender sensitivity Resources adequacy Gender equality Policy functionality	Gender composition Resource availability Gender integration Policy Implementation	Nominal Ordinal Ordinal Ordinal	Questionnaires and interview
To assess the level of staff awareness on gender mainstreaming.	Independent Variables: Staff awareness	Gender insensitivity Gender partiality	Level of integration Adoption of strategies	Ordinal Ordinal	Questionnaires and interview
To examine the influence of resource mobilization on gender mainstreaming.	Resource mobilization	Unavailability Inadequacy	Types of resources Level of utilization	Nominal Ordinal	Questionnaires and interview
To establish the influence of patriarchy systems on gender mainstreaming.	Patriarchy systems	Biases in roles and attitudes Male domination	Male attitudes towards women Effort to discourage patriarchy	Ordinal Ordinal	Questionnaires and interview
To determine the influence of policy functionality on gender mainstreaming.	Policy functionality	Non-existence Disintegration	Extent of functionality Incorporation	Ordinal Ordinal	Questionnaires and interview

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

The focus of this chapter was to discuss the analysis and interpretation of the findings in line with the objectives of the study. The data that was obtained is presented in tabular form using percentages and frequencies. The chapter is further sub divided into sections that are pertinent to the subjects under study.

4.2 Questionnaire Return Rate

This study targeted a sample of 92 employees from the Ministry of Planning and Devolution and the Ministry of Labour, Social Security and Services. It was important to establish the return rate so as to know the exact number of questionnaires that were valid for analysis. Out of the 92 questionnaires that were issued, 84 were returned. This represented a 91% response rate. It was a reliable response rate for data analysis as Mugenda and Mugenda (2003) explain that any response above 60% is adequate for analysis. Based on the analysis, the response rate was high enough.

4.3 Demographic Information

As part of the general information, the respondents were requested to indicate their gender, age, marital status, level of education and years of service in their respective ministries. This was necessary in shedding light on the characteristics of the respondents.

4.3.1 Respondents' Gender

Inquiring about gender was necessary in determining whether there was gender balance in the government. The findings are contained in Table 4.1.

Table 4.1: Gender

Variable	Frequency	Percentage
Male	55	65
Female	29	35
Total	84	100

According to the findings, 65% of the respondents were male while 35% of the respondents were female. This was an indication that there was gender disparity since the number of males exceeded that of females by far. This situation triggered the study to establish whether it would pose a challenge to gender mainstreaming in the ministries.

4.3.2 Respondents' Age

Determining the respondents' age was important as it revealed their level of experience in dealing with the challenges of gender mainstreaming. Table 4.2 shows the age distribution of the respondents.

Table 4.2: Age

Variable	Frequency	Percentage
Below 18	-	-
19-25	4	5
26-30	15	18
31-40	21	25
41-45	33	39
Above 45	11	13
Total	84	100

The results indicate that 5% of the respondents were 19-25 years, 18% of the respondents were between the ages of 26-30 years while 25% of the respondents were between the ages of 31-40 years. 39% were in the age bracket of 41-45 years whereas 13% of the respondents were above 45 years. Based on the findings, the respondents who were between the ages of 41-45 years were the majority. This therefore would suggest that they were able to appreciate and understand gender mainstreaming.

4.3.3 Respondents' Marital Status

The purpose of inquiring about the marital status of the respondents was to establish whether it had a positive or negative influence on their perception towards gender mainstreaming. The findings are shown in Table 4.3.

Table 4.3: Marital Status

Variable	Frequency	Percentage
Divorced	5	6
Separated	9	11
Married	50	60
Single	20	23
Total	84	100

The findings indicate that 6% of the respondents were single, 60% of the respondents were married and 11% of the respondents were separated while 6% of the respondents were divorced. This implies that the married respondents were the majority and were therefore likely to understand gender issues.

4.3.4 Respondents' Level of Education

Establishing the level of education helped in assessing how well the respondents understood and interpreted the questions. None of the respondents reported that they were below secondary level of education. The findings of this variable are shown in Table 4.4.

Table 4.4: Level of Education

Variable	Frequency	Percentage
Primary	-	-
Secondary	12	14
College	26	31
University	46	55
Total	84	100

However, 55% of the respondents were university graduates, 31% of the respondents were of college level and 14% of the respondents were of secondary level. Since majority of the respondents (55%) had university qualifications, it was assumed that a large percentage of the respondents would be in a position to answer the questions appropriately.

4.3.5 Experience

This question was expected to shade light on how experienced the respondents were in dealing with gender issues with regard to the number of years they had served in their respective ministries. The findings are shown in Table 4.5.

Table 4.5: Experience

Variable	Frequency	Percentage
Less than 3 years	5	6
3-5 years	11	13
6-10 years	23	26
Over 10 years	45	55
Total	84	100

According to the findings, 13% of the respondents had served for a period of between 3-5 years, 26% of the respondents had served a period of between 6-10 years while 55% of the respondents had served for over 10 years. Only 6% of the respondents had served less than 3 years. The two department heads also had more that 10 years of experience. It was therefore concluded that majority of the respondents had been in the government long enough to understand issues relating to gender mainstreaming.

4.4 Staff Awareness

This section basically needed to assess the level of staff awareness on the implementation of gender mainstreaming. It was important in providing a clear understanding of the capacity of the respondents to embrace gender mainstreaming. The indicators for this variable were mainstreaming strategy, gender perspective in decision making, gender awareness training among others as presented in this section.

4.4.1 Gender Mainstreaming Strategy

The respondents were asked whether a gender mainstreaming strategy had been adopted in their respective departments or not. Their views are indicated in Table 4.6.

Table 4.6: Gender Mainstreaming Strategy

Variable	Frequency	Percentage
Yes	25	30
No	59	70
Total	84	100

The findings indicate that 30% of the respondents were of the opinion that indeed their departments had adopted a gender mainstreaming strategy while 70% of the respondents felt that the government had not adopted a gender mainstreaming strategy. Those who felt the government had not adopted a gender mainstreaming strategy were the majority. The two department heads also said that the government had not adopted a gender mainstreaming strategy due to insufficient funds. This situation could be attributed to lack of oversight by the government and further the cause of gender disparity.

4.4.2 Gender Perspective in Decision-making

The study further sought to determine whether there was a gender perspective in decision-making processes. Table 4.7 presents the results of the findings.

Table 4.7: Gender Perspective in Decision-making

Variable	Frequency	Percentage
Yes	19	23
No	55	65
Not Sure	10	12
Total	84	100

Based on the analysis, 65% of the respondents who were the majority indicated that there was no gender perspective in decision-making processes contrary to what the two department heads said. 23% of the respondents stated that indeed there was a gender perspective in decision making. 12% of the respondents were undecided on this matter. According to these findings, it was interpreted that most decisions made were gender bias.

4.4.3 Gender Awareness Training

The respondents were further asked to indicate the extent to which gender awareness trainings were continuously provided to all staff to encourage development of correct attitude. Their responses were as shown in Table 4.8.

Table 4.8: Gender Awareness Training

Variable	Frequency	Percentage
No Extent	9	11
Small Extent	60	71
Large Extent	12	14
Very Large Extent	3	4
Total	84	100

Whereas 11% of the respondents indicated that no gender awareness trainings were provided to encourage development of correct attitude, 71% of the respondents indicated that the extent to which these trainings were provided was small. 14% of the respondents indicated that the extent was large while 4% indicated a very large extent to which gender awareness trainings were provided. From the analysis, it was concluded that this situation could have affected the level of awareness since staff were not equipped with the necessary knowledge and skills they needed to implement gender mainstreaming according to the views of the department heads.

4.4.4 Gender Integration Skills

Table 4.9 presents the findings of analysis on the extent to which employees were equipped with skills necessary for gender integration in their respective departments.

Table 4.9: Gender Integration Skills

Variable	Frequency	Percentage
No Extent	19	22
Small Extent	51	61
Large Extent	8	10
Very Large Extent	6	7
Total	84	100

The analysis indicates that 22% of the respondents felt employees were not equipped with the appropriate skills necessary for gender integration in their respective departments. 61% of the respondents indicated that the extent to which employees were equipped with skills was small while 10% of the respondents indicated a large extent. Only 7% of the respondents indicated a very large. This analysis was interpreted to imply that the employees did not have adequate skills to influence the implementation process of gender mainstreaming.

4.4.5 Gender Integration

The study also sought to determine the extent to which gender perspective was integrated into on-going and future programmes. Table 4.10 shows the results of the analysis.

Table 4.10: Gender Integration

Variable	Frequency	Percentage
No Extent	16	19
Small Extent	62	74
Large Extent	4	5
Very Large Extent	2	2
Total	84	100

From the analysis, 19% of the respondents said gender perspective was not integrated into programmes. 74% (majority) of the respondents said gender perspective was integrated to a small extent. The rest of the respondents who constituted a very small number said the extent to which gender perspective was integrated was large and very

large. This comprised 5% and 2% of the respondents respectively. The representation by majority of the respondents implies that despite the fact that the government had programmes, no sensitivity was granted to gender integration which in one way or another could have affected the outcome of the programmes.

4.4.6 Dialogue Facilitation

Table 4.11 presents the results of analysis on the extent to which dialogue on gender issues was facilitated among male staff through workshops and seminars, in order to encourage a positive attitude towards women.

Table 4.11: Dialogue Facilitation

Variable	Frequency	Percentage
No Extent	20	24
Small Extent	61	73
Large Extent	2	2
Very Large Extent	1	1
Total	84	100

The analysis indicates that 24% of the respondents disagreed with the statement that dialogue on gender issues was facilitated among male staff. 73% of the respondents indicated that dialogue was facilitated to a small extent. However, only 2% and 1% of the respondents concurred with the statement to a large extent and to a very large extent respectively. Failure to facilitate dialogue among male staff could imply that the males were not in a position to understand the challenges faced by their female colleagues.

4.4.7 Staff Orientation Process

Regarding whether gender issues were included in staff orientation processes, the respondents' responses were as tabulated in Table 4.12.

Table 4.12: Staff Orientation Process

Variable	Frequency	Percentage
Yes	15	3
No	69	97
Total	84	100

Whereas 97% of the respondents were of the view that gender issues were not included in staff orientation processes, only 3% of the respondents felt that gender issues were included in staff orientation processes. The responses given by the majority of the respondents was an indication that the employees applied their beliefs and perceptions on gender issues without limits or restrictions.

4.4.8 Capacity Building Opportunities

This question aimed at establishing whether capacity building opportunities were offered by the government in order to strengthen knowledge on gender issues. The respondents had mixed views as indicated in Table 4.13.

Table 4.13: Capacity Building Opportunities

Variable	Frequency	Percentage
Yes	14	17
No	70	83
Total	84	100

The findings indicate that 83% of the respondents disagreed with the statement that capacity building opportunities were offered while 17% of the respondents concurred with the statement. Those who concurred did so probably because they had undergone capacity building at one point or another.

4.4.9 Gender Achievements and Challenges

Respondents were asked to indicate whether or not as part of their work they were required to report on gender related achievements and challenges for instance in reports and other status updates. The findings are as presented in Table 4.14.

Table 4.14: Gender Achievements and Challenges

Variable	Frequency	Percentage
Yes	33	39
No	51	61
Total	84	100

According to the analysis, 61% of the respondents said they were not required to report on gender related achievements and challenges while 39% said they reported on gender related challenges and achievements. This difference in responses could be as a result of the nature of their tasks.

4.4.10 Confidence in Introducing Gender Issues

The study further needed to know how confident the respondents were when it came to introducing gender issues at work. Table 4.15 presents the results of the analysis.

Table 4.15: Confidence in Introducing Gender Issues

Variable	Frequency	Percentage
Yes	15	18
No	47	56
Not Sure	22	26
Total	84	100

Majority of the respondents (56%) revealed that they were not confident to introduce gender issues at work. 26% of the respondents indicated that they were not sure whether they had the confidence while 18% of the respondents indicated that they were confident. The high number of respondents who indicated that they lacked the confidence to introduce gender issues may have developed fear that was culturally triggered.

4.4.11 Knowledge on Gender Mainstreaming

This question provided a basis of rating whether the respondents needed more knowledge on gender mainstreaming or not. The results of their opinions are as shown in Table 4.16.

Table 4.16: Knowledge on Gender Mainstreaming

Variable	Frequency	Percentage
Yes	52	62
No	18	21
Not Sure	14	17
Total	84	100

The findings show that 62% of the respondents were of the view that they needed more knowledge on gender mainstreaming. 21% of the respondents did not need further knowledge while 17% of the respondents were undecided on whether they needed more knowledge or not. The study concluded that indeed there was knowledge gap in the process of gender mainstreaming.

4.4.12 Type of Capacity Building

In order to establish the area of gender that they require capacity building on, the respondents indicated only one area as tabulated in Table 4.17.

Table 4.17: Type of Capacity Building

Variable	Frequency	Percentage
Basic Concepts on; Gender, Sex, Mainstreaming	22	26
Collection and Analysis of Gender Data	17	20
Gender Budgeting	13	16
Monitoring, Evaluation and Reporting	32	38
Total	84	100

According to this analysis, 26% of the respondents said they needed capacity building on basic concepts like gender, sex and mainstreaming. 20% of the respondents said the area that they needed capacity building on was collection and analysis of gender data. 16% of the respondents indicated gender budgeting as the area they needed more knowledge on. Finally, 38% of the respondents indicated monitoring, evaluation and reporting as the area of need. Being the majority, the study assumed that monitoring and evaluation systems in the government were not efficient.

4.5 Resource Mobilization

This section addressed the respondents' perceptions on objective two which sought to examine the influence of resource mobilization on gender mainstreaming. It was important in establishing whether the government was doing enough in terms of resource allocation and whether the staff could feel the impact of this effort. The variables constituting this measure ranged from internal tracking capacity to achievement of resource mobilization as presented in the following sub-sections.

4.5.1 Internal Tracking Capacity

The respondents were asked whether the government had an internal tracking (monitoring) capacity in case of budgetary allocation. Table 4.18 tabulates the responses.

Table 4.18: Internal Tracking Capacity

Variable	Frequency	Percentage
Yes	45	54
No	15	18
Not Sure	24	28
Total	84	100

Based on the findings, 54% of the respondents indicated that indeed the government had an internal tracking capacity while 18% of the respondents stated that the government did not have that capacity. 28% of the respondents were undecided on this matter. Based on the fact that most respondents indicated that the government had an internal tracking and monitoring capacity for budgetary allocation, it was expected that this capacity would be extended to gender mainstreaming. The two department heads also agreed that the government had an internal tracking capacity although little was allocated towards gender mainstreaming.

4.5.2 Other Sources for Funds

The study sought to establish whether the government obtained resources or grant for gender mainstreaming from other bodies. Table 4.19 presents the results of the findings.

Table 4.19: Other Sources for Funds

Variable	Frequency	Percentage
Yes	48	57
No	8	10
Not Sure	28	33
Total	84	100

According to this analysis, 57% of the respondents indicated that the government obtained resources or grant from other bodies while 10% of the respondents stated that the government did not have other sources of funds. 33% of the respondents were not sure whether or not the government obtained resources and grants from other bodies. From the analysis it was expected that since resources were obtained from other sources, the process would be very efficient. Those who were not sure were probably not concerned.

4.5.3 External Expertise

When asked if they made use of external expertise in terms of gender consultations or technical support, the respondents' indications were as in Table 4.20.

Table 4.20: External Expertise

Variable	Frequency	Percentage
Always	10	12
Sometimes	19	23
Rarely	41	48
Never	14	17
Total	84	100

12% of the respondents said they always utilized external expertise. 17% of the respondents said they never made use of external expertise while 23% of the respondents indicated that they sometimes made use of it. 48% of the respondents who constituted the majority said they rarely made use of it. It was worth questioning the reason why the government was reluctant to utilize external expertise.

4.5.4 Resource Materials

The aim of this question was to gauge the availability of resource materials for the purpose of gender mainstreaming. Resource materials were deemed to enhance knowledge on gender issues. Table 4.21 shows the findings on this variable.

Table 4.21: Resource Materials

Variable	Frequency	Percentage
Yes	59	70
No	25	30
Total	84	100

70% of the respondents said resource materials on gender were available while 30% of the respondents said they were not available. It was worth questioning why majority of them said they needed more knowledge on gender mainstreaming yet resource materials were available. Probably they did not fully utilize the resources.

4.5.5 Gender Representation

The respondents were also expected to agree or disagree on the extent to which there was equal gender representation in interview panels. 65% of the respondents disagreed with this statement as indicated in Table 4.22.

Table 4.22: Gender Representation

Variable	Frequency	Percentage
Strongly Agree	8	9
Agree	22	26
Disagree	54	65
Total	84	100

However, 26% of the respondents agreed that interview panel had equal gender representation while 9% of the respondents strongly agreed with the statement. The fact that interview panels did not have equal gender representation could have resulted to gender biases when hiring human resources.

4.5.6 Gender-related Knowledge

There was need to establish whether in conducting job interviews there were any gender-related questions to assess candidates' knowledge, ideas and attitudes regarding gender issues. Table 4.23 presents the results of such analysis.

Table 4.23: Gender-related Knowledge

Variable	Frequency	Percentage
Strongly Agree	11	13
Agree	29	35
Disagree	44	52
Total	84	100

The findings indicate that according to 52% of the respondents, gender-related questions were not asked in interview panels. 35% of the respondents agreed that interviews included gender-related questions while 13% strongly agreed with the statement. Failure to ask gender related questions in interviews as indicated by majority of the respondents (52%) was an indication that interview panels did not gauge the candidates' familiarity with gender issues and could therefore not gauge the candidates' capabilities in terms of handling gender issues.

4.5.7 Training Opportunities

On whether training opportunities were available to female staff to enhance their competence and improve their abilities to assume senior positions, the responses were as contained in Table 4.24.

Table 4.24: Training Opportunities

Variable	Frequency	Percentage
Strongly Agree	9	11
Agree	29	34
Disagree	46	55
Total	84	100

The results of the analysis indicates that 55% of the respondents disagreed with the statement that training opportunities were provided, 34% of the respondents agreed with the statement while 11% of the respondents strongly agreed that trainings were provided to female staff. It was assumed that those who agreed and strongly agreed had gotten the chance to undergo training while those who disagreed did so because they had never gotten such an opportunity. Furthermore, it was assumed that female employees were neglected.

4.5.8 Terms and Conditions for Women

Based on whether the government had flexible terms, conditions and benefits for women building their careers, the respondents' views were as presented in Table 4.25.

Table 4.25: Terms and Conditions for Women

Variable	Frequency	Percentage
Strongly Agree	11	13
Agree	22	26
Disagree	51	61
Total	84	100

61% of the respondents disagreed with the statement that the government had flexible terms, conditions and benefits for women building their careers. 26% of the respondents agreed that women were not given flexible terms for them to build their careers while a further 13% of the respondents made similar suggestions by strongly agreeing. This could be an indication that women were not supported in their effort to achieve gender equality and were also neglected.

4.5.9 Types of Resources

The study further sought to determine the type of resources allocated towards gender mainstreaming. The resources were financial, human, material and technological resources. Table 4.26 presents the findings.

Table 4.26: Type of Resources

Variable	Frequency	Percentage
Financial Resources	18	21
Human Resources	15	18
Material Resources	43	51
Technological Resources	8	10
Total	84	100

The results indicate that 10% of the respondents felt that technological resources were allocated towards gender mainstreaming, 21% of the respondents indicated financial resources, 18% of the respondents indicated human resources while 51% of the respondents indicated material resources. It was assumed that more material resources were allocated towards gender mainstreaming as compared to any other resources. This analysis brought to light the fact that human resources were inadequate.

4.5.10 Achievement of Resource Mobilization

Views of the respondents were sought on whether the effectiveness of resource mobilization had been achieved. Their responses were as shown in Table 4.27.

Table 4.27: Achievement of Resource Mobilization

Variable	Frequency	Percentage
Yes	10	12
No	55	65
Not Sure	19	28
Total	84	100

65% of the respondents said the government had not achieved resource mobilization in gender mainstreaming while 12% of the respondents thought the government had achieved resource mobilization. 28% of the respondents were undecided as to whether resource mobilization had been achieved or not. The study concluded that the process of resource mobilization was not efficient.

4.6 Patriarchy Systems

Under this section, it was of great value to establish the influence of patriarchy systems on the implementation of gender mainstreaming given the fact that government employees are from diverse cultural backgrounds. Patriarchy is a social system whereby men are the primary authority and they dominate over women. The measures for this variable included cultural determination of role, hierarchical value of masculinity or feminism, recognition and value of men's work among others as presented in the following sub-sections.

4.6.1 Cultural Determination of Role

The first measure of patriarchy systems was whether culture determined the role played by men and women. Table 4.28 presents the findings.

Table 4.28: Cultural Determination of Role

Variable	Frequency	Percentage
Yes	63	75
No	21	25
Total	84	100

75% of the respondents indicated that culture determined the role played by men and women while 25% of the respondents disagreed with the assertion that culture determined the roles assigned to women or men. The study interpreted that culture determined the role played by men and women to a large extent.

4.6.2 Hierarchical Value of Masculinity or Feminism

Respondents were asked to state whether masculinity or feminism gave more hierarchical value at the workplace or not. Table 4.29 shows their responses.

Table 4.29: Hierarchical Value of Masculinity or Feminism

Variable	Frequency	Percentage
Yes	68	81
No	10	12
Not Sure	6	7
Total	84	100

81% of the respondents agreed that masculinity or feminism gave hierarchical value while 12% of the respondents stated that it did not give hierarchical value at the workplace. 7% of the respondents were undecided on whether masculinity or feminism gave any hierarchical value. The reason why there were more males than females could be based on the fact that masculinity or feminism gave more hierarchical value.

4.6.3 Recognition and Value of Men's Work

When asked whether men's work was recognized and valued in terms of payment, status or political power as compared to that of women, 61% of the respondents reported that men's work was recognized and valued. These findings are shown in Table 4.30.

Table 4.30: Recognition and Value of Men's Work

Variable	Frequency	Percentage
Yes	51	61
No	33	39
Total	84	100

However, 39% of the respondents found no favouritism when it came to the recognition of men's work in regard to payment, status or political power. This could be the reason why women lagged behind in the process of gender mainstreaming as indicated by majority of the respondents.

4.6.4 Discrimination on Gender Basis

Respondents were further asked whether women had ever been discriminated at the work place on the basis of their gender. Table 4.31 presents the results of the responses.

Table 4.31: Discrimination on Gender Basis

Variable	Frequency	Percentage
Never	8	10
Rarely	38	45
Sometimes	25	30
Always	13	15
Total	84	100

According to the results, 10% of the respondents said women were never discriminated, 45% of the respondents said they were rarely discriminated and 30% of them said they were sometimes discriminated. A further 15% of the respondents (a minority) reported that women were always discriminated at the workplace. It was concluded that gender discrimination was not so rampant at the workplace.

4.6.5 Expressions of Stereotypes and Inequality

Views of the respondents on whether the government did enough to discourage expressions of stereotypes and inequality within its ministries are as shown in Table 4.32.

Table 4.32: Expressions of Stereotypes and Inequality

Variable	Frequency	Percentage
Nothing	14	17
Not Enough	55	65
Enough	10	12
More Than Enough	5	6
Total	84	100

Majority of the respondents (65%) were of the view that not enough had been done to discourage stereotyping and inequalities within the Ministries. 12% of the respondents said enough had been done and a further 6% indicated that more than enough had been done. However, 17% of the respondents observed that nothing had been done to stop stereotyping and inequalities within the government. It was concluded that the little effort to discourage stereotypes and inequality was not felt by most respondents.

4.6.6 Respectful Relations

The views of the respondents were also sought to establish whether there were any efforts to ensure that there was respectful relations among. Table 4.33 presents the findings on this variable.

Table 4.33: Respectful Relations

Variable	Frequency	Percentage
Nothing	7	8
Not Enough	25	30
Enough	42	50
More Than Enough	10	12
Total	84	100

50% of the respondents reported that the government was doing enough to ensure respectful relations existed among its employees with a further 12% of the respondents making similar suggestions that more than enough was being done to ensure that such relations existed. However, 30% of the respondents disagreed with the assertion that the government was doing enough to ensure respectful relations existed with another 8% of them arguing that nothing was being done to ensure that respectful relations existed among employees. It was worth questioning why most respondents felt the government had not done enough to discourage stereotypes and inequality yet majority felt the same government had done enough to promote respectful relations.

4.6.7 Special Needs

Respondents were also asked to report on the extent to which female staff had their needs fully catered for within the Ministries. These needs included maternity leave and other special needs. The analysis is shown in Table 4.34.

Table 4.34: Special Needs

Variable	Frequency	Percentage
No Extent	3	4
Small Extent	12	14
Large Extent	52	62
Very Large Extent	17	20
Total	84	100

62% of the respondents indicated that, to a large extent, the needs of women were being fully taken into account and a further 20% of the respondents supporting the view that the needs were considered to a very large extent. However, 14% of the respondents reported that these needs were only considered to a small extent while 4% of the respondents were of the view that the needs were not being considered at all. It was also worth questioning why the government took into account the needs of women while at the same time training opportunities were not given to female employees to help them enhance their competence and improve their abilities to assume senior positions. The study assumed that despite the fact that the government was sensitive to the needs of women, a conducive environment was not provided for them to progress like their male counterparts.

4.6.8 Planning and Decision-making

Another patriarchy system measure was planning and decision-making. This was to determine the importance that was granted to the voice of women in all the planning and decision-making processes. The findings on this measure are presented in Table 4.35.

Table 4.35: Planning and Decision-making

Variable	Frequency	Percentage
No Extent	4	5
Small Extent	51	61
Large Extent	19	22
Very Large Extent	10	12
Total	84	100

Based on the findings, 5% of the respondents indicated no importance was given to the voice of women in planning and decision-making processes. 61% of the respondents reported that to a small extent, women’s voices were considered critical while 22% of the respondents reported a large extent. A further 12% of the respondents reported that to a very large extent, women’s voices were being considered in all planning and decision-making processes. From the analysis it was concluded that women were disregarded and their decisions were not considered to have any impact.

4.6.9 Awareness on the Objectives of Gender Equality

The study also sought to establish whether awareness was created among male staff about the objectives of gender quality. The results were as indicated in table 4.36.

Table 4.36: Awareness on the Objectives of Gender Equality

Variable	Frequency	Percentage
No Extent	9	13
Small Extent	49	56
Large Extent	20	17
Very Large Extent	6	14
Total	84	100

13% of the respondents were of the view that awareness was not created among male employees on the objectives of gender mainstreaming. 56% of the respondents indicated that to a large extent, awareness was created among male employees. A further 17% of the respondents disagreed that awareness was created while 14% of them supported the view that awareness was created to a very large extent. This could be an indication that the society assumed that creating awareness for men on gender issues was not necessary.

4.6.10 Supervisors Role in Gender Mainstreaming Processes

The last measure of patriarch systems was the role that supervisors played in gender mainstreaming processes within their ministries. Table 4.37 presents the findings.

Table 4.37: Supervisors Role in Gender Mainstreaming Processes

Variable	Frequency	Percentage
No Extent	7	8
Small Extent	28	33
Large Extent	40	48
Very Large Extent	9	11
Total	84	100

According to the analysis, 8% of the respondents were of the view that supervisors were not encouraged to play a strong role in gender mainstreaming processes. 33% of the respondents indicated a small extent to the role played by supervisors in gender mainstreaming while 48% of the respondents indicated a large extent to the role played by supervisors. 11% of the respondents supported this view to a very large extent. It was difficult to gauge whether the supervisors were active or not. It was therefore assumed that probably some supervisors were uncooperative while others were active.

4.7 Policy Functionality

Based on objective four which sought to determine the influence of policy functionality on the implementation of gender mainstreaming, the study found it important since gender mainstreaming is fundamentally about the organization, improvement, development and evaluation of policy processes. The study also aimed at analyzing how knowledgeable the respondents were on gender policies, gender equality, laws to promote gender equality among others as presented in the following sub-sections.

4.7.1 Knowledge of Gender Policies

The first measure for policy functionality was knowledge of gender policies. This was to determine whether the respondents had knowledge of any gender related policies for example those relating to hiring or project development. The findings are contained in Table 4.38.

Table 4.38: Knowledge of Gender Policies

Variable	Frequency	Percentage
Yes	73	87
No	11	13
Total	84	100

Based on the findings, 87% of the respondents said they had knowledge of gender policies while 13% of the respondents said they did not have any knowledge. This was an indication that most employees had knowledge on the existence of policies.

4.7.2 Gender Equality and Respect for Diversity

When asked whether the government had any policies that promoted gender equality and respect of diversity, 92% of the respondents reported that the government had in place policies that promoted gender equality and respect for diversity at the workplace. These findings are presented in Table 4.39.

Table 4.39: Gender Equality and Respect for Diversity

Variable	Frequency	Percentage
Yes	77	92
No	7	8
Total	84	100

However, 8% of the respondents said that such policies did not exist. The findings show that the minority were probably ignorant of the existence of such policies.

4.7.3 Gender Mainstreaming in Policies and Programmes

Respondents were asked to report on whether the government considered gender mainstreaming to be important in policies and programmes. The findings were as presented in Table 4.40.

Table 4.40: Gender Mainstreaming in Policies and Programmes

Variable	Frequency	Percentage
Not Important	-	-
Limited Importance	13	15
Important	41	49
Very Important	30	36
Total	84	100

None of the respondents said the government did not consider gender mainstreaming to be an important aspect in its policies and programmes. However, 15% of the respondents indicated that the government considered gender mainstreaming to be of little importance. 49% (majority) of the respondents said it was important while 36% of the respondents thought the government considered gender mainstreaming to be very important. It was interpreted that probably the government considered its policies to be important and the employees were well aware of this.

4.7.4 Design and Funding of Projects

This measure intended to determine the extent to which the government designed and funded specific projects to address the problems of women. Table 4.41 shows the results of the findings on this measure.

Table 4.41: Design and Funding Projects

Variable	Frequency	Percentage
Not Extent	3	4
Small Extent	8	10
Large Extent	48	57
Very Large Extent	25	29
Total	84	100

Whereas 4% of the respondents felt that the government had not designed and funded any projects to address the specific problems of women, 10% of the respondents were of the view that to a small extent, the government had such projects. 57% of the respondents argued that to a large extent the government had designed and funded projects

specifically to address the problems of women while a further 29% argued that to a very large extent the government had such projects. It was worth questioning the reason why women lagged behind in the process of gender mainstreaming despite the fact that the government had designed and funded gender projects.

4.7.5 Amendments to Legislation

This question aimed to measure whether the government revised policies and procedures. Table 4.42 shows the analysis on this variable.

Table 4.42: Amendments to Legislation

Variable	Frequency	Percentage
Not Extent	5	6
Small Extent	50	60
Large Extent	20	23
Very Large Extent	9	11
Total	84	100

60% of the respondents indicated that to a small extent, the government revised policies and procedures in accordance with gender policies. 23% of the respondents indicated that policies and procedures were revised to a large extent and a further 11% of the respondents supported the view to a very large extent. However, 6% of the respondents indicated that the government did not revise policies and procedures in accordance with gender policies. This could be interpreted to mean that the government did not amend legislation despite the fact that gender issues were dynamic.

4.7.6 Internal Gender Auditing

Table 4.43 analyses the respondents' views on whether internal gender audits were conducted to identify gaps.

Table 4.43: Internal Gender Auditing

Variable	Frequency	Percentage
No Extent	28	32
Small Extent	54	58
Large Extent	5	6
Very Large Extent	3	4
Total	84	100

The analysis indicates that 32% of the respondents said internal gender audits were not conducted. 58% of the respondents said they were conducted to a small extent. Only 6% of the respondents said gender audits were conducted to a large extent and a further 4% of the respondents indicating that audits were conducted to a very large extent. The fact that most respondent disagreed with the statement portrays a gap in the state of accountability in the government.

4.7.7 Annual Surveys

The respondents were also asked whether the government conducted annual surveys to monitor attitude change among staff and take action. Table 4.44 indicates the findings.

Table 4.44: Annual Surveys

Variable	Frequency	Percentage
Not Extent	20	24
Small Extent	52	62
Large Extent	7	8
Very Large Extent	5	6
Total	84	100

24% of the respondents said annual surveys were not conducted to monitor staff attitudes while 62% of the respondents said they were conducted to a small extent. 8% of the respondents said they were conducted to a large extent whereas 6% of the respondents indicated a very large extent to which annual surveys were conducted. Failure to conduct

annual surveys meant that the government was not aware of staff attitudes for action to be taken where necessary.

4.7.8 Operational Plan

The final indicator for policy functionality was on operational planning. This indicator sought to determine whether the government maintained an operational plan for gender policy implementation within its ministries. The findings are as tabulated in Table 4.45.

Table 4.45: Operational Plan

Variable	Frequency	Percentage
No Extent	3	4
Small Extent	49	58
Large Extent	20	24
Very Large Extent	12	14
Total	84	100

According to the findings, 58% of the respondents felt that to a small extent, the government had operational plans developed to ensure proper implementation of gender policy while 24% of the respondents felt it was to a large extent, 14% of the respondents said it was to a very large extent. However, 4% of the respondents felt that operational plans were nonexistent. Absence of an operational plan would hamper the implementation of gender mainstreaming. This could also have been an indication that policies were on paper but the implementation was poor.

4.8 Regression Analysis

Regression analysis was conducted to determine the relationship between the four variables and the implementation of gender mainstreaming as indicated in Table 4.46.

Table 4.46: Regression Coefficient

Variable	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 Constant	1.308	1.297		1.623	0.357
Staff Awareness	0.547	0.352	0.162	4.243	.0267
Resource Mobilization	0.777	0.313	0.077	3.425	.0236
Patriarchy Systems	0.619	0.241	0.144	3.451	.0215
Policy Functionality	0.735	0.147	0.219	3.479	.0281

According to the analysis, the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$) becomes: $Y = 1.308 + 0.547X_1 + 0.777X_2 + 0.619X_3 + 0.735X_4$. The regression equation indicates that taking all the four variables constant at zero, implementation of gender mainstreaming was 1.308. The findings also indicate that taking all other independent variables at zero, a unit increase in staff awareness led to a 0.547 efficiency in the implementation of gender mainstreaming. Also, an increase in resource mobilization led to a 0.777 efficiency of gender mainstreaming. While an increase in patriarchy systems led to a 0.619 efficiency.

Finally, an increase in policy functionality led to a 0.735 efficiency. At 5% level of significance and 95% level of confidence, staff awareness had a beta value of 0.0267 at 5% level of significance; resource mobilization had a beta value of 0.0215 at the same 5% level of significance. Patriarchy systems produced a beta value of 0.0236 at 5% level of significance and policy functionality had a beta value of 0.0281 at the same level of significance. According to the findings, all the four variables were significant ($p < 0.04$) with patriarchy systems being the least significant and policy functionality being the most significant. The study therefore concluded that all the four variables had an influence on the implementation of gender mainstreaming in selected government ministries.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter summarizes the findings, discussions, conclusions and recommendations based on the analysis in chapter four. It also outlines the contribution to the body of knowledge and suggestions for further research.

5.2 Summary of Findings

This section provides a summary of the findings as presented in chapter four of the study. In reference to demographic characteristic, the study sought to establish the respondents' level of understanding and appreciation of gender mainstreaming. The findings indicated that there were more men than women in government ministries as evidenced by 65% of male respondents and 35% of female respondents. Majority of the respondents (39%) were between the ages of 41-45 years. None of the respondents was below the age of 18 years. On marital status, it was established that 60% of the respondents being the majority were married. Moreover, 55% of the informants were university graduates while still 55% had more than 10 years of experience working in the government. Only 6% of the respondents had less than 3 years of experience.

Based on objective one which sought to assess the level of staff awareness on the implementation of gender mainstreaming, 70% of the respondents reported that the government had not adopted a gender mainstreaming strategy. Only 30% of the informants were of the opinion that the government had adopted a gender mainstreaming strategy. 65% of the respondents also reported that there was no gender perspective in decision making. As to the extent to which gender trainings were provided, 71% of the respondents said it was to a small extent. This small extent also applied to 74% of the respondents who reported that a gender perspective had not been integrated into programmes. Based on whether dialogue was facilitated among male employees, 73% of the respondents reported that it was to a very small extent. Furthermore, 97% of the respondents reported that gender issues were not included in staff orientation processes

while 83% reported that capacity building opportunities were not offered to employees to strengthen their knowledge on gender mainstreaming. 61% of them were also not required to report on gender achievements and challenges. In addition, 56% of the informants reported that they did not have the confidence to introduce gender issues at work. 26% adds to the number of those who were undecided on this matter. When asked whether they needed more knowledge on gender mainstreaming, 62% of the informants reported that they needed knowledge on gender mainstreaming whereas most respondents (38%) reported that the area they needed more knowledge on was monitoring, evaluation and reporting in gender mainstreaming.

Regarding objective two which sought to establish the influence of resource mobilization on gender mainstreaming, the findings revealed that resource mobilization had not been achieved by the government as reported by 65% of the respondents. This statement was supported by 48% of the respondents who reported that the government rarely utilized external expertise in terms of gender consultations and technical support. A further 65% of the informants reported that interview panels did not have equal representation in the process of hiring. 52% of the respondents disagreed with the statement that gender related questions were asked during interviews to gauge candidates' knowledge of gender issues. 55% of them also said training opportunities were not offered to female employees to improve their abilities to assume senior positions. 61% reported that the government did not have flexible terms, conditions and benefits for women building their careers. 51% of the respondents also reported that material resources were the ones that were mostly allocate towards gender mainstreaming while 10% reported that technological resources were least allocated. However, 54% of the respondents reported that the government had an internal monitoring capacity in terms of budgetary allocation. In support of this were 57% of the respondents who reported that the government acquired resources for gender mainstreaming from other bodies and a further 70% of the informants reporting that material resources were readily available.

In reference to objective three which sought to establish the influence of patriarchy systems on gender mainstreaming, 75% of the respondents reported that culture determined the role played by men and women. A further 81% of the respondents reported that masculinity or feminism gave more hierarchical value. Moreover 61% said

that more value was given to men's work as compared to women. When asked whether they had been discriminated on the basis of gender, 30% said it happened sometimes while 45% of the informants said it was rare. It was also realized that the government did not do enough to discourage stereotypes as reported by 65% of the respondents. This was in despite of the fact that enough was done to encourage respectful relations as reported by 50% of the respondents.

Furthermore, the extent to which the voice of women was given due importance in planning and decision making was small as indicated by 61% of the respondents. This small extent was also reported on the extent to which awareness was created among male employees on the objectives of gender equality. 48% of the informants reported that supervisors were encouraged to play a role in gender mainstreaming to a large extent. However, when asked whether women had ever been discriminated at the workplace, 45% of the informants being the majority reported that it rarely happened. Moreover 50% reported that the government did enough to ensure respectful relations existed among employees while 62% indicated that female staff had their needs catered for in terms of maternity leave and other special needs to a large extent.

Finally, regarding objective four which sought to determine the influence of policy functionality on gender mainstreaming, 87% of the respondents reported that they had knowledge of gender related policies while 92% of the respondents reported that the government had policies that promoted gender equality and respect of diversity. 49% of the informants reported that the government considered gender mainstreaming policies and programmes to be important while none of them contradicted with this statement. More so, 57% of the respondents reported that the government designed and funded projects to address the problems of women to a large extent. However 60% of the informants reported that amendments to legislation were to a small extent as well as 58% who reported that internal gender audits were conducted to a small extent. Similarly it was reported by 62% of the respondents that annual surveys were conducted to a small extent. Finally 58% of the informants reported that the government maintained an operational plan for gender policy implementation to a small extent.

5.3 Discussions

According to the findings of this study, the process of gender mainstreaming in the government faces quite a number of challenges in terms of level of staff awareness, resource mobilization, patriarchy systems and policy functionality. Based on the demographic characteristics of the respondents, the fact that the number of men exceeded that of women by far called for alarm. It implied that women were not given equal opportunities as men. It is important for people to realize that women are equal to men and that they should be treated in the same way as men with regard to rights, benefits, obligations and opportunities. This way, gender studies argue that women would be enabled to compete on equal terms with men (Aufhauser and Hafner, 2002). Based on the respondents' age, marital status, years of experience and level of education, Moser and Moser (2005) argue that gender mainstreaming means that differences between women and men should never be used as a ground for discrimination rather as partnerships to ensure that both participate equally.

Regarding the level of staff awareness on the implementation of gender mainstreaming, most informants reported that the government had not adopted a gender mainstreaming strategy. This contradicts the statement by Brynard (2007) who says that it is the role of government systems to create conditions that will result in equality in order to balance the unequal starting positions of men and women within communities. He further recommends that people should be equipped with skills, information and knowledge on empowerment. The respondents had reported that the extent to which they were provided with skills necessary for gender integration was small. Walby (2005) further explains that professionals in development projects and programmes need to be provided with skills to assist them on how to plan, design, implement and monitor the development process.

Gender studies suggest that for sustainable development in developing countries to take place, both women and men should have knowledge of gender issues and how they impact their lives (Mama 2007). Most respondents had reported that they needed more knowledge in various areas of gender mainstreaming. As to the extent to which dialogue was facilitated among male staff to encourage positive attitudes towards women, the respondents reported a low extent. According to Eveline and Bacchi (2005), the accent in

gender mainstreaming is on gender, not only on women as a target group but also on men. Based on the fact that some respondents reported that they needed knowledge on collection and analysis of gender data, Rosette (2008) says that gender mainstreaming can be termed as an approach that considers why gender analysis is integral to policies and programmes. Gender awareness and competence should be integrated into development while recognizing that development activities may affect men and women differently due to sexual differences and historic circumstances (Kwesiga and Ssendiwala, 2006).

Regarding objective two on the influence of resource mobilization on gender mainstreaming, the informants reported that they rarely utilize external expertise in terms of consultations and technical support. Singh (2006) says that with the acquisition of basic knowledge and skills, people may demand to be consulted, heard and be involved in programmes. It was also established that there was a scarcity of human resources allocated towards gender mainstreaming. Macdonald (2003) says that human resources form an integral part of implementing gender mainstreaming. Scarcity and lack of proper allocation has a negative impact because at the end, results will not represent the real situation on the ground. When asked whether training opportunities were available to female staff to enhance their competence and improve their abilities to assume senior positions, the respondents disagreed. Walby (2005) explains that professionals in development projects and programmes need to be made aware of the necessary activities and appropriate resources needed in the development process. The respondents further stated that material resources were adequate. This was in accordance to the views of Macdonald (2003) who explains that human and material resources form an integral part of implementing gender mainstreaming. Scarcity and poor allocation has a negative impact because at the end, results will not represent the real situation on the ground

In reference to the influence of patriarchy systems on gender mainstreaming, most respondents disagreed with the assertion that culture determined the roles assigned to women or men. This contradicted Moser and Moser (2005) views. They noted that gender is characterized by a set of arrangements of cultural attributes and roles that men and women play in their daily lives. These sets of arrangements are reflected by structural relationships of inequalities between men and women manifested through roles and

responsibilities and through different values attached to the work performed by men and women. Most respondents further reported that more hierarchical value was given based on masculinity or feminism. This was in accordance to the views by Vlassoff and Moreno (2002) who agree that the work performed by men is valued differently as compared to that performed by women. D'Haese and Kirsten (2006) also explain that gender roles are what a society or culture constructs and prescribes as proper roles, in examples of behaviour and personal identity, wherein that which is associated with women is feminism and with men is masculinity, with the latter given more hierarchical value. Furthermore, most respondents reported that they were rarely discriminated at the work place. This was in accordance with the views of Moser and Moser (2005). They argue that gender mainstreaming means that differences between women and men may never be used as a ground for discrimination. Moreover, the informants reported that men's work was valued and recognized compared to that of women. Tsikata (2007) elaborates this situation by explaining that patriarchal factors impact the process of gender mainstreaming negatively in areas such as those of employment, recruitment and promotion. It also limits organizational efficiency, waste the potential skills of people and harm individuals at personal levels.

The fact that women's voice was not given due importance in planning and decision-making can further be explained by the views of Thomson (2005) who says that various scholars started assessing the oppressive situation of women as the result of traditional societies which are characterized by authoritarianism and male-dominance. The respondents further reported that women's special needs were catered for to a large extent. Manase and makoni (2003) explain that differences exist in men and women's lives and therefore their needs, experiences and priorities are different. It establishes willingness in people to establish a balanced distribution of responsibilities between men and women. The informants also reported that the government did enough to promote respectful relations between employees. Meer and Porter (2005) support this view by explaining that the manner in which men and women relate has an influence on gender mainstreaming. Patriarchy should be challenged and all efforts should be directed towards liberating women (Portier and Schwartz, 2007).

Finally, in reference to objective four which sought to ascertain the level of policy functionality in gender mainstreaming, the findings indicated that most respondents reported on their awareness of gender policies and the designing and funding of projects to address specific problems of women. Rosette (2008) elaborates this situation by stating that it is not fair for the situation of gender mainstreaming to worsen despite the fact that there are policies to deal with problems. She further says that policies should not only respond to gender differences but rather should seek to reduce gender inequality. Rosette further recommended that policy adaptation should be promoted by the desire to overcome the limitations of existing policies, and the need to respond to a changed policy environment. The findings of this study contradict these assertions since it was indicated that the extent to which the government amended legislation was very small.

Verloo and Roggeband (2003) explain that gender mainstreaming usually involves a reorganization of policy processes because existing procedures and routines are all too often gender-blind or gender-biased. This statement contradicts the finding of the study based on fact that the informants reported that amendment to legislation was only to a small extent. These authors further explain that it has been proven several times that gender differentials are not recognized in regular policies, and that assumptions include biases in favor of the existing unequal gender relations. It constitutes a clear example of policy succession or policy adaptation, promoted by the desire to overcome the limitations of existing policies, and the need to respond to a changed policy environment. Objective four can be summarized by the views of Sajid and Kahn (2006) who said that policy gaps in developing countries arise from issues of poor implementation, corruption, lack of co-ordination, ineffective government, centralization and distance of policy makers from practice.

5.4 Conclusions

The challenges facing the implementation of gender mainstreaming call for a serious concern especially in government ministries. The more reason why this study turned a beam light on the subject matter. Regarding demographic characteristics of the respondents, the study concluded that the lack of gender balance was a contributing factor to some of the challenges facing the implementation of gender mainstreaming. Regarding

experience, it was concluded that most respondents were in a position to understand the implication of gender issues since most of them had more than 10 years of experience working in the government and again most of them had university qualifications. Since most respondents were married, it was concluded that most of them were in a better position to appreciate gender mainstreaming given that they relate with both males and females on a more personal level.

Based on objective one, the study concluded that the level of staff awareness was low and hence hindered the process of gender implementation. This was evidenced by failure of the government to adopt a gender mainstreaming strategy which may have been as a result of lack of oversight by the government. This low level of awareness was further linked to the lack of capacity building and gender awareness training which meant that the employees were not equipped with necessary skills and knowledge to facilitate the implementation of gender mainstreaming. This situation could also be attributed to failure by the government to integrate gender mainstreaming into programmes. Furthermore, the fact that dialogue was not facilitated among male employees and gender issues were not included in staff orientation processes could also have contributed to the low level of awareness. This gap was further widened by the fact that most respondents reported that they did not have the confidence to introduce gender issues at the workplace.

Regarding objective two, the study concluded that despite the fact that the government had the capacity to access and mobilize resource, the process was still ineffective in the implementation of gender mainstreaming. The government had an internal monitoring capacity and furthermore, funds were obtained from other bodies for the purpose of gender mainstreaming. In addition, resource materials were adequate. Despite this capacity, government female employees did not get training opportunities to enhance their competence and neither did they have flexible terms, conditions and benefits for women who wanted to build their careers. If all these measures were in place, the process of implementation would be efficient especially when it came it human resource mobilization. The study also concluded that available resources such as material resources which were readily available were not fully utilized. Failure to organize human resources was also reflected in the fact that external expertise was rarely utilized in terms of consultations. Moreover, there was no gender balance in interview panels and there

was no gauging gender knowledge during interviews. The study thus concluded that the government did little to ensure that the right personnel to steer gender mainstreaming were hired. The study had pointed out that human resources were integral for the implementation of gender mainstreaming.

In reference to objective three, the study concluded that patriarchy systems interfered with the implementation of gender mainstreaming despite efforts by the government to discourage. This was linked to the fact that culture determined the role played by men and women and masculinity or feminism gave more hierarchical value. Also based on this was the fact that men's work was recognized as compared to women's work. Despite the fact that the government did enough to promote respectful relations, expressions of stereotypes were still rampant. It was thus concluded that the government was not doing enough in terms of dealing with patriarchy systems all round. Moreover, it was concluded that the government was not keen on the progress of women who are the core of gender mainstreaming given the inequalities they have faced over the years. This is because despite the fact that the government was sensitive to their needs, the voice of women was not considered important in decision making processes. In addition, awareness was not created among male staff on the objectives of gender equality. Probably the government did not see the need. If the government was committed to the process of gender mainstreaming, supervisors would have been encouraged to play a strong role in gender mainstreaming to a large extent. Based on the findings, they were not encouraged to play a strong role in gender mainstreaming processes.

On objective four, it was concluded that despite the existence of gender policies as reported by the informants, their functionality and implementation in gender mainstreaming was still very poor. In support of this statement was the fact that the government considered gender mainstreaming to be an important aspect in its policies and programmes and specific projects were designed and funded to address women's problems. Despite this, there was no amendment to legislation, internal gender audits and annual surveys were not conducted and neither were operational plans functional. In general, the study concluded that gender mainstreaming in government ministries still faced major challenges in terms of awareness, resource mobilization, patriarchy systems, resource mobilization and policy functionality.

5.5 Recommendations of the Study

The findings of this study revealed that the challenges facing the implementation of gender mainstreaming are: lack of staff awareness, poor resource mobilization, patriarchy systems and dysfunctional policies. To eradicate these challenges, the study recommended that capacity building, education and dissemination strategies should be adopted in government ministries. Community sensitization should also be undertaken by the government to change discriminatory cultural practices. Moreover, adequate financial and human resources should be allocated to all ministries for the implementation of gender mainstreaming because no activity would yield any meaningful result without resource mobilization. It was also recommended that the government together with other institutions should claim ownership of the gender mainstreaming process to ensure sustainable resource mobilization. In addition to that, advocacy should be conducted among traditional leaders and authorities to integrate gender issues in their work so as to address all known cultural issues that hinder the implementation of gender mainstreaming. Furthermore, those in the policy and budgetary chain should be educated to ensure gender sensitivity and finally, the government should strengthen collaborations between gender mechanisms and those responsible for implementation of gender policies.

5.6 Suggestions for Further Research

The study suggested that research should be conducted on factors influencing policy formulation in gender mainstreaming as well as factors contributing to female marginalization in projects. A study should also be conducted on the impact of human resource allocation on gender mainstreaming.

5.7 Contribution to the Body of Knowledge

This study contributes to the existing body of knowledge by offering a deeper insight to the challenges facing gender mainstreaming. Most researchers argue that discrimination and gender based violence are the main obstacles facing the process of gender mainstreaming. In contrast, this study has established that lack of awareness, inadequate human resources and dysfunctional policies also hinder the process of gender mainstreaming to a very large extent.

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APPENDICES

Appendix I: Letter of Introduction



UNIVERSITY OF NAIROBI
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SCHOOL OF CONTINUING AND DISTANCE EDUCATION
DEPARTMENT OF EXTRA-MURAL STUDIES
NAIROBI EXTRA-MURAL CENTRE

Your Ref:

Main Campus

Our Ref:

Gandhi Wing, Ground Floor

P.O. Box 30197

NAIROBI

Telephone: 318262 Ext. 120

8th April 2014

REF: UON/CEES//NEMC/18/148


TO WHOM IT MAY CONCERN

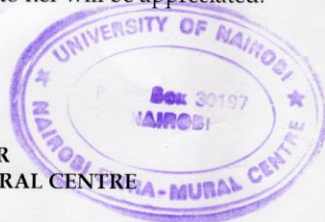
RE: MUYOMI JUDITH NDARI - REG NO L50/83971/2012

This is to confirm that the above named is a student at the University of Nairobi College of Education and External Studies, School of Continuing and Distance Education, Department of Extra- Mural Studies pursuing Master of Arts in Project Planning and Management.

She is proceeding for research entitled "challenges facing the implementation of gender mainstreaming in selected government ministries".

Any assistance given to her will be appreciated.


DR. JOHN MBUGUA
RESIDENT LECTURER
NAIROBI EXTRA-MURAL CENTRE



Appendix II: Questionnaire for Employees

The main objective of this study is to establish the challenges facing the implementation of gender mainstreaming in the Ministry of Planning and Devolution and the Ministry of Labour, Social Security and Services. Instruction for completion:

- i. This questionnaire is aimed at understanding the issues pertaining gender mainstreaming.
- ii. Do not write your name on the questionnaire.
- iii. Please answer the questions as objectively and honestly as possible.
- iv. Place a mark in the spaces provided after each question to reflect your answer the most accurately.

SECTION A: Background Information

1. **Gender:** Male [] Female []
2. **Age:** Below 18 year [] 19 – 25 years [] 26– 30 years []
31 – 40 years [] 41-45 years [] Above 45 years []
3. **Marital status:** Married [] Single [] Divorced [] Separated []
4. **Level of education:** Primary education [] Secondary education []
College [] University []
5. **Years of service in the ministry:** Less than 3 years [] 3 – 5 years []
6 – 10 years [] Over 10 years []

SECTION B: Staff Awareness on Gender Mainstreaming

6. Has your department adopted any gender mainstreaming strategies?
Yes [] No []
7. Is there a gender perspective in the decisions you make?
Yes [] No [] Not sure []

8. The following are some practices in gender mainstreaming. Please indicate the extent to which they apply to you.

1 No Extent 2 Small Extent 3 Large Extent 4 Very large Extent

Statement	1	2	3	4
You undergo continuous gender awareness trainings to encourage the development of correct attitude.				
You are well equipped with the appropriate skills necessary for gender integration in your department.				
Gender perspective is integrated into on-going and future programs.				
Dialogue on gender issues is facilitated among male staff through workshops and seminars, in order to encourage a positive attitude towards women empowerment.				

9. Are gender issues included in the staff orientation processes?

Yes []

No []

10. Does the government offer capacity building opportunities to strengthen your knowledge on gender issues?

Yes []

No []

11. As part of your work do you report on gender related achievements and challenges for instance in reports and other status updates?

Yes []

No []

12. Do you feel confident to introduce gender issues at the work place?

Yes []

No []

Not sure []

13. Do you feel you need more knowledge about gender mainstreaming?

Yes []

No []

Not sure []

14. In which area do you need capacity building in order to address gender issues more effectively in your area of responsibility? Tick one.

a. Basic concepts on; gender, sex, gender mainstreaming []

b. Collection and analysis of gender data []

c. Gender budgeting []

d. Monitoring, evaluation and reporting []

SECTION C: Resource Mobilization in the Implementation of Gender Mainstreaming

15. Does your department have an internal tracking (monitoring) capacity in case of budgetary allocation?

Yes [] No [] Not sure []

16. Does your department have any practice of obtaining resources or grant needed for gender mainstreaming from other bodies?

Yes [] No [] Not sure []

17. Do you make use of external expertise concerning gender in terms of gender consultations or technical support in your department?

Always [] Sometimes [] Rarely [] Never []

18. Are resource materials on gender available to staff?

Yes [] No []

19. The following are statements on commitment to human resource mobilization. Please indicate the extent to which each of the factors is practiced in your department.

1 Strongly Disagree 2 Disagree 3 Agree 4 Strongly Agree

Statement	1	2	3	4
Interview panels formed have equal gender representation.				
Interviews include gender-related questions to assess candidate’s knowledge, ideas and attitudes regarding gender issues.				
Training exposures and other opportunities are provided to female staff in order to enhance their competence and improve their abilities to assume senior positions				
The government has flexible terms and conditions and other benefits to encourage women to join and build their careers				

20. What kind of resources do you have access to in your department?

Financial resources []

Human resources []

Material resources []

Technological resources []

None []

21. Do you think resource mobilization for gender mainstreaming has been fully achieved by the government?

Yes []

No []

Not sure []

SECTION D: Patriarchy Systems (Male Dominance) in the Implementation of Gender Mainstreaming

22. Does culture determines the role played by men and women in your department?

Yes []

No []

Not sure []

23. Do you think masculinity or feminism gives more hierarchical value?

Yes []

No []

Not sure []

24. Is men's work recognized and valued as work by payment, status or political power as compared to women?

Yes []

No []

Not sure []

25. Are women discriminated at the work place on the basis of gender?

Never []

Rarely []

Sometimes []

Always []

26. Does the government do enough to discourage expressions of stereotypes and inequalities?

Nothing at all []

Not enough []

Enough []

More than enough []

27. How much attention does the government pay in ensuring respectful relations between men and women at the work place?

Not at all []

Not enough []

Enough []

More than enough []

28. Please indicate the extent to which each of the following practices is practiced in your department.

1 No Extent 2 Small Extent 3 Large Extent 4 Very Large Extent

Statement	1	2	3	4
Special needs of female staff such as maternity leave, flexibility during pregnancy; post-partum and lactation period and issues related to travel time and work hours are fully considered.				
Due importance is given to the voice of women in all planning and decision making processes.				
Awareness is created among male staff about the objectives of gender equality.				
Supervisors encourage staff to incorporate the concept of gender mainstreaming in all activities ranging from staff appraisals, promotion and transfer.				

SECTION E: Policy Functionality in the Implementation of Gender Mainstreaming

29. Are you aware of any gender related policies (for example in terms of hiring staff or project development)?

Yes [] No []

30. Does the government have any policies that promote gender equality and respect of diversity?

Yes [] No []

31. How important do you think the government considers gender mainstreaming in its policies and programs?

Not important [] Limited importance [] Important [] Very important []

32. The following are some indications of policy functionality. Please indicate to what extent they are functional in your department.

1 No Extent 2 Small Extent 3 Large Extent 4 Very Large Extent

	1	2	3	4
Specific projects are designed and funded to address problems of women.				
Legislation is amended in accordance to gender policies.				
Internal gender audits are conducted in departments in order to identify gaps and take necessary action.				
Annual surveys are conducted to monitor attitude change among staff and take action according to findings.				
Operational plans are developed to ensure proper implementation of the gender policy in which monitoring indicators are established.				

Thank you for your time and cooperation

Appendix III: Interview Schedule for Department Heads

Dear respondent, these interview questions are meant to collect information on a study that is being conducted in your ministry on the topic, “Challenges facing the implementation of gender mainstreaming” in partial fulfillment of my Masters of Arts degree in Project Planning and Management. Kindly answer the questions truthfully. The information given will be treated with confidentiality.

1. For how long have you served as a professional in the government?
2. What is your level of education?
3. Has the government adopted a gender mainstreaming strategy?
4. Is there a gender perspective in all decision-making processes?
5. Is gender awareness training continuously being provided to all staff?
6. Is there funding to ensure proper implementation of gender mainstreaming policy?
7. Are human resource allocated to gender mainstreaming?
8. Does the government have an internal tracking (monitoring) capacity in case of budgetary allocation?
9. Does the government obtain resources or grants, needed for gender mainstreaming from other organizations?
10. Which resources are channeled towards gender mainstreaming?
11. Do patriarch systems have an impact on gender mainstreaming in the government?
12. Do you think culture influences the implementation gender mainstreaming strategies?
13. Does the government consider gender mainstreaming in its policies?
14. Does the government amend legislation?
15. Is there funding to ensure proper implementation of gender mainstreaming policies?
16. What ways of improving the implementation of gender mainstreaming would you recommend?

Thank you for your time and cooperation

Appendix IV: Authorization Letter



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

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Email: secretary@nacosti.go.ke
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When replying please quote

9th Floor, Utalii House
Uhuru Highway
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No.

Date:

NACOSTI/P/14/8092/1362

6th May, 2014

Judith Ndari Muyomi
University of Nairobi
P.O. Box 30197-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on "*Challenges facing the implementation of gender mainstreaming in selected government ministries,*" I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for a period ending **2nd July, 2014.**

You are advised to report to **the Principal Secretaries of the selected ministries, the County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.

Said Hussein
SAID HUSSEIN
FOR: SECRETARY/CEO

Copy to:

The Principal Secretaries
Selected Ministries.

The County Commissioner
The County Director of Education
Nairobi County.



National Commission for Science, Technology and Innovation is ISO 9001:2008 Certified

Appendix V: Research Permit

THIS IS TO CERTIFY THAT:
MISS. JUDITH NDARI MUYOMI
of UNIVERSITY OF NAIROBI, 3675-30100
ELDORET, has been permitted to conduct
research in Nairobi County
on the topic: CHALLENGES FACING THE
IMPLEMENTATION OF GENDER
MAINSTREAMING IN SELECTED
GOVERNMENT MINISTRIES
for the period ending:
2nd July, 2014

Permit No : NACOSTI/P/14/8092/1362
Date Of Issue : 6th May, 2014
Fee Received : Ksh 1,000

.....
Applicant's
Signature

.....
Secretary
National Commission for Science,
Technology & Innovation

