THE PRACTICE OF GENDER MAINSTREAMING IN THE STATE CORPORATIONS AT THE MINISTRY OF ENVIRONMENT, WATER AND NATURAL RESOURCES

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DECLARATION

I declare that this research report is my own original work and has not been presented for an academic award in any other institution higher learning.

Signed: _____   _____

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This research project has been submitted for examination with my approval as the University Supervisor:

Signed: _____   _____

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ACKNOWLEDGEMENTS

DEDICATION

I want to dedicate this project to my deceased parents Mr. and Mrs. Stephen Njoroge for their immense support financially and morally towards my study.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

ABSTRACT

Gender mainstreaming is the consistent use of a gender perspective at all stages of the development and implementation of policies, plans, programmes and projects. It involves simultaneously bringing about institutional change to ensure the empowerment of both women and men through equal participation in decision-making on issues which affect their lives; analyzing all government policies and practices to examine the differential impact they have on men and women; and providing training and capacity building to enhance gender management skills and raise the general level of gender awareness. It is therefore, an essential part of good governance and is critical to ensure that institutions, their policies and programmes respond to the needs and interests of all employees, and distribute benefits equitably between men and women. The objective of the study was to determine the practice of gender mainstreaming in the state corporations in the Ministry of Environment, Water and Natural Resources. The key findings are; Women's access in decision-making has improved since the introduction of the gender policy in year 2000. Secondly, there is a strong representation of women in senior management in the parastatals. 30% is used as the benchmark for organizations use as an indicator for the success of gender mainstreaming and continuous training on gender mainstreaming is the only tool used to capacitate employees in all the organizations. As the situation currently stands there is not a strong enough commitment within the parastatals, beyond numerical targets, to actually create the necessary enabling environment for gender mainstreaming and gender equality. Organizational cultures need to be revisited and changes made to the way we work in order to shape policies and programmes and thereby eliminate those laws, structures and behaviour that allow for gender inequalities to be perpetuated. This requires the development of new skills, working methods and tools, and the changing of attitudes.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Gender mainstreaming was agreed upon as an international strategy at the Fourth International United Nations Conference on Women in 1995, Beijing; ever since, gender mainstreaming has been promoted as an integral part of government policies and programmes in all areas of social and economic development (United Nations, 1995). However, global progress on gender mainstreaming has been uneven; in many countries and there is a still a long way to change both policies and institutions so that they actively promote gender equality (Oluwole, 2010).

Equality between women and men refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. Gender equality is not a women's issue but should concern and fully engage men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-cantered development Walby, (2005).

Gender refers to the social attributes and opportunities associated with being male and female and the relationships between women and men and girls and boys, as well as the

relations between women and those between men. These attributes, opportunities and relationships are socially constructed and are learned through socialization processes and are context or time-specific and changeable. Gender determines what is expected, allowed and valued in a women or a man in a given context. In most societies there are differences and inequalities between women and men in responsibilities assigned, activities undertaken, access to and control over resources, as well as decision-making opportunities Carriger, (2006).

Mainstreaming is a process that brings what can be seen as marginal into the core business and main decision-making process of an institution. The term mainstreaming is derived from the

objective to prioritize gender equality as a development activity. An important element in the mainstreaming strategy is to give attention to gender equality by influencing goals, strategies and resource allocations, and thus bring about real changes in policies, programmes and other activities normative process, and not an end in itself Cida, (2000). Therefore, gender mainstreaming is the systematic inclusion of both women's and men's concerns, experiences and needs throughout the lifespan of any initiative, including projects, policies or programs Jenevieve, (2012).

1.1.1 Gender Mainstreaming

The concept of bringing gender issues into the mainstream of society and in the workplace was established as a global strategy for promoting gender equality in the Platform for Action adopted at the United Nations Fourth World Conference of Women in Beijing in 1995. It highlighted the necessity to ensure that gender equality is a primary goal in all areas of social development (UN, 1995). "Gender mainstreaming" was also defined by DFID (2002) as a commitment to ensure that women as well as men's concerns and experiences are integral to the design, implementation, monitoring and evaluation of all legislation, policies and programmes so that women as well as men benefit equally and inequality is not perpetuated."

Gender mainstreaming is the consistent use of a gender perspective at all stages of the development and implementation of policies, plans, programmes and projects. In public sector, it includes the activities of the public service commission, as well as Human resource Departments' in ministries. It involves simultaneously bringing about institutional change to ensure the empowerment of both women and men through equal participation in decision-making on issues which affect their lives; analyzing all government policies and practices to examine the differential impact they have on men and women; and providing training and capacity building to enhance gender management skills and raise the general level of gender awareness (Republic of Kenya, 2006). Gender mainstreaming is therefore, an essential part of good governance and is critical if the Public Sector wants to ensure that institutions, their policies and programmes respond to the needs and interests of all employees, and distribute benefits equitably between men and women (Moser, et al. 2002).

Gender mainstreaming in the public sector requires a positive enabling environment including political will at the highest level, legal and administrative frameworks that are conducive to gender equality, and sufficient resources for implementation; Where any of these elements is lacking, lobbying, advocacy and awareness rising are necessary on the part of the National Women's Machinery, as well as other interested parties, to bring about the requisite change in consciousness for a suitably enabling environment. Public Service Commission and ministries can play an important role in bringing about this change in consciousness by identifying targets, giving policy advice to stakeholders regarding gender mainstreaming and securing implementation of gender-positive policies. Another key factor affecting progress on gender mainstreaming is the 'enabling environment' of the organisation. It is part of the role of gender advocates to influence their organizational culture through raising the awareness of staff, influencing behaviour, and working with human resources teams on promoting equality at work both policies and institutions so that they actively promote gender equality Beall, (1998).

The gender policy in forestry and environment advocates for programmes that take into considerations on environment and natural resource management issues that concern women, men, girls and boys. The programmes also need to provide information that would contribute to environmental protection and conservation. The policy advocates for environmental issues that affect women directly (Republic of Kenya, 2006). Gender responsive policies are essential in ensuring that there is consistency in not only legislation as relates to Conventional Biological Diversity, but also the institutionalization of effective protection and use of indigenous knowledge, innovations and practices of women's bio-diversity'. The Government realizes that certain environmental issues have specific relevance to women. This could be through the negative effects of some environmental concerns which could have adverse effects on the female population or some special skills and knowledge women could possess in resolving environmental problems. The policy also recognizes that at the subsistence level, women are the main users of domestic energy. It advocates for the use of energy efficient stoves and the modernization of power systems. The policy further advocates the government's inclusion of women in decision making processes on policies, economic instruments and appropriate infrastructures to ensure access to adequate water. There is the realization that there is a strong

link between gender relations, poverty, the environment and development. This therefore calls for the integration of demographic and gender factors into environment impact assessments and other planning and decision making processes to achieve sustainable development (Kaudia et al 2007).

1.1.2 The practice of Gender Mainstreaming in Kenya

In Kenya, gender mainstreaming can be traced back to1976 when the Government of Kenya established a Women's bureau in the Ministry of Culture and Social Services. This was after Kenya's participation in the first UN Conference on Women in 1975 in Mexico. Kenya is a signatory to the Beijing Platform for Action, the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW) and the Millennium Declaration and the Millennium Development Goals (MDGs). At the national level, Kenya has taken concrete steps to ensure systematic gender mainstreaming in the entire development process. It has developed a National Gender Policy for Development and Equality (2000). The Policy provides a coherent and comprehensive overall framework for guiding sectors and agencies involved in gender work. It outlines strategies and actions to be taken in diverse areas, including the economic, poverty and livelihoods; law, political participation and decision-making; education and training, health and the media, Development of a National Commission on Gender & Development Act created (2003) and in 2004, establishment of a National Commission on Gender and Development. The Commission is an oversight body that appraises the performance of the government institutions on matters of mainstreaming gender concerns. It also strengthens National Machineries which support gender mainstreaming and advises the government on all matters related to gender. In 2005, the country established the Ministry of Gender, Children and Social Development (2005). The Ministry's overall objective is to ensure women's empowerment through mainstreaming the needs of women, men, boys and girls in all sectors of development in order for them to participate and benefit from development. In 2006, the Government created a framework for implementation of the Gender Policy, through the Sessional Paper No. 2 of 2006 on Gender Equality and Development. The paper recognizes that development initiatives impact differently on men and women and therefore the importance of assessing potential differential impacts before investments are made. In 2008, a Presidential Directive was issued, requiring a minimum

30 percent threshold for women representation in senior positions in the public service (Republic of Kenya, 2006).

Vision 2030, the framework driving Kenya's development and which aims at making Kenya a "globally competitive and prosperous nation with a high quality of life by 2030, is explicit on gender mainstreaming gender dimension falls under the social pillar. Some of the expected actions under gender, include, the development of a framework/policy to guide mainstreaming activities, secondly identification of gender concerns, needs and priorities and devise ways to address them, thirdly, compliance with the minimum 30% level of women representation in policy and collection of sex disaggregated data to guide programming. The Vision's first Medium Term Plan (2008- 2012) actualizes this by ensuring that mainstreaming gender in all government policies plans and programmes to ensure that the needs and interests of each gender (i.e. women and men, girls and boys) are addressed. Recognizing and acknowledging the various ways in which women make a contribution to the economy and indeed, the society as a whole. This will bring considerable degree of gender awareness in all ministries and government agencies (Magambo, 2010).

1.1.3 The State Corporations in the Ministry of Environment, Water and Natural Resources

The research will cover all state corporations in the Ministry of Environment Water and Natural Resources namely; National Environment Management Authority (NEMA), Water Resources Management Authority (WARMA), Kenya Forestry Service (K.F.S), Kenya Forest Research Institute (KEFRI),Kenya Wildlife Service(K.W.S), National Water Conservation and Pipeline Kenya Corporation(N.W.C.P.K), Meteorological Department (K.M.D),Kenya Water Institute(KEWI), Water Services Regulatory Boards(Tana, Tanathi, Lake Victoria North and South, Rift valley, Coast and Northern Water Services boards, Water Services Trust Fund, National Environment Trust Fund, Lake Basin Development Authority, (LBDA) Kerio Valley Development Authority, Ewaso Nyiro North Development Authority, Coast Development Authority(CDA), Water Appeals Tribunal, Imarisha Lake Naivasha Management Board, Water

Catchment Agency, Kenya Meteorological Training College, Water Catchment Agency and Tana and Athi River Development Authority (TARDA) (Kenyatta U. (2013).

The mandate of the Ministry is to monitor, protect, conserve and manage the environment and natural resources through sustainable exploitation for socio-economic development aimed at eradication of poverty, facilitate sustainable management and development of water resources for national development and ensuring that a clean environment is sustained now and in the future. Natural resource utilization and management follow specific gender patterns. Women and men are differently and impacted by environmental degradation and the related disasters. Tackling these disparities is vital to the attainment of vision 2030 because ultimately improving country environment by targeted gender equity and equality and environmentally sustainable initiatives. Areas of gender mainstreaming include the development of accountability mechanisms; allocation of sufficient resources, attention to gender equality; and strong political commitment and will. (www.environment.go.ke, 2013).

1.2 Research problem

Globally, gender mainstreaming has been proposed method of bringing equality in the participation of men and women and women in development. It is an essential part of good governance and is critical in ensuring that institutions, their policies and programmes respond to the needs and interests of all employees and distribute benefits equitably between men and women to improve productivity (Schalkwyck et al, 1998).

In 2009, gender was incorporated into Kenya's Public Sector Performance Contracting guidelines. State Corporations, Local Authorities, Public Universities and Tertiary Institutions are required to submit quarterly reports on gender mainstreaming efforts to the Ministry of Gender, Children and Social Development. This strategic action is meant to hold organizations and individuals accountable to all aspects of gender mainstreaming. The state corporations under study are required to adhere to the guidelines on the Kenya's Public Sector Performance Contracting and adopted affirmative action in recruitment, training development, promotions deployments and other human resource management functions. The heads of these state

corporations have signed the performance contract and are required to put in place mechanisms to increase the participation of all gender groups in economic, social and political decision process (Republic of Kenya, 2006). In their performance contracts the participating parastatals have indicated and committed to mainstream gender in all their programmes and activities. Thus, gender mainstreaming should aim at bringing about institutional changes that ensure empowerment of both women and men through equal participation in decision-making in the organisation (Strategic Plan, 2008).

Despite global and governmental efforts to embrace gender mainstreaming gaps still exists in public institutions. Kaudia, (2007) assessed the gender balance and responsibilities in the management and use of forest resources. She noted that , there still exists some patriarchal attitude towards empowering women from a number of key institutions; which gives the impression that despite high levels of education, intelligence and accomplishments, women are still considered 'not good enough'. Tiessen, (2007) found out that in Malawi, failures of mainstreaming processes result largely from a masculinity cultural environment that resists attempts within organizations to bring about transformative change. UNESCO, (2010) on a study on mainstreaming gender in the Ministry of Science and Technology policies and programmes established that there is need to mainstream gender into science and technology in Kenya. The sex disaggregated data collected proved that women have played second fiddle in technical employment and science and technical based courses and the eventual performance of women have been minimal. Therefore, this study seeks to address the practice of gender mainstreaming in the state corporations in the Ministry of Environment, Water and Natural Resources. Thus the pertinent research question is: what is the practice of gender mainstreaming in the state corporations in the Ministry of Environment and Natural Resources?

1.3 Research Objective

To determine the practice of gender mainstreaming in the state corporations in the Ministry of Environment, Water and Natural Resources

1.4 Value of the Study

The study will help the gender actors in the public state corporations and other institutions on the practice of gender mainstreaming. It will provide adequate information on the practice and how to improve on its implementation in the public sector.

The study will indicate if the State corporations in the Ministry of Environment and Natural Resources have mainstreamed gender in its operations and policies. This will ensure that the employees benefits from gender mainstreaming in terms of recruitment, promotion, training and in all staff relations to bring about equity at all levels.

The study will help identify the challenges gender specialists face in the organization while implementing gender mainstreaming. These challenges will help the gender focal point officers to develop better policies and frameworks of mainstreaming gender with ease with support from the top managements and all staff.

This information will provide important reference points for scholars and researchers. It will be useful to build the body of knowledge in this area of gender mainstreaming. The information will also assist young scholars on areas to improve on the practice of gender mainstreaming.

The findings and recommendations will form the basis for further research on issues related to gender mainstreaming in the public sector. The findings will highlight the weak areas in the implementation of gender mainstreaming and strengthen the policies and frameworks in place to ensure that the aspirations of both men and women are addressed adequately.

CHAPTER TWO:LITERATURE REVIEW

2.1 Introduction

This chapter will review literature and other related materials on gender mainstreaming.

2.2 Gender Mainstreaming

The Beijing Platform for Action, adopted in 1995, brought the term gender mainstreaming into common usage. It symbolized a move away from conceptualizing women as a separate target group or 'vulnerable group' to a more far-reaching goal of gender equity.   Achieving this goal requires that: 'Governments and other actors should promote an active and visible policy of mainstreaming a gender perspective in all policies and programmes so that, before decisions are taken, an analysis is made of the effects on women and men, respectively' (Beijing Platform for Action 1995, cited in Derbyshire 2002).

Gender Mainstreaming is a globally accepted strategy for promoting gender equality and is a strategy to achieving the goal of gender equality.   It involves ensuring that gender perspectives and consideration are central to all activities; policy development, research, advocacy, legislation, resource allocation, and planning, implementation and monitoring of programmes and projects in all sectors including public service Helen,(2012). Therefore, the ultimate goal of gender mainstreaming is to achieve gender equality through a holistic, comprehensive and multidimensional process to address gender equality in all the activities in Human Resource departments.

2.2.1 Gender Training

Amina, (2006) defined gender training as a range of gender awareness-raising and training activities, starting with the general awareness- raising courses for all the staff including the management and ending with specific training sessions aimed at transferring specialized knowledge on how to put gender equality into practice to specific set of actors. The training has to bring change in policies, strategies, activities. Gender training is the main tool employed to ensure necessary knowledge of actors in policy processes and thus improve gender

mainstreaming. It is therefore, necessary to provide gender awareness training to these staff members so they can effectively gender mainstream in all activities and programmes at the workplace. Suda (2002) concurs that without a coherent and comprehensive framework for guiding mainstreaming within the different sectors and actors involved in development, the goal of gender equality and equity will not be achieved. The overall objective of the training policy is to facilitate the mainstreaming of the needs and concerns of women, men, girls and boys in all sectors of development initiatives and ensure that they participate and benefit from the development process.

According to Kaudia, (2007) a number of measures have been taken to improve the quality and scope of gender training and capacity-building in gender awareness, analysis and planning to be undertaken throughout the ministry structures, and include both more general gender sensitization exercises and substantive, sector-specific training exercises directly related to knowledge gaps identified by policy-makers themselves; gender training is regular and ongoing is a cumulative process, gender training should not be seen as a 'one-off' exercise but should be continuous exercise. In these state corporations Gender Focal Points have been established to support management undertake their roles in implementing gender mainstreaming. Gender Units are staffed with gender specialists. Experience has shown that the mandates, location and resources of Gender Units are critical for ensuring that effective support can be provided. Gender Focal Points are not necessarily gender specialists but are assigned responsibility to promote and monitor the implementation of gender mainstreaming. Gender Focal Points can only function if provided with adequate support and if it is well understood that they are a resource Magambo, 2010.

2.2.2 Human Resource Policies, Programmes and Recruitment Practices

R. Chambers, (1981) found out those existing personnel policies should also be examined from a gender perspective to determine whether they are conducive to advancing gender equality. A useful approach to analyzing government policies is to determine whether they are gender-neutral, gender specific or gender-aware, redistributive, transformative as follows: Gender-neutral policies are those that are seen as having no significant gender dimension. However,

government policies seldom if ever have the same effect on women as they do on men. Thus policies which may appear to be gender-neutral are often in fact gender-blind, and are biased in favour of male because they presuppose that those involved in and affected by the policy are male, with male needs and interests. Gender-aware/redistributive/transformative policies seek to transform existing gender relations by changing the distribution of resources and responsibilities to make it more equitable. These policies are the most politically challenging, because they involve altering the existing balance of power between men and women, but they also go the furthest towards addressing not only practical gender needs but strategic gender interests as well.

According to Derbyshire, (2012) human resource practices have an impact on how women progress into senior positions in the workplace. In general, most of the policies refer to women as a designated group as stipulated in Affirmative Action and Employment legislations. Policies such as maternity leave and paternity leave are seen as examples of policies/ programmes that have a gender focus in them. This negates the fact that many of these are basic conditions of employment that apply to all employees, as stipulated in the Employment Act, 2007. Apart from the maternity leave there are no family friendly policies. In many instances staff are able to use this policy to attend to emergencies, health issues, domestic responsibilities and in this way it was seen as dealing with women's practical needs, albeit very inadequately. Recruitment of women at all levels was seen as a critical aspect of gender mainstreaming which is regulated by the Public Services Regulations and must be in line with Employment Act and Affirmative Action (The Republic of Kenya, 2007).

2.2.3 Gender Analysis

According to Beck, (1999) gender analysis is the process of examining roles and responsibilities or any other situation in regard to women and men; boys and girls, with a view to identifying gaps, raising concern and addressing them; investigating and identifying specific needs of girls and boys, women and men for policy and programme development and implementation. It involves the collection and use of sex disaggregated data which reveals the different status, conditions, roles and responsibilities of women and men. This data is fed into the policy process, to enable assessments of the impact of existing policies and programmes on gender inequalities.

Cida,(2000) affirms that analysis also involves assessing how gender-inequitable power relations may impact on the achievement of a range of development goals including the goal of gender equality. It needs to be both quantitative and qualitative. The data will help to know whether the practice of gender mainstreaming is being practiced effectively and to address the disparities in an organisation

(UNESCO, 2010) The study on mainstreaming gender in science and technology in Kenya established that women are still missing in university management, particularly in positions that enable them to influence the policies and direction of their institutions at either departmental or institutional level. Some challenges faced by women include discriminatory in appointment and promotion criteria, lack of opportunities for further training, resistance from men, hostile work environment, sexual harassment and sex role stereotyping. (Kaudia et al, 2007) established that negative stereotypical and socio-cultural attitudes towards women in Kenya also prevent many women from putting themselves forward to contest elections. A woman's ambition to contest a seat could be regarded as opposition to cultural norms and standards resulting in societal lack of capacity to accommodate women's leadership. Also during elections women candidates are out-maneuvered by their male counterparts who are more economically established and have more access to campaign funding. Lack of financial resources required to sustain campaigns and lower levels of education do not help women candidates to sell them and there have been cases of physical intimidation of female candidates.

2.2.4 Gender Audits

Magambo, (2010) defines gender audit as a planning tool to identify how gender issues are understood and addressed in an organization and to clarify where improvements can be appropriately made. Gender Audits involve an assessment of organizations and its programs. Key areas of focus which include four pillars: namely; a political Commitment Pillar, Technical Capacity Pillar, Accountability Pillar and Organizational Culture. To be successful, any gender mainstreaming strategy must build on all four pillars. She notes that political will is the way in which leaders use their position of power to communicate and demonstrate their support, leadership, enthusiasm for and commitment to working towards gender equality in the

organizations. Secondly, the level of commitment is derived from public pronouncements, commitment of staff time and resources and establishment of needed policies and procedures, among others. This commitment drives the level of ability, qualifications and skills individuals in an organization need to carry out the practical aspects of gender integration for enhanced program quality, and level of institutionalization of gender equitable organizational processes. Accountability on the other hand is about mechanisms by which an organizations determines the extent to which it is 'walking the talk' in terms of integrating gender equality in its programs and organizational structures. Most times, gender work is tucked away in small sections that are under-resourced and too low to have credibility. Therefore, building gender into job descriptions, work plans, performance contracts, strategic plans, and policies, programs and Monitoring and Evaluation systems commits all within the organization to focus and deliver on stated targets. Lastly, a culture that promotes equality provides good environment and ground for gender mainstreaming.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

This study employed a descriptive survey design; this design was considered appropriate for this study because of the need for cross section data on the practice of gender mainstreaming which was the focus of this study.

3.2 Data Collection

Primary data was gathered using structured questionnaires comprising closed and open ended questions from gender focal point officers in all the state corporations within the Ministry of Environment, Water and Natural Resources. The questionnaires were divided into two sections. Part one collected information on the demographic characteristics of the respondents; part two had questions testing the practice of gender mainstreaming in the state corporations within the Ministry of Environment, Water and Natural Resources. The questionnaire will be self-administered that will involve mail survey approach.

3.3 Data Analysis

The data was analyzed using frequencies, mean scores, percentages, variances and standard deviations. Results are presented in tables, graphs and charts.

CHAPTER FOUR:DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

In this chapter, the statistical analysis of the data collected from twelve Human Resource Officers and one Administration officer from the sampled population of twenty three parastatals in the Ministry of Environment, Water and Natural Resources. The findings are explained and discussed in this chapter. The study employed a self-administered questionnaire and interview to collect the data. Data from the questionnaire was quantitative while interview data was qualitative. The collected data was coded and entered into Excel statistical software to build a database. Frequencies, Percentages, cross tabulations, and standard deviations were used to summarize, describe, analyze and present the study findings.

The findings are presented in accordance with the respective objective of the study.

4.2. Response Rate

The research was directed at the practice of gender mainstreaming in all state corporations under the Ministry of Environment, Water and Natural Resources. It was not possible to collect data from the twenty three parastatals. Thirteen questionnaires were completed and returned out of twenty three questionnaires. This is a response rate of 65%.

4.2.1 Gender of the Respondents

Composition of the gender of the respondents was analysed and the results are presented in table one (4.1)

Table 4.1: Distribution of respondents by gender

Gender	frequency	percentage
Male	6	46.2
Female	5	38.5
No information	2	15.4
Total	13	100

Table 4.1 above indicates the gender of respondents who participated in the study are 46.2% of the respondents were male, 38.5% male and 15.4% did not indicate their gender.

4.2.2 Support Staff by parastatal and gender

Table 4.2: Composition of Support staff by parastatal and gender

Parastatals	Male	Female	Total	%Male	%Female
KFS	1972	700	2672	73.80	26.20
KEWI	19	11	30	63.33	36.67
Kenya Meteorological Department	644	37	681	94.57	5.43
Water Towers Agency	6	5	11	54.55	45.45
WSRB	1	7	8	12.50	87.50
NEMA	61	17	78	78.21	21.79
KWS	2107	1191	3298	63.89	36.11
NWCPC	55	110	165	33.33	66.67
WARMA	80	150	230	34.78	65.22
Water Services Trust Fund	11	11	22	50.00	50.00
KEFRI	225	521	746	30.16	69.84
Rift Valley Water Services Board	11	12	23	47.83	52.17
Lake Victoria North Water Services	13	7	20	65.00	35.00
Total	5205	2779	7984	65.19	34.81

KEY

K.F.S-	Kenya Forest Service	WSRB-	Water Resources Regulatory Board
KEWI-	Kenya Water Institute	WARMA-	Water Resources Management Authority
K.W.S-	Kenya Wildlife Service	KEFRI-	Kenya Forest Research Institute
NEMA-	National Environmental Management Authority	N.W.C.P.C-	National Water Conservation and Pipeline Corporation

From data in table 4.2 above it is evident that 65.19% of the parastatals are male offering; general cleaning, letter dispatch, hospitality and other clerical works. This is however, not the

case for WSRB, NWCPC, WARMA and KEFRI where there are more female officers in this cadre.

4.2.3 Technical Staff by Parastatal and gender

Table 4.3: Composition of Technical Staff by parastatal and gender

Parastatals	Male	Female	Total	%Male	%Female
KFS	1100	500	1600	68.75	31.25
KEWI	36	20	56	64.29	35.71
Kenya Meteorological Department	691	74	765	90.33	9.67
Water Towers Agency	7	5	12	58.33	41.67
WSRB	8	4	12	66.67	33.33
NEMA	171	80	251	68.13	31.87
KWS	400	252	652	61.35	38.65
NWCPC	70	50	120	58.33	41.67
WARMA	350	180	530	66.04	33.96
Water Services Trust Fund	7	4	11	63.64	36.36
KEFRI	100	46	146	68.49	31.51
Rift Valley Water Services Board	11	4	15	73.33	26.67
Lake Victoria North Water Services	6	0	6	100.00	-
Total	1857	719	2576	72.09	27.91

KEY

K.F.S-	Kenya Forest Service	WSRB-	Water Resources Regulatory Board
KEWI-	Kenya Water Institute	WARMA-	Water Resources Management Authority
K.W.S-	Kenya Wildlife Service	KEFRI-	Kenya Forest Research Institute
NEMA-	National Environmental Management Authority	N.W.C.P.C-	National Water Conservation and Pipeline Corporation

Table 4.3 above shows that 72% of middle level managers in the sampled parastatals are male. This level of management supervises the implementation of organisation policies as set out by

the top management. Lake Victoria North Water Services has no female representation in the middle level management while Kenya Meteorological Department has 10% female representation. The rest of the respondents are about 30.18% female which is the recommended minimum representation of either gender at all levels of management as part of the affirmative action which is thirty percent (30%).

4.2.3 Senior management representation

Table 4.4: Distribution of senior managers by gender and parastatal

Parastatals	Male	Female	Total	%Male	%Female
KFS	600	141	741	80.97	19.03
KEWI	20	5	25	80.00	20.00
Kenya Meteorological Department	29	1	30	96.67	3.33
Water Towers Agency	6	1	7	85.71	14.29
WSRB	6	5	11	54.55	45.45
NEMA	17	6	23	73.91	26.09
KWS	43	7	50	86.00	14.00
NWCPC	7	2	9	77.78	22.22
WARMA	20	10	30	66.67	33.33
Water Services Trust Fund	6	1	7	85.71	14.29
KEFRI	39	8	47	82.98	17.02
Rift Valley Water Services Board	2	0	2	100.00	-
Lake Victoria North Water Services	8	2	10	80.00	20.00
Total	**803**	**189**	**992**	**80.95**	**19.05**

KEY

K.F.S-	Kenya Forest Service	WSRB-	Water Resources Regulatory Board
KEWI-	Kenya Water Institute	WARMA-	Water Resources Management Authority
K.W.S-	Kenya Wildlife Service	KEFRI-	Kenya Forest Research Institute
NEMA-	National Environmental Management Authority	N.W.C.P.C-	National Water Conservation and Pipeline Corporation

Table 4.4 above indicates that 80.95% of senior managers from the participating parastatals are male. Rift valley Water services board has no woman representative in the senior management

while Kenya Meteorological Department has one female manager out of thirty (30) senior managers. The other organizations have an average of 20.48% women in the senior management. The senior management formulates, reviews organizational policies, guides the organisation and offers leadership on all issues that pertain to the organisation. Thus, low representation of female at this level of senior management could lead to the development of gender insensitive policies.

In general, the representation of female staff decreases as you go higher the management levels as shown in table 4.5

4.2.4 Distribution of Staff across cadre by gender

Table 4.5: Distribution of staff across cadre by gender

Cadre	Male	Female	Total	%male	%Female
Support Services Level	5205	2779	7984	65.19	34.81
Middle level management	2957	1219	4176	70.81	29.19
Senior management Level	797	189	986	80.95	19.17
Total	**8959**	**4187**	**13156**	**68.15**	**31.85**

4.2.3 Gender Representation

Table 4.6: Gender Representation in Committees by gender and parastatal

Parastatals	Male	Female	Total	%Male	%Female
KFS	6	3	9	66.67	33.33
KEWI	20	5	25	80.00	20.00
Kenya Meteorological Department	2	2	4	50.00	50.00
Water Towers Agency	4	1	5	80.00	20.00
WSRB	4	3	7	57.14	42.86
NEMA	3	2	5	60.00	40.00
KWS	11	4	15	73.33	26.67
NWCPC	3	1	4	75.00	25.00
WARMA			0	-	-
Water Services Trust Fund	7	3	10	70.00	30.00
KEFRI	6	2	8	75.00	25.00
Rift Valley Water Services Board	3	2	5	60.00	40.00
Lake Victoria North Water Services	5	1	6	83.33	16.67
Total	**74**	**29**	**103**	**71.84**	**28.16**

KEY

K.F.S-	Kenya Forest Service	WSRB-	Water Resources Regulatory Board
KEWI-	Kenya Water Institute	WARMA-	Water Resources Management Authority
K.W.S-	Kenya Wildlife Service	KEFRI-	Kenya Forest Research Institute
NEMA-	National Environmental Management Authority	N.W.C.P.C-	National Water Conservation and Pipeline Corporation

It is evident from table 4.6 that in all the thirteen (13) parastatals, male staff constitute of least 50% of membership in the heads of department committee. While WARMA did not have a head of department committte, Lake Victoria North Water Services Board had one female out of six members that formed the committtee. WSRB has the highest female representation in the the head of department committee at 42.86%. In aggregate, out of one hunderd and three (103) members of this committtee from all the participating parastatals, only twenty nine (29) were female. The committee is involved in offering leadership, directing, planning and making the stategic plan for the institutions that help in charting the way forward for the organisations.

Table 4. 7 : Gender Composition in Budget committee

Parastatals	Male	Female	Total	%Male	%Female
KFS	3	3	6	50.00	50.00
KEWI	4	1	0	80.00	20.00
K.M.D	4	1	5	80.00	20.00
Water Towers Agency	3	1	4	42.85	25
WSRB	4	4	8	50.00	50.00
NEMA	4	1	5	80.00	20.00
KWS	6	3	9	66.67	33.33
NWCPC	4	1	5	80.00	20.00
WARMA	4	3	7	57.14	42.86
Water Services Trust Fund	7	3	10	70.00	30.00
KEFRI	6	2	8	75.00	25.00
Rift Valley Water Services Board	5	1	6	83.33	16.67
Lake Victoria North Water Services	4	2	6	66.67	33.33
Total	**54**	**25**	**79**	**68.35**	**31.65**

Table 4.7 indicates that the budget committees are also male dominated with male averaging at 68% and female at 32%. This is about the minimum reqirement of 30% of represenatation of either gender in such committtees. Rift Valley Water Services Board has one female out of six members that form the committee while Kenya Meteorological Department,NEMA and NWCPC have one female each out of five. WSRB has a 50/50 Male:Female representation. The budget committee is responsible for planning and prioritization of programmes and policies undertaken by the parastatals.Good representation of either gender is therefore required to ensure that budgets are engendered and take the unique needs of both gender.

Table 4. 8: Gender composition in tender Committee

Parastatals	Male	Female	Total	%Male	%Female
K.F.S	5	1	6	83.33	16.67
KEWI	3	5	8	37.50	62.50
K.M.D	4	1	5	80.00	20.00
Water Towers Agency	4	1	5	80.00	20.00
WSRB	4	4	8	50.00	50.00
NEMA	4	0	4	100.00	-
KWS	5	2	7	71.43	28.57
NWCPC	4	1	5	80.00	20.00
WARMA	8	2	10	80.00	20.00
Water Services Trust Fund	5	2	7	71.43	28.57
KEFRI	8	3	11	72.73	27.27
Rift Valley Water Services Board	3	3	6	50.00	50.00
Lake Victoria North Water Services	6	2	8	75.00	25.00
Total	**63**	**27**	**90**	**70.00**	**30.00**

KEY

K.F.S-	Kenya Forest Service	WSRB-	Water Resources Regulatory Board
KEWI-	Kenya Water Institute	WARMA-	Water Resources Management Authority
K.W.S-	Kenya Wildlife Service	KEFRI-	Kenya Forest Research Institute
NEMA-	National Environmental Management Authority	N.W.C.P.C-	National Water Conservation and Pipeline Corporation

Table 4.8 above indicates that the average female representation in the tender committee is 30 %. NEMA's tender committee has only male members while WSRB and Rift Valley Water Services Board have 50/50 Male:Female representation.

Table 4.9: Gender Composition in training committee

Parastatals	Male	Female	Total	%Male	%Female
KFS	4	2	6	66.67	33.33
KEWI	4	3	7	57.14	42.86
Kenya Meteorological Department	4	1	5	80.00	20.00
Water Towers Agency	3	1	4	75.00	25.00
WSRB	5	3	8	62.50	37.50
NEMA	4	4	8	50.00	50.00
KWS	7	3	10	70.00	30.00
NWCPC	5	1	6	83.33	16.67
WARMA	6	2	8	75.00	25.00
Water Services Trust Fund	5	2	7	71.43	28.57
KEFRI	5	3	8	62.50	37.50
Rift Valley Water Services Board	3	1	4	75.00	25.00
Lake Victoria North Water Services	5	1	6	83.33	16.67
Total	**60**	**27**	**87**	**68.97**	**31.03**

Table 4.9 indicates that the female representation in the trainig committee of the participating parastatal average at 31.3%, which is about the minimum recommended representation of either gender. Nema has the highest female representation in training among the participating parastatals with 50% while Lake Victoria North Water Services Board has the least female representation at 16%.

4.2.4 The practice of gender mainstreaming

Table 4.10:Gender Policy development acrosss parastatals

	No.	Percentage
Yes	6	46.6
No.	7	53.8
	13	100

Table 4.10 above indicates that 4.10 out of the thirteen parastatals sampled (13) that is 46.2% had a gender policy developed that affirmed the organizations' commitment to gender mainstreaming.

Table 4.11: Operational plans for implementation of the gender policy

	Frequency	Percent	Valid percent
Yes	4	30.8	36.4
No	7	53.8	63.6
Total	11	84.6	100
Missing	2	15.4	
Total	**13**	**100**	

Table 4.11 above indicates that four of the parastatals that have developed gender policies have operational plans that guide the implementation of the Gender policy. The plans for the operationalization of the gender policies; include clear allocation of responsibilities and a provision for monitoring and evaluation frameworks within their programmes.

Table 4.12: Management involvement in implementation of gender policy

	frequency	percent
Not at all	1	7.7
To a limited extent	3	23.1
To a moderate extent	5	38.5
To a great extent	3	23.1
To the fullest extent	1	7.7
Total	**13**	**100**

Table 4.12 above indicates the following findings that; one (1) respondent stated that the management does not take responsibility in the development and implementation of gender policy. 38.5% of the respondents felt that their management gets involved only to a moderate extent while only one (1) respondent felt that their management takes responsibility to the fullest extent. The high moderate involvement rates are attributed to the management providing a conducive environment to develop and implement the policy, facilitation of the committee involved in reporting on gender mainstreaming issues and appointing membership to such committees. The moderate rating however indicates that the management involvement is not sufficient to allow for gender mainstreaming.

Table 4.13: Allocation of financial Resources for operationalization of the gender policy

	Frequency	Percent
Not at all	3	23.1
To a limited extent	2	15.4
To a moderate extent	8	61.5
Total	**13**	**100.0**

Table 4.13 above indicates that 61.5% of the parastatals reported that financial resources were allocated for the operationalization of the gender policy and gender mainstreaming activities in general. No respondent felt that gender related activities were funded to the fullest extent. This implies that whereas efforts have been made to finance gender related activities, the funds might not be sufficient to cover gender mainstreaming activities to the desirable extent.

4.2.5 Growth in women representation in Senior management

Table 4.14: Increase of women in senior management in five and ten year's period

Parastatals	2004-2009	2010-2013	Percent increase
KFS	4	6	150
KEWI	0	0	0
KMD	1	1	100
Water Towers Agency	0	0	0
WSRB	0	3	300
NEMA	2	4	200
KWS	2	4	200
NWCPC	1	2	50
WARMA	2	4	200
Water Services Trust Fund	1	1	100
KEFRI	1	2	50
Rift Valley Water Services Board	0	1	100
Lake Victoria North Water Services	0	1	100
Total increase	**14**	**29**	**48.27**

Table 4. 14 above indicates two review periods on increase of women is senior management.The first review period indicates the time when the National Gender Policy for Development and Equality (2000) was developed. The policy provides a framework for guiding sectors in gender work in public sector. The other review period is guided by the Vison 2030 medium term plan that had committed to ensure mainstreaming gender in all government policies, plans and programmes.The current constitution was aslo enacted in the same period.The two periods helped to analyse the changes that have taken place over the last one decade in mainstreaming women in senior management positions.

From table 4.14 above, it is evident that a majority of the participating parastatals increased female representation in the senior management over the two analysis periods i.e. between 2004-2009 and 2010-2013. KEWI did not record any increase or decrease in representation. None of the parastatals recorded a decrease in female representation in senior management. WSRB has the highest increase at 300%. This implies that there has been a progressive efffort among the parastatals to increase female representation in the senior management.

4.2.6: Human Resource practices.

Figure 1.0: Human Resource practices that enhance gender equality
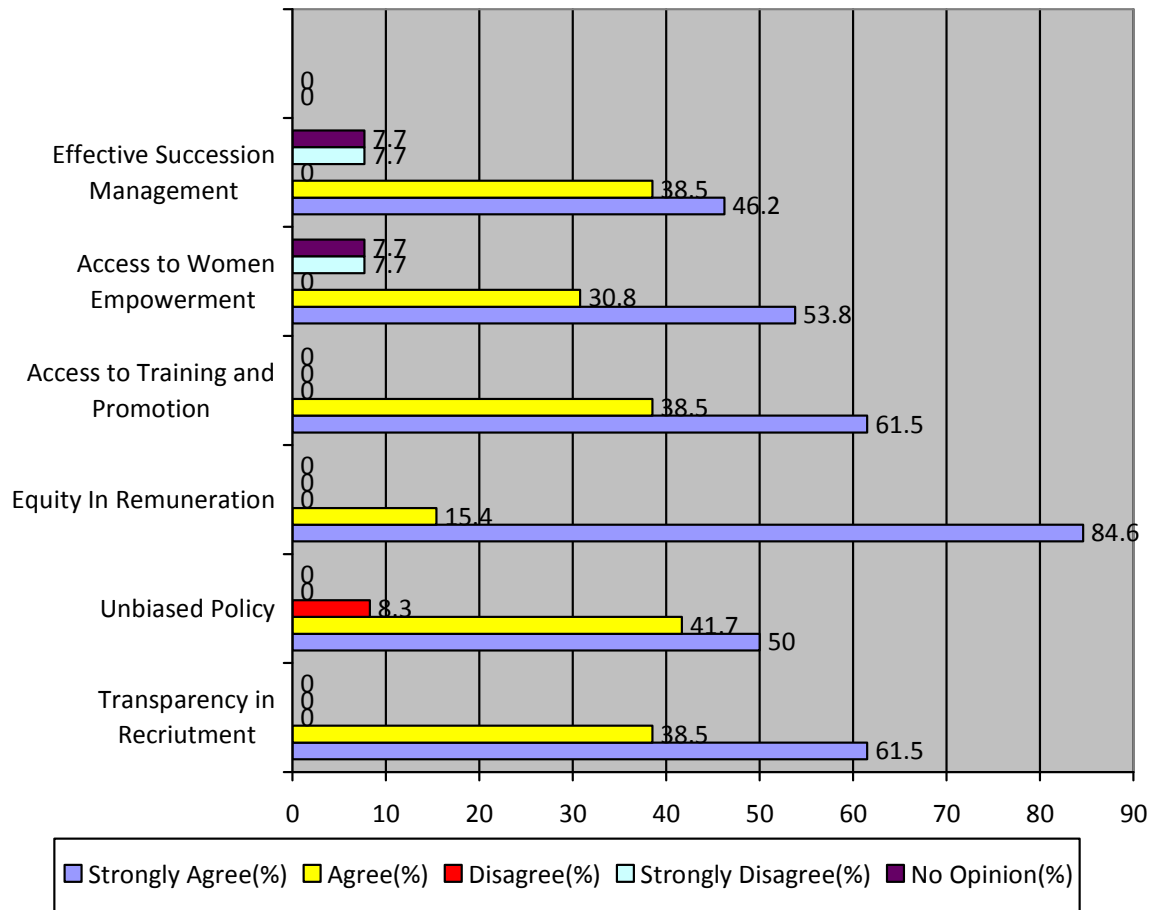
Figure 1.0 above indicates that 46.2.6% of the respondents strongly agreed that succession management was effective in their parastatals while 38.5% disagreed. Some succession management programmes cited as being implemented include; ensuring that all new appointments include 30% of either gender. 30.8% of the respondents stated that there is equity in women empowerment opportunities in the sampled parastatals.

61.5% of the respondents strongly agreed that there is access to training and promotion opportunities and 38.5% agreed. 84.6% of the respondents agreed that there is equity in remuneration and only 15.4% expressed disagreement meaning that there was a general satisfaction with the way affairs of rewarding and promoting human resources were conducted across the state corporations.

50% of the respondents strongly agreed that the there is no bias in the human resource practices in the participating parastatals. There was a general feeling that the processes were transparent as all the respondents gave varying degrees of satisfaction with the recruitment procedures that is; they either "agreed" or "strongly agreed" that the recruitment procedures were transparent. 61.6% of the respondents strongly agreed that is transparency in recruitment in the sampled parastatals.

4.2.7 Family friendly policies

Figure 2.0: Family friendly policies across parastatals

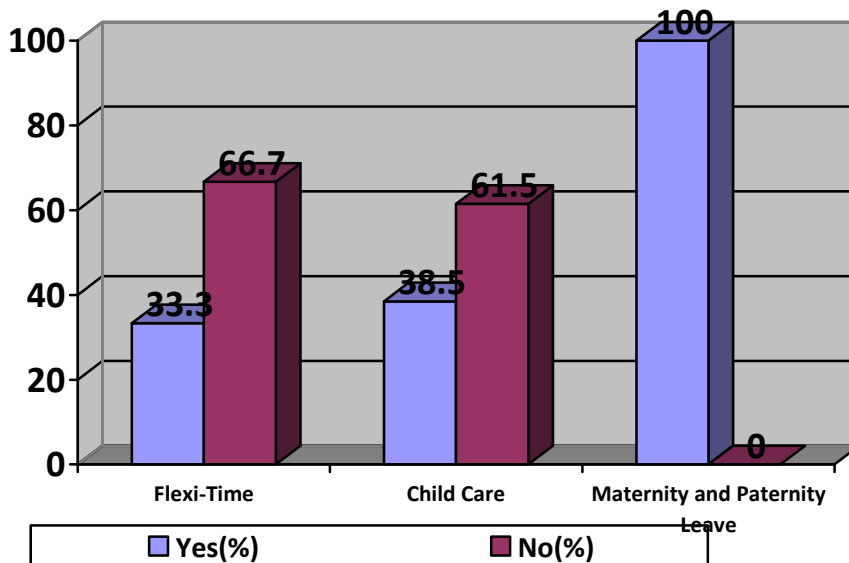Figure 2.0 above indicates that nearly all the sampled parastatals have family friendly policies these included; Flexi time, child care, .maternity and paternity leave. All the sampled parastatals have both maternity and paternity leave at100%. 66.7% of the sampled parastatals indicated that their they had no flexi time and child care programmes in their work places, 33.3% agreed that there was flexi time and 61.5% of the respondents agreed that childcare care facilities were available.

Table 4. 15: Composition of staff trained on Gender Mainstreaming by Parastatals and Gender

	Male			Female		
Parastatals	**Target (Male)**	**Actual Male Trained**	**Success Rate (%)**	**Target Female**	**Actual Female Trained**	**Success Rate (%)**
KFS	100	70	**70.00**	80	60	**75.00**
NEMA	130	50	**38.46**	40	20	**50.00**
NWCPC	100	25	**25.00**	200	50	**25.00**
WARMA	100	40	**40.00**	100	30	**30.00**
Water Services Trust Fund	15	10	**66.67**	10	5	**50.00**
KEFRI	500	200	**40.00**	500	150	**30.00**
KEWI	100	70	**70.00**	150	80	**53.3**
KWS	1000	300	**30.00**	1500	400	**26.7**
Rift Valley Water Services Board	10	5	**50.00**	5	5	**100.00**
Water Towers Agency	0	0	**0**	0	0	**0**
KMD	2000	1200	**60.00**	600	400	**67.00**
WSRB	100	50	**50.00**	50	20	**40.00**
Lake Victoria North Water Services Board	30	15	**50.00**	20	15	**75.00**
Total	**4185**	**2035**	**49.00**	**3255**	**1235**	**38.00**

The participation in the training for male employees was 49% while that of female was 38%. KFS had the highest success rates at 70% and 75% respectively for male and female. Rift Valley Water Services Board met its training target for female to 100% while NCPWC recorded the lowest success rates at 25% as presented in table 4.15 above.

Table 4.16: Gender Sensitive behavior among Staff across parastatals

Factor	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	3	23	23	23
Agree	9	69.2	69.2	69.2
Missing	1	7.7	7.7	7.7
Total	**13**	**100.0**	**100.0**	**100.0**

Table 4.16 above indicates that 69.2% and 23.1% of the respondents' strongly agreed and agreed respectively that language used, jokes and comments made in the organizations are gender sensitive.

Table 4.17: Sexual harassment policy among staff across parastatals

Factor	Frequency	Valid Percent	Cumulative Percent
Yes	8	61.5	61.5
No	5	38.5	38.5
Total	**13**	**100.0**	**100.0**

Table 4.17 above indicates that 61.5 % of the respondents agreed that their parastatals have policies to prevent and adresss sexual harrassment while 38.5% of the respondents indicated that there is no policy to address sexual harrassment among staff.

Table 4.18: Factors that affect effective implementation of gender mainstreaming

Obstacle	Rank
Lack of support from senior management	1
Lack of financial resources for gender programming	2
Lack of staff training on gender	3
Lack of gender analysis tools	4
Low organizational priority for gender issues	5
Office culture/environnent	6

Table 4.18 above indicates that support from senior management was identified as the most impending factor by the respondents and office culture/environment was identifed as the least impending factor in implementation of gender mainstreaming the sampled parastatals.

4.3 Discussion

4.3.1 Gender representation

The analysis indicates that most employees in the lower cadres are women and have the highest number at the lower levels which tends to decrease as they climb up the ladder in the sampled parastatals. All the sampled committees indicate that majority members are men who are also head of departments. However, there has been an increase in representation of women at all levels of management in the last ten years since the introduction of the gender policy in 2000. A study done by UNESCO in 2008 in the Ministry of Science and Technology in Kenya found that in Egerton University there increased employment of female staff in the University management. This is therefore, is consistent with the findings of this study that there is an increase of women in senior management since the introduction of the gender policy.

4.3.2 Gender policy

One third of the parastatals surveyed had developed their own gender policies to address a variety of issues that would impact on the empowerment of women in their departments. The policies are then mainstreamed into the day to day activities and other programmes within the institutions. The legal and regulatory framework is an essential tool towards the empowerment of women to enable them advance to senior positions and be part of decision making. Without this framework, there are no measures to guide or enforce gender equality. All Government departments are guided by, and operate within, the legal framework provided by the range of Acts, agreements and policies. A wide range of policies were identified by departments as being relevant to, and assisting them with gender issues.

4.3.3 Management commitment to gender mainstreaming

Senior management gets involved only to a moderate extent among the sampled parastatals. A study done in Kenya on Gender mainstreaming in the gender balance and responsibilities in the management and use Forest Resources by Kaudia in 2008 found that senior managers do not provide an enabling environment for gender mainstreaming. In addition they also do not attend programmes because there is either no time or no interest and so they do not improve their own conceptual understanding of the subject. These findings are consistent with this study that found out the management only get involved to a moderate extent.

4.3.4 Allocation of financial resources for gender mainstreaming activities

Most of the respondents in the participating parastatals reported that inadequate financial resources were allocated for the operationalization of the gender policy and gender mainstreaming activities in general. A study by UNESCO on gender mainstreaming in the Ministry of Science and Technology in 2008 found that at the University of Nairobi there is lack of full support from the top management and budgetary allocations are also inadequate. This implies that whereas efforts have been made to finance gender related activities, the funds might not be sufficient to capacitate gender issues.

4.3.5 Recruitment processes that enhance gender mainstreaming

In all the parastatals, recruitment takes place according to the Employment Act and equity targets as informed by each organisation's plans although there is a directive that thirty percent (30%) of new appointments should be of either gender. All the sampled organisations strongly agreed that the recuitment processes are transparent and not biased in relation to race or sex. The findings also indicated that women are paid the same as men and both are given equal opportunities in terms of promotion and training opportunities.

4.3.6 Family friendly policies

There is both maternity and paternity provision in all the parastatals sampled.The only provision allowing for women's practical needs such as attending to a sick child is by taking compassion leave provided for in the Code of Regulations, 2006. Apart from this, there are no family friendly policies. Flexi-time is not supported in most departments. However, in a study done in 2006 in South Africa Public Service, it was noted that individual managers tend to use their prerogative in deciding who they allow to use flexi-time because there is lacks a policy. Therefore, there is need to develop a policy on flexi time to avoid abuse by managers.

4.3.7 Gender sensitive behaviour and Sexual Harassment Policy

All the parastatals that participated encourage gender sensitive behaviour at the work place. The language used, jokes and comments made are sensitive to the feelings of both gender. More than half of the respondents reported that their parastatals had policy or procedures to prevent and address sexual harassment. However, implementation of the policies was not as successful with a key challenge being the ability to effectively integrate such policies into overall organisational plans, programmes, and other processes.

4.3.8 Training on gender mainstreaming

Gender mainstreaming training is organised in all the parastatals but the targets set are not achieved because inadequate financial resources are allocated to the activity. Senior managers do not attend training programmes because have no interest and therefore they do not improve their

understanding on the concept. In a study on use of Forest Resources by Kaudia, (2008) found that there is lack of information on how to mainstream gender into organisations programmes. Therefore, more training is required to sensitize senior managers and more officers on gender mainstreaming issues and how to engender activities and programmes in the institutions.

4.3.9 Factors affecting implementation of gender mainstreaming

Factors that influence the practice of gender mainstreaming in the participating parastatals include lack of support from senior management, inadequate financial resources, lack of training funds, office culture/environment, gender analysis tools, low organisational propriety of gender issues. The findings indicated that support from top management was identified as the most impeding factor and organisation culture as the least impending factor across the participating parastatals.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMEDATIONS

This chapter provides a summary of the findings from this study. It also provides recommendations for strengthening the practice of gender mainstreaming in the parastatals.

5.1Summary

In Kenya, gender mainstreaming can be traced back to1976 when the Government of Kenya established a Women's bureau in the Ministry of Culture and Social Services. At the national level, Kenya has taken concrete steps to ensure systematic gender mainstreaming in the entire development process. It has developed a National Gender Policy for Development and Equality (2000). In 2008, a Presidential Directive was issued, requiring a minimum 30 percent of either gender in all new appointments. The Vision's first Medium Term Plan (2008- 2012) actualizes this by ensuring that mainstreaming gender in all government policies plans and programmes to ensure that the needs and interests of each gender (i.e. women and men, girls and boys) are addressed. Recognizing and acknowledging the various ways in which women make a contribution to the economy and indeed, the society as a whole. This will bring considerable degree of gender awareness in all ministries and government agencies threshold for women representation in senior positions in the public service.

Gender profile has improved since the introduction of the gender policy in 2000. There are more women in senior management and leadership positions in Public Service. It was noted that the recruitment processes are transparent, not biased in relation to race or sex. Women are remunerated the same as men and that both men and women are given equal opportunities in terms of appointment, promotion and training opportunities

The policies in place seek to address issues that impact directly or indirectly on the empowerment of women such as; Addressing the attitudes and behaviour of individual, group and institutional practices that are discriminatory and entrench the traditional stereotyping of males and females which impacts negatively on their growth and development. They should also ensure that all decision-making processes are informed by gender considerations which impact

proactively on future practices and they will align policies, practices and procedures in all institutions, and programmes with the national legal framework of the Government that is signatory to many international declarations..

Gender should be incorporated into departmental strategic plans with clear activity plans and indicators. If departments are to mainstream gender, visible mechanisms to co-ordinate and monitor the implementation of gender-related plans of action need to be put into place. Gender mainstreaming activities and programmes must be included in budgeting processes.

5.2 Conclusions

Gender mainstreaming takes time, resources, skill, and persistence. Success depends on the skills, resources, and influence of internal gender advocates, together with the effect of external influences and a good enabling environment of the organisation. The situations, roles, responsibilities and priorities of men and women differ in many ways that are relevant to the policy and programmatic choices of the public sector. A policy that assumes that all people are affected by policies or programs in the same way can overlook the different physical, social and economic positions and life experiences of women and men. Gender mainstreaming requires gender-sensitive public policy and must be a comprehensive process within all sectors of government.

Worth noting is that women's access to decision-making positions has improved since the introduction of the gender policy in year 2000. There is also strong representation of women at all level of management of the parastatals sampled. The challenge is to increase support from senior management and allocate more financial resources in order for organisations to be more responsive to gender issues. This will help to reduce the gender disparities across the various cadres in organisations.

Through this project it is evident that the government believes that it has finally put the rest the notion that gender mainstreaming is all about setting and achieving numerical targets. Much more needs to be done to ensure the empowerment of women in the workplace besides putting policies and a process in place are just but one strategy that needs to be strengthened. Of more

importance is to change attitudes and thereby create the commitment to operationalise such policies and processes in the work place.

5.3 Recommendations

In order to change the gender profile of parastatals especially at senior levels where women are underrepresented, it is proposed that recruitment should specifically target women for senior positions within a set period of time. A tracking system to follow the movement of women into senior management should be developed to assess after a period of time whether women are promoted and advanced to senior management.

It should be compulsory for all senior managers to be capacitated to enhance their gender management skills and raise the general level of gender awareness. Unless the organisational culture changes to ensure the empowerment of both women and men through equal participation in decision-making on issues which affect their lives, gender equality will not happen. A change process should be implemented and it is not a one off event but must address the key organisational culture issues and attitudes that affect gender mainstreaming. It becomes important to change the hearts and minds of all employees in order to change the attitudes of men towards women.

Institutions, government departments and organizations should develop budgeted gender Action Plans in all their programmes. Such action plans should detail what is to be done during recruitment, training opportunities, performance management and promotions and retentions of staff and will aid systematic application of gender mainstreaming.

It is also recommended that at all levels, mechanisms like having positions of gender focal point, gender department and supportive tools for gender reporting should be instituted. This will help to strengthen and make more staff gender aware because the focal point will provide the relevant information and capacitate staff.

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APPENDIX

Appendix 1: Questionnaire

This questionnaire has been designed to gather information from the gender focal point officers on the in all state corporations within the Ministry of Environment, Water and Natural Resources and is meant for academic purposes only. Please complete each section as instructed. All the information in this questionnaire will be treated in confidence.

<u>**Section A: Background Information**</u>

1. Position in the in the organization…………………………………………………………

2. What is your gender? (Please tick as appropriate)

   a) Male   (   )   (b)   Female   (   )

3. Please indicate your Department/Parastatal
   a) Kenya Meteorological Department (K.M.D)
   b) Water Resources Management Authority (WARMA)
   c) Kenya Forest Service (K.F.S)
   d) Keya Forest Research Institute (KEFRI)
   e) Kenya Wildlife Service (K.W.S)
   f) National Environment Management Authority (NEMA)
   g) Tana Athi River Development Authority (TARDA)
   h) National Water Conservation and Pipeline Kenya (N.W.C.P.C)
   i) Kenya water Institute (K.EW.I)
   j) Water Services Regulatory Board (W.S.R.B)
   k) Water Towers Agency
   l) Coast Development Authority(C.D.A)
   m) Net Fund
   n) Kerio Valley Development Authority
   o) Water Catchment Agency
   p) Ewaso Nyiro North Development Authority

q) Imarisha Lake Naivasha Management Board

r) Lake Victoria North and South Services Board

s) Coast Water Services Board

t) North Water Services Board

u) Rift Valley Water Services Board

v) Water Services Trust Fund

w) Water Appeals Tribunal

4. (a)Number of employees in your department/parastatal

a) Below 180   (   )   c) 360 – 540   (   )

b) 180 - 360   (   )   d) Over 540   (   )

5. (a)What is the female /male ratio of employees across job groups?

	Support services JG 'G' and below	Middle level management JG 'K-N' or equivalent	Senior management (JG P' and above or equivalent
Male			
Female			

(b) What is the female /male ratio representation among the committees in the organization?

	Head of Department Committees	Budget Committee	Training Committee	Tender Committee	Any Other
Male					
Female					

Section B: The practice of gender mainstreaming

1. Does the organization have a written gender policy that affirms a commitment to gender equity? Tick as appropriate

        a) Yes

        b) No

        c) I don't know

1(b) if your answer to the above question is yes. Which areas does the policy address?

        ……………………………………………………………

        ……………………………………………………………

        …………………………………………………………….

        …………………………………………………………..

        ………………………………………………………

2. Does the gender policy have an operational plan that includes clear allocation of responsibilities and time for monitoring and evaluation? Tick as appropriate.

        a) Yes

        b) No

        c) I don't know

3. Is gender mainstreaming taken into account during strategic planning in organizational activities?

    a) [ ] yes

    b) [ ] no

    c) [ ] I do not know

(b) If your answer to the above question is yes please name the activities/programmes in the organisation that incorporate gender mainstreaming?

        ....

        ....

        ....

        ....

        ....

4. The management takes responsibility for the development and implementation of the gender policy.

    a) [ ] not at all

    b) [ ] to a limited extent

    c) [ ] to a moderate extent

    d) [ ] to a great extent

    e) [ ] to the fullest extent

5. Are financial resources allocated for the operationalization of the gender policy at all levels?

    a) [ ] not at all

    b) [ ] to a limited extent

    c) [ ] to a moderate extent

    d) [ ] to a great extent

    e) [ ] to the fullest extent

6. Has there been an increase in the representation of women in senior management positions? Please fill the table below to indicate the increase over the past ten years.

Time	2004-2009	2010-2013
No. of women in senior positions		

7. Do recruitment and promotion practices enhance gender equality in employment? Please fill the checklist below using the following **key; 1- Stronglyagree,2-Agree,3-Disagree, 4-Strongly disagree, 5 -No opinion**

Item	1	2	3	4	5
a) Are recruitment procedures transparent and give equal opportunities to both men and women					
b) Are there policies that guide the recruitment process to avoid bias based on sex, race and ethnicity?					
c) Are women equally remunerated as men					
d) Do women have equal access to training and promotion opportunities?					

e) Is the succession management process in place effective?					
f) Are there opportunities that contribute to empowerment of women?					

8. Are there family friendly policies available in the organization?

Item	Yes	No
Flexi- time		
Child care for men and women		
Paternity Leave		
Maternity Leave		
Name any other.............................		

9. Is gender awareness included in performance contracts?

     a) [ ] not at all

     b) [ ] to a limited extent

     c) [ ] to a moderate extent

     d) [ ] to a great extent

     e) [ ] to the fullest extent

10. (a) Is there training of staff in gender and awareness and sensitization?

     a) Yes

     b) No

     c) I do not know

(b)If your answer to the above question is yes what is the number of staff trained in the last financial year.

	Target for the year	No. of staff Trained
Male		
Female		

11. Is there training of senior management and other senior committees in institutionalizing gender into the management of the organization?

     a) [ ] not at all

b) [ ] to a limited extent

c) [ ] to a moderate extent

d) [ ] to a great extent

e) [ ] to the fullest extent

12. Does the organization encourage gender sensitive behavior, for example in terms of language used, jokes and comments made? Tick as appropriate

a) [ ] not at all

b) [ ] to a limited extent

c) [ ] to a moderate extent

d) [ ] to a great extent

e) [ ] to the fullest extent

13. Does the organization have policy or procedures to prevent and address sexual harassment? Tick as appropriate

a) yes

b) No

14. The following are some of the obstacles that may hinder the incorporation of gender mainstreaming in planning, implementation and evaluation. From your experience based on your work, rank the obstacles from the most impeding (1) to the least (6)

Obstacle	**Rank**
Office culture/environnent	
Lack of financial resources for gender programming	
Lack of staff training on gender	
Lack of gender analysis tools	
Lack of support from senior management	
Low organizational priority for gender issues	
Other, Explain ………………………………………………………	