

**CHALLENGES FACING THE IMPLEMENTATION OF GENDER
POLICY AT THE MUNICIPAL COUNCIL OF MAVOKO**

BY:

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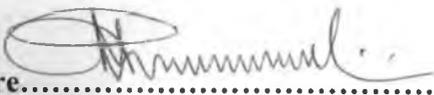
**A PROJECT REPORT SUBMITTED TO THE INSTITUTE OF
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FULFILMENT OF THE DEGREE OF MASTER OF ARTS IN GENDER
AND DEVELOPMENT STUDIES AT THE UNIVERSITY OF NAIROBI**



NOVEMBER, 2012

DECLARATION

This research paper is my own original work and has not been presented to any other institution for the award of a degree.

Signature..........Date.....30/11/2012.....

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This research project has been submitted for examination with my approval as the university supervisor.

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DEDICATION

This project paper is dedicated to my late grandmother, Kalewa who bought me my first leather shoes when I was joining form one. She lived by example and showed me the way. She laid down a firm foundation and I build on it. In addition, I dedicate this project paper to my late father who set the strong foundations of my academic journey. He never failed me.

ABSTRACT

The development of a gender mainstreaming policy by the Municipal council of Mavoko was culminated by the persistent discrimination of women and inequality between men and women globally and locally. The policy was meant to promote gender equity and equality. The policy was developed to address gender needs and concerns in the council. This study was conducted with the aim of understanding the challenges the Municipal Council of Mavoko may be facing in the implementation of its gender policy. The study has borrowed heavily from the council's gender policy specifically the issues the council has committed to undertake to mainstream gender at the workplace. The study collected data through extensive literature review and analysis of the relevant secondary literature. Later, a questionnaire was administered to 76 respondents who included the councilors, chief officer and junior employees of the Municipal Council of Mavoko. The councilors and the chief officers were automatically included in the sample population because they were few in number. The junior staffs were selected using stratified simple random sampling. From the study findings, staff promotion and fair labor practices were the strongest challenges facing the implementation of gender policy at the Municipal Council of Mavoko. Sexual harassment at the work place was the least challenge. It was also interesting to note that, majority of the respondents were non-committal on whether commitment by the top management was a challenge.

LIST OF ACRONYMS AND ABBREVIATIONS

CEDAW	Convention on all Forms of Discrimination against Women
GAD	Gender and Development
MCM	Municipal Council of Mavoko
MDGs	Millennium Development Goals
UN	United Nations

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CHAPTER ONE

BACKGROUND TO THE STUDY

1.1 Introduction

The United Nations declaration of 1986 recognizes that development is a comprehensive economic, social and cultural process which aims at constant improvement of the well-being of the entire population. It was against this background that gender mainstreaming started as a women issue where the focus was integration of women in development popularly known as (WID). This was due to realization that for a long time women had been marginalized, ignored and discriminated in all aspects of life due to patriarchal system.

In 1990s, there was a shift from women in development (WID) to gender mainstreaming which was prompted by the realization that there were constraints that acted as glass ceiling and needed to be broken to make some progress for women freedom and empowerment. Glass ceiling raised a lot of popularity during the Beijing Conference of women in 1995.

In the late 1990s, a new approach known as gender and development (GAD) was introduced. This approach was seen as appropriate in gender mainstreaming for rapid integration of women into mainstream development. GAD advocated for total gender equality for both men and women. The third Millennium Development Goal (MDG) also aims at promoting gender equality and empowering of women by all governments. Although efforts have been made, only a few countries have put workable mechanisms to achieve this goal. Other International organizations such as Convention on all forms of Discrimination against Women (CEDAW) and FEMNET were also involved in promoting the welfare of women.

Like many African countries, Kenya has made various attempts and efforts to address gender disparity. The ultimate goal is to mainstream gender in all aspects of life; political, governance,

1.2 Statement of Problem

The Municipal Council of Mavoko developed and launched its gender policy in January 2010. The main purpose of the policy is to address gender needs and concerns in the Council. The policy was to serve as reference to tackle the challenges by developing work place programs to facilitate effective and planned response. However, two years later there has been minimum impact. It is against this background information that this study sought to identify the challenges facing the council in the implementation of the gender policy.

1.3 Research Questions

Research questions played an important role in guiding the study and in identifying the challenges facing implementation of gender policy at the Municipal Council of Mavoko.

- a) What are the challenges facing the implementation of Gender policy at the Municipal Council of Mavoko?
- b) How are the challenges hindering the implementation of gender policy at the Municipal Council of Mavoko?

1.4 Research Objectives.

1.4.1 General Objectives

The general objective is to identify challenges facing the implementation of gender policy at the Municipal Council of Mavoko.

1.4.2 Specific Objectives

1. To identify the challenges facing implementation of gender policy at the Municipal Council of Mavoko
2. To assess how the challenges hinder the implementation of the Gender policy at the Municipal Council of Mavoko.

1.5 Justification of the Study

This study identified the challenges responsible for failure in the implementation of gender policy at the Municipal Council of Mavoko. In addition, the study will provide useful information to other local authorities, county governments and other government institutions that may be facing similar challenges in the implementation of gender policy in their work places. The study has also recommended possible solutions to the identified challenges based on the findings. Lastly, the findings of this study will be useful to other researchers in the field of academics.

1.6 Scope and Limitations of the Study

This research was carried out at the Municipal Council of Mavoko. Mavoko is one of the few local authorities that have been able to develop a work place policy on gender mainstreaming. The council has a population of 243 staff members. The study was limited to Council members of staff and the civic leaders who are responsible for formulation of policies in the Council. The research was mainly concerned with identification of challenges facing the implementation of the gender policy at the Municipal Council of Mavoko.

As it was anticipated however, various constrains presented themselves during the study such as lack of sufficient funds to carry out a comprehensive study, lack of willingness to volunteer relevant and useful information or even volunteering false or fake information by the respondents, illiteracy and lack of adequate time.

Measures were put in place to deal with the constraints and increase the validity of the study findings. This included application of different methods and instruments in data collection to suit individuals in the sample population. In addition, careful selection of the sample population was

observed. Furthermore, attempts to use simple, easy to understand verbal and written communication was also applied.

1.7 Definition terms.

Gender- This refers to the socially determined power relations, roles, responsibilities and entitlement for men and women: boys and girls.

Gender Mainstreaming- This is the consistent integration of gender concerns in to the design, implementation, monitoring and evaluation of policies, plans, programs, activities and projects at all levels.

Gender Equity – This refers to the practice of fairness and justice in the distribution of benefits, access to and control of resources, responsibilities, power, opportunities and services. It is essentially, the elimination of all forms of discrimination based on gender.

Gender Equality – refers to equal treatment of men and women, boys and girls so that they can enjoy the benefits of development including equal access to and control of opportunities and resources.

Gender Discrimination – This refers to unequal treatment of individuals, groups based on their gender that result into reduced access to or control of resources and opportunities.

Gender Parity – This is a numerical concept referring to equal number of girls and women, boys and men relative to their respective numbers in the population.

Gender Analysis – This is the process of examining roles, responsibilities, or any other. It also refers to the process of identifying technologies or skills gaps.

Gender Responsiveness – Refers to action taken to correct gender imbalance.

Gender Roles – These are socially assigned roles and responsibilities as opposed to biologically determined functions.

Gender Sensitization - This is the process of developing people's awareness, knowledge and skills on gender issues

Gender Stereotyping – is the assigning of roles, tasks and responsibilities to men and women, boys and girls on the basis of pre-conceived prejudices.

Sexual Harassment – unwelcome acts of sexual nature that cause discomfort to the targeted person. These include words, persistent requests for sexual favors, gestures, touch, suggestions, coerced intercourse or rape.

Gender Based Violence – refers to violence meted out to people belonging to a given gender

Sex Disaggregated Data – is the classification of information on the basis of sex that is male or female.

Empowerment – this can be defined as self-strength, controlled, self-power or self-reliance, own choice, to live a life of dignity in accordance with ones rights. It also means independence or being free.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section reviews the literature that is related to this study. The literature will be obtained from various sources such as textbooks, internet, journals, newspapers etc.

2.2 Literature Review

In order to avoid duplication while developing a logical framework for the study, as a researcher, i was able to link up with various institutions such as the National Gender and Equality Commission which is mandated to ensure gender equity and gender equality at all levels to establish what they have been able to do towards addressing challenges facing gender mainstreaming in the government institutions and particularly in local authorities. The researcher was able to read widely on publications related to gender issues such as (National Gender and Development Policy of November 2000), developed by the Ministry of Gender, Culture and Social services to establish whether the policy has been able to identify and address challenges facing implementation of gender policy in local authorities such as Mavoko and other government institutions.

Kenya in its efforts to address gender disparity has come up with various policies, legislations, programs and strategies. It is through these policies framework where social injustices such as gender discrimination, marginalization and gender based violence can be addressed. Adepoju and Opprong argue that “issues related to women in development are now at the top of policy and research agenda. They continue to say that policy makers are now increasingly realizing that development, social and population objectives cannot be attained unless the crucial role women played in economic development is recognized and taken into

account.” (1994:64). Development of policies that address social issues affecting both men and women is crucial, but implementation is what matters most.

Martin and Joann also argue that, “policy process should be gender sensitive taking into account the roles and responsibilities of women and men. They continue to argue that the policy process should be participatory and inclusive and allow for policies to be developed through consultation”. (2004:202). Barbara and Najma points out that “women’s isolation from the state establishments excluded them from such politically tinged economic opportunities and this distance still influences women’s personal choices and political engagement today”. (2007:419)

The gender policy developed by the Municipal Council of Mavoko starts by admitting that every institution is faced with very many challenges that are likely to affect living and working in this institutions and that the challenges are not uniform since they have gender and sex connotation. The policy also highlights pertinent gender issues and concerns such as relationships at work place, employment opportunities, staff training, seminars and workshops, promotions, rewards and sanctions.

The guiding principles listed in the policy include; non-discrimination, gender equality, fair labor practices, work place ethics among others. The main objective of the policy is address gender needs and concerns at work place. Specifically, the policy aims at; appreciating gender issues, creating awareness, exploring personal needs, ensuring gender equity, developing strategies and programs and strengthening institutional capacity. The policy captures most of the important aspects that if fully implemented, an organization may achieve a reasonable level of gender parity.

In conclusion gender mainstreaming is important for any country to achieve sustainable human and economic development. The commonwealth secretariat puts it strongly that “the

equality argument is an important one in and of itself since gender equality is a measure of a just and progressive society” (2004:220).

2.3. Theoretical Framework.

The empowerment theory will be used to guide the study. This theory may be traced back to the Brazilian educationist known as Paulo Freire. In 1973 he suggested that “education in the third world was oppressed by people from the first world because of lack of education, information, knowledge and skills”. Paulo proposed that “the state had major responsibility in empowering its people. He thought that the practical way to liberate them was through educating them psychologically, socially, economically, and politically. He thought that poor people have resources and talents but do not utilize them because of political, economic and social factors around them”. Empowerment theory is concerned with progress for both women and men.

2.4 Relevance of the Theory to the Study.

The Empowerment theory is appropriate and relevant to this study because it seeks to empower all people regardless of their gender. Empowerment theory identifies ideas through which people (both men and women) can be empowered. Other theories such as the welfare theory focused on integration of women into the development process. The theory did not address the obstacles that were responsible for the stagnation of women. It was also a top down approach that promoted the dependency syndrome. It also promoted marginalization of women through reinforcing traditional structures that were responsible for their stagnation.

2.5 Assumptions

2.5.1 One of the assumptions in this study is that, staff members and the civic leaders in the Municipal Council of Mavoko were sensitized on the gender policy and therefore are fully aware and understand contents of gender.

2.5.2 It is also assumed that the policy is readily available and accessible to both the staff and the civic leaders at the Municipal Council of Mavoko.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction.

This section discusses the methods and procedures of data collection. They include; research design, target population, sample size, sampling technique, data collection methods, data analysis and ethical consideration.

3.2 Research Design.

The research design involved the strategy, the conceptual framework, the question of who or what was to be studied, tools and procedures to be used during the research.

In this study, both the quantitative and qualitative approaches was used in order to increase the validity of the research findings. Specifically, the research took a cross-sectional exploratory approach where various issues were explored holistically.

3.2 Target population

The target population is the total number of subjects or the total environment of interest to the research. The study targeted members of staff of the Municipal Council of Mavoko and the councilors from the seven wards in the Municipality. The organizational structure of the council is such that members of staff are headed by the town clerk who is the chief executive officer and the civic wing is headed by His worship the Mayor. The council has a population of 243 members of staff are, 7 elected councilors and 4 nominated councilors.

3.3 Sample Size.

The research was undertaken at the Municipal Council of Mavoko situated in Athi-river district in Machakos County. Municipal Council of Mavoko is a cosmopolitan local authority and covers 693 square kilometers. It is divided into seven electoral wards namely: Katani ward, KMC/Sofia ward, Makadara ward, Station ward, Athi river North ward, Muthwani ward and Kinanie/Mathatani ward each represented by a Councilor. The general population of the entire Municipality according to the Kenya national bureau of statistics report of 2009 is 145,123. However, my interest in this research is the members of staff and civic leaders from the Municipal Council of Mavoko. It is also important to note that Mavoko is an industrial municipality with over one hundred manufacturing industries.

The sample population consisted of 76 respondents. The respondents were selected from the council members of staff and the civic leaders (councilors). The selection included; 15 respondents in the top management, 25 respondents from the middle level management and another 25 respondents from members of staff in the lower cadre. All the 11 civic leaders were included in the sample population to make a total of 76.

3.4 Sampling Techniques

In this study, stratified random selection and purposive sampling was applied. The stratification included both men and women in different levels with main focus on middle and lower levels of management. The sample population was then selected using simple random sampling technique. First, the population was grouped into two strata that is, the middle level management and the lower cadre. Each was subjected to a simple random sampling where individuals from the strata picked a piece of paper with a YES or No answer. Those who picked

a yes were included in the sample size. This was good because it gave each individual an opportunity to be included in the study.

Purposive sampling technique was applied to the top management level where all officers in this category were automatically included in the sample population because they were few in number. In addition, the councilors were also automatically included in the sample population because they were also few in numbers.

3.5 Data Collection Methods

In-depth interview

This method was applied to those illiterate and semi-illiterate respondents and those who may be willing to sacrifice time for the interview. The number was determined once the sample population had been selected since simple random selection technique was used and it was not easy to predict who was to be included in the sample population when using this type of sampling technique.

Self-administered questionnaire

This is a research instrument which was also used to collect data and had both closed and open ended questions. The closed ended questions were easy to administer and analyze. The open ended questions enabled the respondents to freely give detailed expressions of their opinions regarding issues in question. Questionnaires enabled me as a researcher to collect a lot of data within a shorter time as opposed to in-depth interview which is time consuming. The questionnaire was be divided into four sections. Section one dealt with personal information. Section two dealt with general information. Section three tackled specific information.

3.6 Data Processing and Analysis

This study used different techniques to process and analyzed the collected data. First of all, the data was sorted out, organized systematically, coded and tabulated before being analyzed it for publication. The data was then analyzed both quantitatively and qualitatively. The final presentations was in form of tables, bar graphs and pie charts backed by explanation

3.7 Ethical Considerations

Permission to conduct the research- before commencing to carry out actual research, permission was sought from the relevant authority. The researcher was able to obtain a written authority or permit from the ministry of higher education, science and technology. In addition the researcher sought permission from the town clerk of the Municipal Council of Mavoko who is the accounting officer in the council. This was be followed by the actual data collection from staff and councilors of the council.

Consent – during this study as a researcher, I endeavored to disclose full information of research in order to seek and win the consent of the people for them to participate freely. This was because individuals should be respected as autonomous agents capable of making their own independent decisions

Privacy and Confidentiality – as a researcher I ensured that privacy and confidentiality was assured and guaranteed at every stage of the research and information was kept secret.

Anonymity – in situations where questionnaires were administered, the respondents were not required to disclose their identity either by way of writing their names or otherwise.

Beneficence – during the study the respondents were protected and the findings shall bring benefits to both the members of staff of Mavoko and even the wider society if implemented.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

In this study, data was collected from staff and civic members of the Municipal Council of Mavoko through administered questionnaires. The study also undertook review of secondary data on gender mainstreaming in local authorities with the main focus on the Municipal Council of Mavoko. This part details the findings of the study which are presented in form of charts, graphs, narratives and tables.

4.2 Sample Population and Sample Size

The sample population of the study was selected from members of the civic wing, chief officers and members from the junior cadre as shown in the table below.

Table 1 Number of Sampled Levels of Management

	Different Levels of Management	Respondents
1.	Councilors	11
2.	Senior Staff	22
3.	Middle and Senior	43
	TOTAL	76

It is important to note that the councilors and chief officers were automatically included in the sample population because they were few and therefore there was no need to leave any out.

4.3 Gender Distribution of the Sampled Population

In the three sampled levels of Management, it was found out that there was greater number of males in each level compared to the female counterparts. The reason for the gender gap as explained is that councilors are elected by the people and therefore there was very little chance that one could influence people's choice. Likewise, it is interesting to note that there was no gender parity among chief officers who are appointed by the Ministry of Local government to serve in various capacities. However, there was a fairer distribution of gender within middle level and junior cadre.

Table 2 Gender Representation of the Sampled Population.

	Management Levels	Males	Females	Total
1.	Councilors	8	3	11
2.	Senior Staff	19	3	22
3.	Middle and Senior	31	12	46
4.	TOTAL	58	18	76

4.4 Figures 1, 2 and 3 shows Gender Representation of the Sample Population in Percentage for councilors, chief officers, middle and junior level members of staff at the Municipal Council of Mavoko.

Councilors

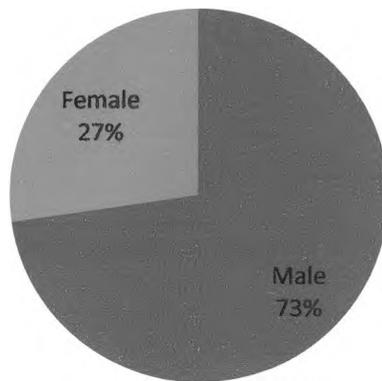


Figure 1 Councilors

Senior Staff

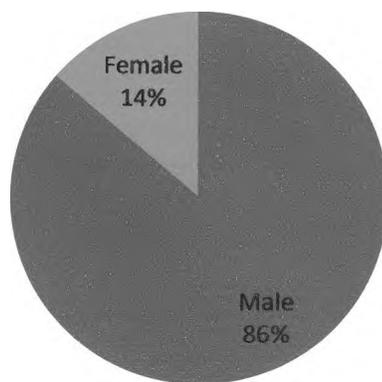


Figure 2 Senior staff

Middle and Junior Staff

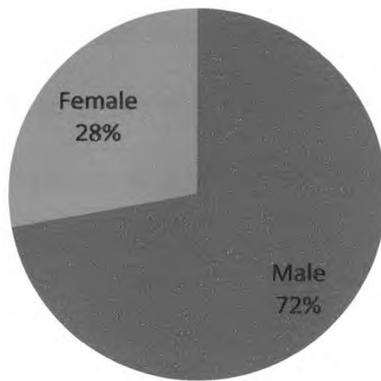


Figure 3 Middle and junior staff

4.4 Level of Education of the Respondents

The table below shows the level of education of the respondents. The majority of respondents have gone up to tertiary college.

LEVEL OF EDUCATION	NUMBER OF RESPONDENTS
Primary	2
Secondary	20
Tertiary	31
University	20
Post graduate	3

Table 3 Level of Education of the Respondents

4.5 Respondents awareness of the Gender policy

During the research, respondents were asked whether they were aware that the council had developed a gender policy and were the results. The response was either a yes or a no. 53 respondents said they were aware of the policy and 23 of the respondents were not aware. Figure shows the results in percentage as represented in a pie chart.

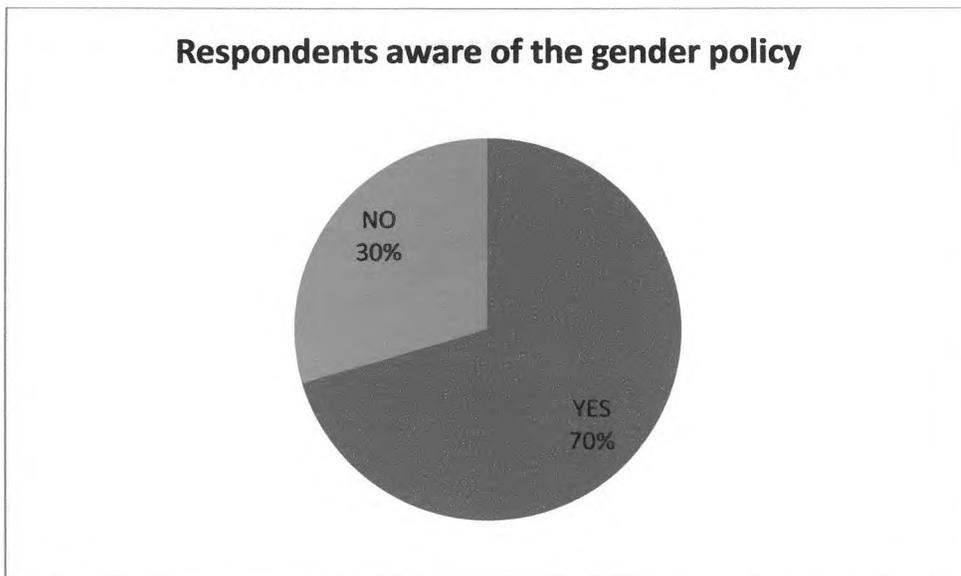


Figure 4 Respondents Awareness

4.6 Adequate knowledge about the gender policy

The respondents were also asked whether they had adequate knowledge of the gender policy. 48 respondents said that they had adequate knowledge of the policy, 20 had no knowledge and 8 gave no response. The findings are represented in the pie chart as shown below

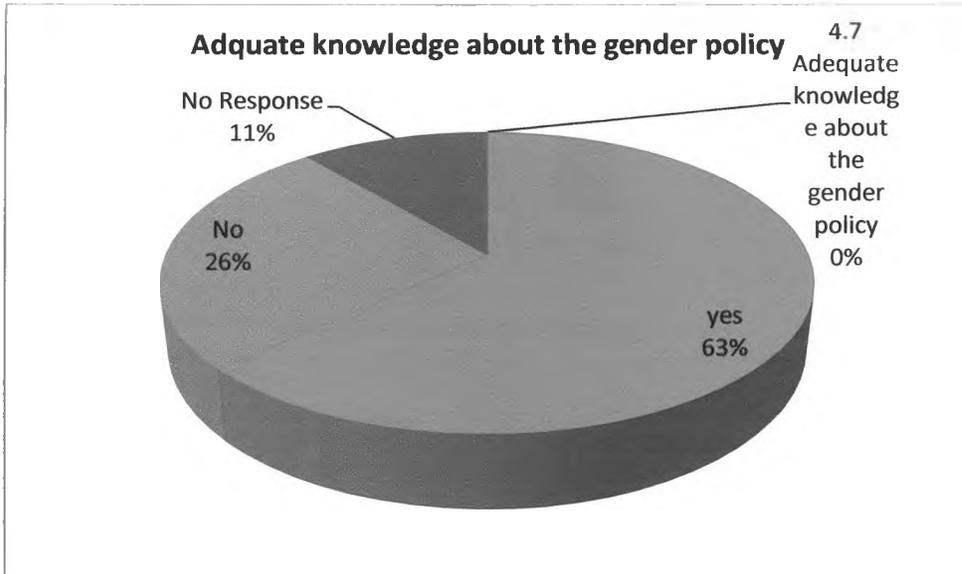


Figure 5 Knowledge on Gender Policy

4.7 Challenges facing Implementation of gender at MCM

In this case the study looked at the gender policy and its contents. The purpose was to examine what the council had committed to do as outlined in the gender policy in order to mainstream gender issues and concerns. Based on what is contained in the gender policy, the study sought to capture how the respondents felt in terms of what the council had committed to do by asking them to state whether they strongly disagreed, Agreed, neutral, agreed and strongly agreed and the rating was 1 to 5 respectively. After analyzing the data these was what the study established.

4.7.1 Creating awareness

Majority of the respondents felt that more awareness on gender policy needed to be undertaken.

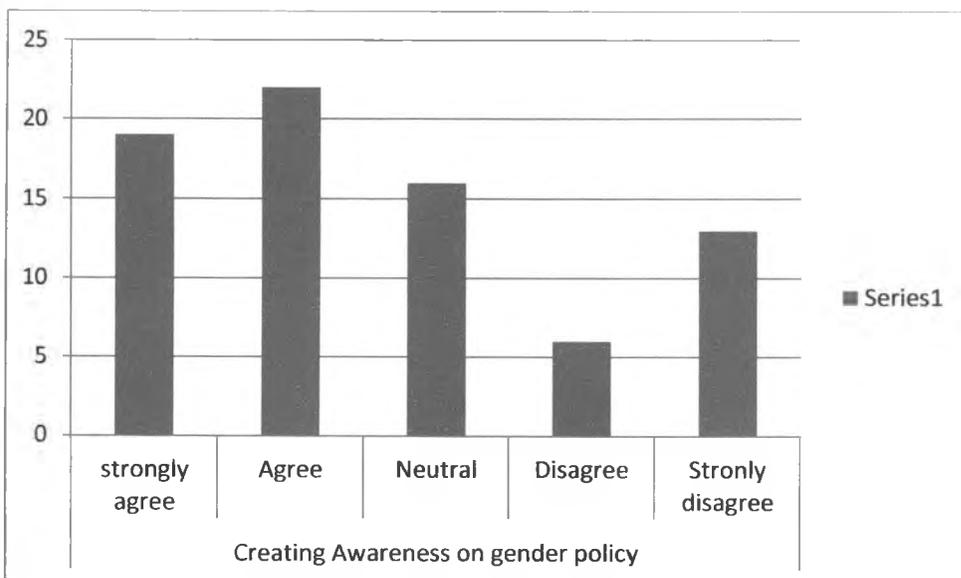


Figure 6 Creating Awareness

4.7.2 Institutional Capacity

Most respondents did not agree with institutional capacity as a major challenge in the implementation of the gender policy in the council.

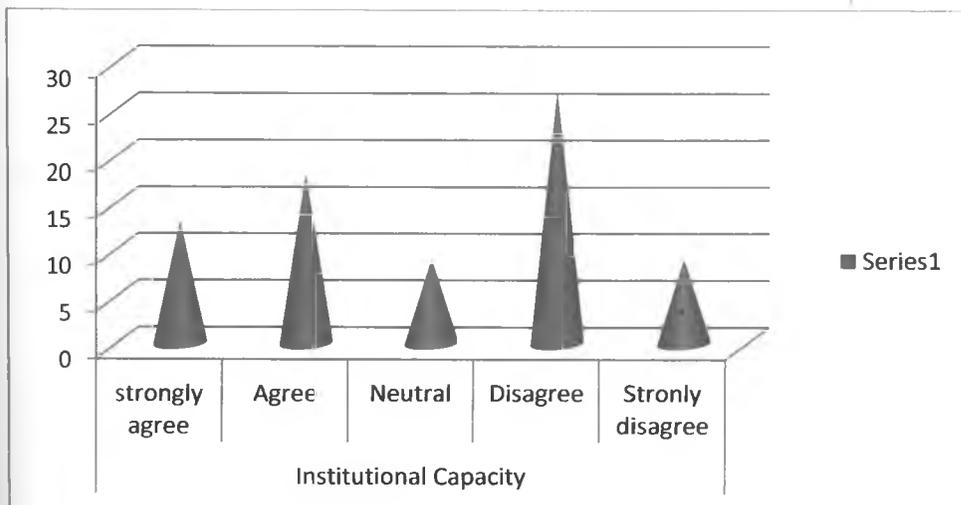


Figure 7 Institutional Capacity

4.7.3 Participation by both men and women

Majority of the respondents felt that both men and women were not being equal opportunity to participate in the affairs of the council and therefore this remained as a major challenge that the council needs to address.

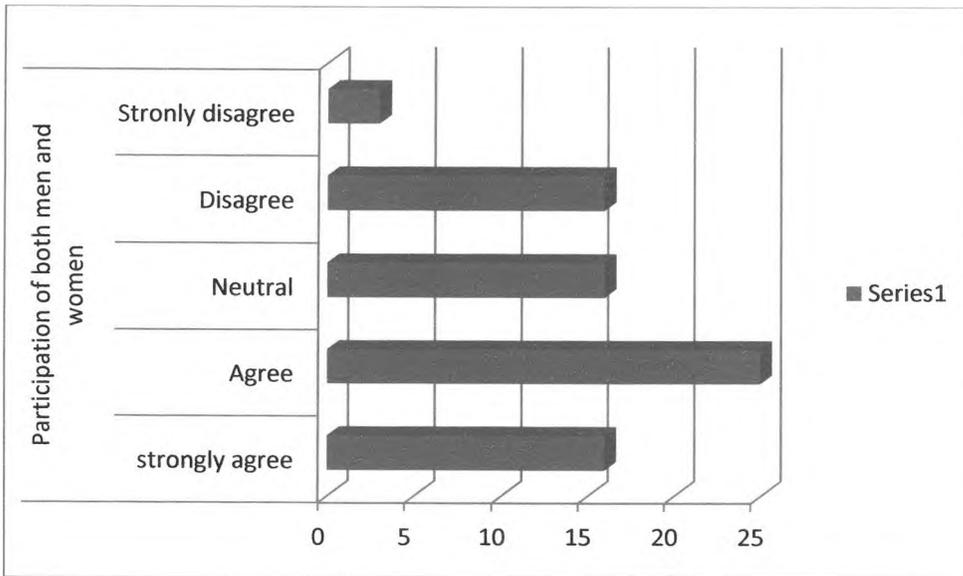


Figure 8 Participation

4.7.4 Discrimination on the basis of gender

The research found out that most employees felt that there was no any form of discrimination based on gender in the council.

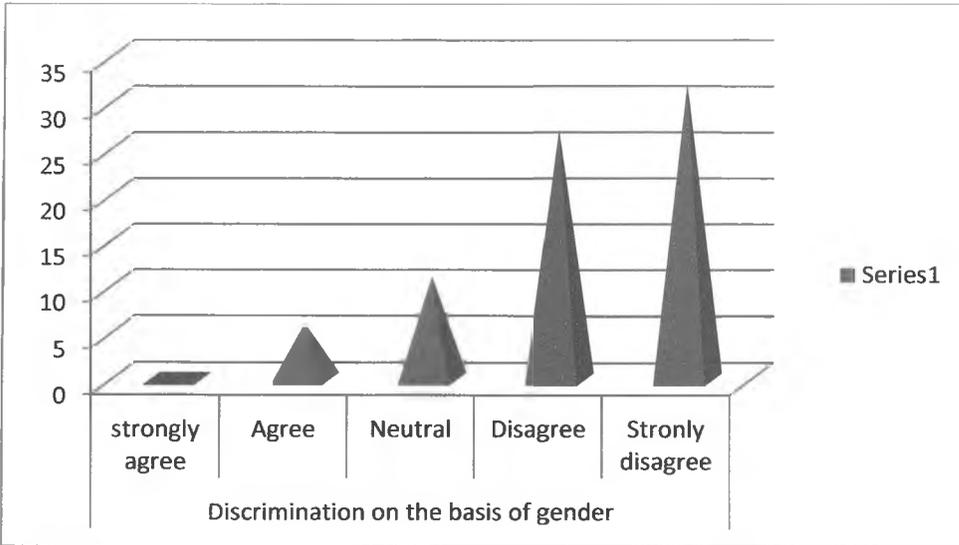


Figure 9 Discrimination

4.7.5 Fair Labor practices

25 respondents felt that labor practices in the council were not fair compared to 30 respondents who felt that the council was fair enough.

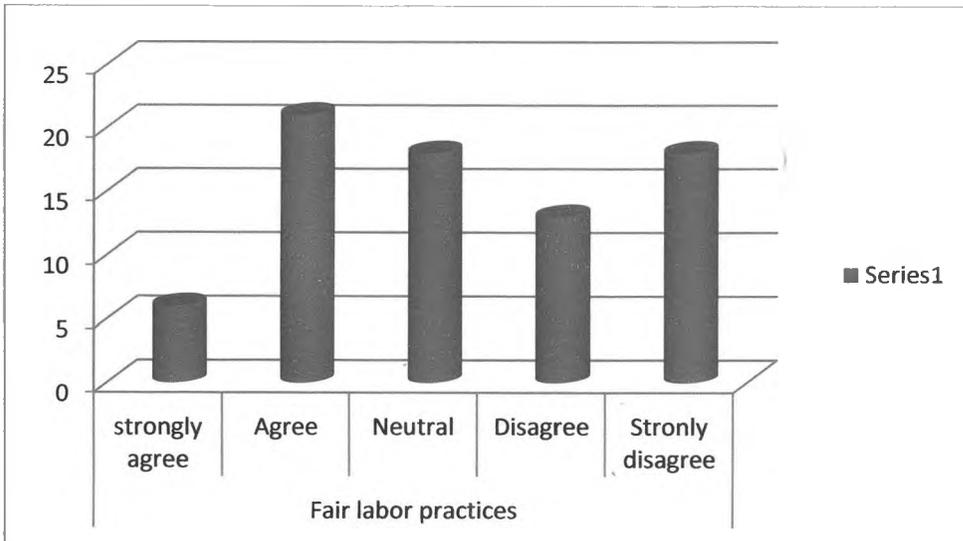


Figure 10 Fair Labor Practices

4.7.6 Promotions

Although a good majority (18) of the respondents felt that promotions did not pose a major challenge to the implementation of gender policy, a good number (24) of the respondents felt that promotions were done unfairly.

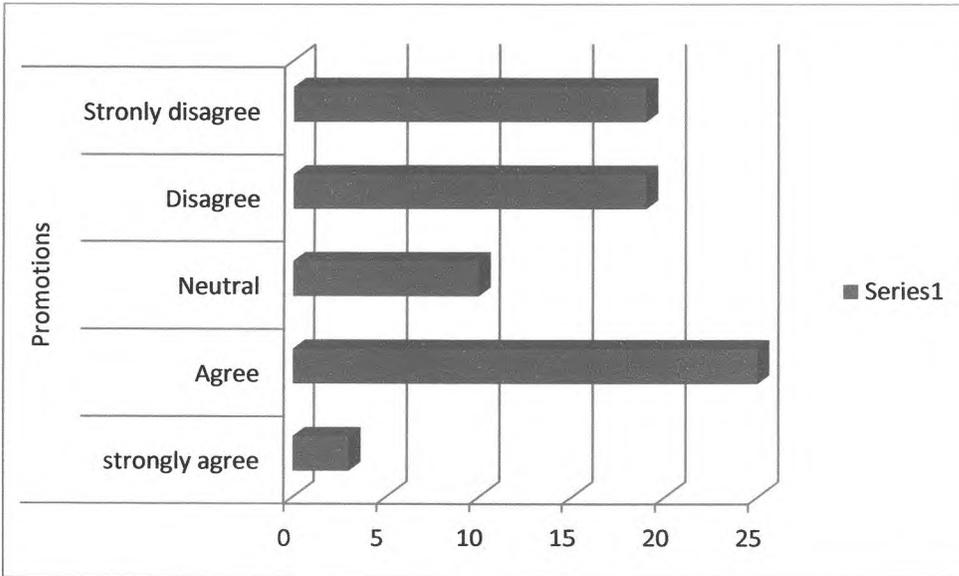


Figure 11 Promotions

4.7.7 Selection for training

The study showed that most respondents disagreed with the selection of for training as major challenge to the implementation of gender policy in the council.

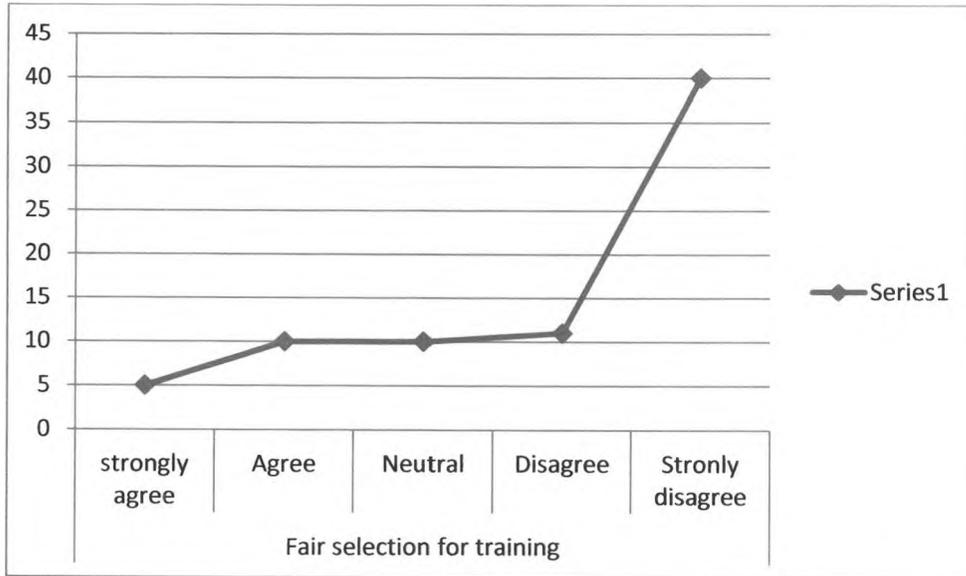


Figure 12 Fair Selection for Training

4.7.8 Sexual harassment

Sexual harassment was not a major challenge to the implementation of gender policy at the Municipal council of Mavoko according to the majority of the respondents (30) as opposed to 3 who strongly agree.

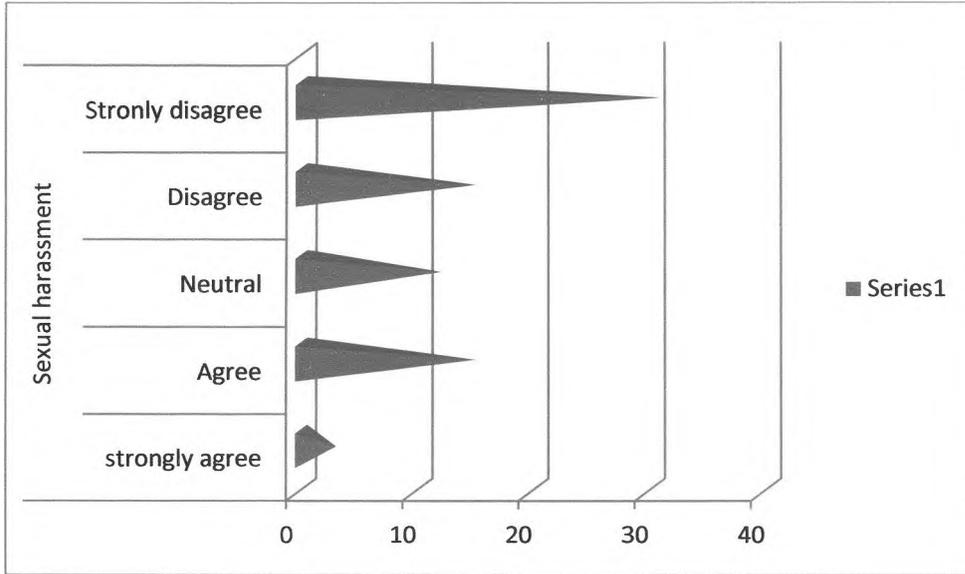


Figure 13 Sexual Harassment

4.7.9 Resource Allocation

27 respondents disagreed with resource allocation as major challenge to the implementation of the gender policy as opposed to 20 respondents who agreed.

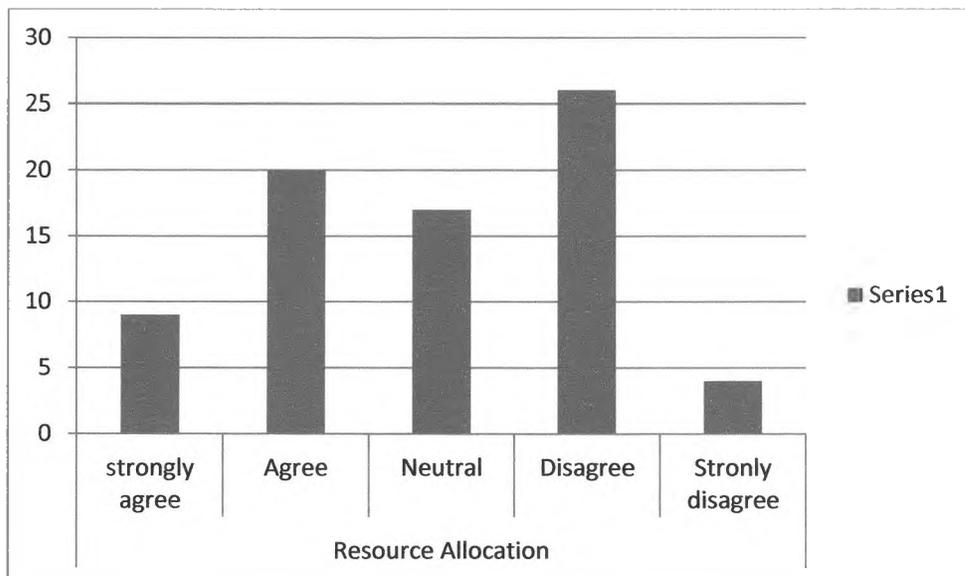


Figure 14 Resource Allocation

4.8.1 Commitment by top Management

It is interesting to note that most of the respondents were neutral on whether the top management was committed in the implementation of the gender policy in the council.

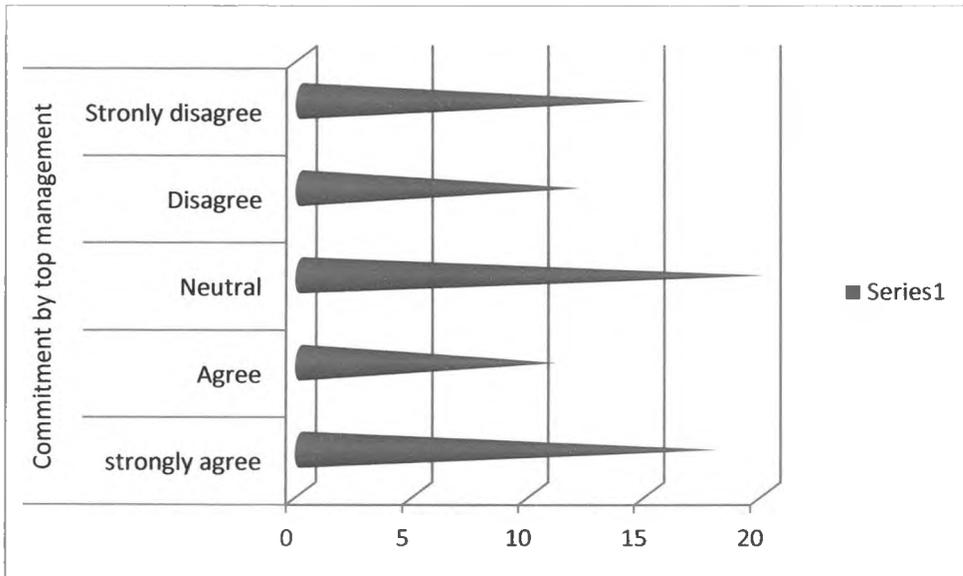


Figure 15 Commitment by Top Management

4.8.2 Traditions and Cultural beliefs

The study also found out that majority of the respondents did not believe that traditions and cultural beliefs were in any way responsible for the any failure in the implementation of the gender policy in the council.

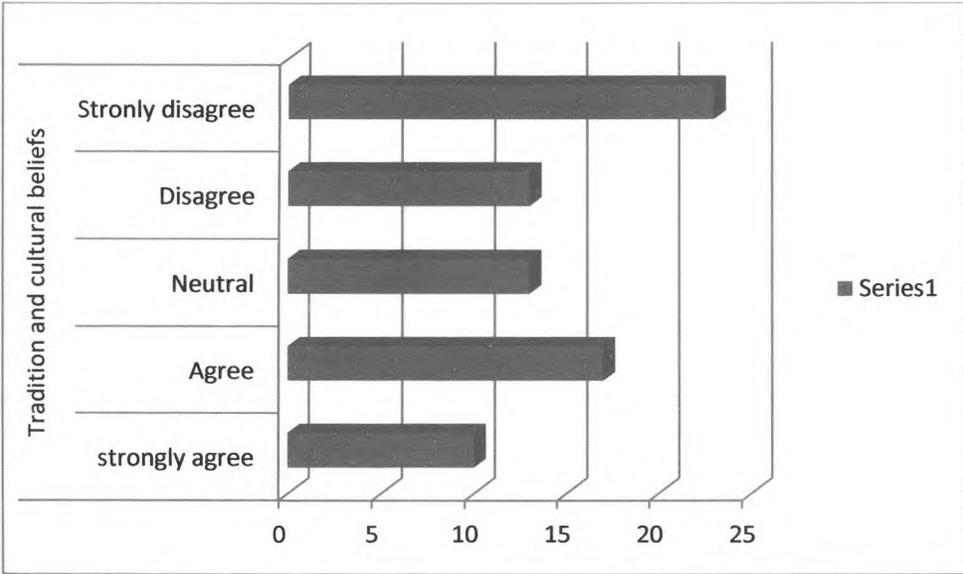


Figure 16 Traditional and cultural Beliefs

5.0 Recommendations Based on the study findings

- The study findings pointed out that there was a gap between the top management and the junior staff which needed to be bridged.
- There is also need to create more awareness campaigns on the content of the gender policy.
- Adequate allocation of resources is necessary if the council is going to achieve any meaning gender mainstreaming.
- The council should move in to allay any fears of unfair labor practices and show transparency in staff promotion.

6.0 Conclusion

In conclusion, the issues that came out strongly as the major challenges in the implementation of gender policy were unfair labor practices and promotions. However, the study findings showed that majority of the respondents were secondary certificate holders. They also performed menial jobs. This may therefore be the reason why the respondents have not been considered for promotion.

It is interesting to note that the respondents who felt that sexual harassment was a challenge to the implementation of the gender policy were all women. The study findings also showed that there was a gap between the top management and the junior staff which could serve as an impediment to the implementation of the gender policy. However, the study has indicated that the challenges facing implementation of gender policy are not a serious threat to the council.

7.0 Work Plan

Date	Activity	In-Put	Output	Remark
2 nd Sep 2012 to 8 th Sep. 2012	Assembling of research tools	Computer ,stationery	Questionnaires, interview procedures. etc	
14 th Sep 2012 to 31 st Sep 2012	Actual preparations for the study	Booking appointments	Getting ready for actual interviews	
4 th Oct. 2012 to 22 nd Oct. 2012	Actual study	Allocating time for the interviews ,distributing of questionnaires	Interview reports ,filled questionnaires	
25 th Oct to 29 th Oct. 2012	Sort out collected data	Computer, office and adequate time	Organized data	
2 nd Nov. 2012 to 6 th Nov 2012	Process and analyze data	Computer , stationery time	Refined date	
9 th Nov. 2012 to 13 th Nov 2012	Publish findings, results and conclusions	Funds for binding copies, stationery	Final copy	
14 th Nov. 2012	Deliver final copy to the university	Transport	Submit final copy of research findings and recommendations	

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APPENDIX 1: CONSENT FORM

Hi, my name is Peter Mwololo. I am a student at the University of Nairobi undertaking Master of Arts Degree in Gender and Development studies. Currently, I am undertaking a study on 'Challenges facing the implementation of Gender policy at the Municipal council of Mavoko' towards fulfillment of the requirement of my studies.

This study seeks to examine the challenges facing the implementation of gender policy at the Municipal council of Mavoko. The study will be useful to other local authorities which may be facing similar challenges in the implementation of gender policy in their work places. The findings of this study will be useful to other researchers in the field of academics.

Please note that there is no monetary gain attached to participating in the study. However, your participation will greatly contribute towards addressing the challenges facing the implementation of gender policy at the Municipal Council of Mavoko and even in counties in the new governance arrangement. Also note that your responses will remain confidential. This means that you will not be required to indicate your name in the questionnaire.

It is my humble request to ask you to participate in this study. If you are willing to participate please put your signature below to confirm your willingness.

Signature

Date

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APPENDIX 2: QUESTIONNAIRE

This questionnaire seeks to identify the challenges facing the implementation of gender policy at the Municipal Council of Mavoko. Kindly fill the information required here to the best of your knowledge. Privacy and confidentiality will be highly regarded and observed.

1. General information

(Tick as appropriate)

1.1 Gender Male Female

1.2 Marital status Single Married Divorced

1.3 Age 20-30 30-40 40-50 50 &above

1.4 Salary scale 1-5 6-9 10-14 15-17

A. Level of Education

Primary ()

Secondary ()

Tertiary ()

University ()

Post Graduate ()

2. Specific Information.

2.1 Are you aware that the council developed a policy on gender mainstreaming?

YES ()

NO ()

2.2 If yes do you have adequate knowledge and understanding on what the policy says about gender mainstreaming in Mavoko?

YES ()

NO ()

3. Are the following issues listed below some of the challenge facing the implementation of gender policy at the Municipal Council of Mavoko in your own opinion

Please tick as appropriate.

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = strongly agree

	1	2	3	4	5
Creating awareness on gender issues and concerns					
Institutional capacity for gender mainstreaming					
Participation of both men and women					
Discrimination of workers on the basis of gender					
Fair labor practices					
Promotions					
Fair Selection of staff for training					
Sexual harassment at work place					

Adequate allocation of resources					
Commitment by the top management					
Traditional and cultural beliefs					
Persistent inequalities between men and women					

4. In your own opinion, are there other challenges facing implementation of gender policy in Mavoko? If yes kindly list them below

- A.
- B.
- C.
- D.
- E.

5. Briefly explain how the above the above challenges hinder the implementation of gender policy at the Municipal Council of Mavoko

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6. What do you think should be done to address the challenges facing implementation of gender policy at the Municipal council of Mavoko? Please give a brief explanation.

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APPENDIX 3: KEY INFORMANT INTERVIEW GUIDE

- 1) Name of the Key informant.
- 2) Occupation of the Key informant.
- 3) Education of the Key Informant.
- 4) For how long have you been working in the Municipal council of Mavoko?
- 5) What is your role in the implementation of gender policy in the Council?
- 6) How necessary is the implementation of gender policy in your council?
- 7) In your own assessment has enough awareness on gender policy been done?

Yes ())

No ())

- 8) Do you think that the council has enough capacity to implement the gender policy?

Yes ())

No ())

- 9) Are both men and women given equal opportunity to participate in the day today running of the council?

Yes ())

No ())

- 10) Are there some identifiable incidences of discrimination of employees on the basis of their gender?

Yes ())

No. ())

If yes please mention some examples

- 11) Do the male and female employees enjoy equal and fair labor practices

Yes ()

No ()

If Yes, kindly explain how?

12) Are promotions done fairly for both male and female employees?

Yes ()

No ()

13) How do you ensure gender balance in your selection of staff for training?

14) Have you had cases of sexual harassment based on gender in your council?

Yes ()

No ()

15) Has your council been allocating adequate resources towards the implementation of the gender policy?

Yes ()

No ()

If yes, how much has the council been allocating?

If no why has the council not been allocating adequate resources?

16) In your own opinion is the top management committed to the full implementation of the gender policy?

Yes ()

No ()

If yes how is the top management committed?

If no what are the reasons for lack of commitment?

17) Do traditions and cultural beliefs contribute in any way in the failure to implement gender policy?

Yes ()

No ()

If yes, how do they contribute?

18) Briefly outline in your own opinion the challenges that face your council in the implementation of gender policy?

19) What would you recommend as the possible solution to the challenges facing the implementation of gender policy in your council?

20) Any other comment?