THE IMPACT OF GENDER POLICY ON WOMEN'S LEADERSHIP IN LABOUR ORGANIZATIONS IN KENYA: A STUDY OF COWU AND KUDHEIHA

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Abstract

The gender policy, dubbed the National Policy on Gender and Development, is backed up by Kenya's Two-thirds Gender Principle. The gender policy draws parallels with international efforts to increase women's leadership representation. The Convention on the Elimination of All Forms of Discrimination Against Women affirms women's right to leadership and the International Labour Organization's Convention against Harassment and Violence. Kenya has already ratified and nationalized these international laws. Further, Kenya has developed a National Policy on Gender and Development. The gender policy is supposed to be applied in Kenyan institutions. Gender policy was intended to affect leadership systems and promote the inclusion of women.

The goal of this study is to demonstrate policy creation and execution inside labour organizations. Various governmental and non-governmental institutions have used the gender policy in varying degrees with varying outcomes. For instance, the government of Kenya has failed to establish a framework for women's representation in the National Assembly. The study assesses how women representation policies in Kenya have created opportunities for women leadership. The study used a mixed-methods approach. The study was employed to supplement a contextual analysis of the organization's structures, policies, and relationships. The study analysed how organizational structures have impacted women's representation via the lens of the feminist theory. The study findings indicate that most women work in women's affairs departments but there is low involvement in leadership. Further, that gender policy implementation strategies have developed minimal leadership positions. The study recommends an increment in gender mainstreaming efforts.

Key Words: Gender Equality, Labour Organizations, Leadership, Representation, Women Inclusivity

Introduction

Women possess leadership and change-making abilities and should participate equally in democratic governance, as guided by the National Policy on Gender and Development (NPGAD). Women are underrepresented as members and officials in labour organizations in Kenya (Kamau, 2017). The problem is that women's leadership and political participation are restricted at both the local and global levels by patriarchal systems, laws, and culture, to name a few (Hepp, Somerville & Borisch, 2019). The implementation of the National Policy on Gender and Development will likely alleviate these

constraints (Opoku, Anyango & Alupo, 2018). This study seeks to demonstrate that gender policy has a negligible effect on women's representation in labour organizations' leadership. The study will examine the precise number of women in leadership positions within the organization and their impact and raise awareness of the critical need to increase women's representation in labour organizations' leadership. The study's findings will aid in the passage of legislation promoting the representation of marginalized groups in labour organizations, including women, youth, and persons with disabilities, marginalized communities, and ethnic minorities.

Internationally only 28% of the managers and leaders are women while men are 72%, a ratio that has remained relatively stable over the last three decades (Duflo, 2017). International commitments have been made to advance women's leadership representation. The Convention on the Elimination of All Forms of Discrimination Against Women is one such international commitment. CEFDAW affirms women's right to leadership participation. The International Labour Organization (ILO) is a global labour organization that has developed conventions and recommendations to advance gender equality in the workplace, including ILO C190 on eliminating all forms of harassment and gender-based violence. The Sustainable Development Goals have also included gender equality as the fifth goal. On the African continent the African Union (AU) has declared a 50-50 split by the year 2030 (Krook & Zetterberg, 2017).

Women's leadership and political participation are constrained on both a local and global scale by patriarchal systems, laws, and culture, among other issues (Madsen & Andrade, 2018). Women are under-represented as members and officials in a large number of organizations in Kenya. The under-representation occurs despite their demonstrated capacity as leaders and agents of change, as well as their entitlement to engage in democratic

governance on an equal footing (Lagat & Maina, 2017). Kenya's first policy, the National Policy on Gender and Development (NPGAD), was adopted in 2000. The strategy established an exact point of reference for addressing gender inequities at all levels of government and by private sector stakeholders. Additionally, the strategy established a framework for gender mainstreaming across all sectors to achieve efficient and equitable development outcomes (Republic of Kenya, 2019).

The government published Sessional Paper No. 02 on Gender and Development in 2019. The gender policy dubbed the Kenya National Policy on Gender and Development is backed up by the Two-Thirds Gender Principle as stipulated in the Constitution of Kenya (Amunga & Amadalo, 2020). The gender policy parallels international efforts to increase women's leadership representation (Kamau, 2017). Thus, this study aimed to assess the influence of gender policy on leadership in labour organizations in Kenya and determine how gender policy has created leadership opportunities for women in labour organizations in Kenya. Additionally, the study examined how gender policy implementation tactics promoted women's leadership prospects in the Kenyan labour organizations. Moreover, the study assessed the difficulties encountered in implementing a gender policy on women leadership in Kenyan labour organizations.

The gender policy strives to build a just, fair, and reformed social order that is not confined by gender-based discrimination in any aspects of living practices (Lagat & Maina, 2017). Thus, this study intends to evaluate whether inequalities based on gender have been addressed in labour organizations. This study is designed to explore the impact of gender policy in the leadership of companies in Kenya. Its focus was pegged on elected and appointed leaders and members of staff of labour organizations. Baldwin & Tomiura (2020), believe that gender policies influence

labour organizations' leadership structures. Thus, this study includes two trade unions and explores the tactics that have promoted the inclusion of women in the leadership of organizations. The labour organizations are viewed as social movements aimed at increasing women's representation and asserting women's right to leadership in physical and digital environments (Hepp, Somerville & Borisch, 2019).

The study was limited due to the focus on labour-oriented groups and did not cover religious and political organizations. A focus on labour organizations will enable the research to obtain tailored findings for the labour market. The study recommends research in other organizations, too. The study is also constrained by the dynamics of organizations that keep on changing from time to time. However, the study is employing labour groups that have existed for almost twenty years. The study was limited to the geographical location of unions. Thus, the Nairobi Metropolitan zone was covered as a strategic zone with a high union density. According to Madsen & Andrade (2018), women's representation is significantly impacted by gender legislation, and the impact is in organizations in all sections of a nation. The study is focuses on labour groups in 47 countries and membership drawn from all country sections. The findings of the study are of great significance to policy actors in labour organizations. Academically, the study provides new data and new knowledge. Further, the study has an intellectual contribution to African Feminism and Development since the findings will promote feminism in the labour market. The development of women is highly encouraged in the study by creating awareness on women's representation in leadership and the need to implement the gender policy.

Literature Review

The History of Labour Organizations in Kenya

The labour organizations in Kenya were moulded by collaboration between workers, representatives, and politicians and the conflict between workers and bosses (Kamau, 2017). Historically, trade unions have protested against substandard working conditions, culminating in the establishment of laws to alleviate the workers' situation and the government's adoption of ILO treaties to guarantee workers' rights (Rai, Brown & Ruwanpura, 2019).

The British government had a primitive labour policy before independence, which was eventually amended. The 1937 Trade Unions' Ordinance established the terms and conditions under which Africans might organize as members of trade unions. Following independence in 1963, the government implemented new legislation that evolved into today's labour regulations (Lagat & Maina, 2017).

According to the Kenyan Trade Unions Act (Cap 233), a trade union is a group or association of more than six employed people, whether temporary or permanent. The primary mission of the trade unions is to manage the interaction between employees and employers. According to Gomis, Kapsos & Kuhn (2020), a trade union is an autonomous labour group that is not affiliated with an employer. The members pick their leaders following the union's Constitution. Since the country promulgated the current Constitution in 2010, Kenya has struggled to ensure electoral equality, with labour organizations bearing the brunt of the struggle (Kamau, 2017). The International Labour Organization regulates the global labour organizations such as Trade Unions, National Labour Organizations, and Employers organizations, among others.

The underrepresentation of women has been amplified with COVID-19. Numerous women have lost their employment and leadership roles in labour unions (International Labour Organization, 2021). It is anticipated that implementing gender policy methods can increase the number of women in labour organizations leadership positions (Freund, 2019). However, the COVID-19 pandemic has brought to light long-standing gender inequities in labour organizations (Baldwin & Tomiura, 2020). The pandemic has exacerbated gender disparities in labour organization leadership.

Gender Policy and Leadership Space

Gender policy implementation is necessary for a just, sustainable, and rights-based economy (Duflo, 2017). Gender policy has approaches to develop a Kenyan society where women have equal opportunities and are fully and effectively involved in leadership at all levels of public life, economics, and politics (Opoku, Anyango & Alupo, 2018). According to Amunga & Amadalo (2020), workers in labour organizations choose their leaders democratically and are encouraged to nominate women. Thus, the governance structures of labour unions have a critical role in determining women's representation.

In organizations, social interaction between members and leaders fosters trust and a free flow of information, reducing instances of discrimination and intimidation (UNWOMEN, 2019). Political leaders use their backgrounds to assess and generate data for decision-making (Amunga & Amadalo, 2020). Thus, cultural, religious, and individual influences may all contribute to male chauvinism. However, organizational leadership structures can filter out such unfavourable features of decision-making and emphasize the perspectives of women and men. Gender equality results in women's empowerment, which is a technique for increasing women's

leadership participation. Gender equality is viewed as a catalyst for expanding women's leadership spaces through legal frameworks such as gender policy (Cook, Lorwin, & Daniels, 2019).

The lack of advancement of women in the political and governance structures of labour organizations forced the creation of gender quotas to redress these imbalances (Gomis, Kapsos & Kuhn, 2020). Gender policy applies to all organizations and it is mandatory to develop internal policies to implement national gender policies in specialized organizations, such as labour unions. Labour organizations have attempted to undertake affirmative action measures, such as establishing a National Women Committee. However, the problem of low women representation in the leadership of labour organizations has been persistent.

According to Duflo (2017), gender policies raise awareness of women's critical role in leadership and economic development. Gender policy should empower women and protect men and women from gender-based violence and rape. Additionally, the gender policy seeks to influence women's economic and political engagement

Gender Policy and Women's Opportunities in Organizations

The gender policy strives to increase women's opportunities for leadership positions in labour organizations. The policy requires men and women to have equal opportunities. Discrimination against women, however, arises whenever some conditions required for women's leadership differ from those applicable to men (Cook, Lorwin & Daniels, 2019). Women's representation in labour groups is minimal, as women hold very few significant elective or appointed posts, particularly in trade unions, where women constitute a sizable proportion of the membership. Additionally, women's presence

in union decision-making bodies decreases as one moves up the leadership structure (Opoku, Anyango & Alupo, 2018).

Women are grossly underrepresented in the higher ranks of trade union leadership, holding only 3.1 percent of leadership positions in Kenya (Kamau, 2017). They (Rai, Brown & Ruwanpura, 2019). According to Gomis, Kapsos & Kuhn (2020), men have historically dominated leadership in labour organizations. Women are not well-represented in trade union leadership, and women leaders are not entirely integrated into trade union policies and programs. Cook, Lorwin, & Daniels (2019) contend that unions have failed to address gender-based inequalities and cannot fight for worker rights appropriately. Nonetheless, they fall short of suitably addressing gender concerns within their organizational structures. The study will complement the work of Cook, Lorwin, & Daniels (2019) and provide new information on the extent of the under-representation of women.

According to Amunga & Amadalo (2020), gender policy implementation has historically used a top-down approach to addressing gender-related issues. To the contrary, the gender policy must take a bottom-up strategy, broadening the foundation upon which women rely to access and utilize the opportunities that the gender policy provides. The current strategies have failed because gender policy has created limited opportunities for women to manage labour organizations in Kenya (Mawere, 2017). The study evaluated the urgent need to revise planned tactics and expand women's opportunities.

Gender Policy and Progression of Women

The contribution of women and men to social, political, and economic development is an important right that is protected in all worldwide agreements,

endorsements, and treaties recognized by the Kenyan government (Amunga & Amadalo, 2020). Advancement in ladies' leadership implies a shift in responsibilities which has removed women from a lower level to a higher level. According to Mawere (2017), gender quotas aim to improve the progression of women's leadership in the labour movement and influence policy. The study examined the open and accessible electoral roles and job categories for women.

Kamau (2017), argued that progress toward gender equality requires transformative complementary policies and activities that advance women's rights and empowerment through monitoring and analysing structural inequalities embedded in societal systems. The essential topics to emphasize are gender disparities, discrimination, and discriminatory policies, all of which have harmed women's empowerment and involvement in leadership (Rai, Brown & Ruwanpura, 2019).

Gender policy boosts women's prospects and increases the impact of women's contribution to workers' unions' leadership, which gives women positions in their leadership. Additionally, gender policy can help eliminate gender discrimination and facilitate women's access to positions of leadership (Rai, Brown & Ruwanpura, 2019). However, the policy's gender milestones have not yet been met due to women's labour movement stagnation. There is no progression of women to positions of more significant influence. Women who are members of the National Women Committee, for example, are not eligible to join the National Executive Office.

Durrani (2018), asserts that women are more constrained by gender, defined as various features and distinctions between masculinity and femininity. Biological sex, the state of being male, female, or intersex, sex-based social systems, including gender roles and other social roles, and gender identity are

all examples of these qualities. These restrictions prevent women from pursuing leadership positions in labour groups. In addition, the limitations have harmed women's advancement in the labour movement (Amunga & Amadalo, 2020).

Theoretical Framework

According to Durrani (2018), a theoretical framework is a seasoned collection of prepositions formed from and supported by data or evidence. It explains or accounts for phenomena. A theoretical framework aims to explain why things are the way they are by the application of theories. The theory that was used in this study is the feminist theory. The feminist theory is concerned with comprehending and analysing the nature of gender inequality. The feminist theory seeks to eradicate the societal mechanism by which women are denied equality. The theory advocates that women should not be treated differently due to socially or experimentally constructed cultural, political, religious, biological, or psychological standards (Freund, 2019). Mary Wollstonecraft, a feminist theorist, expounded on women's rights in her work, A *Vindication of the Rights of Woman,* and advocated for women's engagement in decision-making (Freund, 2019).

Okech (2020) believes that African feminists focus on the unique needs of African women and the constraints they face, including poverty and illiteracy. In addition, the African feminists highlight the weaknesses in governance structures that lead to the under-representation of women. Feminist ideology requires the equitable participation of men and women in leadership positions. Women's participation in decision-making is critical and is one of the policy's focal points (Okech, 2020). Thus, this study uses the feminist theory to examine the extent to which women are represented in the labour organization leadership. The study applies the feminist theory to determine whether the implementation of gender policies has affected women's representation. The researcher used African feminist views to evaluate women's inclusivity, women empowerment, and affirmative actions. The feminist theory assisted the researcher in understanding the place of women leadership in trade unions

Conceptual Framework

This study critically analyses and evaluates how gender policy impacts women's representation and election in leadership position of labour organizations. The key strategies of the gender policy include affirmative action and women empowerment. The strategies address the barriers that affect women's representation, such as reducing any form of gender-based discrimination. Further, the strategy helps promote the involvement of women in a decision-making position in the labour movement and workers organization. The participation of women in the leadership of organizations promotes women's interests and the interest of the whole society. The feminist theory helped the study identify components in the gender policy, such as affirmative actions that promote women's inclusivity, leading to representation in leadership structures of labour organizations.
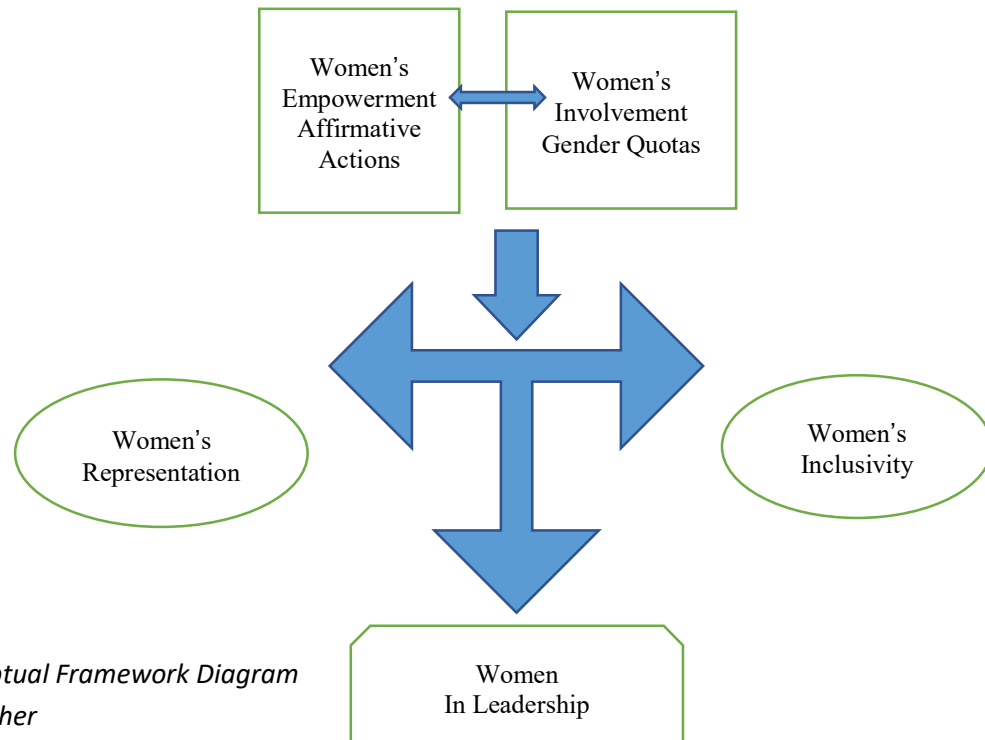
Figure 1:Conceptual Framework Diagram
Source: Researcher

Methodology

The methodology section discusses the special data gathering and analysis tactics to meet the research issues, such as the research site, study population, research design, sample size and sampling procedure, data collection methods, and data analysis and presentation. The research design refers to the overarching method used to connect the many components of the study coherently and logically, ensuring that the researcher effectively addresses the research problem. According to Creswell (2013), a research design is a collection of methodologies and procedures for collecting and interpreting data on the variables indicated in the problem investigation. Additionally, the study design highlights data gathering methods and a statistical analysis plan and serves as a framework for determining the answers to research questions.

The study employed a mixed-methods approach to collect quantitative and qualitative data concurrently. The study used a cross-sectional design. A cross-sectional technique is advantageous for validating,

cross-validating, and collaboratively establishing conclusions (Durrani, 2018).

The researcher gathered secondary data through an exhaustive assessment of the literature on trade unions and the Kenyan labour market. According to Creswell (2013), secondary data is advantageous since it helps the researcher undertake a practical evaluation. The study used gender-segregated Reports from labour unions, the International Labour Organization, and other labour organizations. The study investigated the Quarterly Labour Force Survey (QLFS) to ascertain the current state of the labour market. The QLFS collects statistics on Kenyan labour market events for the population aged 15 to 64 years. Employment, labour force participation rates, unemployment, and labour underutilization are all presented in the survey. The research took place virtually and had access to various databases and publications. The study was carried out for academic purposes only.

Analysis and Discussion

The researcher gathered secondary data through an exhaustive assessment of literature on trade unions and the Kenyan labour market through reports from trade unions, the International Labour Organization, and other labour organizations. The Quarterly Labour Force Survey (QLFS) was analysed. The QLFS data set contains events in the Kenyan labour market between the ages of 15 and 64. Employment, labour force participation rates, unemployment, and labour underutilization were analysed.

Women's Progression

Table 1 shows the number of women in management positions per department in labour organizations.

Table 1: Departmental distribution of women in the management of labour organizations

Department	Representation	Percentage
Administration	3	15%
Education and Training	6	30%
Women Affairs	7	35%
Industrial Relations	2	10%
Child Labour	2	10%

These findings indicate that most women work in women's affairs departments or education and training. This also shows that there can be no progression for women's leadership as long as women continue to be underrepresented in administration. Only two respondents said that they employed women in their industrial relations departments, which indicates that few women are involved in decision-making during collective bargaining CBAs. This is certain to affect the topics presented for CBA negotiation. Men's priorities would almost probably dominate these issues, relegating women's issues to the margins.

Women in the various departments have experienced minimal shifts in position from low responsibility to greater responsibility. Labour organizations have overlooked certain aspects of women's representation and advancement since few departmental leadership positions are available to women.

Gender policy has made little progress toward ensuring women's equal participation and advancement in leadership positions through departmental establishments. Women have limited access to leadership opportunities and, therefore, have very minimal ability to exercise their rights.

Women's Leadership Opportunities

Table 2 presents four categories of trade union membership.

No.	Union	Est. Members	Male	Female	Adults	Youth	Gain over five years	Loss over Five years
1.	COWU: Communication Workers Union	7200	4000	3200	5000	2200	1200	1500
2.	KUDHEIHA: Kenya Union of Domestic, Hotels Educational Institutions, Hospitals, and Allied Workers	50000	20000	30000	23000	27000	2000	500

Table 2: Membership of trade units

Source: Africa Labour, Research and Education Institute ALREI (2020)

The study recognized that 81.25 percent of the members of the trade unions were recruited from the formal labour force while 8.75 percent were recruited from the informal labour force. Trade unions have both male and female members, but the number of women in KUDHEIHA is higher than that of men. However, labour groups' leadership has fewer women than men, which shows that women are poorly represented. Inadequate implementation of gender policy strategies has resulted in a decline in the number of women in leadership positions in labour movements and unions. Due to a lack of gender policy implementation, a male-dominated leadership has developed. There is no accommodation for women seeking more equality and the full development of their potentials.

Employment Standing

Indicator	Quarter 3, 2019	Quarter 2, 2020	Quarter 3, 2020
Population (15-64)	26,951,051	27,486,975	27,665,619
Labour Force	20,448,408	20,507,523	20,931,079
Employed	17,816,381	15,870,357	13,674,570
Employment/Population Ratio (%)	66.1	57.7	60.9

Table 3:Employment/Population ratio

Source: Kenya National Bureau of Statistics, KNBS (2020)

In 2020, it was anticipated that 1,368,606 individuals would lose their jobs. The job loss was expected due to businesses closing in reaction to the economic crisis caused by COVID-19. Seventy percent of the workers who lost their jobs were female (KNBS, 2020). In 2020 the workforce decreased significantly at national level due to COVID -19, resulting in a reduction of union membership. COVID-19 has exacerbated the under-representation of women in the union's leadership positions, since many women lost their jobs.

The study indicates that the decline in employment resulted from massive retrenchment, contracting, outsourcing, and unfair terminations.

The study found out that women's leadership opportunities are declining since the membership is decreasing due to a decrease in employment hence reducing the leadership opportunities. Few leadership opportunities lead to further exclusion of women from the leadership of labour organizations. The administration of labour groups is distinct from the membership, owing to women's underrepresentation (ALREI, 2020). The problem of women's low representation in the leadership of labour organizations does not emerge from membership. Women membership is average yet the leadership representation of women is poor.

As stated in Article 41 of the Bill of Rights, Kenyan workers are represented by trade unions, which provides that every worker can join a union. The study findings indicate that while both men and women are members of the labour unions, there are more women members than men. Despite the enormous numbers of women in employment, the Gender policy has failed to allow women to participate in the leadership of labour organizations.

Women's Leadership Space

The researcher analysed the participation rate of women in trade union leadership to ascertain the level of women's participation

	Rating	Representation	Percentage
Very Poor	9	45%	
Poor	3		15%
Satisfactory	2	10%	
Good	4		20%
Very Good	2	10%	

Table 4: Women in trade union leadership positions

The statistics indicate that women participation in union leadership is very poor. Reports from meetings and workshop representation indicate that women participation was mainly not satisfactory. The introduction of gender policies has not resulted in a paradigm shift in women's leadership and development involvement. Labour organizations have not prioritized gender equality or made concerted efforts to expand women's inclusion in leadership.

Affirmative Actions for Women

The study sought to ascertain whether the Gender Policy has created opportunities for women to manage labour groups in Kenya. The unions' publications and resources analysis indicates that the unions have some type of affirmative action policy addressing gender issues. Affirmative action programs demonstrate that trade unions are sensitive to women's issues. However, the study found evidence in the National Women Council agendas that there were barriers to women's effective representation in the leadership of labour organizations, including lack of support from fellow women union members.

Gender Policy Implementations

The study assessed the extent to which policies that advocate for gender equity implementation have increased leadership prospects for ladies in Kenya's labour groups and resulted in increased female leadership participation.

Extent	Representation	Percentage
To a Large Extent	1	5%
To some Extent	12	60%
To a small Extent	4	20%
To no Extent at all	1	5%
Not Sure	2	10%
Total	**20**	**100%**

Table 5: Extent to which the Gender Policy has been implemented

The data reveals that most respondents about (60 percent) indicated that gender policy implementation has resulted in some affirmative action policies and programs that had accomplished gender equality to some extent. Some respondents expressed uncertainty. The reports from the unions' activities indicate that affirmative action measures were beneficial. However, The Unions should strengthen affirmative actions to encourage more women to take leadership positions in labour organizations.

The study findings indicate that there are numerous obstacles in the implementation of the Gender Policy as regards placing women in leadership positions in Kenya's labour organizations. The benefits of the Gender Policy have not been realized in labour organizations as there is minimal participation of women in the labour organizations leadership. Amunga & Amadalo (2020), assert that labour organizations must implement gender policies and affirmative action platforms, thus creating spaces that will allow women to make crucial decisions for the country.

The study examined The Kenya National Policy on Gender and Development and discovered that it has broad policy principles, an institutional structure, and plans for implementing the government's commitment to gender equality. The Gender Policy aims to empower women and to involve them in development programs (Kamau, 2017). The strategy envisions a united, inclusive and stable country that offers equal chances to all in development and leadership. The Gender Policy structure enables participants to share their perspectives on issues and develop strategies for eradicating social injustice and gender inequalities in Kenya.

The gender policy's specified development that complies with a gendered perspective has not been implemented. Thus, women and men continue to encounter numerous development-related obstacles. COVID 19 and technological advancements have created new blocks in the workplace. The gender policy has not enabled underprivileged and vulnerable women and men to have a voice, participate in, and profit equally from the country's development projects.

Recommendations

More studies on the lack of the Gender Policy implementation in the leadership of trade unions in Kenya should be conducted in the future. More research should be conducted to investigate how women participate in union elections and examine women's representation.

While most research in Kenya has focused chiefly on how women are represented in various workers' unions, it is vital to analyse the efficacy of women's representation.

The National Gender and Equality Commission that supervises the execution of Kenya's women representation policies should endeavour to fast track implementation of the policy.

Women should be educated more aggressively on the Gender Policy and the importance of effective representation. Post-COVID-19 reintegration solutions for labour organizations should focus on gender mainstreaming perspectives.

Gender policy implementation techniques should be developed for Kenyan labour groups. Gender mainstreaming should be rapidly increased since it is crucial for poverty r3eduction and long term progress.

Conclusion

The objective of the study was to examine changes made by some trade union organizations to accommodate more women executives, mainly through affirmative action programs. Progress toward gender parity has been gradual, leaving women with few leadership chances in labour organizations, despite intense political development and commitment methods encouraging gender fairness. The implementation of gender guiding principles and policies will foster a vibrant trade union movement and provide reassurance that women will have opportunities to access leadership positions. Despite their growing labour force and union membership, women continue to be excluded from executive authority and leadership in labour organizations. There is a gap since there is no progression for women because they are underrepresented in the unions' administration and decision-making organs.
The labour movement has promoted gender mainstreaming and women empowerment in the pursuit of gender equality but has produced few opportunities for women in the process. Gender policy implementation should impact decisions, behaviours, and policies that promote gender justice and non-discrimination.

The findings indicate that the Gender Policy has contributed to some advancement of women into leadership positions in Kenya's labour unions, however it has been slow and inadequate. Furthermore, the Gender Policy implementation tactics have created few possibilities for women to lead in Kenyan labour groups. The study's findings imply the need for labour organization policymakers to establish new strategies, as policy actors and officials now have current and updated data on women in leadership positions inside organizations in Kenya.

The study underscored the essential importance of women's representation and leadership in the trade

union organizations. These organizations can review existing policies on women in leadership and boost the female model, thereby implementing the Gender Policy of the Kenyan Constitution 2010 which has mandated

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