CHALLENGES OF MAINSTREAMING GENDER IN KENYA'S MINISTRY OF LIVESTOCK DEVELOPMENT

BY

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DEDICATION

] dedicate this work to the present and past ladies in the Ministry of Livestock Development, who have persevered and quietly fought a patriarchal attitude and working environment to be achievers and, more importantly, have changed the working environment landscape in respect to gender representation and relations.

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ABSTRACT

The Ministry of Livestock Development has adopted gender mainstreaming as a strategy for advancing gender equality and equity and contribute to the realization of Vision 2030. This study was thus conducted between October and November 2009 in Nairobi and sought to investigate the challenges experienced by the policy makers and managers as they implement gender mainstreaming at different levels in the ministry. The main question therefore was: What challenges do policy makers and managers experience as they implement gender mainstreaming in the ministry? The primary objective was to study the challenges of gender mainstreaming strategies in respect to policy makers and managers in the ministry.

The study adopted a survey design because the researcher intended to collect cross sectional data on gender mainstreaming challenges in the ministry. The main instrument for data collection was a structured questionnaire which was administered to employees in the Ministry of Livestock development targeting 100% of the total population through stratified random sampling. The Drop-and-Pick later approach was used to collect the questionnaire. Out of the 60 questionnaires distributed, 42 were filled and returned giving a response rate of 70%. The research questions were systematically generated from the objectives. The data collected was cleaned, coded and analyzed using SPSS computer package. Descriptive statistics and qualitative analysis were used to help in drawing comparisons and conclusions based on the results obtained, interview responses were analyzed qualitatively.

The findings show that some of the challenges faced in gender mainstreaming include; gender policy dissemination challenge. About 53% of the respondents agreed that gender policy exists but the challenge arises during implementation and dissemination of the policy as responded by 72.2% of the officers. About 90.5% agreed that the policy is not made available for all staff at all levels in the ministry. About 54% disagreed that affirmative action is used in recruitment of staff in the ministry, a further 61% disagreed that the contents of induction program contain aspects of gender mainstreaming. Indeed, the respondents indicated that mentorship program on gender mainstreaming is not available. Career and training challenge was also noted where about 66.7% of the respondents noted that no professional gender mobility exists in the ministry, with another 47.5% disagreeing that training opportunities include gender. Finally the working environment challenge was noted where about 85% agreed that there is a gap between men and women with 88.1% saying that meetings in the ministry are dominated by men. Lastly, the financial challenge, about 97% of

the respondents agreed that there is no adequate fund for gender mainstreaming; hence it becomes difficult to streamline gender initiatives.

The second objective sought to determine the strategies of gender mainstreaming in the Ministry of Livestock Development. Qualitative analysis was used to analyze data gathered by use of interview guide on policy makers and senior managers in the ministry of Livestock Development. The challenges can be overcome over time with proper sensitization that should be continuous till attitude change is attained. This should start with the top management; however, there is need for political good will. Institutionalization of gender policy must be fully consultative with a clear definition of the office dealing with gender issues in the ministry. There is need for commitment by people dealing with gender issues. In addition the people should be knowledgeable on gender and thus able to engender and manage budget and other resources. Allocation of adequate budget is an important activity. Gender should be part of performance contracting and during cascading of the contract there is need to lobby for money from treasury if gender is to be reflected in the performance contract. The study observed that there is a disconnect between policy makers and managers at all levels, the respondents indicated the need to engage senior managers and policy makers at all levels. The government system is rigid. The ministry should be open to seriously undertake the new developments while embracing immerging issues.

In conclusion, the study established that a number of challenges are faced in the mainstreaming of gender in the Ministry of Livestock Development. Although gender policy statements exist in different policy documents, there is lack of clear frame work and commitment to mainstreaming gender in the ministry. The challenges can be solved by institutionalization of the gender policies, commitment by policy makers and creating a unit to deal with gender issues as part of their performance contracts and continuous gender training and sensitization. It requires a national gender policy with clear coordination and performance metrics on the implementation.

ACRONYMS & ABBREVIATIONS

ALLPRO   ASAL Based Livestock and Rural Livelihoods Project

ASALs   Arid and Semi-Arid Lands

ASIP   Agricultural Sector Investment Programme

AU/IABAR   African Union Inter-Africa Bureau for Animal Research

CEDAW   Convention on Elimination of all forms of Discrimination of Women

ECOSOC   Economic and Social Council

FAO   Food and Agriculture Organization

FITCA   Farming in Tsetse Control Areas

GAD   Gender and Development

AIDS   Acquired Immunodeficiency Syndrome

IilV   Human Immunodeficiency Virus

MDG   Millennium Development Goals

NALEP   National Agriculture and Livestock Extension Programme

SEAGA   Social, Economic and Gender Analysis

UN   United Nations

WAD   Women and Development

WEF   World Economic Forum

WID   Women in Development

CHAPTER ONE
BACKGROUND TO THE STUDY

1.1 Introduction

Inequalities between men and women are still rampant even after the United Nations adopted gender mainstreaming as a strategy for bringing about equality and equity. This may be due to the fact that institutions and organizations have continued to operate within patriarchal socio-cultural settings and in access and control, decision making, employment, deployment and promotions.

Gender mainstreaming is the current international approach to advancing gender equality and equity in societies. According to the Economic and Social Council of the United Nations (1997), gender mainstreaming is, first, the process of assessing the implications of any planned action for both men and women. Second, it is a strategy for making women's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and social spheres, ensuring that women benefit equally with men (Oxfam, 2005:47). It involves incorporating a gender perspective into all policies, plans, programmes and projects to ensure that their outcome impact on women and men is equitable. In other words, it means examining how policies and external forces impact on the lives of men and women differently as they each go about their businesses in various sectors. It also means acknowledging that policies, plans, programmes and projects need to take into account the differing needs and conditions of women and men in any programme. In organizations, gender mainstreaming means examining conditions such as institutional arrangements, appointments, programmes, projects and activities, as they relate to both men and women. According to Visvanathan et al. (1997), the advantage of gender mainstreaming approach is that it allows for the advancement of gender equality and equity regardless of whether it is women or men who are disadvantaged and whose position needs to be addressed. In some regions and sectors, women may be in a more advantaged position than men and gender analysis is thus used to reveal this. However, given that historically it is the woman who has been disadvantaged and that a number of inequalities remain to date, projects and programmes tend to target women specifically in order to bring about gender equality (Visvanathan et al., 1997).

The concept of gender mainstreaming was adopted by the UN in 1997 to be implemented by all member countries having been launched as a worldwide strategy at the 1995 Beijing Conference (Porter and Sweetman, 2005: 80). Since then, gender mainstreaming has been accepted globally as a strategy for promoting gender equality. It ensures that gender perspectives and attention to the goal of gender equality are central to all activities and policy development, research, advocacy/dialogue, legislation, resource allocation, planning, implementation and monitoring of programmes and projects. It is essentially about internalizing a commitment to challenging inequality between women and men.

Women and men contribute to the economy in all sectors. In Kenya women contribute 60% - 80% of the labour force in the livestock sub-sector (GOK, 2008a). However, the key role played by the women in the agricultural sector in Kenya was in the past largely unacknowledged in government statistics and in decision-making. This is reflected in the way they are excluded from access to resources, essential services and decision making (GOK, 2008b). This situation, however, has been changing in the last decade, and some ground has been covered in giving women recognition. There is now a concerted effort to incorporate gender in development agenda and therefore in the institutions, and this is captured in the policy documents like the First Medium Term Plan of Vision 2030 (GOK, 2008:116), the Poverty Reduction Strategic Plan (GOK, 2000), the Economic Recovery Strategy for Wealth and Employment Creation (GOK, 2003) and the Strategy for Revitalizing Agriculture (GOK, 2003). These policy documents have in one way or another, and at differing levels of depth, embraced gender dimensions. The creation of the Ministry of Gender, Sports, Culture, and Social Services in 2003 is a further confirmation of government effort in acknowledging gender dimensions and contribution to development in Kenya. However, despite the foregoing gender mainstreaming policies and strategies, implementation is very slow and sometimes insignificant and fails to deliver the desired goal of gender equality, the livestock subsector included. It is against this background that this study is proposed to investigate the challenges faced in the implementation of gender mainstreaming in the ministry of Livestock Development.

1.2 Problem Statement

Women and men contribute to the economy in all sectors. The livestock policy shows that in Kenya, women contribute between 60% and 80% of the labour force in the livestock sub-sector (GOK, 2008b). However, their contribution was in the past largely unacknowledged in

government statistics and in decision-making (GOK, 2008a). Often the practitioners target the male farmer with production resources such as extension, technology and others. The entire scenario is well reflected in the way they are excluded from access to resources, essential services and decision making (GOK, 2008b).

Though the Ministry of Livestock Development has purposed to mainstream gender as already demonstrated in its policies and structures, full realization of the international goal of reaching a 50/50 gender distribution, with full respect for the principle of equitable and geographical distribution is still unattainable. Staff appointments do not take into consideration the disparities that exist in male/ female representations. Management and decision making are still dominated by male officers; gender analysis is seldom earned out to inform the ministry's plans, programmes and activities. The majority of policy makers and top management are still insensitive to gender or gender issues and the entire progress of gender mainstreaming in the ministry is very slow. Since the women are involved in the production process, their presence at policy and management levels, involvement in decision making at policy, budgeting, planning and programme levels, as well as access and control of production resources and benefits would, no doubt, increase livestock production and contribute to the country's food security.

In line with the foregoing discussion and with the understanding that the Kenya government has embraced gender mainstreaming as a strategy for bringing about gender equality in the public sector, the study sought to investigate the challenges being experienced by senior staff as they implement gender mainstreaming in the ministry of Livestock Development. This study, therefore, sought to explore answers to the following questions:

- What is the status of implementation of gender mainstreaming in the Ministry of Livestock Development?
- What challenges do policy makers and top management experience as they implement gender mainstreaming in the ministry of Livestock Development?
- What alternative strategies need to be put in place in order to accelerate the implementation of gender mainstreaming

1.3 Objectives of the Study

1.3.1 General Objective

The primary objective of this research was to study the challenges of gender mainstreaming strategies in respect to the policy makers and, senior and middle level managers in the Ministry of Livestock Development.

1.3.2 Specific Objectives

i. To identify the status and challenges of implementation of gender mainstreaming programmes at different levels in the Ministry of Livestock Development,

ii. To identify alternative strategies that would enhance implementation of gender mainstreaming in the ministry.

1.4 Justification of the Study

Kenya is a signatory to international instruments that address gender equality and particularly women's issues and has gone further and domesticated some of them (GOK, 2008a). On its part, the Ministry of Livestock Development has adopted a number of initiatives on gender mainstreaming including engendering its new policies most of which having been reviewed in 2008. Some of these policies are Livestock Development Policy, National Dairy Policy, Livestock Feed policy and others. As a strategy for implementation, the ministry has appointed gender coordinators and deployed them in all districts. However, consideration of gender issues at different levels of the ministry towards full realization of the goal, reaching a 50/50 gender distribution, with full respect for the principle of equitable and geographical distribution is still unattainable (GOK, 2004).

Project documents like Arid and Semi Arid Lands based Livestock and Rural Livelihoods Support Project (ALLPRO) has put structures in place (GOK, 2004: 8). However, despite all these, a closer look at the operations of gender mainstreaming in the ministry indicates that, in many instances, there are gender gaps in implementation, particularly concerning appointments, resource allocation, the general attitude of the policy makers, managers, policies, and priority preference in the implementation (Kabutha 2008b: 6; GOK 2008: 72-

Moreover, an unpublished study outcome conducted by the National Agriculture and Livestock Extension Programme (NALEP) in 2008 revealed that limited gender

mainstreaming is going on in the programme (Kabutha, 2008). The study was based on two ministries, that is, Agriculture and Livestock Development and its mandate was not exclusively on gender and definitely did not cover the investigation of challenges in gender mainstreaming. Equally, the findings and conclusions were broad and answered to the two ministries. There was, therefore, a need to conduct a study specific to the Ministry of Livestock Development with specific mandate to investigate the challenges of implementing gender mainstreaming in the Ministry of Livestock Development.

The findings of the study though specific to the ministry to Livestock Development, present or give a pointer to the likely challenges that may be encountered by government departments when implementing gender mainstreaming. It further provides valuable lessons in the implementation of the gender mainstreaming strategies. The findings can inform both current and future strategy initiatives and also provide insights and reference for similar and related undertakings now and in the future.

1.5 Scope and Limitation of the Study

The study targeted the policy makers and senior management of the two departments of the ministry of Livestock Development in their efforts towards gender mainstreaming in the ministry. The sample population was drawn from Nairobi since this is the duty station for all policy makers and top management in the ministry. The study was restricted to the status and challenges of implementing gender mainstreaming as experienced by policy makers and top management in the Ministry of Livestock Development at the headquarters.

1.6 Definition of Key Terms

1.6.1 Gender

Gender refers to the roles (social attributes and opportunities) associated with being female and male 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 learnt through socialization processes. They are context and time specific and changeable. Gender determines what is expected, allowed and valued in women or men in a given context.

1.6.3 Feminism

This is a broad movement which seeks to realize the equality of men and women in all areas of life so that there is a relationship characterized by freedom and mutuality.

CHAPTER TWO
LITERATURE REVIEW

"he purpose of this section is to review the literature related to gender mainstreaming. The hapter is divided into five subsections: evolving feminist development paradigms, gender lainstreaming, status of gender mainstreaming strategies, feminist theories, and finally, leoretical framework.

2.1 Feminism and the Changing Development Paradigms

'he earlier feminism development theories of the 1950s were based on aids strategy from the /est and was to foster economic growth that was hoped would trickle down to the masses, lowever, it was realized they had failed to benefit the poor (Visvanathan, et al., 1997). It was uring this period when the fundamentals of economic development were being changed that le situation of women gained prominence and urgency in development agenda. The iternational Women's Movement was taking root and similarly had a formative impact on le field. It provided impetus for the UN International Women's Decade (1976-1985) which id to three other UN conferences: In Mexico City (1975), Copenhagen (1980) and Nairobi .985) (Visvanathan, et al, 1997). According to Reeves and Baden, (2000), it was also the me when women in development (WIN) and thereafter women and development (WAD) ⁱere institutionalized as approaches. These approaches sought to establish separate women's lits or programmes within state and development institutions. The approaches had made ow progress and so by the mid 1980s, researchers and practitioners were looking for lother development theory path. This led to the birth of the gender and development concept iverts 1998). These feminist development paths were based on feminist theories and were milar in many ways but had some major differences.

lie WID theoretical path has guided most development researchers and practitioners to date id is the oldest and most popular perspective (Visvanathan, et al., 1997). **WTD** subscribes to ie assumptions of modernization theory that generally emphasizes western values through ipitalism and target individuals as catalysts of social change. According to Vasvanathan et . (1997), Modernization theory depicts traditional societies as authoritarian and male :>minated while modern ones are democratic and egalitarian, and appear to show sensitivity i the oppression women face. It further asserts *that liberal feminists have embraced WID*. n the other hand, progressive feminists find modernization theory implicitly gendered and aracterization of third world women distorted.

WAD is supported by Marxist feminists who hypothesize that the desire to retain privately owned property within the bloodlines as well as to control children's labour made men attempt to control their wives sexuality through monogamous marriage (Vasvanathan et al., 1997) thereby intensifying hierarchy. However, Marxist feminists have not addressed the gender relations impact on oppression of women.

GAD is the third major feminist development theory. The evolution from women in development to gender and development has taken into account the attributes of the gender concept. The gender analysis framework, the Socio-Economic and Gender Analysis (SEAGA) framework has been advanced by the Food and Agriculture Organization (FAO) to improve on the understanding and build on the social construction of gender (Everts, 1998). The GAD model adopts a holistic approach and treats development as a complex process influenced by politics and socio economic forces and expects the state to play a major role in providing programmes to support the work of social reproduction (Visvanathan, et al., 1997). It GAD encourages empowerment of the women and the poor as a strategy for eliminating dominance of one gender over the other.

All these three, WID, WIN and GAD theories or frameworks, have formed development paths for researchers, practitioners and feminists (Visvanathan, et al., 1997). According to Visvanathan, et al., (1997), modernization theorists argue that development takes place as societies move on a linear path from agrarian systems and subsistence farming to industrialized economy and market production. They further argue that poverty in the third world is internal to each country and the long-standing traditions and customs prohibit individual and social entry into the modern world. They thus promote changes through motivating individuals to shake off traditions, take entrepreneurship risks and to participate in political and civil life. The theory depicts traditional society as male dominated.

Further, Nalini Visvanathan et al., (1997), point out that GAD focuses not only on women but also on social relations between men and women, in the work place as well as in other settings. GAD uses gender relations rather than women as the category of analysis and views men as potential supporters of women. An account is given of how the GAD model adopts a holistic approach and treats development as a complex process influenced by politics and socio economic forces. The GAD model expects the state to assume a critical role in

providing programmes to support the work of social reproduction. It acknowledges women's concern of economic independence and gives weight to political activism and advocates strategies such as transformative action, public education, and advocacy.

2.2 Mainstreaming Gender

The concept of gender mainstreaming originated in the women and development policy context, notably in the world conferences on women in the 1980s and 1990s (UnmuBig, 2008:1). Gender mainstreaming has been defined and viewed by different authors. Sida (1996), views gender mainstreaming as a tool for strategizing for achieving equality between women and men. Most definitions of gender mainstreaming across institutions adhere closcly to that set out by the UN Economic and Social Council (Porter and Sweetman, 2005). It states that gender mainstreaming is a process of assessing the implications for women and men of any planned action including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality (Porter and Sweetman, 2005; ECOSOC, 1997: 28).

Sweetman (2005), gives two additional aspects of gender mainstreaming, namely, mainstreaming of gender concerns within organizations itself and gender empowerment. It relates to taking account of gender equality in administrative, financial, staffing and other organizational procedures, thus contributing to a long term transformation in terms of attitudes, culture, goals and procedures. The latter, which is mainstreaming for gender empowerment, involves promoting women's participation in decision making processes, as well as having their voices heard and the power to put issues on the agenda (Sweetman, 2005). According to UnmuBig (2008), the concept of gender mainstreaming originated from the women and development (WID) policy context, in the World Conferences on Women in the 1980s and 1990s. The Fourth World Conference on Women in Beijing in 1995 marked a milestone. It was a trigger for countless national initiatives for more gender equality and equity.

The principle of gender mainstreaming was anchored in the Beijing Platform for Action and became the first international document to define the concept. It was thereafter ratified by

187 countries. UnmuBig (2008), states that gender mainstreaming is a strategic approach that initially obligates governments, businesses as well as other institutions to systematically introduce a gender-oriented perspective for every political and economic decision. It is a very radical idea since it examines and analyses all political, policy and economic decisions concerning their effects in relations to gender. More specifically, it is bringing the outcome of socio-economic and policy analysis into all decision-making processes of the organization and tracking the outcome. This includes both the core policy decisions of the organization, and the small every-day decisions of implementation.

According to Brambilla (2001), there are five key concepts to guide gender policies and programmes. These are gender sensitive measuring and assessment mechanism, gender planning, gender impact assessments, gender audits and gender budgets. These key concepts give guidance in formulating gender sensitive policies, which would then assist in initiation of a gender sensitive programme for implementation.

The world has woken up to address gender inequalities and injustices by adopting gender-mainstreaming strategies (UN Economic and Social Council, 1997:28). Specific international documents/treaties related to gender that Kenya is a signatory to include, Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), Nairobi Forward Looking Strategies for the Advancement of Women, Beijing Declaration and Platform for Action and the Millennium Development Goals (MDGs), The National Policy on Gender and Development provides a basis for the government to underscore its commitment to advancing the status of women (GOK, 2000). The aim of the policy is to provide a framework for transforming the international instruments into the 'reality' of the domestic context. The overall policy objective is to facilitate the mainstreaming of the needs and concerns of men and women in all areas in the development process in the country. The policy outlines pragmatic strategies for removing gender inequalities, promotes understanding of the links between productive and reproductive roles and responsibilities (GOK, 20004). It also focuses on analyzing the social, cultural, economic, and political factors that influence control over and access to development resources.

2.3 Status of Gender Mainstreaming Strategies

According to the UN (2004), practical implementation of the agreed conclusions from Beijing and UN Council on Gender has remained a challenge as far as institutional arrangements are concerned. The report suggests establishment of clear mandates, enhancement of decision-making powers and support from senior management for specialist gender resources, including focal points and theme groups in the field. It also suggested an increase in awareness of the responsibilities of all staff for gender mainstreaming. Although attention has been given to many of the institutional requirements, such as specialist gender resources, networks of focal points, and capacity-building activities, the development and use of tools such as sex-disaggregated data remains a serious challenge at the institutional level. This includes underdeveloped monitoring mechanisms, reporting requirements, lack of effective accountability mechanisms, inadequate resource availability, and utilization of gender specialist resources. Therefore, insufficient capacity to carry out and apply gender analysis still exists (UN, 2004).

During address to a World Economic and Social Council Substantive Session 24th & 25th Meetings, Owuor (2004), pointed out that a large percentage of the population (mainly women) of developing countries lived in rural areas. Accordingly, the eradication of poverty and rural development was a precondition for meeting the Millennium Development Goals and that adequate resources are needed for improvement of the physical and social infrastructure, as well as empowerment of the productive capacity of rural areas. He also pointed out that successful translation of policy to practice could be achieved through capacity-building, harmonization of efforts, allocation of adequate resources, training of staff and elaboration of successful strategies and tools based on relevant research.

Owuor (2004), further points out that one of the biggest challenges to gender mainstreaming strategies is to reflect policy statements and strategies on the ground. He suggested that it is necessary to "attribute ownership", making each participant of the process look at gender issues from a personal perspective, and to introduce guidelines and indicators to promote women to decision-making positions, in order to have a balanced gender representation of 50/50 of men and women at all levels of organizations.

"Hard areas" for gender mainstreaming are related to the prevalence of negative gender stereotypes and bias in some societies. Owuor (2004), further observed that there are

difficulties in promoting women to decision-making positions in organizations. Women have remained invisible in work places in every sector even at the community level. In pastoral areas, women play a vital role in livestock production, particularly as concerns the responsibility for the household food supply. According to PACE (2006: 2), in many cases, development planners and government officials overlook this role. Porter and Sweetman (2005), argue that most international development institutions have put in place gender mainstreaming policies and strategies but that at the level of implementation significant challenges remain. Most efforts on the implementation of gender mainstreaming are inconsistent and generally involve only a few activities rather than a coherent and integrated process, and that policy commitments to gender mainstreaming frequently evaporate in planning and implementation processes (Porter and Sweetman, 2005).

In June 2004, African Union/Inter African Bureau for Animal Resources (AU/IABAR) commissioned a regional assessment study to determine gender issues in the livestock sector with specific focus on activities supported by Farming on Tsetse Controlled Areas (FITCA), a regional project (Charity Kabutha 2004: vi). The study covered 14 communities in Uganda, Kenya, Tanzania and Ethiopia. The assessment revealed that while national gender policies and mechanisms help to create an enabling environment for programmes, such policies are not sufficient to ensure gender mainstreaming of programme activities. These findings are consistent with the NALEP study of July 2008, which similarly assessed the gaps and strategies of mainstreaming gender and human rights in the National Agriculture and Livestock Extension Programme (NALEP) (Charity Kabutha, 2008). This study covered the whole country and involved the ministries of Agriculture, Livestock Production and Fisheries Development. Its purpose was to identify strengths and gaps in the implementation of mainstreaming gender. It established that the relevant programme documents expressed commitment for gender mainstreaming. The study noted that the program has structures mandated to coordinate Gender and 1IIV/AIDS and that Ministry of Agriculture supported a gender needs assessment at organization and client levels. However, the study noted that there are no common ministerial policies or strategies on gender mainstreaming. Moreover, gender was not visible since it was low in the hierarchy of coordinating structures and, therefore, does not get incorporated in policy and budget formulation. The study found that appreciation and support of top management was inadequate and so were the skills and capacity to address crosscutting issues. Resource allocation was equally inadequate

The reviewed literature has further shown that even with strategies and policies in place, there is a problem in mainstreaming gender at organization and programme levels in Kenyan (Kabutha 2008).

Different check lists have been developed for monitoring gender mainstreaming. In the FITCA study, the checklist was adapted from that developed by Sara Longwe (Kabutha 2004). The gender mainstreaming process model developed by SIDA has six steps (SIDA, 1996). The starting point depicts reference point for starting, that is, level P-O. Level P-A is where there is a gender perspective and gender sensitive analysis has been done; Level P-B has a gender sensitive vision and mission and has a person responsible for gender; Level P-C is where the organization has taken gender into account in the activities following their analysis and provides gender sensitive reports. In level P- D, there are gender sensitive reporting on changes and improvements in the relationships between men and women, Here, the organization has mechanisms for women to take part in decision making and has a gender sensitive monitoring and evaluation system. The last and uppermost level is Level P-E and this is where there is a gender policy and empowerment of women is an objective. At this level the organization lobbies for gender issues (SIDA 1996).

2.4 Feminist Theories

2.4.1 Feminism and Its origin

According to Watson (1990), feminism can be described as a broad movement which seeks to realize the equality of men and women in all areas of life so that there is a relationship characterized by freedom and mutuality. A feminist is therefore man or woman who is interested in improving the situation of women. It started in the western world in 1700s (18th century) by women and at that point, they were known as 'masculine women who plead for sharing the men's powers' (Watson, 1990). The movement brought out social injustice meted on women and one of the areas where the injustices were prevalent was in workplaces. Women were not allowed to go out to work for paid employment. As the feminism brought out the injustices, it also introduced measures for women's liberation.

There are many facets of feminism depending on points of view, attitudes and meanings that those subscribing to them have used in attempting to explain the complex realities of women's and men's lives. However, the review highlighted two broad ones which have formed the basis of feminist development theories.

2.4.2 Socialist/Marxist Feminism

The subscribers of Socialist/Marxist feminism believe that the cause of women's oppression is found in the structure of capitalism and that the oppressive force of gender, class and

women's subordination is a result of male dominance and economic inequality (Watson, 1990). Marxist feminists locate women's oppression in their inability to participate in the public sphere. Women are viewed as a reserve labour force for capitalism, yet in a male dominated society, women's housework is not perceived as work since it is not paid. Therefore, women's liberation will involve movement from the domestic to the public sphere.

Further, socialists believe that all women are oppressed not only because of their gender but for some because of their class, race, ethnicity and level of ability. Similarly, men too suffer injustices due to class, race and ethnicity when they are in disadvantaged positions. Marxist feminists argue that capitalism, imperialism and sexism are inseparable and that the three view women as a reserve of labour force for capitalism (Watson, 1990).

2.4.3 Radical Feminists

These feminists believe that oppression of women is caused by patriarchy which is a social, political, and economic system that grants men power over women as seen in the army, industries, religion, and political rules (Watson, 1990). Under patriarchy, men rulers control society and use women for their reproductive ability. Men use the family unit to exercise their power over women and children. Radical feminists, therefore, perceive men as the oppressors of women and the only way out is to make structural change within the society that will bring radical transformation of the oppressive gender relations and question patriarchy. They see women's subordination to be of male dominance and economic inequality. They locate sources of women's oppression in the structure of capitalism. As a way of tackling the oppression, they stress the needs and rights of groups rather than the individual. Radical feminism theory advocates for the unification of all oppressed groups to fight all forms of oppressions rather than fighting or struggling separately. It considers capitalism, imperialism, and sexism as inseparable. The theory acknowledges that the liberation of women is linked to the liberation of all oppressive social class relations.

2.5 Theoretical Framework

The study will be guided by the Marxist Feminism. The Marxist theory states that the cause of women's oppression is found in the structure of capitalism and that oppressive force of gender, class and women's subordination is a result of patriarchy, male dominance and economic inequality. Capitalists or capitalistic systems find it advantageous to preserve and utilize traditional forms of patriarchal powers thereby perpetuating inequalities (Visvanathan et al., 1997). Marxists believe that all women are oppressed not only because of their gender

but some because of their class, race, ethnicity and level of ability. Men at disadvantaged positions do suffer similar injustices thus bringing in the gender concept and gender.

2.3.1 Gender Roles Analysis

Gender roles are reflected in activities ascribed to women and men based on perceived differences and reinforced through the gender division of labour. Gender roles may be characterized into four types of activities, i.e., reproductive, productive, community managing and constituency politics (UN Development Planning Unit-1992). The nature and extent of individual involvement in each activity reflects the gender division of labour in particular place at a particular time. Gender roles are known to change over time and with circumstances and often vary within cultures and communities. Some of these cultures follow those who practice them to their workplaces.

The socialization of individuals from the early stages of life through identification with specific characteristics associated with being male or female occurs in all cultures. Since gender roles change over time, women have in recent times joined the public and private workplaces. In fact, according to Sweetman (2005:18), there is a striking feature of large-scale entry of women into the labour market across the world. However, the tendency is to assign them jobs that are more of extension of reproductive roles and which are in line with gender division of labour. The general outlook is that women are still discriminated in cash economy.

2.6 Hypotheses

i.   Patriarchy is the cause of challenges in gender mainstreaming in the Ministry of Livestock Development.

ii. Gender roles are contributors to gender mainstreaming challenges in the Ministry of Livestock Development

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

The literature reviewed indicate that little work has been done on gender mainstreaming in the Ministry of Livestock Development and therefore this study was fundamentally exploratory in the context of the Ministry of Livestock Development.

3.2 Description of the Research Site

This study was conducted within the Ministry of Livestock Development headquarters in Nairobi. The exact sites included Upper Kabete veterinary office, Kilimo House, and Hill Plaza House off Bishop Road. These are where policy makers and senior managers are housed and they include PS, Directors and Deputy Directors, Finance controller, Chief planning officer and Director of Human Resource Division. Middle level managers included Assistant Directors from the sites indicated above.

The research site is located in Nairobi, the capital city of Kenya. It lies at a longitude $36°.50^1$ east and latitude 1 17^1 south, just 140 km away from the equator in the southern part of the country. Nairobi has an altitude of 1700m above sea level (CBS, 2005).

Nairobi is the center of business and hosts some major United Nations' progammes at Gigiri. All embassies accredited to Kenya live and work in Nairobi which is well connected to major towns by good tarmac roads. All kinds of urban and peri-urban agriculture and livestock keeping are practiced. Administratively, Nairobi is divided into divisions and the study site falls under Dagoretti and Parkland divisions (CBS, 2005).

3.3 Study Design

The study design was exploratory and cross sectional. It was exploratory in the sense that no similar study had been undertaken in the ministry of Livestock Development. Data was collected using the survey methods and key informant interviews. The quantitative data collected using the survey method was analyzed using the SPSS computer software and findings presented in charts and tables. On the other hand the qualitative data collected from key informant interviews were analyzed thematically and presented in verbatim quotes.

3.4 Study Population

The study population comprised officers at the ministry headquarters, that is, policy makers, senior management and middle management levels all based at headquarters in Nairobi. The sample consisted of men and women who were heads of divisions and sections within the ministry.

3.5 Sampling Design

A stratified random sampling was used. The ministry sample population was grouped into non-overlapping groups or strata, based on the staff categories. A structured questionnaire was distributed to the sample population comprising senior and middle level managers in the ministry. A total of 60 questionnaires representing 100% of the above cadre ware distributed at the ministry headquarters. Further, key informant interview guide was administered to selected policy makers and senior managers at the ministry for in depth survey.

3.6 Sampling Frame and sample Selection

The sampling frame involved grouping of the employees in management brackets in the ministry based on grades and department where a proportional sample was selected to give a total sample size. The sample size was made of the total of policy makers, senior and middle level managers in the two departments at the ministry headquarters.

3.7 Methods of Data Collection

The study relied heavily on primary data collected through the use of questionnaires and key informant primary and secondary data collection methods. Primary data was collected using survey, key informant interview and observation. Secondary data was obtained from written records.

3.7.1 Survey method

The research instruments used were structured questionnaire (Appendix 1). Which were distributed by drop and pick method that were self administered. This method was restricted to the randomly selected senior managers and policy makers in the ministry.

3.7.2 Key Informant Interviews

Selected Key informants from the ministry were interviewed within their offices using an interview guide (Appendix 11). The interview was administered to selected respondents among the policy makers (2 Directors, Chief Finance Officer, Head of Human Resource and Gender coordinators of the two departments) for in depth understanding of gender

mainstreaming issues in their respective areas. The interview allowed the researcher to interact face to face with the respondents and was able to observe non verbal communication clues and possibly gauge the perception of the respondents on the questions asked.

3.7.3 Secondary Sources

Secondary data was collected by going through relevant books, reports, journals and local newspapers. These sources were used throughout the study.

3.8 Data Analysis

Primary data collected through the questionnaire was cleaned, validated and then keyed into a computer. The data was then analyzed using computer packages particularly Statistical Package for Social Sciences (SPSS) and MS Excel. The data has been presented here using charts and tables for the purposes of summarizing and explaining the data. Qualitative data was grouped, collated in order to give descriptive statistics for interpretation of challenges of gender mainstreaming (first objective). The data was presented using the SIDA International Gender Mainstreaming process model discussed in the literature review.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND FINDINGS

4.1   Overview

This chapter presents the analysis and findings of the study. It provides general information of the sample studied from a total of 42 officers in the Ministry of Livestock Development on the gender mainstreaming initiatives.

A sample of 60 officers constituting 100% of the total population of policy makers and supervisors in the ministry were selected through stratified random sampling technique. An overall response rate of about 70% percent of the targeted sample was realized. The analysis was done using the 42 filled and returned questionnaires. The number of questionnaire collected was deemed adequate and sufficient for purposes of data analysis.

The respondents were quite cooperative and the data provided was taken to be a true representation of the respondents' views due to the independence of the study carried out. However, some of the respondents in the sample cadre were on leave and others on assignments outside the office, this reduced the response rate drastically. The analysis of the data was used to establish the challenges and action points of gender mainstreaming in the Ministry of Livestock Development. Furthermore the data was also used to relate back the experiences of respondents (Ministry Officials) to the findings of the literature.

4.2   Demographics

In this chapter the data gathered from the questionnaires were analyzed using SPSS and presented using descriptive statistics. The participants represented a broad range of employees in terms of gender, age education level, designations, duration in the current position. All the respondents were employees of the Ministry of Livestock who were either in policy making or implementers of the policies. The male respondents constituted 57% while female respondents comprised 43%. The respondents held a wide range of job titles. Their job groups ranged from M to R, the results of corresponding jobs are presented in table 1.

Table 4.1: What is your job group?

Job Grade	% Percent
R and above	13.9
Q	31.4
P	19.0
N	9.5
M	26.2
Total	100.0

Table 1 show that, about 28.6% of the respondents was in job group Q while the remaining percent were in job groups, M, N P and R. The above job groups are senior and middle management positions in the ministry representing officers who are supervisors in the implementation of gender policies.

Table 4.2: For How Long Have You Been In The Ministry?

Age Group	Frequency	Percent
Less than 5 years	2	4.8
Between 11 to 15 years	5	11.9
Between 16 to 20 years	8	19.0
Between 21 to25 yearsP	13	31.0
Between 26 to 30 years	12	28.6
Above 3 1 years	2	4.8
Total	42	100.0

From Table 4.2, about 31% of the respondents had worked in the ministry between 21 to 25 years, 29% had worked between 26-30 years while the remaining 40 % had worked either below 20 or above 31 years. The respondents were asked to indicate their age brackets and the findings are presented in the Figure 4.1.
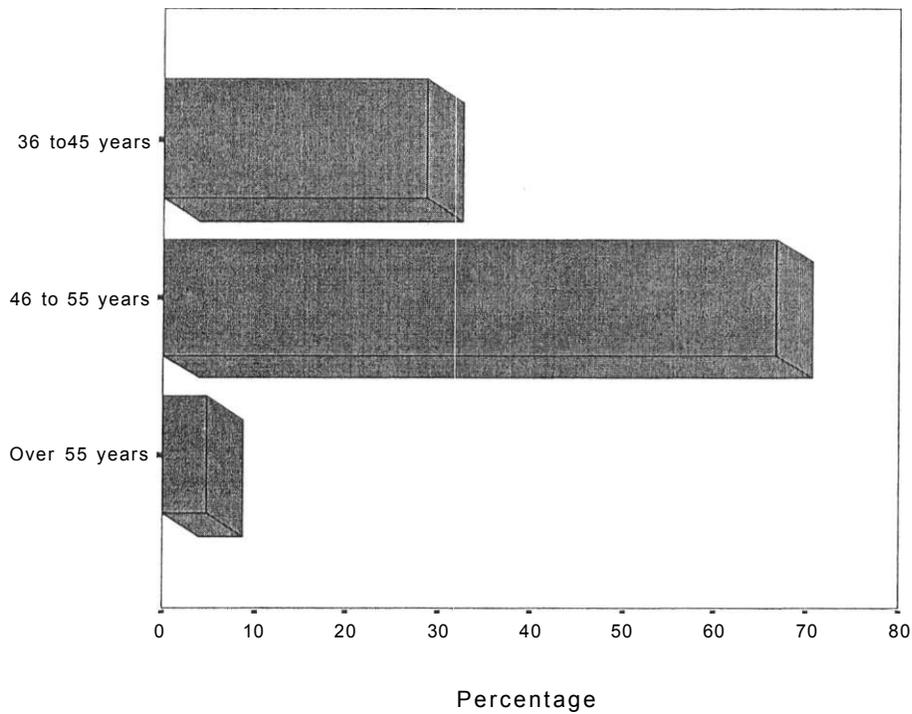
Figure 4.1: Respondents' age brackets

From Figure 4.1, about 67% of the respondents were aged between 46-55 years meaning that they were mature people who understood about gender mainstreaming issues. About 50% of the respondents were working in livestock department, 28% in veterinary department and the rest 22% in either administration or projects like ALLPRO and PACE.

70
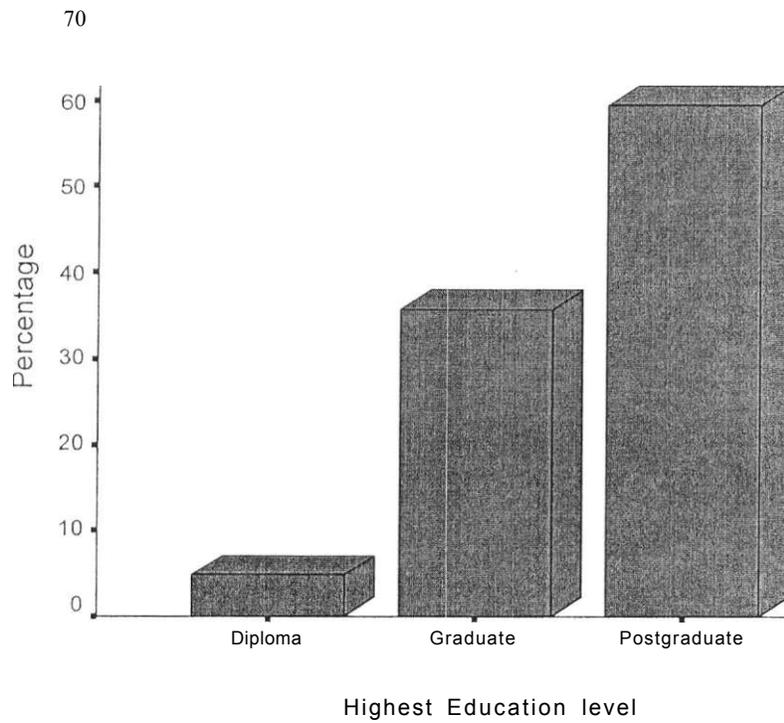
Figure 4.2: Respondents educational level.

From Figure 4.2, the educational level of the participants varied with about 59.6% having attained postgraduate, 35.6% graduate degree and 4.8% diploma, meaning that the respondents were highly knowledgeable officers who understood about gender main streaming issues in the ministry.

No
33.3%

Yes
66.7%

Figure 4.3: Respondents professional qualifications

In addition to the academic qualification, about 66.7% of the participants have attained professional qualification in various disciplines, these included; bee keeping, computer training, change management, project management, ICT management, climate change and adaptations, animal husbandry, counseling, diseases control and public health, marketing, monitoring and evaluation, middle lakes management, GIS and remote security, international poultry husbandry & management, disease surveillance, laboratory diagnosis of poultry diseases, strategic management proposal writing, grant management, TOT - government accounting procedures, public investigation and prosecution and integrity assurance. In addition about 59.5% had attended a course in gender mainstreaming, meaning they were aware of gender mainstreaming issues. However a substantial number of the participants, 38.5%, had not attended any gender mainstreaming course. The gender related courses attended included; gad/gender humanity, gender analysis & development, gender and development, gender mainstreaming in livestock development, gender mainstreaming and other cross cutting issues, HIV and Gender, Income Generating Project (IGPs) and Gender, Introduction to Gender Mainstreaming, Training of Trainers on Social Economic and Gender Analysis. The training had been conducted between one day to three months training period through training and sensitizations awareness.

4.3   Challenges of gender mainstreaming

The first objective of the study sought to establish the challenges of gender mainstreaming in the ministry of Livestock Development. The questionnaire had five questions that addressed this objective. From the respondents who filled the questionnaire the results were presented using percentages, figures and tables.

4.3.1   Policy and gender

The respondents were asked to state if they agreed or disagree with a number of issues related to policy and gender. The responses were analyzed using descriptive statistics and presented using tables and charts.
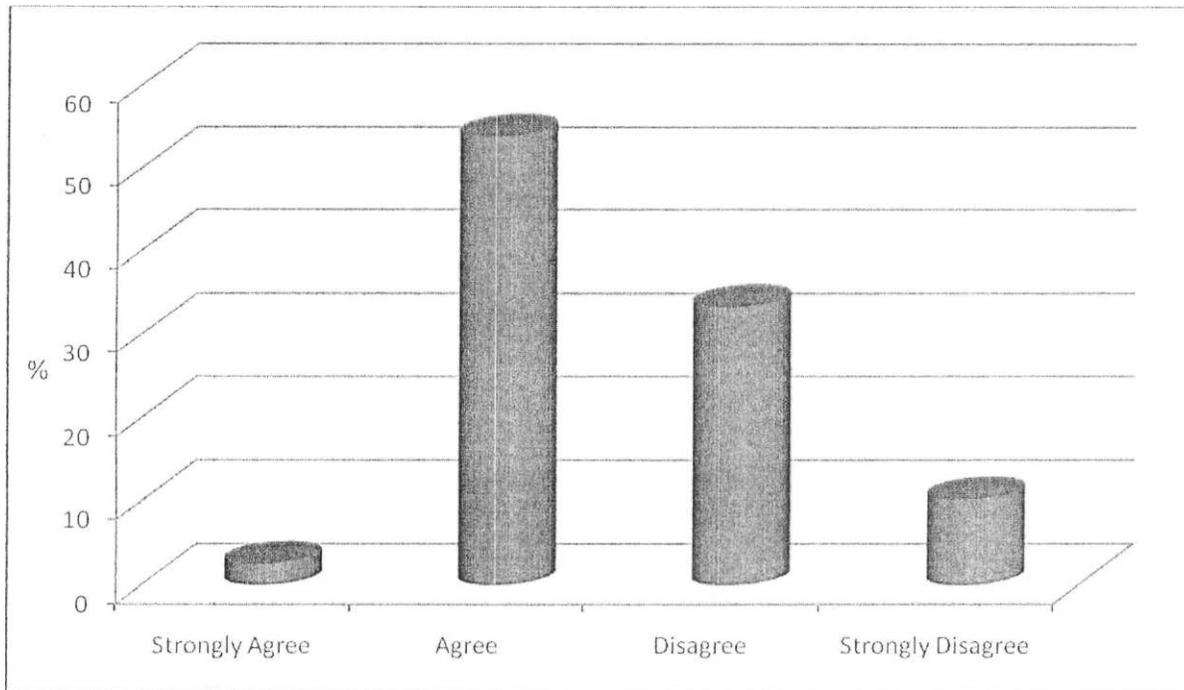
Figure 4.4: Existence of gender policy

Figure 4.4 shows that, whereas the respondents have been trained on gender mainstreaming issues, only about 53.8% agreed that gender policy exists in the ministry. The findings further show that only about 23.8% of the respondents agreed that the policy is disseminated and a large number of respondents 77.2% disagreed on the same. Furthermore, about 90.5% of the respondents disagreed that the policy is available to all staff. Only a small number 9.5% agreed on the same. When asked whether, adequate resources were earmarked for gender policy implementation, about 78% disagreed and a similar percentage disagreed that gender policy is monitored. Whereas about 44% agreed that there is a structured mechanism in place

to realize gender policy, majority 56% disagreed. The gender policy is not felt by everyone as responded by majority of respondents (83.3%) and the gender policy is not owned by everyone. About 95% of the respondent disagreed that there is a system for rewarding those who promote gender sensitivity. When asked if there is a time frame for the implementation of gender related action points, about 83.8% disagreed.

Table 4.3: There is a Time Frame for Implementation of Gender Action Plan.

Responses	Frequency	Percent
Agree	10	23.8
Disagree	21	50.0
Strongly Disagree	7	16.7
Not sure	4	9.5
Totals	42	100.0

From Table 4.3, about 59.5% of the respondents disagreed that there is a time frame for the implementation of gender action points. From the analysis it was evident that although there is a National Gender Policy in the Ministry of Livestock Development, the policy is not well executed.

4.3.2   Recruitment and job

The respondents were asked to rate a number of factors in regard to recruitments and job opportunities, the findings were analyzed using descriptive statistics and presented in tables and percentages. About 46% of the Respondents Agreed that affirmative action is used to fill the gaps on gender mainstreaming, while 54% disagreed on the same. About 77% of the respondents said there is no job stereotyping (defined jobs for men and women) in the ministry, however 23% agreed. In addition the content induction program does not include gender as responded by 61%. Mentorship program is not conducted as observed by 84% of the of the respondents, with a substantial percentage disagreeing that, there is a system of mentorship in order to create gender balance at senior levels. When asked whether job experiences are recorded to inform future practices, 69% disagreed with a further 86% disagreeing that there is a career development policy on gender mainstreaming as shown in Table 4.4.

Table 4.4: There Is a Career Development Policy on Gender Mainstreaming

Responses	Frequency	Percent
Yes	5	11.9
No	30	71.4
Not sure	7	16.7
Total	42	100.0

The respondents were asked if there is a flexible working arrangement in view of family responsibility; about 69.2% disagreed.

Table 4.5:   There is Provision for Return Rights for Staff Members Who Have Taken Long Leave for Family issues.

Responses	Frequency	Percent
Yes	8	19.0
No	26	61.9
Not Sure	8	19.0
Total	42	100.0

From Table 4.5, about 76.5% agreed while 23.5% disagreed that a provision for return rights for staff members who have taken long leave for family issues. Whereas there was a divided opinion that there was policy written and displayed equal employment opportunity. About 66.7% had a negative response that, there are proactive strategies implemented to recruit or promote women into senior management positions. Another big percentage 77.8% disagreed that gender awareness is included in all job descriptions. The findings show that positions are not created for gender balance at all levels, only 16.5% agreed. About 97% agreed that advertisements on posts are done both internally and externally in the language that is understood by all. From the study it was evident that there is a challenge of gender mainstreaming in terms of recruitment and job in the Ministry of Livestock Development.

4.3.3   Performance, Career Development, and Entitlements

The respondents' were asked to respond to a number of issues regarding performance, career development and entitlements. All the respondents agreed that an appraisal system exists, with 55% agreeing that, the promotion policy exists and takes consideration on gender.
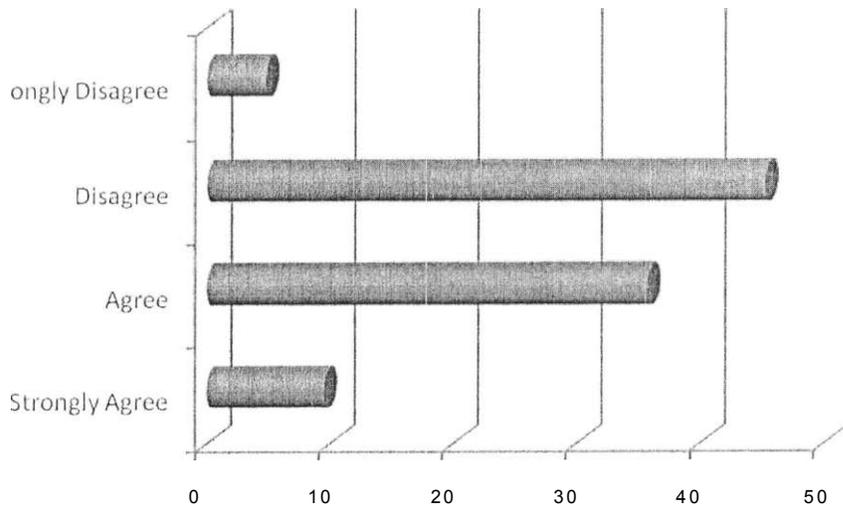
Figure 4.5: There Is Distribution of Training Opportunities

Figure 4.5 shows that only 10% of the respondents strongly agreed, 37.5% agreed while 47.5% disagreed that, training opportunities are distributed to promote gender sensitivity and gender balance. Another 66.7% disagreed that professional mobility has been designed in a way that ensures gender balance is maintained, while 78.6% agreed that, there is a policy on equal pay for work of equal value. Only a very small number of respondents 10% agreed that, there is medical benefit and insurance cover for maternity, gynecology and specific male conditions. About 52.4% agreed that there are special leave days entitled for male and female staff responsive to gender. However, 84% disagreed that, there are additional benefits enjoyed in relation to gender to reflect sensitivity to gender differences. There was a mixed reaction by the respondents that gender mainstreaming is included in job performance contracting, with 43.6% agreeing and the remaining percent disagreeing.

4.3.4   Working environment and exit

Table 4.6: Use of Acceptable Language in the Working Environment.

Responses	Frequency	Percent
Yes	35	83.3
No	7	16.7
Total	42	100.0

Despite the fact that, there is a challenge in gender mainstreaming, table 6 shows that, about 85% of the respondents agreed that acceptable language is used in the working environment, and 70.7% agreed that, no literature and picture are displayed on positive gender balance, however 87.8% agreed that, respect is ensured between and among men and women. Findings further show that, 53.8% agreed that no policies exist on harassment and gender based on abuse of power, with another 46.2% agreeing on the same.

There are feedback and greviences mechanisms in working environment
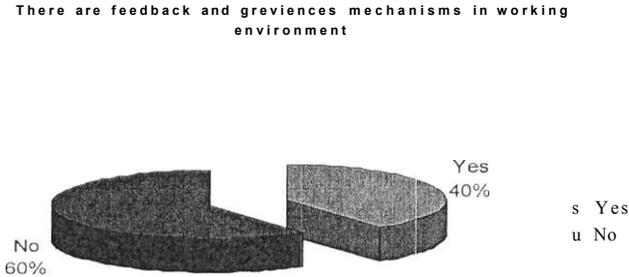
Figure 4.6: Feedback and Grievance Mechanisms

From Figure 6.6, about 60% of the respondents agreed that there are feedback mechanisms in working environment. Another, 57.5% agreed that there are no physical structures in place to respond to gender specific needs of staff, with a further 94.7% agreeing that, there is a retirement policy on staff based on gender. About 85% agreed that there is a gap between how men and women view gender issues and 88.1% agreeing that, meetings in the ministry tend to be dominated by men.

Hypotheses

i.   Patriarchy is the cause of challenges in gender mainstreaming in the Ministry of Livestock Development.

The respondents were interviewed using the interview guide. The finding shows that women are unpropotionately fewer at the decision making levels. The example given by the respondents from veterinary is that there is no single woman heading a division in the department of Veterinary Services, Some of the respondents observed that the women are assigned to head sections that are perceived to be less challenging within the department. This supports the hypothesis that patriarchy is the cause of challenges in gender mainstreaming in the Ministry of Livestock Development. Some respondents confirmed that

things have not changed much since the colonial time when the department was created. This is in the sense that veterinary medicine was and still is a male discipline and some male managers and policy makers are reluctant to deploy the female officers to decision making positions even when they are qualified.

ii. Gender roles are contributors to gender mainstreaming challenges in the Ministry of Livestock Development

The hypothesis was tested using one sample t test static, and results are shown in Table 4.7.

Table 4.7: One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Meetings in the organization tend to be dominated by men	22.126	41	.000	1.12	1.02	1.22

From Table 4.7, the p-value is 0.000 (significant 2-tailed at 95% confidence level). This supports the hypothesis that in the ministry of livestock development, gender roles are contributors to the challenges faced by the ministry in gender mainstreaming.

4.3.5 Financial resources

The finding shows that majority of the respondents, 97.5%, agreed that there is no adequate budget to support gender mainstreaming work in the ministry. Another 92.7% agreed that no financial resources are allocated for the operationalization of gender mainstreaming at all levels.

Staff training on gender issues is not budgeted for as shown by 85% of the respondents.

When asked if there is a ministerial policy on gender the respondent agreed that a ministerial policy on gender was established, with at least 30% appointment to females, however majority of the respondents were not aware of the same. The finding shows that, there is no monitoring mechanism for the same and there is no scope for reviewing the ministerial gender policy to keep it relevant if it is really there. There is indication that lack of financial resources and budget for gender mainstreaming can be attributed to the observed challenges in gender mainstreaming in terms of training and policy implementations.

4.4   Strategies

One of the most important action points, the affirmative action, observed in the ministry is the 30% representation of gender in all levels. However, the respondents who were policy makers and senior supervisors from the ministry observed that the concept of gender mainstreaming is misunderstood and often assumed to refer to women. The respondents indicated that, gender should be seen as a strategy for achieving equality and equity. The respondents noted that, in terms of policy, the training institutions under the Veterinary Department are already implementing gender policy but women do not seek admission therefore the ratio is about 20:80, female to male respectively. The recruitment and enrolment in relevant colleges, and appointments are similarly reflected in the same ratio. Further, there is no female head of a division. Support especially from top management was found to be lacking in regards to engendering the budgets and in funds allocation. The respondents noted that even physical facilities in some areas portrayed gender gaps. As a result, female officers operate in a very disadvantaged environment.

A monitoring and evaluation program conducted in the ministry showed that, the gender policy lacked seriousness in terms of implementation. The government policy statement of 30% representation has not been taken seriously. Some respondents however, felt that that ratio has been overtaken in some areas especially in central province and in some parts of Eastern province. There are more girls than boys enrollmed in local schools.

The challenges can be overcome over time with proper sensitization that should be continuous till attitude change is attained. This should start with the top management; however there is need for political good will. Development and Institutionalization of gender policy must be fully consultative with a clear definition of the office dealing with gender issues in the ministry.

There is need for commitment by policy makers and managers in matters of gender mainstreaming. In addition they should be knowledgeable to source and, manage budget and other resources. Allocation of adequate budget is an important activity. Gender mainstreaming activities should be part of performance contracting and there is need to lobby for money from treasury if gender is to be reflected in the performance contract.

The study observed that there is a disconnect between policy makers and managers at all levels, the respondents indicated that there is need to engage senior managers and policy makers at all levels. The respondents observed that government system is rigid and does not readily take in non conventional issues. The ministry should be open in order to seriously undertake the new developments like gender mainstreaming.

There is need for the Ministry of Gender to provide guidelines to all ministries with clear indicators & targets to be attained which could be tied to the performance contract. The respondents suggested removal of approaches being promoted by donors within the donor supported projects, but rather make gender mainstreaming a day to day activity with adequate line budget.

Pressure is also required to make policy makers allocate resources and opportunity for gender mainstreaming. There is need to keep talking and sensitizing people on gender. The national gender policy should be cascaded and linked to all ministries with a shared vision and coordinated by the ministry of gender. There is need for a functional department of gender to be established in every ministry whose core objectives could be to promote gender mainstreaming.

CHAPTER FIVE

SUMMARY AND CONCLUSION

5.1 Summary

This chapter summarizes and makes conclusions on the findings of the study in relation to the objectives as indicated in Chapter One. It also discusses the limitations of the study and recommendations for further research.

5.1.2 Demographic information

A sample of 60 officers constituting 100% of the total population of policy makers and supervisors in the ministry were selected through stratified random sampling technique. An overall response rate of about 70% percent of the targeted sample was realized. The analysis was done using the 42 filled and returned questionnaires. The number of questionnaire collected was deemed adequate and sufficient for purposes of data analysis.

The male respondents constituted 57% while female respondents comprised 43%.The respondent's held a wide range of job titles. About 28.6% of the respondents were in job group Q while the remaining percent were in job groups, P, M, N and R. The above job groups were senior management positions in the ministry representing officers who were either policy makers or supervisors in the implementation of gender policies.

About 31% of the respondents had worked in the ministry for between 21 and 25 years, 29% had worked between 26-30 years while the remaining 40 % had worked either for below 20 or above 31 years. About 67% of the respondents were aged between 46-55 years meaning that they were mature people who understood about gender mainstreaming issues. The educational level of the participants varied with about 59.6% having attained postgraduate, 35.6% graduate degree and 4.8% diploma, meaning that the respondents were highly knowledgeable officers who understood about gender main streaming issues in the ministry of livestock and development. In addition about 59.5% had attended a course in gender mainstreaming, meaning were aware of gender mainstreaming issues.

5.1.3 The challenges of gender mainstreaming

The general purpose of the study was to establish the challenges of gender mainstreaming in the ministry of Livestock Development. Descriptive statistics was used to analyze the data

then; the results were presented in graphs and tables. The findings show that, some of the challenges faced in gender mainstreaming included; poor dissemination of gender policy, about 53% of the respondents agreed that gender policy exists but the challenge arises during implementation and dissemination of the policy as responded by 72.2% of the respondents. About 90.5% agreed that the policy is not made available for all staff at all levels in the ministry.

About 54% disagreed that affirmative action is used in recruitment of staff in the ministry, a further 61% disagreed that the contents of induction program contain aspects of gender mainstreaming. Indeed, the respondent indicated that mentorship program on gender mainstreaming is not available.

Career and training challenge was also noted, about 66.7% of the respondent noted that no professional gender mobility exists in the ministry with another 47.5% disagreeing that training opportunity include gender. It was noted that there is inadequate knowledge on gender among the policy makers and managers in the ministry.

The work environment challenge, about 85% agreed that there is a gap between men and women with 88.1% saying that meetings in the ministry are dominated by men. Finally the financial challenge, about 97% of the response agreed that there is no adequate fund for gender mainstreaming; hence it was difficult to streamline gender issues.

5.1.4 Strategies of gender mainstreaming

The second objective sought to determine the strategies of gender mainstreaming in the ministry of live stock development. Qualitative analysis was used to analyze data gathered by the use of interview guide on policy makers and senior managers in the Ministry of Livestock Development.

The challenges can be overcome over time with proper sensitization that should be continuous till attitude change is attained. This should start with the top management; however there is need for political good will. Institutionalization of gender policy must be fully consultative with a clear definition of the office dealing with Gender issues in the ministry.

There is need for commitment by officers dealing with gender issues. In addition, the officers should be knowledgeable on gender and be able to source, engender and manage budget and other resources. Allocation of adequate budget is important very necessary. Gender should be part of performance contracting and there is need to lobby for money from treasury in order to build gender mainstreaming in the performance contract.

The study observed that there is a disconnect between policy makers and managers at all levels, the respondents mainly from the veterinary department observed that there is need to engage senior managers and policy makers at all levels. Further observation pointed out that the government system is rigid and suggested that the ministry should be open in order to undertake new developments seriously.

5.2   Conclusion

The findings established that a number of challenges are faced in the mainstreaming of gender in the ministry of livestock development. Although a national policy exists, there is lack of clear framework and commitment to mainstreaming gender in the ministry. There is, therefore need for a ministerial gender policy. The challenges can be solved through institutionalization of gender policy statements, commitment by policy makers and creating a department to deal with gender issues as part of their performance contracts. It requires a national policy with clear management and performance metrics on the gender mainstreaming implementation.

5.3   Recommendation

To improve the gender mainstreaming in the ministry there is need for political good will and support from top management and should be adequately exposed to gender issues and mainstreaming. The study recommends establishment of a department to deal with gender. The gender mainstreaming should be part of the performance contracting in the ministry and treasury should allocate adequate funds for gender mainstreaming initiatives.

5.4   Limitation of Study

The study was not without limitations. They included hurriedly completed questionnaires which are likely to have influenced the outcome of the study. The leading policy maker was not available for the interview due to his busy schedule yet his input would have significantly influenced the outcome since there are only three policy makers in the ministry.

5.5   Recommendations for further study

This study has served the purpose of initiating researching on gender mainstreaming in the ministry. Similar research should be conducted at all levels in the ministry.

Based on the above findings, the study suggests the following as areas for further research;

i.)   Effectiveness of gender integration in policies in the ministry.

ii.)   Performance contracting and gender mainstreaming.

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APPENDICES

Appendix I : Questionnaire

The Institute of Anthropology, Gender and African Studies of the University of Nairobi has approved a Research Proposal on gender mainstreaming within the Public Sector. You have been identified as a key informant towards this research. Kindly accord the researcher with all the necessary information required towards this study. The information provided will be handled with greatest confidentiality.

Part A: Personal Data

1. Gender (Please tick as applicable)   (1) Female_____(2) Male

2. Please indicate your Department_____division

3. What is your job Grade?_____Designation

4. For how long have you been in the Ministry? (Please tick)

<5 yrs	5-10 yrs	11-15 yrs	16-20yrs	21-25yrs	26-3 Oyrs	> 31 yrs
[ ]	[ ]	[J	[ ]	[ ]	[ ]	[ ]

5. What is your age bracket? (Please tick)

Below 25 yrs [ ]	25-35yrs [ ]	36-45yrs [ ]	46-55yrs [ ]	Over 55 yrs [ ]

6. Please indicate your highest level of education (Please tick).

Primary [ ]	Secondary[ ]	College certificate^]	Diploma[ ]	Graduate[ ]	Postgraduatef]

7. Have you attained any other professional qualification in addition to the above?   (l)Yes
        (2) No

If yes please specify

8. Have you attended any training on Gender or Gender mainstreaming?   (1) Yes   (2)

If yes please specify....................conducted by................for how long

Part B: Policy on Gender

9. To what extent do you agree with the following	Strongly Agree	Agree	Disagree	Strongly Disagree
a) Gender policy exists in the ministry				
b) Gender policy is disseminated well				
c) Gender policy is understood by all staff				
d) Gender policy is accessible by all staff				
e) Adequate resources are earmarked for gender policy implementation				
f) Gender policy is monitored				
g) There are structure and mechanisms in place to realize gender policy				
h) Everyone in the organizations feels and owns the gender policy				
i) There is a system for rewarding those who have promoted gender sensitivity.				
j) There is gender action plan for HR				
k) There is a time frame for implementation of gender action plan.				

Part C: Recruitment and job

TO. Please tick	Yes	No
a) Positions are created on gender balance at all levels		
b) Advertisement on posts is done both internally and externally in a language that is understood by all		
c) Affirmative action is used to bridge gaps		
d) There is job stereotype(i.e. defined jobs for men and women)		
e) The contents of the induction programme includes gender		
f) There is a system of mentorship in order to create gender balance at senior levels.		
g) Job experiences are recorded to inform future practices		
h) There is a career development policy on gender mainstreaming		
i) There is a flexible working arrangement in view of family responsibility		
j) There is provision for return rights for staff members who have taken long leave for family issues.		

k) There is written and displayed equal employment opportunity policy		
1) There are proactive strategies implemented to recruit or promote women into senior management positions.		
m) Gender awareness is included in all job descriptions		

Part d: Performance, career development, and entitlements

11. Please tick	Strongly Agree	Agree	Disagree	Disagree Strongly
a) Appraisal systems exist				
b) Promotion policy exists and takes consideration on gender				
c) Training opportunities are distributed to promote gender sensitivity and gender balance				
d) Professional mobility has been designed in a way that ensures gender balance is maintained.				
e) There is a policy on equal pay for work of equal value.				
f) There is medical benefit and insurance cover for maternity, gynecology and specific male conditions.				
g) There are special leave days entitled for male and female staff responsive to gender.				
h) There are additional benefits enjoyed in relation to gender to reflect sensitivity to gender differences.				
i) Gender mainstreaming is included in job performance contracting.				

Part e: Working environment and exit

12. Please tick	Yes	No
a) An acceptable language is used in the working environment		
b) Literature and picture are displayed on positive gender balance		
c) Respect is ensured between and among men and women		
d) Policies exist on harassment and gender based on abuse of power		
e) There are feedback and grievance mechanisms in the working environment		
f) There are physical structure in place to respond to gender specific needs of staff		
g) There is a retirement policy on staff based on gender		
h) There is a gap between how men and women view gender issues		
i) Meetings in the organization tend to be dominated by men		

j) Meetings in the organization tend to be dominated by women

Part f: Financial resources

13. Please tick	Yes	No
a) There is adequate budget to support gender mainstreaming at work		
b) Financial resources are allocated for the operationalization of gender mainstreaming at all levels.		
c) Staff training on gender issues is budgeted for		

14. Is there a ministerial gender policy?

-

15. Is there a monitoring mechanism on Gender Policy?

-

16. Is there a scope for reviewing the ministerial gender policy to keep it relevant?

Thank you for filling this questionnaire

APPENDIX II: KEY INFORMANT INTERVIEW GUIDE FOR:

(a) Policy makers in the ministry

1. Name of the interviewee

2. Designation

3. Key role in the organization

4. What are your views on Gender mainstreaming (does the concept make sense?

5. Have you come across Gender policy in the (your) ministry?

6. If yes   (i) Is the policy understood and accessible by all staff?

   (ii) Are resources allocated for implementation and monitoring of the
       Policy?

   (If yes) what kind of resources? How much?

7. In terms of employment and recruitment, do we have a balanced distribution of
   positions between men and women?

8. Is there an appraisal system and career development system specifically on gender?

9. What strategies on gender mainstreaming are there in the work environment?

10. Is there a budget for gender mainstreaming strategies implementation?

11. We have various National and International initiatives on Gender mainstreaming, in
    your view, what are the challenges that have affected the actual implementation of
    gender mainstreaming initiatives.

12. Do you think these challenges can be overcome (If yes, how)?

(b) Other stakeholders in gender mainstreaming outside the ministry.

1. Name of the interviewee

2. Designation

3. Key role in the organization

4. What are your views on Gender mainstreaming (does the concept make sense?)

5. What policies have been advocated to mainstream gender in government ministries?

6. What are the goals of these gender-mainstreaming policies?

7. What were the action points of these policies?

8. Have the action points been implemented?

9. Are there any challenges in gender mainstreaming implementation strategies?

10. What are the root causes of these challenges?

11 What do you think needs to be done in order to realize the gender mainstreaming goals?

APPENDIX III: LETTER FROM THE UNIVERSITY

UNIVERSITY OF NAIROBI
INSTITUTE OFANTHROPOLOGY, GENDER AND AFRICAN STUDIES

P.O. Box 30197
Nairobi, Kenya
Telephone 3742080/78/36
Email: director-aags@uonbi.ac.ke

3/10/2009

TO WHOM IT MAY CONCERN

Dear Sir/Madam

COLLECTION OF DATA:
Ms. MITOKO, GRACE - N69/70616/2007

This is to confirm that the above named is a Master of Arts in Gender and Development Studies student in the Institute of Anthropology, Gender and African Studies, University of Nairobi.

Ms. Mitoko is in the field to collect data for her Project Paper as the final part of her course. She has started collecting data for her project entitled "CHALLENGES OF MAINSTREAMING GENDER IN KENYA'S MINISTRY OF LIVESTOCK DEVELOPMENT ".

The purpose of this letter is, therefore, to request you to allow her access to data she may find relevant to her work.

1 wish to add that the research she is undertaking is purely for academic purposes.

Any assistance accorded her will be highly appreciated.

Yours Faithfully

WANYONYI MASINDE
FOR: DIRECTOR
INSTITUTE OF ANTHROPOLOGY, GENDER AND AFRICAN STUDIES

WM/ewk

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