

EFFECTS OF MANAGERIAL APPROACH IN THE IMPLEMENTATION OF GENDER MAINSTREAMING IN MOMBASA COUNTY GOVERNMENT, KENYA

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ABSTRACT

The goal of this survey was to interrogate the effects of county government management in the implementation of gender mainstreaming. This paper interrogated devolution and its effects and implication it has on politics and constitutional dispensation specifically on gender balancing. The survey was done at Mombasa County, which has appropriate representation of the county government and sufficient resources on the subject of the study. The objective of the survey: to explore the influence of political commitment on the implementation of gender mainstreaming in Mombasa County, to assess the role of policy functionality on the implementation of gender mainstreaming in Mombasa County, and to examine the role of leadership support on the implementation of gender mainstreaming in the government of Mombasa County. This study's target population consisted of 110 employees working in the county government's major sectors the county public service board (CPSB), the county assembly, and the county executive committee ranging from normal cadre staff to department heads. The research used a descriptive design. The critical inquiry into the efficacy of the management measures and policies on gender as well as the implementation of the policies was the focus of descriptive design, which relied heavily on qualitative data. Participants were chosen using purposive and simple random sampling methods. To determine the sample size, the formula described by Kothari research methodologies was applied. For the collection of data, tools used were closed ended questionnaires and interview schedules were used. The questionnaires

were used to collect information from the general employees while interview questions collected data from the supervision level. The research applied the quantitative data coding that was then analysed using SPSS (Statistical Package for Social Sciences) and thereafter interpreted by regression analysis. Data representation was tabulated and resulted to findings and recommendations. From the outcomes, the survey noted that a weak but positive correlation between leadership support and implementation of gender mainstreaming. Political commitment was found to have a weak but positive correlation with implementation of gender mainstreaming. However, results indicated a higher and positive correlation between policy functionality and implementation of gender mainstreaming. The major recommendations are, that the public sector adopt efficient management approaches that positively influence implementations of gender mainstreaming. The study recommended that public sector organizations should ensure there is leadership support towards policy implementation. In regards to policy functionality, the devolved government should ensure that there is gender balance policy in the sector so that implementation of the gender mainstreaming can be achieved. Finally, constant monitoring and evaluation was recommended from time to time to for continuous improvement.

Key Words: Managerial Approach, Leadership Support, Political Commitment, Policy Functionality and Implementation of Gender Mainstreaming

INTRODUCTION

Gender mainstreaming is defined as a technique including the (re)organization, advancement and assessment of strategy cycles to enhance gender equality (Pialek, 2007). It is a means by which an organization can assess gender quotas of men and women in an organization and can be used as a tool for gender balancing. Gender mainstreaming is a device for evaluating the effect of strategies and activity and give guideline and fair dissemination of these exercises for all kinds of people (Nyachieng'a, 2011). The NGEC Act defines it as a means of ensuring that all policies, laws, and administrative procedures take into account the needs of men and women first and foremost. All government procedures, including budgeting, must be inclusive.

Historically, women and girls have often had more difficulty gaining access to opportunities and rights than men and boys did. The challenge is caused by discriminatory approaches by the society and lack of awareness and poor implementation of equality policies and programmes (UN,2001). Until the eighteenth century, it was assumed that human beings were unequal by nature. This was until the concept of natural rights was developed by philosophers thereby resulting to universal declaration that every person deserved equal dignity and respect. (Stanford 2001). According to World Health Organization, gender as a social construct is hierarchical and could produce inequalities in social and economic setting. The basis for these differences varies from different factors of discrimination examples include ethnicity, socioeconomic status and sexual orientation, among others. When done on basis of gender it results in gender inequality

African countries through African Union have adopted gender mainstreaming primarily through policy changes, developments and contributions from various national and non-state actors (Walby, 2005). The African Union adopted eight gender responsibilities as part of its gender policy. All member entities signed these strategies and needed to implement the agreement at the state level (African Union Gender Policy ,2009). Some African countries such as Uganda formulated free primary education for 4 siblings per household with a guideline that two of the four had to be females. However, despite effective reorganization of education development initiatives towards gender equality in most African countries, women are unable to participate like to men due to the patriarchal social patterns and limited resolution from government (DFID synthesis Report, 2000).

In Kenya, equality is a national value that is enshrined in the Constitution. According to Article 27, each person is equal and has the right to the same benefits and protection from the law. In the cultural, economic, political, and social spheres, men and women have the right to equal treatment and opportunities.

Gender balancing is a necessity to ensuring that concerns of both women and men are accorded equal access to resources and opportunities. In summary, gender balancing stems from the concept of constitutionalism for revision of various key socio-economic concepts to achieve

distribution of limited resources by state governments to achieve equality (UNESCO, 1995).

Kenya is considered an African developing country and gender imbalance has been an issue of concern. Since post-independence Kenya has been considered to have patriarchal social system not only in the political arena but also when it came to composition of the public labour workforce. This phenomenon was ideally inherited from the British imperial system and sustained to post-independence era (Ochwada, 1997). Research indicates that despite the fact that women comprise up to around 52% of the populace, women have not been accorded opportunities to empowerment and resource and have remained mostly insignificant (Kabugi, 2015).

In 1985 Kenya hosted the third world women conference in Nairobi county. The conference addressed measures for remedying inclusion of women, proposing among other measures the incorporation of constitutional and legal measures and equality in the decision-making process within government (Omotoso, 2019). In 1995, the Beijing Conference organized by the UN promoted the platform for women empowerment, which was a significant turning point on gender equality, especially for African countries. The Beijing Declaration has since been adopted by 189 countries, including Kenya, with evaluation and appraisal plan for achievement set up to the year 2020. Kenya being a signatory to the Declaration has since taken several pivotal steps in enforcing gender equality through institutional and legislative framework (UN WOMEN, 2014).

In 2008 the government of Kenya after expending various programmes to promote equality developed the Vision 2030 blueprint a policy formulated towards achieving prosperity and equity for all citizens, (GOK,2008). Under this policy the goals were broken down into various Millennium Development Goals (MDGs). The inability to fully implement policy and close gaps between people in terms of equality and access to resources adversely affect the process of gender balancing (Walby, 2003).

Recently, the gender parity issue brought forth a heated discourse among various arms of government. There have been diverse concepts and interpretations on the position of implementation of gender balance both in policy and actualization especially in the political arena (SNA, 2020). This led to the opinion from the head of the judiciary opinion for the president to dissolve parliament for failure to comply with the constitutional provisions on gender quota (Maraga, 2020).

Despite having previously established various strategies and declarations on gender balance, Kenya is a budding country on constitutional democracy and gender policy, the effect of the new dispensation on gender balance should have a far-reaching impact in gender inclusivity, resource sharing and distribution of opportunities (Kanyingi, 2014). Needless to say, gender balance or lack thereof affect societal organization, development and productivity of a nation or an organization (Mathuki, 2002).

The 2010 Kenya constitution enshrined gender equality and for all governing structures. Under article 197 specifically for the county government and also the collective provision under article 27 which led to the establishment of key institutions aimed at promoting and protecting minorities, in this case particularly women (GOK, 2019). Without a doubt, one might say that the composers of the constitution had all expectation for gender balance in organizations including the county government as a level of government (Sihanya, 2012).

The significant aspects introduced by the 2010 constitution was devolution of power, opportunities and resources. The constitution has the potential to reshape gender dynamics in Kenya (NGEC, 2019). In general, according to Sihanya (2012), the amendment to Kenya's constitution represented an overhaul of the country's governance structure. It dismissed the focal process for arranging and introduced with a two-level government framework involving the public government and 47 counties. Mutakha (2015) claims that devolution became the vehicle for steering toward a gender-equitable distribution of resources and opportunities as a result of this administrative change.

The county governments should be able to plan their own management course in accordance with policies and the law thanks to devolution. However, the diverse and silos structure of devolved units in Kenya and the fact that it is new concept left the counties to be dependent either on the pre-existing procedures by the former local government or the practices of the national government. Together, the long-term goal of devolving government is in line with the constitution's intention to promote gender parity and equality. According to Sihanya (2012), equitable socioeconomic development in Kenya will ultimately result from county management. The autonomy of the devolved government has faced multiple challenges especially on foundation in policymaking and management (Kimani, 2017). Ideally, a credible devolution framework should offer wide opportunity devolved administration and management of resources to the grassroots (Chege, 2015).

Statement of the Problem

The County Government is a legal institution. It is recognized under Chapter 11 of the Constitution. The composition of workforce under county assembly and county executive committees are established under articles 177 and 179 of the Constitution. The county service board is charged with recruitment of county staff. The gender composition thereof should be compliant with the constitution. Currently, it is yet to be established whether there are policies for determining the formula and regulations on gender balance within the County Government. The policies for guidelines known to be formulated by Parliament is the Sessional Paper no.2 of 2019. There is no law passed on guidance or legal provisions on distribution of resources or opportunities to attain gender balance. This legal and institutional lacuna hinders the likelihood of upholding gender quotas within the county government workforce (Council of Governors, 2015). Conversely, apart from the two thirds gender principle pending passing of the Bill, there are no structures and or existing law to avert the allocation of positions along gender patterns (Kabugi, 2016). Therefore, the trend of appointment signifies gender balance is more or less an abstract notion despite the constitutional transformation (Kimani, 2020). Subsequently, this

research explored the performance of county management and politics in the formulation and implementation of gender laws or policies and the attainment gender balance in the county government.

Objectives of the Study

- i. To explore the role of leadership support on implementation of gender mainstreaming in Mombasa County.
- ii. To examine the influence of political commitment on implementation of gender mainstreaming in Mombasa County.
- iii. To assess the role of policy functionality on implementation of gender mainstreaming in Mombasa County.

LITERATURE REVIEW

The position of politics and leadership as a system to gender mainstreaming in Kenya depicts assorted feelings. There is legitimate concern on controversy between the constitutional framework and ethos on implementation coupled with the political mischief. It is significant therefore that the significant partners address these issues as a precursor to transforming democracy of gender balance (Kanyinga, 2014).

It is a fact that gender mainstreaming has been at the centre of politics in Kenya especially in the year 2018 when there seem to have been some resistance on implementation of the two-third gender rule in Parliament. This is the impact of politicism in policy making. Other sectors in our modern society have equally been resilient too despite having a perfect portfolio of pro-gender balance policies including the Constitution and other drafted policies to enhance gender balance. Politics is no doubt a game changer in appreciating social impact of policies and their acceptance and integration to the society. In essence for a notion to be accepted and considered as socially acceptable it has to first infiltrate the political class and trickle down to the masses who then sell it out for acceptance and implementation (Kabugi 2016).

It can therefore be concluded that if the political leaders do not conform or commit to a specific agenda the policy will be cliché only good on paper and not able to be implemented. This is perfect analysis as to the Kenyan situation in gender mainstreaming.

Politics is the major actor that enables social negotiations and interpretation given to a particular aspect by the society. It is inevitable therefore to associate politics and its effects on the shaping the of gender equality in a society. Benschop and Doorewaard observe that in a work environment, politics actively construct or perpetuates a situation where perception of equality exists but the gender inequality still prevails. They further observe that for progress of realization of true equality it is as a result of interaction of social forces including political and legal activity and organization and individual action (Benschop & Doorewaard, 1998).

Indeed, when drafting the Constitution, the framers envisaged autonomous counties that had absolute independence to their policies and fiscal priorities (Ndi, 2010). However, it is

inevitable for the County Government to have policies lopsided in favour of the National Government including emulation of what they can allude to as common between the two entities.

Under Article 174 of the Constitution the objective of devolution was to promote interests and rights of minorities, social and economic development and to work with the decentralization of State organs, their capacities and administrations. The Constitution provides for the two third gender rule to apply under Article 197.

The management organs of the county as established under the Constitution are the County executive and the County Assembly. The County Government Act further establish the County Public Service Board (CPSB) under section 57 of the Act, its governing principles are the good governance free of discrimination and embrace diversity. The Assembly has a supervisory role over the CPSB.

However, there is genuine concern on the forcefulness these two key organs are accountable for creation and implementation of national policy at County level. It can be argued that the whole framework is lopsided towards the agenda of the national government. Upon immediately coming into existence the County Government inherited the status of the local government with few changes, this was the defunct Municipal Council with existing features including resources, organization culture and practices, legislations and human resource. Another factor to consider is that the county units are dependent on the National Government for policies and eight percent of funding of the affairs of the county.

Theoretical Review

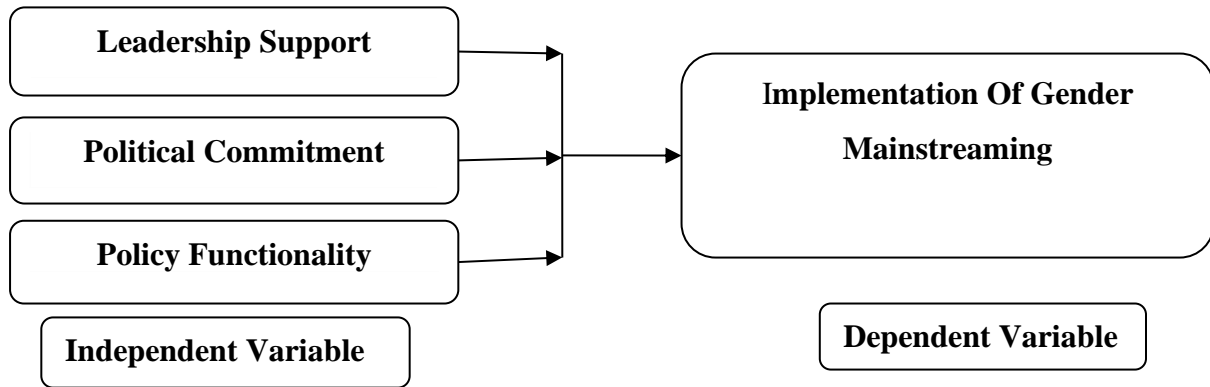
The study was anchored on Fiedler's Contingency theory which argues that winning insightful conclusions establishes a causal link between strategy and further development of the project and achievement of orientation responses. Fiedler's contingency model, also known as "Fiedler's Leadership Contingency Theory," states that no one represents the best leadership style. This model is based on a hypothesis proposed by Austrian researcher and clinician Fred Fiedler, focusing on the character and qualities of the pioneer. He found that successful management depends on how well his initiative style fits into what is happening.

Fiedler's model is one of many possible speculations that no one can show the path to the most ideal initiative for building or running a club. All things considered, you should place pioneers into circumstances that match their style, or the leaders should adopt best styles that align to the situation at hand. It depicts a causal relationship between leadership and achievement of the societal good. This he said is attained by a leadership that obtains progressive understanding of the relevant needs of the society. The results of the progressive overall improvement have been accorded progress in political determination of the leaders (Pose, Tijmstra and Bwire, 2007). Thus, on the other hand, the role of political actors and their decisions are of great importance (Cappocia and Kelleman, 2007).

Conceptual Framework

The graphical correlation between the independent and dependent variables constitutes a conceptual framework (Mugenda & Mugenda, 2012). Support for leadership, political commitment, and policy functionality are the independent variables in this study, while gender mainstreaming implementation is the dependent variable.

Figure 1:1 Diagrammatic representation of Conceptual Framework



Source: Researcher, 2023

Leadership is a function on the county management. Leadership and management can determine the ability of the county government to create and implement best gender strategies. Senior directors can appropriately supervise and figure out approaches and administration structure to support and implementation of gender mainstreaming. This implies there ought to be deliberate directions to enforce strategies required to achieve gender balance. The effort will affect the degree of support both financial and other resources essential to effect mainstreaming. A committed leadership is more likely to have a successful implementation.

Politics affect organization culture especially in the county government setting. It also affects the environmental conditions for which strategies or policies and leadership will operate. This has a great impact on capacity to implement the strategies. For purpose of this research political commitment touches the degree of administrative goodwill by county government to promote gender mainstreaming.

RESEARCH METHODOLOGY

The survey was carried out at the county of Mombasa, Kenya. The site was the county government of Mombasa. The site was most appropriate because first, it is the representative system of the government at the county level. Secondly, the county had in place 5 year strategic plans with directives on gender inequality. Hence a study at this organization would give a clear picture on government in implementing the gender policies. Third, it has a well-established executive committee with departments and a CPSB and a fully formed County Assembly that provides a good sample size and the best model of representation of the public service. Lastly, due to time and resources the site was appropriate for proximity to the researcher. This study adopted descriptive design that largely relies on qualitative research. It

is a critical inquiry because it questioned the efficacy of the measures and policies on gender issues and inquire into the issue of implementation of these policies.

From the report of the county government of Mombasa the total number of employees in the county assembly was 156 and that of executive committees was 589, cumulatively 746 (Mombasa County, 2018). The total population was 746. The entire staff of the county government in Mombasa would be the most suitable target population for this study. However, this study narrowed the number to approximately 15% of all County Assembly staff and 25% of County Executive staff for efficacy reasons and due to the demanding nature of the positions. By easing the burden of bureaucracy, this strategy made the research process easier to complete. Finally, within the 40% the researcher obtained adequate data from the upper echelon of the administration staff from different departments who are the key players in the respective departments. The target population of this study was 110 staff who are evenly distributed within the 2 strata of employment the County of Mombasa.

The researcher combined questionnaires and interview schedules in order to effectively accomplish the study's goals. The questionnaires were distributed at random and were designed to be inclusive and capture a variety of employee perspectives. The researcher began the collection by obtaining a university letter of introduction and a permit from the National Commission of Science, Technology, and Innovation (NACOSTI).

The survey utilized questionnaires and an interview schedule as its research tools. The questionnaire was an appropriate instrument for this study. As per Kothari (2009), it was also dependable and produced consistent data after numerous trials. This survey utilized a comprehensive closed-ended questionnaire due to the study's technicality, time constraint, and participant count (Johari, 1998). Additionally, this made it less likely that data would be insufficient or lost.

Analysis of qualitative data was used in the study. The responses were first translated into detailed classes and manageable deductions by coding the data. The findings were presented using the tabulation method using frequencies and percentages. The relationship between each variable and its weight effect was calculated and deduced using regression analysis. The SPSS (Statistical Package for Social Science) software was utilized to analyze the data for time management purposes. The variables studied could be explained with the help of data analysis. The regression model for this research project comprised of the following factors: constant (β_0), Leadership support (X1), political commitment (X2) and Policy Functionality (X3) error term (ϵ). Therefore, the equation for the regression model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where Y= Dependent variable (Implementation of gender mainstreaming in Mombasa County government).

β_0 = Constant

β 1-3 = Regression Coefficient.

ϵ = is the error term.

RESULTS AND FINDINGS

The survey targeted 110 employees from the county government of Mombasa. A total of 45 members of the public service board, 35 members of the county assembly, and 30 members of the executive committee received the questionnaires. In the end, the participants were cooperative because 94 questionnaires were filled out correctly and returned, which was an 85.5% response rate. However, 16 questionnaires, or 22%, were not returned for unknown reasons. The response rate indicate above is considered a reliable considering statistics that a response of 70% is generally considered a sufficient and proportionate representation (Mugenda & Mugenda, 2003). Numerous participants were male, with 54 (57.4%), followed by women, with 40 (42.6%), according to table 4.2's findings. This suggests that the responses were equally distributed in terms of representation. This could be because the study used purposive sampling.

On age distribution, majority of the responded were in age bracket 41-45 accounting for 32 (34.0%). This was followed by age above 45 years with 21 (22.3%) of the total responded. Third were, age bracket 31- 40 accounting for 17 (18.1%) while the age group 26 -40 and 18-25 were the least with 13 (13.8) and 11 (11.7%) respectively. This implies that in terms of age, majority were adult members who are able to make independent judgement base on the study variables.

On gender, majority that is more than half of the responded were married representing 59 (62.8%), followed by those who are single accounting for 24 (25.5%). The least in representation were the divorced and separated accounting for 6 (5.3%) and 5 (5.3%) respectively.

On the educational level of the participants, numerous participants have college education accounting for 50(53.2%) followed by those with university education with 20 (21.3%). Secondary education was 15 (16.0%) and lastly those with primary education were only 9 (9.6%). This implied that majority of the participants were educated individuals able to comprehend the concept of gender mainstreaming and give independent views regarding the concept of gender mainstreaming.

On the experience of the participants in terms of years worked in the sector, numerous participants have been in the sector for a period between 6 to 10 years accounted by 49 (52.1%), followed by those who have worked for a period above 10 years accounted by 35 (37.2%) and lastly, the participants with experience below 5 years were only 10 (10.6%) participants. This implies that a large number of the staff and employees have been in the county for a substantial number of years thus having an understanding of how gender mainstreaming has been taking place and to what extent. Some of the staff transmitted over from the previous local government authority.

Descriptive statistics on role of leadership support

The objective one of the survey was to determine the role of leadership support on implementation of gender mainstreaming in Mombasa county. The study employed a total of five statements to establish the role of leadership support. The results were analysed using a Likert scale from strongly agree to strongly disagree. The outcomes are exhibited in Table 1.

Table 1: Leadership support and implementation of gender mainstreaming

	Mean	Std. Deviation
The Mombasa County is conversant with the gender equality requirement.	3.3085	.88021
The County management of is capable of implementing gender mainstreaming	2.7660	1.22189
The County management has structures and directives for gender mainstreaming.	2.5319	1.07466
The County Government of Mombasa leadership supports gender mainstreaming	3.0426	.76080
County Government empowers its staff on Gender mainstreaming	3.1170	.82770
Valid N (listwise)		
Overall mean	2.9532	0.953052

Source: Field Data (2022)

Based on the outcomes majority of the responded moderately agreed that the County Government of Mombasa was conversant with the gender equality requirement shown by mean (3.3085) and std deviation (.88021) revealed minimal diverse responses. Also, on the statement whether the County management of is capable of implementing gender mainstreaming, numerous participants also moderately agreed with the statement this was revealed by the mean of 2.7660 while std deviation 1.22189 revealed diverse responses.

On the statement whether the county management had structures and directives for gender mainstreaming, the result revealed that there were structures in the county (mean= 2.5319, std deviation =1.07466). Also, the std deviation indicated presence of diverse responses meaning that participants had different responses as well. On the statement whether, the county government of Mombasa leadership supported the gender mainstreaming numerous participants agreed that the county government of Mombasa fairly supported the process of gender mainstreaming (mean =3.0426 and Std dev =.76080) with minimal diverse responses on the same. Lastly, numerous participants moderately agreed to the statement that the county Government empowers its staff on Gender mainstreaming (mean =3.1170 Std dev = .82770). Overall mean of 2.9532 implies that numerous participants moderately agreed with most of the statements regarding leadership support and its influence on implementation of gender mainstreaming. These findings are supported by those by Choge, (2015) who found that there is a positive association between leadership support and gender mainstreaming among women if education sector. On the other hand, the overall standard deviation 0.953052 indicates that there were minimal diverse responses regarding the statements on leadership support.

Descriptive statistics on political commitment

The objective two of the survey was to examine the influence of political commitment on implementation of gender mainstreaming in Mombasa county. Also total of five statement was employed to analyse the influence of political commitment using a Likert scale from strongly agree to strongly disagree. Table 2 illustrates the outcomes.

Table 2: Political commitment

	Mean	Std. Deviation
Politics determines the role played by women and men in my department	3.3182	.82381
Appointments done at the work place on the basis of politics?	2.4762	.82902
Do all employee undergo similar recruitment process	3.4149	1.03081
Are there complaints on the process of employment or nomination of employee	3.7353	.83414
Employee recognition and value is based on political affiliation or political power	2.3979	.85399
Valid N (listwise)	3.0685	0.874354
Overall mean		

Source: Field Data (2022)

Based on the findings, results revealed that politics determines the role played by women and men (mean =3.3182, std = .82381) this according to the majority agreement on the same. Besides, numerous participants disagreed with the statement that appointments done at the work place on the basis of politics (2.4762, std =1.82902). The standard deviation of 1.82902 implies that there are other factors considered in appointment rather that politics. Also result revealed that numerous participants agreed that all employee undergo similar recruitment process (mean =3.4149, std dev =0.3081).

Moreover, on the statement whether are there are complaints on the process of employment or nomination of employee, majority of the participant strongly agreed with the statement that there are complains (mean =3.7353 and Std = .83414). Lastly, the participants were requested to respond to whether, employee recognition and value is based on political affiliation or political power, the majority just disagreed with the statement regarding recognition being based on political affiliation (mean = 2.3979, std. dev = .85399)

Overall mean of 3.0685 implies that majority of the participants moderately agreed with most of the statements regarding political commitment. The findings are in tandem with those by Kivoi, (2014) while examining the challenges on gender mainstreaming in women representation found that political participation was the major impediment affecting women representation. On the other hand, the overall standard deviation 0.874354 indicates that there were minimal diverse responses regarding the statements.

Descriptive statistics on policy functionality

The objective three was to assess the role of policy functionality on implementation of gender mainstreaming in Mombasa County. Moreover, a total of 5 statements were employed to analysis the relationship between policy functionality and gender mainstreaming within the county using a Likert scale from strongly agree to strongly disagree. The outcomes are exhibited in a Table 3

Table 3 Descriptive Statistics on Policy Functionality

	Mean	Std. Deviation
Gender balance, transparency and accountability considerations are used when hiring staff	3.3249	.83971
The County has policies that promote gender equality and respect of diversity	2.7512	.89490
The county government takes into account the need for gender mainstreaming in its programs and policies.	2.5120	.88665
In order to guarantee that the gender balance is properly implemented, operational plans are created, and monitoring indicators are established.	2.4499	.88507
County Legislation are considered to be in accordance with gender policies.	2.5373	.91392
Valid N (listwise) Overall mean	2.71506	0.88405

Source: Field Data (2022)

Table 3 outlines the results of the survey. On the statement whether gender balance, transparency and accountability considerations are used when hiring staff. Numerous participants strongly agreed that there is gender balance policy is followed when hiring (mean =3.3249, Std dev = .83971). Also, numerous participants agreed that there is a Policy that explores the role played by women and men in my department, with majority of the participants moderately agreeing that there is a policy in place (mean = 2.7512 Std dev = .89490) standard deviation implying minimal diverse responses. Moreover, on the statement whether, the County government considers requirement of gender mainstreaming in its policies and programme, numerous participants moderately agreed with the statement (mean = 2.5120, Std dev =.88665).

Further result revealed that numerous participants just disagreed with the statement that in order to guarantee that the gender balance is properly implemented, operational plans are created, and monitoring indicators are established (mean = 2.4499, Std dev =.88507). Lastly, numerous participants moderately agreed with the statement that County Legislation are considered to be in accordance with gender policies (mean =2.5373, Std dev =.91392). The standard deviation, further revealed that there were minimal diverse responses regarding the statement.

Overall mean of 3.0685 implies that majority of the participants moderately agreed with most of the statements regarding policy functionality. These findings are in line with those by Govindan, Palit, Murali, and Sankar, (2020) who assert that policy functionality is the main challenges affecting gender mainstreaming among women in policy making in India and

Kenya. On the other hand, the overall standard deviation 0.88405. Indicates that there were minimal diverse responses regarding most of the statements.

Regression Analysis

The study sought to establish the direction and the strength of the relationships between the variables that is management approaches and gender mainstreaming within Mombasa County. To attain this objective a linear regression analysis was conducted. This produced the three outputs that is model summary, analysis of variance (ANOVA) and coefficient of determination. On this basis the statistical relationship was established. The findings can be illustrated in table.

Model summary

The survey also aimed to explore the model fitness in a regression line. Analysis of variance (ANOVA) was conducted to assess the model fitness. The result was presented in table 4. The findings from the regression in Table 412 show a correlation value (R) of .656^a implying that there is a strong, linear dependence between the variables leadership support, Political commitment and policy functionality on gender mainstreaming within Mombasa County. The R Square value (0.624) established that the model explains 62.4% the variations in implementation of gender mainstreaming. On the other hand, 37.6% accounts for other factors not involved in the model.

Table 4 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.656 ^a	.624	.648	.54385

a. Predictors: (Constant), Policy Functionality, Political Commitment, Leadership Support

ANOVA

Analysis of variance (ANOVA) was also performed at 95% confidence level to establish the model fitness and the following results were established. From the results, it was revealed that the overall model was significant .746 and *pvalue* =0.027<0.05. This implies that the model was significantly fit and all the three variables (Policy Functionality, Political commitment, and Leadership Support) can be predictors in the model hence analysis can proceed. Thus, from the statistics it can be concluded that multiple regression model can proceed since the predictions are not biased.

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.662	3	.221	.746	.027 ^b
	Residual	26.619	90	.296		
	Total	27.281	93			

A. Dependent Variable: Gender Mainstreaming

B. Predictors: (Constant), Policy Functionality, Political Commitment, Leadership Support

Regression Coefficients

A multiple linear regression was conducted to establish the extent to which the leadership support, Political commitment and policy functionality enhance implementation of gender mainstreaming. In establishing the whether there is a relationship between variables, a multiple linear regression was conducted. The result can be presented in table 4.15. The coefficients of determination establish the nature of the relationship between variables.

Based on the findings, three variable of management approaches that is leadership support, political commitment and policy functionality depicted appositve and significant influence on the implementation of gender mainstreaming. This implies that holding the three factors (LS, PC, and PF) constant, the implementation of gender mainstreaming changes by 3.153 units.

Results further indicated that a unit change in leadership support leads to a 0.132 unit changes in implementation of gender mainstreaming. These findings agree with those by Kossek, & Buzzanell, (2018) who found a positive relationship between organizational leadership and women career opportunity. These findings are supported by Saari, Kantola, Koskinen Sandberg, (2021). Moreover, a unit change in political commitment leads to a 0.185 unit change on implementation of gender mainstreaming. And lastly the results also revealed that a unit change on policy functionality leads to a 0.125 unit change on implementation of gender mainstreaming as indicated in the model estimated is in model 6.

Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.153	.658		4.792	.000
Leadership Support	.132	.128	.027	.253	.001
Political Commitment	.185	.125	.155	1.475	.044
Policy Functionality	.125	.143	.018	.175	.061

a. Dependent Variable: implementation of gender mainstreaming

The results can be illustrated in a regression model 4.1

IGM = 3.153+ 0.132LS + 0.185PCI + 0.125 PF.....4.1

From the model 4.1 it is clear that the magnitude through which the three management approaches influenced the implementation of gender mainstreaming depicted different statistical significance and influence in terms of magnitude and directions of implementation of gender mainstreaming. It can further be noted that all the three variables had a positive significant influence (leadership support 0.132, political commitment 0.185 and policy functionality 0.125) on the implementation of gender mainstreaming.

The above discussions on the data conformed with the research theory. The Fiedler’s theory affected the outcomes of this survey as affirmed by responses from the numerous participants who agreed that political will, leadership support are major influencers to gender mainstreaming. On the objective of political commitment Figure 4.15 showed the necessity of

political commitment and environment for gender mainstreaming. This is a key and necessary condition towards gender mainstreaming (Zentai & Krizsan, 2006). In order to mainstream gender, this is an essential and necessary step. Although there were positive steps towards policy formulation, there was need to put in place clear compliance and accountability mechanism for proper implementation. On the objective of leadership support the theory observed that the decision making of the leader in the management situation determined the outcome or effectiveness in gender mainstreaming periodic assessment on performance of implementation could be an effective mechanism These findings also supported the role of policy formulation and functionality which is a role of the management and formed the high level of commitment to gender mainstreaming. In summary of the above it was reasonably argued that the theoretical framework influenced the findings of this research. The management had reasonably identified issue of gender inequality in the strategic plan and agenda for gender mainstreaming. The other limb of the findings was that there was a slow pace to implement policies. It can be argued that there was minimal effort and that policies and strategies were majorly on paper but actualized (Wittman,2010).

CONCLUSION AND RECOMMENDATION

Conclusion

In conclusion, the study found that that the three variables significantly predicted the implementation gender mainstreaming. The most influential of the three predictors was political commitment (0.185) followed by leadership support (0.132) and lastly policy functionality (0.125).

One of the most important management tools for gender mainstreaming was identified as leadership support, according to the findings of objective one of the study. According to the findings, leadership support was quite low, which made it difficult to implement gender equality. The government's failure to implement effective management strategies to support gender mainstreaming was evidence of this. According to the findings, all county staff lacked the necessary skills and knowledge to facilitate the implementation of gender mainstreaming due to the lack of awareness, capacity building, and gender awareness training. On the upside the county government tried to have statistics and integrate the gender imbalance data reports and project into programmes (County Government Strategic Plan, 2018). The issues of gender awareness, funding and training were other factors affecting leadership support. The studies also found that human resource management was a key player in the implementation of gender mainstreaming.

Regarding objective two, the study came to the conclusion that, despite the county government's political capacity to access and mobilize resources for advocacy and awareness of gender mainstreaming as well as the establishment of policies to achieve third-gender rules in the assembly, gender mainstreaming was still difficult to implement. The finding indicated that the county assembly as a political organ could carry out an oversight role and audit as a starting point. This was never done. The study concluded that for gender mainstreaming in the

county, politics and political commitment had a major impact (0.185) and influence to implementation of gender mainstreaming compared to leadership support (0.132) and policy formulation (0.125). The findings encouraged county political units to actively participate in gender mainstreaming processes.

Concerning objective three, the conclusion was reached that, despite the fact that the informants had reported the existence of gender policies, neither their functionality nor their implementation in gender mainstreaming were very good. The fact that the government regarded gender mainstreaming as an essential component of its programs, policies, and programs as well as a specific intention of the constitution supported this assertion. Despite this, neither operational plans nor internal gender audits or policies were created, and neither legislation was amended. Despite the study finding a reasonable nexus between policy formulation and implementation of gender mainstreaming. This method was weak according to the 0.125 frequency because implementation of policies had not taken effect.

In conclusion, based on the key informant interviews and descriptive statistics, it can be noted that, though there are some strides that have been achieved in this implementation of gender mainstreaming process, the challenges are still there affecting the process. The study thus concludes that leadership support, political commitment, and policy functionality are key determinants of implementation of gender mainstreaming.

Recommendation for study

The study recommends that the public sector adopt efficient management approaches that positively influence implementation of gender mainstreaming. In case of leadership support, the study recommends that public sector organizations should ensure there is leadership support towards the policy implementation. There is need to conduct gender research. This will play a role in informing the planning and necessary budgeting for resources in gender development. In addition, all leaders and authorities should be encouraged to incorporate gender issues into their work in order to address all social and cultural obstacles to gender mainstreaming and gender balance. Regarding political commitment, the study recommends to the policymakers and other stakeholder and county government to formulate and put in place standardized public policies that guide the county public sector on the best ways to ensure the implementation of gender mainstreaming. There is need to uphold and propagate the NGEC Act and empower gender committees in every sector, this will strengthen the gender machinery. Gender policies must be legislated by the national government through parliament in order to overcome legislative obstacles and give the county governments a head start on taking a more active role in their implementation. Further in regard to political commitment, members of the executive in the national government and devolved government should allow the public sector to make its decision without interference. In regards to policy functionality, the third gender rule should not be interfered with; it should be implemented to ensure this process has been achieved. The survey recommends that additional research be conducted on the practical policy measures that can be strategically developed to achieve this objective. More specifically, the devolved government should ensure that current gender balance policies are effected and that resource

mobilization are key to support implementation of the gender mainstreaming. Further, constant monitoring and evaluation can be used from time to time to assess the efficacy of the policies and practices in place and provide recommendations or action plans on areas requiring improvement. This will ensure a sustainable and continuous progression in gender mainstreaming.

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