



KENYATTA UNIVERSITY
WOMEN'S ECONOMIC EMPOWERMENT
HUB



WOMEN
IN
MANAGEMENT
AND
LEADERSHIP



Policy Brief



The role of women in Kenya's economy is widely acknowledged, yet, *"while in the paid employment, women's participation has continued to grow, women remain underrepresented"* KNBS (2019). According to the 2019 Census in Kenya, women comprise 51.2% of the total population and constitute half of Kenya's labour force (KNBS 2019, 2020). Participation of women in the public service is crucial because of its direct impact on incomes and therefore livelihoods (KNBS, 2019). The MGI report (2015) and Nigam (2014), posit that gender inequality at work reflects the obtaining social structure of a given society.

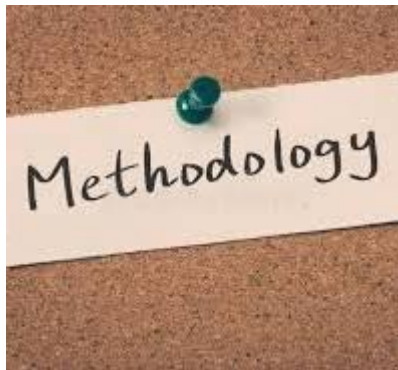
The Kenyatta University Women's Economic Empowerment Hub, the women in management and leadership team under the aegis of the Bill and Melinda Gates Foundation Initiative, conducted a gender audit covering the years 2010 to 2020 to establish whether women in the public service (National Government) had adhered to the legislative and policy documents that include the National Policy on Gender and Development (NPGD) of 2000, 2011, and the Sessional Paper No. 02 of 2019 which focuses on gender equality and development where the principle of two thirds of either gender principle had been observed in employment and promotion of women in the public service.

The findings show that the proportion of women working in the public service between 2010 and 2020 decreased while that of men increased notably, widening the gender gap over the period under consideration. At entry job group J-L women comprised 41.69% in 2010 the highest ever achieved in the years under study while men's representation stood at 58.31%. This proportion declined steadily to 29.52 % while there was a steady increase of men to 70.48% by 2014. A slight variation is seen in 2020 where 2020 men comprised 68.66% and women remained at 31.34%. This same trend is seen at the middle job group M to P where women are less represented at 34% percent and men at 66%, while at the upper cadres where the ascendancy for women (has been steady but not significant rising from 23% in 2010 to 29% in 2020).

The study recommends that there is need for a purposed intention by the Public Service Commission to ensure full implementation of the two thirds of either gender principle in ensuring success in closing the gender gap in all sectors of the public service. Milestones for achievement within a set timeline should be set to ensure this implementation. Further, Implementation of the gender policy as articulated in the Sessional Paper No 2 of 2019 should be fully and systematically monitored and evaluated by the NGEC which is mandated to do.



Globally, there is a gender wage gap differential estimated at 23 percent (United Nations 2020; ILO, 2017). To show commitment in addressing gender inequalities in Kenya, the government has ratified a number of international instruments that promote gender equality and further enacted local policies to domesticate these instruments. In addition, there is a legislative framework for gender equality entrenched in the Constitution of Kenya 2010 and several attendant legislative and policy documents that These frameworks and legislation aim to leverage and mainstream the needs of women and girls in Kenya. However, despite these efforts women continue to be significantly under-represented in management and leadership in the formal labour markets and in the public service.



The gender audit trail of the National Government was the first step methodology of the team established to provide a status quo of the public service in the last ten years of the constitution which has a clause on the two thirds of either gender principle in all elective and appointive positions. The gender audit used the total population of the Government Public Service in the last ten years which comprises 22 Ministries of the National Government. Quantitative data was obtained from the Ministry of State for Public Service, (Integrated Payroll and Personnel Database - IPPD, 2010-2021).

KEY FINDINGS

Finding 1

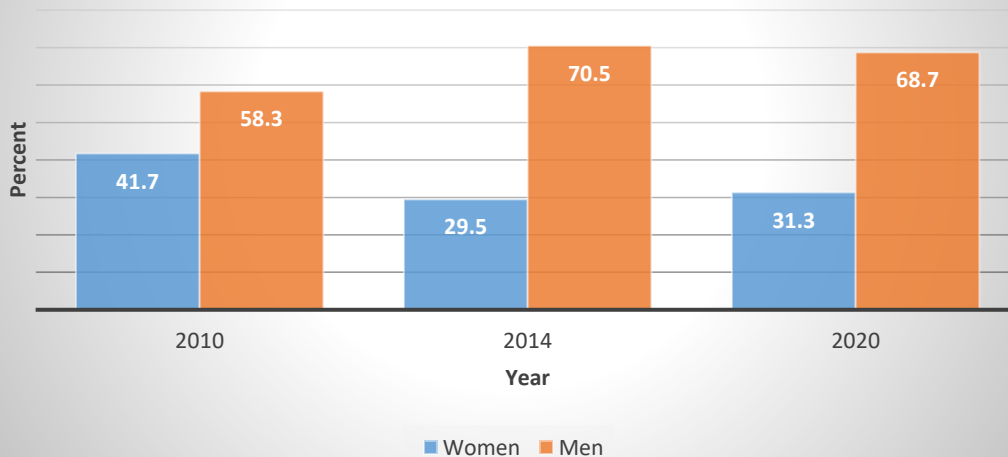
Demographic Characteristics of the Public Service 2010-2020 by Gender

- The proportion of women in the public service declined by the year 2020. The statistics reveal that women comprised 24.01% while men were 75.99%. These findings collaborate those of a study the Public Service Commission in 2013 where the findings concluded that cumulatively, men form the majority of employees in all Ministries Departments and Agencies in Government ministries, where male employees comprised (62%) compared to women (38%) Public Service Commission (2013).
- Women with a first degree increased from 27.0% in 2010 to 45.0% in 2020 while the proportion of men with a first degree in the same cadres declined from 64.0% in 2010 to 46.0% in 2020. Similarly, women with a Master's degree increased from 2.5 % to 4.4% in 2020 to while men with a masters declined from 7.0% in 2010 to 5.0% in 2020.
- The trend analysis for 10 years shows that the percentage of women who remained single steadily increased from 49.6% in 2010 to 63.7% in 2020. This finding is important in that there is need to further investigate whether women sacrifice family in order to engage in productive work and build a career.

Finding 2 Gender Proportions at Entry Level Management (Job Group (J to L) (2010-2020

- An analysis of the gender proportions of women at the entry level management reveals a steady drop in their representation between 2010 and 2020. In 2010 the representation of women was highest at 41.7% while men's representation stood at 58.3%.
- In 2014, the lowest representation of women was seen at 29.52 % while there was a steady increase of men to 70.48% in the same year.
- By 2020 men comprised 68.66% and women remained at 31.34%. Figure 1 shows the statistics.

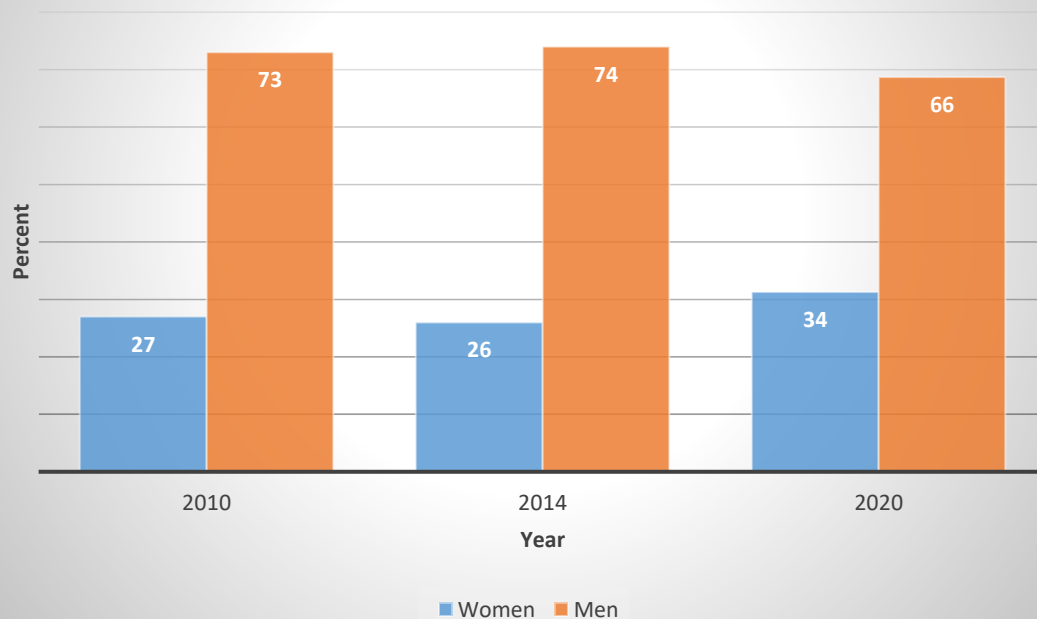
Fig 1: Percent Gender Representation in the Public Service at Entry level Job Group J to L



Finding 3 Representation by Gender in Middle Management Job Group M-P

- The representation of women and men in the middle management between 2010 and 2012 shows that women are less represented at 27% percent and men at 73%.
- 2013 women at middle level management was at 28.0% while men slightly dropped to 72.0%.
- Percentages of women dropped to 26.0% while those of men shot up to 74% in 2014.
- In 2015, a slight rise for women to 27.0% and to 28.0% in 2016/17 respectively. Within the same years there was a percentage drop for men and it stood at 73.0% in 2015 and 72.0% in 2016/17.
- 2018-2020 show a remarkable rise in terms of percentages of women in middle level management as percentages stand at 30.0% to 34.0% respectively.

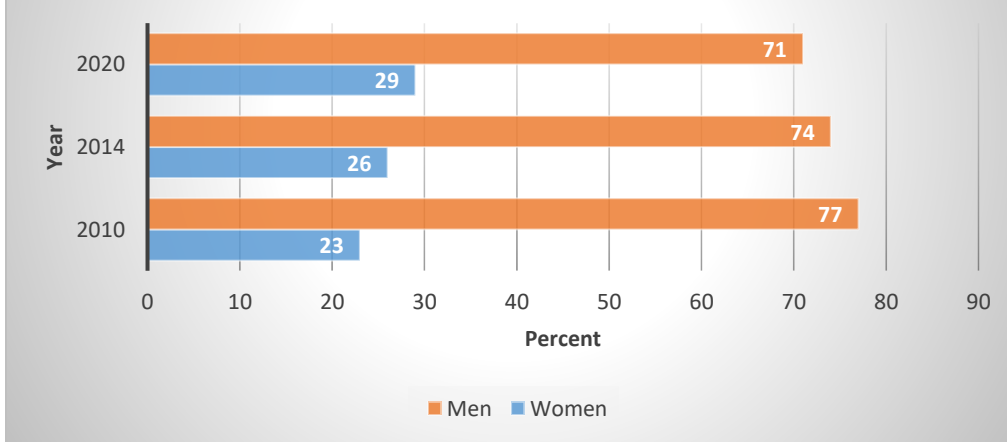
Fig 2: Percent Gender Representation in the Public Service at Middle Management level Job Group M to P



Finding 4 Representation by Gender in Management and Leadership in the Upper level management in the Public Service Q-V

- Proportion of women representation in upper management levels (Q to V) in the public service of the Republic of Kenya has been on the ascendancy since the promulgation of the 2010 constitution though still lagging behind the male proportion.
- The ascendancy (23%-29%) has been steady though not significant

Fig 3: Gender Representation in the Public Service at Upper Management Level Job Group Q to V



Analysis of the Findings

Demographic Characteristics of the Public Service 2010-2020 by Gender

- A wide gender parity still exists with women comprise 30.0% while men were 70.0%. as indicated by the Statistics from the Ministry of State for Public Service, (Integrated Pay Roll and Personnel data base-IPPD 2010-2020).
- Women in the public service tend to higher levels of education compared to men. Women with both a Bachelor's degree and a Masters increased within the span of 10 years while the men holding a bachelor as well as Master's degree declined within the same period. This finding brings a sharp contradiction on promotions where more men were promoted within the same period begging education is not a factor for promotion of women and establish why the proportions of women in management especially middle and upper levels had been declining at the same period.
- The trend of more single women for a period of 10 years across all job group cadres indicates that most likely family and related care work are a choice women are abandoning to focus on productive work and career growth.

Finding 2 Gender Proportions at Entry Level Management (Job Group (J to L) (2010-2020

The low representation of women at the entry level suggests that gender disparities may persist over time, as cohorts hired under similar conditions are unlikely to experience significant shifts in proportional representation

CONCLUSION

The results indicate that there is a persistent under - representation of women in decision making positions in the Public Service



This underrepresentation indicates that women may be facing systemic gender-related barriers that limit their career progression. Alternatively, it may result from a misinterpretation of the two-thirds gender rule as a one-third requirement, leading to the erroneous belief that women should occupy only one-third of available positions. However, the Constitution of Kenya (2010) clearly enshrines the two-thirds gender principle.

The study findings confirmed that women face barriers that hinder them from progressing to positions of management and leadership. Some of these barriers include organizational barriers, cultural, a lack experience, and adequate training, mentorship and preparation, low self-esteem and other personal attribute as well as lack or poor interpretation of policy.

RECOMMENDATIONS

- The Public Service Commission must make concerted efforts to ensure the full implementation of the two-thirds gender principle and even beefing it up to 50:50 ratios in all sectors of the public service.
- Establish clear milestones for its achievement. These measures are essential to successfully closing the gender gap in the Public Service
- The implementation of the gender policy, as outlined in Sessional Paper No. 2 of 2019, must undergo thorough and systematic monitoring and evaluation by the NGEC, as mandated by the legislation establishing the commission. The findings derived from this monitoring process should inform the Public Service Commission's efforts in achieving the set milestones toward attaining the two-thirds gender representation
- There is a critical need for a decisive and efficient policy shift, accompanied by the provision of necessary resources, to enhance the monitoring and evaluation frameworks regarding the two-thirds gender principle as articulated in the 2010 Constitution.
- Assess the influence of caregiving responsibilities on women's progression to management and leadership positions within the Public Service, and advocate for the creation of awareness and mentorship opportunities for women managers

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