

## MAINSTREAMING GENDER POLICY PRACTICE FOR GENDER INCLUSION AT KYAMBOGO UNIVERSITY- UGANDA

**BY**

Corresponding Author: Owino Philip<sup>1</sup>

Department of Educational Planning and Management, Kyambogo University  
P.O Box 1 Kyambogo-Kampala, Uganda  
E-mail: [phowino@yahoo.com](mailto:phowino@yahoo.com)

Asiima Mauda<sup>2</sup>

Department of Educational Planning and Management, Kyambogo University  
P.O Box 1 Kyambogo-Kampala, Uganda  
E-mail: [maudasiima@gmail.com](mailto:maudasiima@gmail.com)

Leticia Komba Rwakijuma<sup>3</sup>

Department of Educational Planning and Management, Kyambogo University  
P.O Box 1 Kyambogo-Kampala, Uganda  
E-mail: [leticiarwa@gmail.com](mailto:leticiarwa@gmail.com)

Rwothumio Joseph<sup>4</sup>

Department of Educational Planning and Management, Kyambogo University  
P.O Box 1 Kyambogo-Kampala, Uganda  
E-mail: [rwothumiojoseph@yahoo.com](mailto:rwothumiojoseph@yahoo.com)

Kasule George Wilson<sup>5</sup>

Department of Educational Planning and Management, Kyambogo University  
P.O Box 1 Kyambogo-Kampala, Uganda  
E-mail: [gwkasule@kyu.ac.ug](mailto:gwkasule@kyu.ac.ug)

### **Abstract**

The study examined the role of mainstreaming gender policy practices in promoting gender inclusion at Kyambogo University- Uganda. A cross sectional survey design that employed quantitative and qualitative approaches was used. A sample of academic staff and top managers (n=155) were involved in the study. Data were collected through interviews and questionnaire. Results reveal that: mainstreaming gender policy practices promoted gender inclusion; mainstreaming gender equality policy practices encouraged inclusiveness; gender policy practices are equality and equity- equality is reflected in equal opportunity to both women and men while equity is manifested in gender budget right from department to the University Council. The study results also portray that mainstreaming gender equity policy practices were positive but insignificant in explaining gender inclusion at Kyambogo University. It is highly recommended that gender sensitive promotion regulation that translates awareness into practices for maintenance of gender inclusion should be made while conducting regular gender audit.

**Keywords:** Gender mainstreaming, Gender policy practices, gender inclusion, Kyambogo University, Uganda

## 1.0 Introduction

The concept of gender mainstreaming emerged in the 1970s and 1980s after the attempts by 'Women in Development' and 'Gender-in-Development' approaches in addressing women needs (Modupe, 2014). These approaches did not focus on men and women into organization operations equally to enable both men and women benefit equally from organizational policies and practices. As a result, the 1995 UN International Conference on Women in Beijing, considered gender mainstreaming as an international strategy for achieving gender equality between women and men. (Bjarnegard and Ugla, 2018)

This falls within the Millennium Development Goal three (MDG 3) and Sustainable Development Goal five (SDG5) that emphasizes on promoting gender equality for empowerment of women and girls. This goal recognizes the importance of gender equality and women's empowerment in effecting social change for transformation. Sustainable development goal five is expected to achieve gender equality to empower all women and girls. Women and girls, everywhere, must have equal rights and opportunity and be able to live free of violence and discrimination; women's equality and empowerment (CEDAW, 1979). In addition, the Convention on the Elimination of All Forms of Discrimination against Women, in its Article 7, called upon States parties "to take all appropriate measures to eliminate discrimination against women in the political and public life of the country". It emphasizes that the state parties should ensure that their constitutions and legislation complied with the principles of the CEDAW that they were obligated to take all necessary measures to achieve the equal representation of women in political and public life.

Following these goals, governments worldwide approved initiatives for eradicating the gender imbalance in their respective countries. In response, the Uganda government adopted the national gender policy framework that guides gender related policies in the country. These aim at women having the same opportunities as men and ability to participate in the public offices. In addition, eliminate any form of discrimination (Reeves and Baden, 2000). As a strategy, gender mainstreaming greatly impacts on environment on gender issues by redressing negative cultural, historical, and social factors that disadvantaged groups face across the world. In effect, gender mainstreaming refers to social changes, through policy-making and implementation. This is done by conceptualizing policies that respond to changes in the requirements, interests, and perceptions that encourage gender inclusion (Guzura, 2017).

Gender mainstreaming involves planning, implementing, and monitoring of social, political, and or economic actions (Mehra & Gupta, 2006). This implies that changes in an organization are both internal and external functions. Guzura (2017) argues that internal changes refer to situations where organizations adopt a change management process to embrace the goals and values of gender mainstreaming and to alter systems and procedures to these goals. For external aspects are related to the stages needed to mainstream gender into all development operations such as design, implementation, and evaluation.

Today, most organizations are engaged in some form of gender mainstreaming activities to promote gender equality and equity through gender mainstream policies and spending (Morley & Crossouard, 2015). However, gender mainstreaming policies and practices still remain a subject of criticism in organizations that attempt to promote women's rights in society to eliminate any forms of gender specific discriminations. The implementation of gender mainstreaming is challenging and

disappointing in contexts of structure, and leadership commitments and resource allocations to targeted initiatives and activities; donor-driven strategies; and not well thought as strategy for transformation and sustainable development.

Despite the criticism, organizations that focus on gender mainstreaming commitments have moved towards gender equality and equity for women and girls' rights. This is manifested in policy making, planning, spending; recruitment, and staff development what women and men have equal opportunities to participate in decision making (Morley & Crossouard, 2015). Although ensuring gender equality policy practices in fulfilling performance targets strategic plans, their implementation remain a challenge to resource mobilization and high level commitment to gender equality policies and practices to ensure inclusiveness (GOU, 2009). To achieve gender equality, there must be leadership support and well-defined structures (organization (<http://www.ADEAnet.org>)). Gender mainstreaming suggests a need for changes in goals, strategies, and actions to allow both women and men to influence, participate in, and benefit from development processes. At an organizational level, gender mainstreaming requires a review in the organization's structures, procedures, and culture in order to create an environment in which all can contribute and flourish (UN, 2015).

This study was guided by Social Justice Theory that focuses on equal access and fairness (Rawls' 2001). Rawls (2001) argues that social justice assures the protection of equal access to liberties, rights, and opportunities, as well as taking care of the least advantaged members of society. Rawls believes that society is guided by rules and procedures that are publicly recognized and agreed to, that the rules specify fair terms of cooperation and are rooted in the notion of mutuality. This enables each person to have a chance in promoting his or her own capabilities. The theory guides management in the best gender mainstreaming equality and equity policy practices to be adopted in encouraging women representation in leadership.

Conceptually, gender maintaining is a strategy that focuses on making women's as well as men's concerns and experiences given equal attention in terms of rights, life prospects and opportunities, and the power to shape their own lives and contribute to the societal sustainable development and transformation (SIDA, 2015). Gender mainstreaming policy practices may encourage gender inclusion in an organization by carrying out activities and availing requirements through work plans, procurement, and budgets. Gender inclusion is conceptualized as gender equality and equity. However, as a strategy, it recognizes gender equality as a primary goal in all areas of social and economic development such as health, education, employment. Mainstreaming gender is not merely about adding a "women's" or "gender" component to a program or increasing women's participation in an intervention. It is about including all members of society and all the experience, knowledge, and interests that bring into setting and implementing the development agenda.

In the context of this study, Kyambogo University (KyU) has developed and adopted a gender policy in 2014 in line with the international commitments to gender equality and equity as enshrined in the provisions of the UN Convention on Elimination of all forms of Discrimination against Women (CEDAW, 1979) and are consistent with the national and international gender laws and policies (Katunguka, 2014; KyU, 2014). Mainstreaming gender policy practices refer to promotion of gender equality and equity; making mainstream policies more effective in all the organizational structures, core values and functions at all levels of the institutions. However, gender

mainstreaming policy practices at KyU seems to be low and slow in terms of work plans, procurements, and budgets (KyU gender unit report, 2018). This raises questions about the university gender mainstreaming policies and practices that aim at promoting gender inclusive higher education institution. Furthermore, the ways or the level of gender inclusion process, implementation is addressed remains an issue. Hence, the need to examine mainstreaming gender policy practices in promoting gender inclusion at Kyambogo University

## 2.0 Literature Review

Gender inclusion in organizations is a situation where both women and men of different backgrounds, characteristics, and ways of thinking work together to fulfill their potentials (Thompson, 2017) for the benefit of the organization. Both women's and men's contributions are valued; voice listened to and respected (Wallace and Pillans, 2016). Inclusion is a situation where a difference is seen as a benefit to utilize; and where personal perspectives and differences are shared and better decisions reached (ENEI 2017). Management drives inclusion and role models the behaviour that is expected to create an enabling inclusive workplace within the social construct. Management should be aware of unconscious biases and makes attempts to minimize the negative impact by mainstreaming gender equality within the legislation and policy. Both men and women, regardless of their background, race, age, national origin, religion, and social-economic status work together (DPD, 2017) where the main focus is on action rather than personality traits (UN, 2015).

However, gender inclusion encompasses practices, processes, policies, and governance that promote gender equality and human resources policies and practices that promote gender equality at different levels of the organization, managerial positions inclusive. An organizational management needs to encourage all members internally and externally influence organizational performance (SIDA, 2015, UN, 2015). For instance, to understand gender inequality and its manifestation as challenges to the norms, attitudes, beliefs, and behaviour that perpetuates it (World Bank, 2014). Gender inclusion may be achieved or improved by setting specific targets and establishing a positive action policy such as mainstreaming gender equality and equity policy practices. The policy practices include equal access to equal participation in power structure for decision making by both men and women; and capacity for decision making in leadership (SIDA, 2015). This improves gender inclusion within an organization. Attaining the goal of equal participation of men and women in decision-making is important for strengthening democracy and achieving sustainable development goal five (UN, 2015).

In addition, research indicates that gender inclusion is critical for the success of an organization (Zuabi, 2014). Suisse (2014) found that gender inclusion contributes to organizational business performance. Operationalizing gender inclusion makes a difference because gender policies and practices have positive impact on the performance and reputation of an organization. Therefore, bringing a gender inclusion focus into the culture of an organization facilitates the elimination of unconscious gender bias motivated by gender blindness or illiteracy (AU, 2015)

Furthermore, SIDA (2015) outlines the steps that organizations may follow to develop gender inclusion strategies such as: gender sensitivity training to raise participants' awareness of gendered issues at the work place and facilitates the ability of the organization to identify gaps in gender inclusion policy practices within a particular agency; and gender impact assessment of any critical organization is vital. This can help to identify gender specific needs of the organization in order to build tailored strategies for improving gender inclusion; gender inclusion targets, and

incentives. These are targets that include an overall objective and key indicators to measure gender inclusion while incentives take into account the gender inclusion objective into consideration; and gender inclusive organizational policies (AU, 2015). The policies provide course of actions for specific gender needs within the overall objectives of an organization. For example, a child-care service among a significant number of employees that are mothers provide opportunities for them to work more hours, or work more productively.

So far, research findings on gender inclusion studies indicate the growing acceptance of diversity as a core ingredient to build a sustainable, global, and profitable organization. But strategies required to achieve gender inclusion are not yet well conceptualised (Rena, 2014). Hofhuis et al (2016) argue that inclusive Organizations are open, appreciate individual differences and eventually experience increased job satisfaction as there is knowledge sharing among the employees. Women inclusion in corporate boards provides greater attention to legally mandated responsibilities (Corinne & Kris, 2015). Linda-Eling , Ric , Damion , & Matt, (2015) note that Companies with gender balanced boards have fewer instances of controversial business practices such as fraud, corruption, bribery, and shareholder battles. Gender-diverse boards are also associated with better collection and transparent disclosure of stock price information (Gul, Bin, & Anthony, 2011) as well as fewer financial reporting mistakes (Wahid, 2018).

Social Justice Theory explains equal access and fairness (Rawls 2001) that assures the protection of equal access to liberties, rights, and opportunities, as well as taking care of the least advantaged members of society. Rawls says that society is guided by rules and procedures that are publicly recognized and agreed to, that the rules specify fair terms of cooperation and are rooted in the notion of mutuality. This enables each person to have a chance in promoting his or her own capabilities. The theory guides management the best gender mainstreaming equality and equity policy practices to be adopted in encouraging women representation in leadership. While feminist recognizes that both women and men have equal potential for one's progress, it is imperative that a policy strategy is developed. As such, there is a need for policies and practices to be designed to ensure equal opportunities in equality and fairness to both women and men (Nyoni, He & Yusuph, 2017). An organization cannot be inclusive without both gender equality and equity. Gender equity compliments gender equality. Therefore, the theories emphasize policies and practices that promote equal opportunities and treatment. Hence the study attempts to establish mainstreaming gender policy practices at KyU.

However, the concept of gender mainstreaming emerged in the 1970s and 1980s as an improvement on 'Women in Development' and 'Gender-in-Development' approaches in addressing women needs (Modupe, 2014). These approaches did not include men and women into organization operations equally. As result, men and women could not benefit equally from organizational policies and practices. Besides, the 1995 UN international conference on women in Beijing, considered gender mainstreaming as an international strategy for achieving gender equality as women's rights. The Council of Europe argues that as a new approach to policy-making that takes into account the situation and concerns of both women and men. Gender equality mainstreaming recognizes the differentiated men and women's needs and living conditions, equal access to and control over power, money, human rights, justice, resources and decision-making (Sida, 2015). Therefore, gender mainstreaming attempts to assess the human effects of inequalities and differences between women and men regarding policies on both women and men. This suggests that policies designed should benefit girls and boys, women and men equally.

Therefore, gender mainstreaming involves planning, implementing, and monitoring of social, political, and economic actions (Mehra & Gupta, 2006; Rena, 2014). This implies that changes in an organization are both internal and external functions. Guzura (2017) argues that internal changes refer to situations where organizations adopt a change management process to embrace the goals and values of gender mainstreaming to alter systems and procedures to the goals. The required external aspects are related to the stages needed to mainstream gender equality into development operations such as policy design, implementation and evaluation process.

In this case, the key principles governing gender equality mainstreaming are to be established. Gender equality is critical in achieving an organization's goals; gender considerations, concerns, and experiences of women and men, girls and boys, are integral to the design, implementation, monitoring, and evaluation of all legislation, policies, and programs; promotion of equality between women and men, girls, and boys, in all of organization's policies, programs, strategies, and interventions; women and men equally participate in setting priorities and goals and in planning so that programs meet the priorities and needs of both women and men, girls and boys; impact of all of interventions in all areas on men and women, girls and boys are analyzed; and gender analyses are conducted prior to making important decisions on goals, strategic plans, and resource allocations (UN, 2015).

Likewise, gender equality mainstreaming focuses on key changes in the goals, strategies, functions, structures, core values, and actions that allow both women and men to influence, participate in, and benefit from development processes. At an organizational level, gender mainstreaming calls for changes in the organization's structures, procedures, and culture that encourage all to contribute to flourish (Medford, 2010). Although gender mainstreaming is specified as a key element of active inclusion policies and a requirement in the open method of coordination for social protection and social inclusion, the approach to policy design and monitoring is still underdeveloped (Prime and Salib, 2014). For gender inclusion to be effective, mainstreaming gender equality and equity policy practices within organizational structures are critical (GOU, 2016). This raises the question, what are the mainstreaming gender policy practices?

Gender inclusion is a priority area of action through policies and strategies that attempt to address specific gender needs of men and women to enhance gender mainstreaming. This can be achieved by ensuring the equal presence and contribution of women and men in all development programmes and activities. On gender equality, actions are needed on gender equality perspectives while implementing its practices/activities within clear policy guidelines that ensure equality and combat stereotyping (European Commission, 2009). Gender mainstreaming is not an end in itself but an instrument towards the ultimate goal of achieving equality between women and men (Bjarnegard and Ugglå, 2018).

Contextually, dual approaches are appropriate and fitting for effective promotion of gender equality. This can be done by specifying policies and practices. Therefore, policies and practices for the advancement of women positively, and the promotion, monitoring, coordination and evaluation of a gender mainstreaming strategy in all policies and programmes are critical. Normally, men are still being represented as being the norms, the standard human being in policymaking. However, European Commission (2009) notes that gender mainstreaming is identified as an integral part of the active inclusion policy framework aimed at eliminating inequalities. This raises the question: What is the relationship between mainstreaming gender equality policy practices and gender inclusion?

Given the current gender differences and inequalities within societies, it is not appropriate to assume that both women and men have equal opportunities for participation or benefit equally from any development inputs. This is because women and men are not homogenous groups. As such it is important not to generalize across diverse population, but rather to consider the gender specific needs, and perspectives of individuals that are influenced by a range of factors for gender inclusion. Therefore, special attention is required to ensure that initiatives aimed at fairness are not assumed as it may unintentionally encourage gender inequality that affects gender inclusion in society and organizations in particular (Rena, 2014).

Although each situation must be considered on its own merits, there are broad issues or themes which apply in many countries. Gender specific issue arises from any differences and inequalities between women and men. This requires gender fairness or equity if gender inclusion is to be encouraged in organizations. The issues or concerns that need to be considered are: inequalities in politics; inequalities within household; differences in legal status and entitlements; gender division of labour within the economy; violence against women and discriminatory attitudes. As such gender mainstreaming brings gender perspectives to the centre of attention in policies and programmes (UN, 2015).

The concept, gender is a social construct and therefore gender equality is not a static phenomenon (GOU, 2010) because it examines how the roles of men and women in the context of an organization change though it may be slow. Gender inclusion interventions that are designed to mainstream gender which are best built on positive norms and behaviour that benefit both men and women (UN, 2015). Transformation doesn't happen overnight because of long-standing beliefs related to women and men. Changes to bring about gender equality in an organization are built on the efforts of others especially men (Belkis, 2010) by promoting treatment and making facilities available to gender specific needs of the different people. Men play a significant role in promoting gender equality policy development through gender mainstreaming equity policy measures (GOU, 2016). They are in position to support women's initiatives and movements in their efforts towards equality. The men are in position to provide the justifications for promoting gender equality (Odhiambo, 2011) and advocate for gender inclusion (Thompson, 2017). Therefore, what is the relationship between mainstreaming gender equity policy practices and gender inclusion?

### **3.0 Methods**

The cross-section survey case study design was employed in the study. Cross sectional survey design was used to obtain data from a given sample of the population as it stands at a given time of the investigation (Ranjit, 2008). Quantitative and qualitative approaches were used for triangulation purposes in order to provide a comprehensive analysis of the research problem. Quantitative approach verifies observable phenomena via statistical, mathematical, or computational techniques (Mugenda and Mugenda, 2013), while qualitative approach provides an opportunity to study things in their settings and in terms of meanings. It was descriptive in nature and enables getting in-depth the phenomena (Lokesh, 2000). A case study design facilitates investigation of a phenomena within its context using a variety of data sources (Abedi, 2000) and allows for multiple aspects of the phenomenon to be revealed and understood (Barr el at, 2001). The study was done in KyU.

The target population consisted academic staff and top management of Kyambogo University totaling to 456 that was obtained from the Directorate of Human Resource Management which acted as sampling frame. The study population was chosen because they teach and interact with men and women on gender issues. The sample size of 200 participants was drawn from the sampling frame and determined by Morgan and Krejcie Table that ensured that sample size was a representative of the target population. Simple random sampling was applied for sample selection.

### *3.1 Data Quality Control Instruments*

Validity of the instruments was ensured by taking great care in the choice of words, order of question items, and structure of questions as a team to establish face validity. Thereafter validity was tested by computing content validity index. The instruments were presented to ten gender equality practitioners to indicate question items relevant or irrelevant for expert rating to determine Content Validity Index (CVI). CVI was computed by using the formula:  $CVI = \frac{\text{Number of items relevant}}{\text{Total number of question items}}$ . An index of 0.7 and above was accepted. The reason was to ensure that the instrument measures what was intended to measure in the final study. Reliability of the instrument is the dependability of an instrument under similar circumstances to produce similar results (Amin, 2005; Onen, 2014). The reliability of the instrument was calculated using Cronbach's Alpha test of reliability (Orodho, 2017).

### *3.2 Data Collection and Analysis Techniques*

The close-ended questionnaires were administered to the academic staff and interview guide was designed for top management. The study generated both quantitative and qualitative data. The quantitative data was analyzed using both descriptive and inferential statistics. Descriptive statistics was presented in a frequency table. Inferential statistics was Pearson Correlation and regression Coefficient. Analyses were facilitated by SPSS (Version 22) software package. Meanwhile qualitative data were processed and analyzed using vignette to complement quantitative data. Each interview with a respondent was recorded cross-checked, completely revised for completeness and clarity. The key information was condensed thematically. Interview was a useful approach to data collection because it allowed control of the construction of gathering data with flexibility during the dialogue and probes that were pursued.

### *3.3 Ethical Considerations*

In this study, several ethical considerations were taken into account in order to protect the human rights and welfare of the respondents. For example, before data collection from the field started, ethical clearance was sought from Gulu University Research Ethics Committee (GUREC) and approval from Uganda National Council for Science and Technology (UNCST). Administrative clearance was obtained from Kyambogo University to gain access to study sites and participants. Informed consent to participants in the study was explained and provided free will to participate in the study before becoming research participants. Respondents were selected fairly and equitably without personal bias or preference. The research participants' privacy was protected, the opportunity to withdraw was allowed, and their well-being monitored. Anonymity and confidentiality was guaranteed to participate. Language used and items shared took into consideration gender concerns. There were no provisions for names on the questionnaires. The aim was to encourage responses without fear and researchers' contact were provided in the questionnaires. UNCST guidelines for conducting ethical research were adhered to.

## **4.0 Results**

Out of two hundred (200) questionnaires distributed to academic staff (respondents) one hundred fifty-five (155) questionnaires responded, indicating a response rate of 71%. Mugenda and Mugenda (2003) argue that response rate of 60% is good enough for analysis to be conducted. Of



the one hundred fifty-five, 56 percent were male and 44 percent were female. This meant that there was more male academic staff than female counterparts in Kyambogo University. This informed the study on gender inclusion in relation to gender mainstreaming initiatives in Kyambogo University

#### 4.1 Mainstreaming Gender Policy Practices at Kyambogo University

Descriptive statistics were performed to establish the level of agreement on 5 statements represented on a 6-point Likert scale from strongly agree to strongly disagree on gender mainstreaming policy practices at Kyambogo University regarding gender policy practices which promote equality and equity. The agreement levels on the statements (practices) explained by mean and standard deviation are summarized in Table 1 below:

**Table 1: Descriptive Statistics regarding mainstreaming gender policy practices at Kyambogo University n = 155**

Item	Mean	Std. Deviation
There is equal access into position of responsibility to both men and women at the University	4.94	1.014
There is equal access into University services to both men and women	4.83	1.027
There is fair treatment to both men and women in the university	4.83	1.025
There is Gender budget from department to University management	4.50	.949
There are gender focal point persons at faculty levels in the University	4.65	.865

Source: Primary Data 2019

There was a general agreement that gender related practices have been mainstreamed-into KyU policies and practices with mean scores above 4.50 by the listed practices that encouraged gender inclusion. Respondents revealed that gender inclusion was encouraged by equal access to positions of responsibility by both men and women as reflected in the mean score of 4.94. Equal access into university services was reflected in the mean score of 4.83 indicated strong general agreements among the respondents. The mean score of 4.83 revealed that fair treatment was another policy practice that encourages gender inclusion manifested in gender budget from department to university top management levels. The gender budget mean score was 4.50 and 4.65 for gender focal point person at faculty.

Responses from directorate of human resource management:

*"In public finance management act 2015 there is a provision for gender inclusion. KyU is doing well in gender budgeting. Close to a third of members of top management at KyU are female. When there is an advertisement, women apply in good numbers but recruitment and selection into university services are purely on merit"*.

*Furthermore, "Gender policy is in place. Women in senior positions are liberated. They can spend extra time in their work place. Directorate of Gender under the office of Vice Chancellor has been established. Gender policy has been disseminated widely to top management. There is gender focal person at faculty level"*

#### Correlation and Regression Analyses

A Pearson's correlation coefficient (r) was used to test the relationship between independent and dependent variables. The results are depicted in Table 2. The table indicates that mainstreaming gender equality policy practices have moderate and significant relationship with gender inclusion ( $r=.580$ ,  $p < 0.01$ ); thus supporting  $H_1$ . There is also positive and significant relationship between mainstreaming gender policy practices and gender inclusion in Kyambogo University ( $r=.364$ ,  $p < 0.01$ ). This supports  $H_2$ . In addition, the table above reveals that respondents agreed on mainstreaming gender equality policy practices ( $M=4.8691$ ,  $SD=.74675$ ), mainstreaming gender equity policy practices ( $M=4.5839$ ,  $SD=.51503$ ), and gender inclusion ( $M=4.6232$ ,  $SD=.65701$ ).

**Table 2: Correlation Analysis**

Predictor variables	M	SD	MGPP	GMEPP	GI
MGPP	4.8691	.74675	1		
GMEPP	4.5839	.51503	.450 <sup>**</sup>	1	
GI	4.6232	.65701	.580 <sup>**</sup>	.364 <sup>**</sup>	1

Notes: n=155, \*p< 0.05, \*\*p< 0.01, MGPP = Mainstreaming gender equality policy practices, GMEPP=Mainstreaming gender equity policy practices and GI= gender inclusion\*\*. Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data, 2019

Regression analysis was conducted to predict gender inclusion using mainstreaming gender equality and equity policy practices.

**Table 3: linear regression model on mainstreaming gender equality and equity policy practices**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.633	.403		4.046	.000
MGPP	.459	.064	.522	7.121	.000
GMEPP	.165	.093	.129	1.764	.080

a. Dependent Variable: GI

Source: Primary Data, 2019

#### 4.2 Mainstreaming Gender Equality Policy Practices and Gender Inclusion

The results indicated that there was positive and significant relationship between Mainstreaming gender equality policy practices and gender inclusion (Beta=0.522, SE=0.064, t-value =7.121<sup>\*\*\*</sup>). This means that one hundred percent (100%) change in mainstreaming gender equality policy practices will lead to 52.2% positive and significant change in gender inclusion.

Responses from Office of the Vice Chancellor:

*"Government institutions follow constitution. Public service jobs are open to competition. Positions at KyU are obtained by merit. KyU is an equal opportunity institution".*

#### 4.3 Mainstreaming Gender Equity Policy Practices and Gender Inclusion

The results indicated that there was positive and significant relationship between mainstreaming gender equity policy practices and gender inclusion (Beta=0.129, SE=0.093, t-values=1.764<sup>\*\*\*</sup>). This indicates that one hundred percent change in methods of mainstreaming gender equity policy practices will lead to 12.9% positive but insignificant change in gender inclusion.

Responses from directorate of human resource management:

*"According to the constitution (of Uganda), a third of the composition in statutory bodies should be female. KyU abides by the constitution of Uganda. Thus, consideration for women to occupy various positions can /is done when the law can apply. For example, in the university council, committees of council there is legal representation of the female. Women are given maternity leave because it is catered for by the law".*

In addition, Responses from the Vice Chancellor's Office:

*"Whenever positions are advertised, we encourage women to apply. KyU applies affirmative action when setting task force. It is constitutional. When there are training opportunities, we ensure that many women are included. However, there are challenges to mainstreaming gender in KyU? We cannot do anything that is not supported by the constitution. For example, we cannot have affirmative action on staffing because according to the constitution of Uganda, it has to be done on merit".*

This narrative confirmed why mainstreaming gender equity policy practices was positive but insignificant in explaining gender inclusion at Kyambogo University. This suggests that the management was gender sensitive in treating men and women in the operations of the university. There is affirmative action for gender that falls within the national gender policy framework. The more management responds to gender budgeting, equal representation, and affirmative action for gender responsiveness, the more gender inclusion the university becomes.

## **5.0 Discussion**

The study examined the role mainstreaming gender policy practices play in promoting gender inclusion in Kyambogo University. Given the current gender differences and inequalities within societies, it is not appropriate to assume that both women and men have equal opportunities for participation to benefit equally from any development inputs. Women and men are not homogenous groups. As such it cannot be generalized across diverse population, but rather to consider the gender specific needs, and perspectives of individuals that are influenced by a range of factors for promotion of gender inclusion in an organization.

There was general agreement that gender related practices have been mainstreamed—into KyU policies and practices. This suggests that mainstreaming gender policy practices promote gender inclusion in Kyambogo University. Gender policy practices are equality and equity as equal access and fair treatment to both men and women into services and operations of the university. Gender policies have been mainstreamed into university structure, processes, and programs.

This was in line with the Constitution of the Republic of Uganda that provides for affirmative action as deliberate strategy to redress past discrimination against disadvantaged groups, especially women, youth and people with disability. The roles of both men and women in the development process of the country are upheld by government as provided in the National Gender Policy (Nasasira, 2006). It ensures that the needs, experiences and priorities of both men and women are integral to all development concepts.

The results indicated that there was positive and significant relationship between mainstreaming gender equality policy practices and gender inclusion. Mainstreaming gender equality policy practices encourage inclusiveness and sense of togetherness and compliance with national gender policy at Kyambogo University. This implies that positive changes in mainstreaming gender equality policy practices are associated with positive change in gender inclusion.

This means that university authority have mainstreamed gender into university structures, policies and functions. There was equal opportunity and voice for women and men at the university. University management encouraged equal access and chance to both men and women into Kyambogo University services but on merit. University management encourage gender inclusion through equal opportunity policy practices such as equal access into leadership positions, teaching, administrative and support services at Kyambogo University to both men and women as a way of promoting equality and empowerment. Women's empowerment is at the heart of 2030 agenda, and equal participation is at the core of sustainable development. Faremo, (2018) argues that mainstreaming gender integrates gender considerations and strives for women, men, girls and boys benefits equally in organization operations. Gender equality cannot be achieved as separate initiative but must be incorporated into existing activities, procurement processes and governance structures.

There are gender equity policy practices as manifested in gender budgeting which is prepared right from department to university management. The research results demonstrated that gender equity and equality policy practices were intertwined and gender policy practices signals gender concerns in the university as part of its vision, mission and or business as a whole. In addition, mainstreaming gender policy promotes social changes and transformations in organizations and Ugandan society. The study recommended that gender sensitive promotion regulation that translates awareness into practices be established to maintain of gender inclusion in forded with conducting regular gender audit.

Gender inclusion should be a priority area of action through policies and strategies that attempt to address specific gender needs of men and women to through gender mainstreaming. The objectives of the study were to: examine mainstreaming gender policy practices at Kyambogo University, establish the relationship between mainstreaming gender policy equality practices and gender inclusion at Kyambogo University and determine the relationship between mainstreaming gender equity policy practices and gender inclusion at Kyambogo University

The research results demonstrated that gender equity and equality policy practices were intertwined; gender policy practices signal gender concerns in the university as part of its vision, mission or a business as a whole, and the role of mainstreaming gender policy in effecting social changes for transformations in organizations in Ugandan society.

## **6.0 Conclusion**

The study revealed that gender policies have been mainstreamed across all activities, programs, and processes, and structures of Kyambogo University. Directorate of gender has been established under the office of Vice Chancellor and gender focal point persons have been created at faculty level to ensure that gender awareness is translated into action. Mainstreaming gender in university polices and programs promote gender equality and equity. These policies are integrated into university structures, processes and programs. Mainstreaming gender equality policy practices encourage inclusiveness and sense of togetherness and compliance with national gender policy at Kyambogo University. The policy practices gave equal participation and voice for both women and men at the university. There are gender equity policy practices as manifested in gender budgeting which is prepared right from department to university council.

## **7.0 Implications**

At theoretical level, this study can contribute to the development of literature relating to mainstreaming gender policy practices in promoting gender inclusion in public universities. The results of this study may bring on board gender inclusion in relation to mainstreaming gender policy practices in organizations. It could add to the already existing literature on both gender mainstreaming policy practices and gender inclusion for academic audience and in particular to researchers in gender studies.

In addition, the examination into mainstreaming gender policy practices on gender inclusion may contribute to the duality between gender equality and the mainstream viewed as holding two aims simultaneously: promotion of gender equality and making mainstream policies more effective to inclusion.

## 8.0 Recommendations

Gender mainstreaming initiatives should be encouraged to promote equality and equity between university men and women. There should be a commitment to ensure that the needs, experiences and priorities of both women and men are integral to all university curriculum development concepts or activities.

## 9.0 Acknowledgment

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