FORMULATION OF STRATEGIES TO ADDRESS GENDER INEQUALITY IN ZAMBIA. - UNIVERSITY OF LUSAKA.

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ABSTRACT

The aim of this study was to Formulate strategies to address gender inequality in Zambia. Despite the ongoing implementation of the National Gender Policy strategies such as the 50/50 threshold in all decision-making positions, the National Gender Policy implementation has not reached the intended targets, hence women have not progressed in having equal employment opportunities and attaining the management positions.

The focus of this study was Luapula Province (Mansa District, Chembe District, and Chipili District), Central Province (Kabwe District, Kapiri Mposhi), Copperbelt (Ndola, Kitwe) and Northern Province (Kasama District and Luwingu District), using a population study of 300 respondents from the public service. This study used a mixed methods research design. The study used both simple random sampling method and purposive sampling method. The study further used both questionnaires and interviews for data collection. Inferential statistics was used in SPSS, through inferential statistics and graphs and tables were generated for analysis. The study concluded that gender inequality was a serious problem in the public service despite having a clear National Gender Policy framework which was being implemented at the level of government. Despite most women having the required skills to deliver effective results, there was still a very serious gap in having equal numbers of males and females in decision making positions. Challenges women faced, were due to a number of reasons such as women in decision making position not being comfortable to consult on matters for fear of victimization, women being sexually abused by supervisors and managers and women not supporting fellow women in management positions.

It was recommended that government reviews the implementation of the National Gender Policy (NGP) strategies and that a deliberate move be taken to balance up the appointment of both men and women leadership positions in the public sector.

Keyword: Employment, Gender inequality, Gender Policy, Decision Making position, Imbalances and Public Service

Introduction

Women in Zambia, like the rest of the world, face a number of gender-based challenges even in the sphere of employment. The law being an important regulatory instrument to society which if used well, can help to protect them from such challenges. However, despite attempts at addressing gender inequality and achievements in this regard, gender discrimination is pervasive and is known to occur in almost every professional setting.

The study looks at formulation of strategies to address Gender inequality in Zambia, a case of the public service in Luapula, Central, Copperbelt and Northern Provinces. This study also looks at what Zambia is doing to address the existing theories of gender disparities.

This chapter looked at the formulation of strategies to address Gender inequality in decision making positions of Zambia. In formulating the strategies to address gender inequality in decision making positions in Zambia, the chapter looked at the existing theories and policies available to address the gender disparities. The study showed why there is need to develop strategies to address gender inequality in decision making positions. This research will help the Republic of Zambia to strategically address the gender inequality in Zambia.

Therefore, this chapter of the study further discussed the research project including the research questions, objectives, scope, basic framework, brief methodology and contributions of the study. It also provided a brief outline of the thesis. The goals of this chapter are to develop the strategies to address gender inequality in decision making positions in Zambia.

Background to the Problem

Gender inequality is not perpetuated exclusively through differential access to and control over material resources. Gender norms and stereotypes reinforce gendered identities and constrain the behaviours of women and men in ways that lead to inequality (Ridgeway, 2011).

Gender is a primary marker of social and economic stratification and, as a result, of exclusion. Regardless of one's socioeconomic class, there are systematic gender differences in material well-being, although the degree of inequality varies across countries and over time. As a result, gender inequality is a characteristic of most societies, with males on average better positioned in social, economic, and political hierarchies. For more than two decades, the goal of reducing gender inequality has held a prominent place in international organizations and in national strategy statements. Sustainable Development Goal three (3), reflects the global attention to the issue of gender inequality and has been providing the impetus for governments to eliminate gender inequality in primary and secondary education by 2005 and in all levels by 2015.

Gender Mainstreaming, as a strategy for promoting gender equality was established in Beijing in 1995 at the fourth United Nations (UN) World Conference for women which called for effective implementation of the Beijing Platform for Action and ensured that the work for advancement of women is promoted by the adoption of visible polices of mainstreaming a gender perspective in all development programmes. Gender mainstreaming entails bringing the perceptions, experience, knowledge and interests of women as well as men to bear on policy-making, planning and decision-making.

Mainstreaming situates gender equality issues at the centre of analyses and policy decisions, medium-term plans, programme budgets, and institutional structures and processes. This requires explicit, systematic attention to relevant gender perspectives in all areas (UNDP Report 2006). An assessment in gender mainstreaming would mean making checks and balances as to whether these perceptions, experiences, knowledge and interests of both men and women are reflected in policy making, planning and decisions as well as show that gender equality issues are put at the centre of analysis and policy decisions, inclusion in the budget allocation for gender mainstreaming activities and equal participation on both men and women in decision making and to what extent these have been considered.

In 1999 a National Gender Policy was introduced, with Gender in Development Division installed in the Cabinet office (Fashoyin. 2002). More recently gender issues, including the SDG efforts, have been allocated to the Ministry of Gender in Development (MOGID). In 2007, the Zambian Decent Work Country Programme (Z-DWCP) had been adopted, and a DWCP Unit had been

created in the Ministry of Gender (MOGID). The two trade union confederations contributed to the identification of the three Decent Work Country Programme priority areas:

1. Job creation for women, young people and people with disabilities;
2. Prevention and mitigation of the effects of HIV and AIDS in the workplace, and
3. Elimination of the worst forms of child labour (ZFE, 2009).

This National Gender Policy is aimed at ensuring the attainment of gender equality in the development process by redressing the existing gender imbalances. It also provides for equal opportunities for women and men to actively participate and contribute to their fullest ability and equitably benefit from national development.

The development of this Policy has been necessitated by a number of developments at national, regional and international levels such as global best gender practices; research findings; increase in gender-based violence, human trafficking, as well as drug abuse and trafficking; gender disparities in positions of decision making; emerging health issues affecting mostly women and the negative impact of climate change, among others.

The Policy also considers the aspirations and the Policies of the current Government. The Policy examines situations in various sectors from a gender perspective in order to provide appropriate guidance, strategies and interventions for its successful implementation. Government will ensure that gender mainstreaming takes root across all sectors as a means to achieving equitable and sustainable socio-economic development.

In 2005, women made up 46% of the total labour force; 49% of those in informal labour, and 137,000 or 27% of those in formal employment. 78% of the economically active women worked in agriculture. The share of women in wage employment in the non-agricultural sector was 28%. The labour partition rate of the 15-64 of age overall is 71%, but only 61% for women. With just over 50%, the 2005 women's share in employment was highest in agriculture, followed by restaurants and hotels (49%), community, social and personal services (48%), and commerce (45%). The employment to population ratio was 32.8 percent. The male and female employment to population ratio stood at 41.7 percent and 24.7 percent, respectively. Trends in the labour force since 1986 – 2014; Zambia's labour force has been increasing. In 2005, the population in the labour force was estimated at 4,918,788, giving rise to a labour force participation rate of 80.0 percent.

The Labour Force grew to 5,003,871 in 2008 and 5,966,199 in 2012 giving participation rates of 74.5 percent and 75.9 percent, respectively (UNESCO, 2014).

The report of the United Nations Fourth World Conference on women termed its platform for action 'an Agenda for Women's Empowerment' referring to the principle of shared power and responsibility which should be established between women and men at home, in the workplace and in the wider national and international communities. In 2003, the Central Statistical Office reported that, 44 percent of the households in Zambia were headed by men as compared to 54 percent that were headed by women and the remainder were headed by children. Popular is the saying in Zambia which says 'Educate a woman and you have educated a whole nation.' Government launched the Zambia National Gender Communication strategy 2010-2015, whose goal was to reduce gender imbalances at all levels of socio-economic and political spheres. Zambia can achieve its goals, if it addresses these issues well. For example, it is on track to achieve gender disparity in that starting from primary school enrolments and secondary level it is promoting girls getting back to school in a number of programmes such as Girls Education, Women Empowerments Livelihood (GEWEL) (CSO, 2007).

In 2014, the population in the labour force was 6,329,076 and gave rise to the participation rate of 77.7 percent. The employed population has slowly been moving from agricultural industries to non-agriculture industry from 2005 to 2014. In 2005, agriculture sector accounted for 73.0 percent of the employed population rate in 2012, the industry accounted for 52.2 percent. In 2014, agriculture industry accounted for 48.9 percent. The formal sector accounted 16.4 percent of the employed population while the informal sector accounted for 88.6 percent. Paid employees accounted for 26.1 percent of the employed population while Own account workers (self-employed and employers) accounted for 46.3 percent (UNESCO, 2014).

The Government of the Republic of Zambia's vision on gender as is contained in the "Vision 2030" is to achieve gender equity and equality in the socio-economic development process by 2030. In this regard, the government adopted the National Gender Policy (NGP) in 2000 which addressed the need to build and strengthen national capacity for advocating and mainstreaming gender in the development process. The policy was aimed at" achieving full participation of both women and men in the development process at all levels in order to ensure sustainable development and attainment of equity and equality between sexes (GRZ, 2014).

The National Gender Policy was revised in 2012, to address the shortcomings identified during the implementation of the first policy and considers the changing socio-economic landscape and the persistence of feminization of poverty; HIV and AIDS as well as gender-based violence" (GRZ 2014). While the revised Policy considers the priorities and aspirations of Government as set out in Development Plans such as the Vision 2030, Revised Sixth National Development Plan (R-SNDP), the then Millennium Development Goals (MDGs) and the SADC Protocol on Gender and Development. It also outlines a broad strategy for promoting gender equality. The strategy and policy set priority areas of action at the national, sectoral, provincial, district and community levels in terms of planning, resource allocation and implementation of development programmes to redress gender imbalances. The ultimate objective of this policy is to create a Zambian society that is both informed and conscious of gender issues and concerns in the development process thus achieving the vision of a nation where there is gender equity and equality for sustainable development (GRZ 2014).

Although there is a significant progress that has been achieved to gender equality in the labor market over recent decades and women are moving steadily into occupations that have been reserved for men and have managed to overcome the institutional discrimination that prevents them from certain jobs that hinders their career development, but there are many obstacles remain and rooted in the way that the work itself is organized or in the challenges that face women who try to reconcile work and family commitments or for cultural and religious reasons that have social/ cultural and anthropological aspects. Women are still concentrated in the most unsteady forms of work and still far reaching from getting equal working opportunities, facing the phenomenon of glass ceiling which hinders them to get into high positions. Women worldwide have achieved higher levels of education than ever before and represent more than 35% of the global workforce in 2012 (International Labour Organization, 2015).

Gender disparities in terms of opportunities, security, and participation have become important issues for developing economies, and for Africa in particular, not least because of their potential negative effects on both sustainable growth and poverty reduction. This is the reason gender equality is now among the aims of most Poverty Reduction Strategy Papers (PRSPs) and is also one of the United Nations Sustainable Development Goals (SDGs). However, despite receiving

increasing attention in Africa, international comparison based on the World Economic Forum's Global Gender Gap Index reveals that most African countries for which data are available rank particularly poorly in terms of economic participation, education, health, and political empowerment (World Economic Forum 2009). Yet, still relatively little is known about gender inequality in many African countries, and even less is known about how to design more effective policies to

Statement of the Problem

Zambia needs to address the existing gap of unequal power relations (rich and poor, men and women) that constrain a fair or equitable development and allow the full participation of women in all aspects. And the year 2013 saw more women being **appointed to various positions of decisions making at various quasi government institutions** such as Energy Regulation Board and the Independent Broadcasting Authority.

This can be attested by the Seventh National Development Strategic Plan of vision 2030 which states, "leave no one behind" meaning in whatever is being done with regards to decision making, no one should be left out. However, despite all those efforts, Zambia is far from getting rid of the disparities in gender roles as can be observed by statistics in most higher positions and women are still very vulnerable and experience physical, psychological and sexual violence that far exceeds any traditionally acceptable practices and have little access to help. Thus, most of them are rendered victims of early child marriages and low-class employment like being a maid, owing to their low levels of education despite the re-entry policy for pregnant girls. Despite the fact that, women have made significant strides in employment and decision making, there is still a wide gap when it comes to the number of women and men in that regard. Therefore, participation of women in employment is increasingly being placed at the heart of the continental and regional agenda both in terms of policy and practice (NGP, 2018).

LITERATURE REVIEW

Introduction

This chapter discussed some of the related studies done on the global level, Africa, empirical studies undertaken by authors and researchers, which are considered relevant to this research study.

This chapter also discussed the gaps on low representation of women in decision making positions, its effects on the economic growth of the nation and chapter summary.

Overview of Gender Inequality in Employment

Fashoyin (2008) assumed that gender inequalities in the workplace have been an ongoing issue for many years, which has mainly been central to women in the workplace, as senior management has prioritized men over women. This has made it very difficult for women to work their way up to management as women are considered to be incompetent compared to the men in the workplace. The wage gap between men and women has raised much debate, as men are generally more likely to get paid more than women.

Likewise Sekatle, (2010) asserted that men and woman constantly work and compete in this society for recognition and rewards. Nowadays, women are given equal opportunities in every profession from business to defense. But there is an historical saying that men are stronger and smatter than woman, which is true to some extinct but when comparing today's world that is a totally disagreeable statement.

Article 11 of the Committee on the Elimination of Discrimination against Women (CEDAW), states that "appropriate measures should be taken to eliminate discrimination against women in the field of employment in order to ensure, on the basis of equality of men and women. The US Civil Right Act of 1964 provides strong protections against sex discrimination. In modern societies, skilled women have the power, right and ability to compete with every field engaged with men including, employment, athletics, academics and politics without sex discrimination. Unfortunately, Grant, (2010) makes the case that there is a fundamental nature all around the world to keep women's salaries lower and opportunities fewer in the employment realm. Less common, men too can be subjected to unlawful sex discrimination regardless the shape and form it takes.

Unequal pay and discriminatory job standards on the basis of sex discrimination are prohibited by law. Unequal treatment on the basis of sex is the core of sex discrimination. Separate rest rooms, does not constitute sex discrimination, but it is sex discrimination to provide different working conditions, salaries, hiring, promotion or bonus criteria to women and men. Everyone, men and women have the right to secure and perform their jobs free of unwanted demands for romantic or

sexual relationships, or unwanted communications or behaviors of a sexual nature that interfere with their ability to work (Grant, 2010).

Nawab and Bhatti (2011) cited that another form of unlawful discrimination is the workplace harassment. It is not enough for employers to offer his women and men employee equal pay and opportunities; they must also remedy any sexual harassment situations that are known such as: Harassment of lower-tier employees by a manager or executive of lower position. Sexual harassment among coworkers.

Konard (2010) claims that harassment involves unwanted sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature. Make sexual conduct a condition or term of employment, to base employment decisions on such conduct, or to permit sexual conduct that unreasonably interferes with an employee's work performance or creates an intimidating, hostile or offensive work environment. Offensive or rude comments, unwanted touching, displays of sexual objects or photographs, or offensive cartoons or drawings may constitute sexual harassment when they interfere with an individual's work performance. Is there a real limitation on women employment capabilities (Konard et al., 2010).

Conversely Leskinen (2011), addressed the role of men and women in the society is clearly segregated. This division of role is part of division of labor. Unfortunately the nature of division of labor between men and women became too firm and continued to persist when it was no longer appropriate. The initial division of labor between men and women was primarily influenced by the child bearing role of women and their lower average of their physical strength. These differences in characteristics have not changed and the importance in division of labor becomes marginal.

Leskinen (2011) further revealed that the majority of employees in any companies or organizations have a life outside the office. These companies or organizations that are called family friendly organizations recognize this fact and introduce to their employees' options such as flex-time, onsite child care, employee-assistance programs, and telecommuting to allow them to have a better chance to accommodate and balancing their home and work lives. But the problem lies in fact that some employees have no children, no family obligations and do not want to work in a family-friendly organization dislike their organization offering services that do not apply to them.

Gender Inequalities in Decision Making on a Global Level

Globally, women are under-represented in leadership (Stelter, 2002). Research done by the European Commission (2010, p. 3) reports that "today only one out of ten board members of the largest companies listed on the national stock exchange of European Union (EU) Member States is a woman and progress has been slow in recent years. The disparity is widest at the very top where only 3% of such companies have a woman directing the highest decision-making body".

Any approach to analysing global trends in gender equality must be cognizant of the fact that not all gender disparities favour men. For example, trends in educational attainment in recent years indicate gender reversals in some countries, with women's educational attainment exceeding men. Evidence of male disadvantage is important to identify for intrinsic reasons and also because declines in men's absolute well-being could lead to resistance to policies that promote gender equality. In promoting greater equality, whether by class, race or gender, the most politically feasible strategy is to achieve this goal without lowering the standard of living of the dominant (i.e., male) group. As noted in the consultation on the Post-2015 Development Agenda, "gender equality is not about transferring opportunities from men to women, but about realizing the rights of everyone, and creating conditions where both all have the right and ability to their full human potential" (UNICEF and UN Women, 2013:35).

African Countries

Several studies have revealed that mothers, in comparison to fathers, can invest in more love, time and attention in their children which promote educational attendance and achievement. Further, mothers are known to be better at budgeting and investing in welfare and education for the children. The mothers also expect more support from their children when growing old due to the fact that they have been vulnerable with limited access to resources and poor education as a result of gender inequality (Thomas, 1990; Lloyd and Gage-Brandon, 1994; Pilon, 1996; Duflo, 2003; Kabore et.al., 2003; Kobiané, 2006; Qian, 2008). Luz and Agadjanian (2015) found the role of the mother to be vast during their study in Mozambique on women's decision-making autonomy and children's schooling.

METHODOLOGY

Introduction

This chapter explains various methodologies that would be used in gathering data and analysis which are relevant to the research. The methodologies included areas such as the location of the study, research design, sampling and sample size, types of data, data collection method and its management. It includes the research setting, design matrix and pragmatic, population and sampling, data collection methods, process of collecting data and finally data analysis.

Babbie & Mouton, (2008:48–49), distinguished between three levels of the methodological dimension of research, namely: methodological paradigms, research methods and research techniques. Methodological paradigms which are the most abstract level include the distinction between qualitative and quantitative research whereas research methods are those used in certain stages of research process, for example sampling, data collection and data analysis.

Research Philosophy

This section covers philosophical understanding of the research addressing the ontological and epistemological position of the research (Thomson Gale/Macmillan, 2006).
The philosophical underpinnings for this study were drawn from the understanding that the phenomenon being studied affected beha

vioural aspects of humans; that is to develop strategies for addressing gender inequality in Zambia. There are two basic considerations: Ontology and epistemology, which are the two different ways of viewing a research philosophy.

Ontology in business research can be defined as "the science or study of being and it deals with the nature of reality. Ontology is a system of belief that reflects an interpretation by an individual about what constitutes a fact. In this study, ontology is applied in as far as the central question of the research hinges on developing strategies for addressing gender inequality in Zambia (Blaikie, 2010).

To address this aspect, the two aspects of ontology (objectivism and positivism) and subjectivism are reviewed. Objectivism "portrays the position that social entities exist in reality external to

social actors concerned with their existence" (Saunders, 2012). Alternatively, objectivism "is an ontological position that asserts that social phenomena and their meanings have an existence that is independent of social actors. Subjectivism on the contrary, perceives that social phenomena are created from the perceptions and consequent actions of those social actors concerned with their existence. Formally, constructionism can be defined as "ontological position which asserts that social phenomena and their meanings are continually being accomplished by social actors" (Bryman, 2012).

In that respect, practicality realism is considered to be the objective. That is, it exists independently of human thoughts and beliefs or knowledge of their existence (realist), but is interpreted through social conditioning (critical realist).

Critically realism is considered since the choice of developing strategies for addressing gender inequality in Zambia is dependent on several factors. According to critical realism, sensations and images of the real world can be deceptive and they usually do not portray the real world (Novikov and Novikov, 2013).

Ontological Position

Ontology is the first branch which is concerned with what actually exists in the world about which humans can acquire knowledge. Ontology helps researchers recognize how certain they can be about the nature and existence of objects they are researching. For instance, what 'truth claims' can a researcher make about reality (Moon, and Blackman, 2014).

The study adopted pragmatism which is usually the philosophical underpinning for mixed research strategies and methods. Therefore, this study adopted this method in this qualitative research, (Morgan, 2007; Saunders et al., 2012; Tashakkori and Teddlie, 2010; Creswell, 2009; Creswell, 2014). This study adopted the casual relationship on strategies for addressing gender inequality in Zambia that gave meaning through empirical evidence.

Epistemological Position

Epistemology is the second part of the 'study of knowledge and is concerned with all aspects of the validity, scope and methods of acquiring knowledge, such as a what constitutes a knowledge claim; how can knowledge be acquired or produced; and how the extent of its transferability can

be assessed. Epistemology is important because it influenced how the study frame their research in their attempts to discover knowledge (Moon, and Blackman, 2014).

The study adopted a positive approach to develop strategies for addressing gender inequality in Zambia by examining the type of questions in the concepts of gender imbalances in the public service and decision making through the use of operational definitions, research objectives and the dependable valuables (Neta, 2008).

Axiological Position

Axiology is engaged with assessment of the role of researcher's own value on all stages of the study. This branch of the research philosophy attempts to clarify if the study is trying to explain or predict the world, or seeking to understand it. Axiology focuses on what is most valued in the study. This is important because values affect how the study is conducted and what is value in the study findings (Saunders, Lewis, and Thornhill, 2012).

Axiology position addressed the how valid knowledge. Axiology is thus the study of methods (Stenbacka, 2001), and it analyses the different methods used in research. There are numerous attempts to collect and classify research methods.

Babbie (1998), for example, identifies thirteen. The Axiological position has presented the research with a pragmatic position of deriving at the recommendations addressed the requirements for implementing measures to improve gender equality in the public service.

Understanding the philosophical basis of science is critical in ensuring that study outcomes are appropriately and meaningfully interpreted. With an increase in interdisciplinary study, an examination of the points of difference and intersection between the philosophical approaches can generate critical reflection and debate about what is known, what is learned and how this knowledge can affect the conduct of science and the consequent decisions and actions (Li, Y, 2016).

Research Design

Research design is a blue print of a research study, which tries to provide answers to questions that have been asked and provides guidelines for the procedure of collection, analysis, and interpretation of observations (Creswell, 2018).

This study used a mixed methods research design, a mixed research method is a procedure for collecting, analyzing, and "mixing" both quantitative and qualitative research and methods in a single study to understand a research problem (Creswell, 2012).

Mixed methods research is guided by philosophical assumptions that enabled the mixing of qualitative and qualitative approaches throughout the research process (Hanson, 2005). The philosophy of pragmatism advanced the notion that the consequences are more important than the process and therefore that 'the end justifies the means'. The reasons for using the mixed approaches in this study are as follows:

Triangulation: this allowed for greater validity in a study by seeking corroboration between quantitative and qualitative data, completeness: using a combination of research approaches provides a more complete and comprehensive picture of the study phenomenon which is strategies for addressing gender inequality in Zambia, mixed methods research helps answer the study questions that cannot be answered by quantitative or qualitative methods alone and provides a greater repertoire of tools to meet the aims and objectives of a study, offsetting weaknesses and providing stronger inferences: utilising a mixed methods approach allowed for the limitations of each approach to be neutralised while strengths are built upon thereby providing stronger and more accurate inferences (Bryman, 2006; Creswell, 2003).

Surveys may be used for descriptive, explanatory and exploratory research. Quantitative and qualitative methods of study was employed with a questionnaire comprising of open-ended questions as well as closed questions in order to get both specific and in-depth information gender equality and find out whether it is attainable and discover what should be done to reach the vision 2030 of 50 / 50 representation of women in decision making positions. The interviews schedules were employed where the study took time to interview selected male and female in leadership positions and also those in lower positions in the population to be sampled.

girls are the highest, is also the area where the mothers have the lowest decision-making power to determine a child's enrolment.

Hence, Kasente (2003) argues that fathers "can be key players in enhancing girls' access to primary education". Warrington found similar results in her study from 2013 in Uganda. The results showed that it is essential for young women to have key role models that enable, support and encourage education. Fathers showed to have better opportunities to support their daughters' education due to advantages of education, time, authority and money in comparison to the mothers.

The study used both primary and secondary sources of data collection. The primary sources of data collection for this study was gathered through self-administered Questionnaires and interview guide. In questionnaire method, a researcher develops a form containing such questions pertinent the study. Generally, the study prepared yes/no questions or short answer questions. In questionnaire method, researcher distributes such forms to the people to whom deems appropriate. In addition, respondents were given ample time to respond to questions. On the part of the study, it saves time and money, since questionnaires are answered in good time and data was easily coded and analyzed.

The secondary data consisted of information obtained from journals, textbooks and Internet sources. It was used because it is cardinal to refer to that which has already been found out for the purpose of continuation and also the internet for easy access. Secondary data was gathered from already existed information from journals, textbooks and already existing studies related to the topic (Writes, M, 2012).

Pre-testing of questionnaire

A self-administered questionnaires and interview guide were used to collect data from the respondents. Questions asked constituted both open ended questions and closed ended questions were appropriate. Administered questionnaires were used because they are standardized questions implying that all respondents from each category answer the same questions. In addition, respondents were given ample time to respond to questions. On the part of the researcher, it saves

time and money, since questionnaires are answered in good time and data was easily coded and analyzed.

The data was analyzed using both descriptive and inferential analysis techniques. The results were presented according to the research objectives and questions. The background of the analysis part comprised of the response rate and the demographic characteristics of the study respondents.

This chapter presents the findings and analysis of results on the development of strategies to address gender inequality in Zambian provinces of Central, (Kabwe and Kapiri Mposhi) Copperbelt (Kitwe, Ndola and Chingola), Luapula (Mansa, Chembe, Chipili) and northern (Kasama and Luwingu). The study utilized primary data and it was collected through the use of questionnaires from civil servants in the government departments from the four provinces.

The study distributed 300 questionnaires to civil servants in Central, Copperbelt, Luapula Province and Northern Province. From the 300 questionnaires distributed only 290 were successfully returned back and 10 questionnaires were disqualified for being uncompleted or wrongly filled by providing multiple answers on where respondents were supposed to only give one single answer which was cardinal to the success of the study. Therefore, the study only accepted 280 of the questionnaires which was 93% of the total respondents.

Demographics of the Respondents

This section presented results on the demographic characteristics of the respondents. The demographic features presented in the study included the gender of the respondents, their age, their academic level and position of respondents in the department, department respondents belonged to. Data was presented in figures to give a clear picture of the features being reviewed.

Gender of Respondents

Figure 5.1.1: showed the gender share of respondents, (62%) of the respondents were females and (38%) were males. The results implied that the majority of respondents were females because the study was based on strategies to address gender inequality in Zambia.

Therefore, it was important to the study to have more female respondents to help generalize the findings on developing strategies for addressing gender inequality in Zambia.

The participation of male respondents was equally important to the study, as their contribution helped to fully understand the problems affecting the effective implementation of strategies to address gender inequality in Zambia. The findings are shown in figure 5.1.1: below on the gender of Respondents.

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The study concluded that in order to speed up the implementation of the gender policy, Government had adopted policies which were promoting the 50/50 representation in key decision-making positions for both male and female in the public service. The study further found that women had negative attitude towards their fellow women being appointed in decision making positions as such there is still disparity in position given. There is still lack of self-esteem among women that have been appointed in decision making. Women are still regarded to be weaker decision maker hence intimidation comes in and some decision-making position require high technical qualifications when only a few women meet.

Findings on the strategies which can address the disparities of women and men in decision making position in Zambia found a number of strategies.

❖ Some of the strategies that were suggested by the respondents included by having a deliberate policy where if a senior decision maker is male the immediate deputy or vice should be female to hence women's participation and confidence in management positions. Off course, the gender policy has been for years but the implementation process has been disappointing to that fact hence more should be done with regards to the implementation process.

❖ Respondents also suggested that there should be a continuous education and awareness on gender equality at all levels of government. Since there is already a perfect Gender Policy in place Government should continue with the education and awareness in Gender equality in the public service more especially the rural areas where huge gaps still exist.

❖ On the strategies to address gender disparities of women and men in decision making position in Zambia, respondents further suggested that there was a need to speed up the 50/50 threshold in decision making positions. One area that needed to be speed up was the enactment of the 50/50 threshold of men to women which had been very slow due to the identified gaps in the implementation process. Off course progress has been made with having a number of women in decision making position but more needed to be done. For example, looking at the number of women that have been selected to stand as Members of Parliament by their respective Political Parties in the upcoming general elections shows that only a few women will be appointed in decision making positions of the next cabinet after the elections because this is still male dominated.

❖ Perhaps in future a deliberate policy should be implemented where political parties should adopt equal numbers of men and women to run for public office. On the other hand, women to be supported and encouraged to run for public offices such as Presidential, Mayoral, Members of Parliament and Council office.

Furthermore, other strategies to address gender inequalities in the public service included strengthening the law against sexual harassment, discrimination and gender violence, creation of a monitoring system in the implementation of gender policy strategies and train women in leadership management. Most women are educated enough and have the necessary qualification but lack leadership management skills and it is important for government to train women leadership management for them to have self-confidence.

The study found that there was fair response from all the age group of respondents. The implication of this age composition showed that this study had different age groups from a particular generation each with their own understanding on of gender inequality in the public service and was able to meanable contribution to the results of the study.

The academic qualification of the respondents implied that most of the respondents were from different educational backgrounds and qualifications but were educated enough to fully participate in the study and gave their views on gender equality.

Findings on which positions the respondents had with their respective departments found that the majority (52%) were junior staff, (25%) were middle management, (10%) of the respondents indicated other, (8%) were supervisor and (5%) senior management. The results implied that the study had respondents from different levels of the public service, which helped in establishing their understanding of the strategies to address gender inequality in the public service.

The study required respondents to indicate if they were enough strategies to address gender inequity in relation to the National Gender Policy. The majority (75%) of the respondents agreed that Zambia had adequate strategies for addressing gender inequality in government institutions which were currently being implemented through the National Gender Policy.

Furthermore, those that (said (YES) agreed that Zambia had adequate strategies for addressing gender inequality in government institutions indicated that the Ministry of Gender was created with the sole purpose to create gender inequality and has ensured that the policy is followed in all government agencies and institutions. One of the policies adopted was the introduction and implementation of the re-entry policy, supporting NGOs that advocate and promote gender inequality, creation of an enabling environment for women to participate and be given managerial, supervisor and other position in government. In order to speed up the implementation of the gender policy, the Government has adopted policies which are promoting the 50/50 representation in key decision-making positions for both male and female in the public service.

Those that (said (NO) agreed that Zambia had adequate strategies for addressing gender inequality in government institutions indicated that they were still very few women managing institutions compared to their male counter-parts in public institutions. The Gender Policy is not clear at all despite being in existence and staffing levels are not fairly being practiced. In most cases Zambia, does not have adequate strategies because mainly women are not considered to be working because of having too many duties at home such as paternal duties, cooking and taking care of children

The study found that the public service still faces difficulties in implementing the 50%/50% threshold of both men and women in decision making position. Some of the observed difficulties were that the education of qualification of women had gradually affected the implementing of the 50%/50% threshold of both men and women in decision making position as such most of the required qualification had not been attained.

Other responses revealed that women had negative attitude towards their fellow women being appointed in decision making positions as such there is still disparity in position given. There is still lack of self-esteem among women that have been appointed in decision making. Women are still regarded to be weaker decision maker hence intimidation comes in and some decision-making position require high technical qualifications when only a few women meet.

Conclusions

Gender equality is a very sensitive topic of discussion and over the years women have been pushing for equal participation in every sector of life, such that the Government of Zambia been implementing the National Gender Policy at every level of governance in all the Provinces. Despite the ongoing implementing of the National Gender Policy strategies such as the 50/50 threshold in all decision making-position, the National Gender Policy has not reached the intended targets hence women have not progress in having equal employment opportunities and attaining management positions.

A major concern when promoting gender balance in decision-making positions is that there are not enough women who are qualified to assume top positions but this is not the case anymore as women are now qualified and have the same skills as males in the professional setting. Hence, having more women in decision-making roles translates into a generally high quality of representatives.

The findings observed that stakeholders often adopted measures neither aligned nor complementary to each other for meeting the overall objective of gender equality. Furthermore, findings showed that most government agencies do not have designated strategies that promote women into decision making positions. The integration of the National Gender Policy addressed gender equality measures, such as, gender diversity workshops and a women empowerment strategy. However, the women's empowerment strategy as a gender equality implementation measure experienced shortcomings. It lacks in implementation and recognition as an institutionalized tool for implementation, as well as monitoring and evaluating gender equality measures. The study concluded that women did not support one another to perform in decision making position and that is why people have not really progressed in management positions in the public sector.

The study found that the Gender Policy is not clear at all despite being in existence and the implementation was not fairly being practiced. In most cases Zambia, does not have adequate strategies because mainly women are not considered to be productive because of having too many duties at home such as paternal duties, maternal responsibilities, cooking and taking care of children.

Findings on the imbalances in participation of females at decision making level in the public service found that some sectors of society still have negative attitudes towards women being in control, low number of women in high profile positions and society has created an environment where men are seen to be more dominant to women. And in most cases, it has been difficult for government to appoint more women in decision making positions because they lack the required skills, self-confidence, education qualification and skill to influence decisions.

The study concluded that challenges women faced were due to a number of reasons such as women in decision making position not being comfortable to consult on matters for fear of victimization, women being sexually abused by supervisors and managers and women that have been given decision making position are often accused of sleeping or giving sexual favors to the appointing authority for them to be given those position.

6.3: Recommendations

Based on the findings and the analysis of the research results;

a) Balancing senior management position holders

The Government should have a deliberate policy where if a senior decision maker is male the immediate deputy or vice should be female such like the way the presidency has been in Zambia in the last seven to eight years. The implementation of the Gender Policy has been ongoing but there are a lot of gaps that have to be addressed immediately.

b) Continuous education and awareness on Gender equality

Since there is already a perfect Gender Policy in place Government should continue with the education and awareness in Gender equality in the public service more especially the rural areas

where huge gaps still exist. There is a need for both genders to co-exist and perceive each other equal partners in development.

c) Speed up the 50/50 threshold in decision making positions

The enactment of the 50/50 threshold of men to women has been very slow due to the identified gaps in the implementation process. More women should be encouraged to enhance their education qualification so that they can be easily be adopted in management and decision-making positions.

d)   Strengthen the law against sexual harassment, discrimination and Gender violence

Most women in the public service and every other organization are capable to deliver and have the required skills sometimes to even deliver more than their male counter-parts but because of sexual harassment, discrimination, stereotypes and gender-based violence fear to participate or even apply for management position. Therefore, there is need to strengthen the law against sexual harassment, discrimination and gender-based violence because more offender gets away with it due to weak laws in place.

d) Creation of a monitoring system in the implementation of Gender Policy strategies.

In order to effectively implement the Gender Policy Government should put in place a monitoring system in all sectors for gender equity so as to ensure the implementation can be monitored to ensure the gaps identified are worked on so for smooth implementation.

e) Train women in leadership management

Most women are educated enough and have the necessary qualification but lack leadership management skills and it is important for government to train women leadership management for them to have self-confidence and trust of their subordinates.

f) Traditional beliefs and Norms be changed

The traditional leaders also need to be involved in championing gender equality at all levels. The beliefs traditionally that a woman is a weaker vessel, cannot lead and that she is just supposed to remain at home taking care the affairs of the home should be stopped.

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