

**AN EXAMINATION OF THE EFFECTIVENESS OF STRATEGIES TO
ADDRESS WORKPLACE GENDER BASED VIOLENCE IN THE MALAWI
PUBLIC SERVICE**

**MASTER OF PUBLIC ADMINISTRATION AND MANAGEMENT
THESIS**

ELLEN MWALWANDA

**UNIVERSITY OF MALAWI
CHANCELLOR COLLEGE**

MAY, 2019

**AN EXAMINATION OF THE EFFECTIVENESS OF STRATEGIES TO
ADDRESS WORKPLACE GENDER BASED VIOLENCE IN THE MALAWI
PUBLIC SERVICE**

**MASTER OF PUBLIC ADMINISTRATION AND MANAGEMENT
THESIS**

BY

ELLEN MWALWANDA

Submitted to the Faculty of Social Science in partial fulfilment of the
requirements for the degree of Master of Public Administration and
Management

**University of Malawi
Chancellor College**

May, 2019

DECLARATION

I, the undersigned hereby declare that this is my original work which has not been submitted to any other institution. Where secondary sources have been used, the author's words have been acknowledged.

ELLEN MWALWANDA

Full Legal Name

Signature

Date

CERTIFICATE OF APPROVAL

The undersigned certify that the thesis represents the student's own work and effort and has been submitted with our approval.

Signature_____Date_____

ASIYATI RORRAINE CHIWEZA, PhD, (Associate Professor)

Main Supervisor

Signature_____Date_____

TANJA WINTHER, PhD, (Professor)

Second Supervisor

DEDICATION

This thesis is dedicated to God, my Mother and late Father.

ACKNOWLEDGEMENTS

I thank God for the strength, guidance and support to complete this study. I also thank the University of Malawi, particularly the department of Political and Administrative Studies for awarding me the NORHED scholarship which assisted me to complete my studies. I thank my supervisors Associate Professor Chiweza and Professor Tanja Winther for their excellent supervision. I thank Professor Banik for his advice. I also thank Eldridge and my Mother for their support during my studies. Last but not least, I thank my children Zia and Anganile for their patience during my studies.

ABSTRACT

This study has examined the effectiveness of the strategies that the public service has put in place to address Gender Based Violence (GBV). Using qualitative methodology, individual interviews were conducted. Data was analysed through open coding. The study revealed that most institutions use Terms and Conditions of Service which do not explain clearly the behaviours which constitute sexual harassment, do not have anti-sexual harassment policies, training on sexual harassment does not take place regularly, and gender inequality still exists. The study revealed that in most cases the perpetrators of sexual harassment go unpunished, victims of sexual harassment undergo counselling which is not ongoing. The study revealed that the anti-sexual harassment policy and training are successful in informing employees the behaviour which constitute sexual harassment and the procedure that can be taken for victims to lodge a complaint, however sexual harassment still exist. The study also revealed that the obstacles that the public service is facing as it is implementing the strategies to address GBV include: failure by the government to ensure that public institutions have developed anti-sexual harassment policies, lack of support from the Ministry of Gender, lack of top management support, lack of monitoring and evaluation of the strategies and most victims do not report cases of sexual harassment to management.

TABLE OF CONTENTS

ABSTRACT.....	vi
TABLE OF CONTENTS.....	vii
FIGURE	xi
TABLE.....	xii
LIST OF APPENDICES.....	xiii
LIST OF ACRONYMS AND ABBREVIATIONS	xiv
CHAPTER ONE	1
1.1 Introduction	1
1.2 Background to the study.....	3
1.3. <i>Policy instruments on GBV</i>	4
1.4. <i>International Agreements to end GBV in Malawi</i>	5
1.5 National Policies to Address GBV in Malawi	6
1.5.1 <i>National Gender Policy</i>	6
1.5.2 <i>Sexual and Reproductive Health Policy</i>	7
1.6 Laws formulated to Address GBV in Malawi.....	7
1.6.1 <i>The penal Code</i>	7
1.6.2 <i>The constitution</i>	8
1.6.3 <i>Prevention of Domestic Violence Act</i>	8
1.6.4 <i>National Plan for Action to Address GBV in Malawi</i>	8
1.7 International Labour Organisation <i>efforts to address GBV at work</i>	10
1.8 <i>Legal Response to end GBV in the workplace in Malawi</i>	11

1.8.1 <i>The constitution</i>	11
1.8.2 <i>National Gender Policy</i>	12
1.8.3 <i>The Gender Equality Act</i>	12
1.8.4 <i>The National HIV and AIDS Work Policy</i>	14
1.9 Problem Statement	14
1.10 Research Objectives	16
1.10.1 <i>Main Objective</i>	16
1.10.2 <i>Specific Objectives</i>	17
1.11 Research Hypothesis	17
1.12 Justification of the study	18
CHAPTER TWO	19
LITERATURE REVIEW	19
2.1 Definition of Sexual Harassment	19
2.2 Forms of sexual harassment in workplaces	21
2.3 Perspective of sexual harassment	28
2.3.1 <i>Socio-Cultural Theory</i>	28
2.3.2 <i>Natural/biological theory</i>	28
2.3.3 <i>Feminist theory</i>	29
2.3.4 <i>Organizational Theory</i>	29
2.4 Effective strategies to address sexual harassment in workplaces	31
2.4.1 <i>Primary intervention strategies</i>	31
2.4.2 <i>Secondary intervention strategies</i>	35
2.4.3 <i>Tertiary intervention strategies</i>	38
CHAPTER THREE	40
METHODOLOGY	40

3.1 Introduction	40
3.2 Research Approach and method.....	40
3.3 Data Collection Methods.....	41
3.4 Study population and sample	42
3.5 Data Analysis	44
3.6 Ethical Issues	45
3.7 Study Limitations	45
CHAPTER FOUR.....	47
FINDINGS AND DISCUSSION OF FINDINGS	47
4.1 Introduction	47
4.2 Examining the strategies and measures that the public servicehas put in place to address workplaceGBV in the Public service.....	47
4.3 Examining the extent to which the strategies to address gender based violence in the Public serviceare effective.	54
4.4 Examining the effects of implementing the strategies on workplace GBV in the Public Service	65
4.5 Examining the obstacles that the Malawi Public Service is facing in implementing the strategies to address workplace GBV	67
CHAPTER FIVE	74
SUMMARY, CONCLUSION AND RECOMMENDATIONS.....	74
5.1 Summary of findings.....	74
5.1.1Examining strategiestoaddress workplace GBV in the Public Service	75
5.1.2 Examining the effectiveness of strategies to addressworkplaceGBV in the Public Service.....	75

5.1.3 Examining the effects of implementing the strategies on workplace GBV in the Public Service.....	77
5.1.4 Examining the obstacles that Malawi Public Service is facing in implementing the strategies to address workplace GBV.....	77
5.2 Conclusion.....	77
5.3 Recommendations	80
REFERENCES.....	82
APPENDICES	94

FIGURE

Figure 1: Gender based violence- interactive model.....	26
---	----

TABLE

Table 1: Sexual harassment: A spectrum of behavioural patterns.....	23
---	----

LIST OF APPENDICES

Appendix 1: Interview Guide for Management and Gender Focal Point Person	94
Appendix 2: Interview Guide for Employees	98

LIST OF ACRONYMS AND ABBREVIATIONS

CEDAW	Convention on Elimination of Discrimination Against Women
EEOC	Equal Employment Opportunity Commission
ECOSO	Economic and Social Council
GBV	Gender Based Violence
SH	Sexual Harassment
ILO	International Labour Organisation
SIDA	Swedish International Development Aid
NPA	National Plan of Action to Combat Gender based violence
ESCOM	Electricity Supply Commission of Malawi
HIV	Human Immune Virus
AIDS	Acquired Immune Deficiency Syndrome
NGP	National Gender Policy
NPA	National Plan for Action
UN	United Nations
WB	World Bank
MRA	Malawi Revenue Authority
MoH	Ministry of Health
WHO	World Health Organisation
VAW	Violence Against Women
DOI	Department of Immigration
MRA	Malawi Revenue Authority

CHAPTER ONE

1.1 Introduction

Gender-based violence in the workplace is one of the most common problems across the world including Malawi. In order to address this problem, the government of Malawi came up with several strategies including policies and laws. It is therefore against this background that this study focuses on examining the effectiveness of the strategies that the Malawi public service has put in place to address Gender Based Violence (GBV) in workplaces following the introduction of the Gender Equality Act, a revised National Gender Policy and the National Plan for Action to combat GBV.

GBV is defined as violence that occurs as a result of unequal power relations between men and women (WHO, 2009, p.3). Machiri (2013), further argues that GBV is considered as being rooted in the unequal power relations between men and women. While effective strategies to address GBV are comprised of primary interventions which prevent GBV from occurring, secondary interventions which deal with GBV once it has occurred and tertiary interventions which deal with victims of sexual harassment (Datnall, 2015).

“At least one in three women around the world is estimated to have been coerced into sex, physically beaten or otherwise abused in her lifetime. For women aged 15 to 44 years, such violence is a major reason of disability and death” (Cruz and Klinger, 2011, p.1).

Machiri, (2013), further argues that, GBV is fundamentally socially sanctioned and by its nature, deep rooted and prevalent in girls and women. It is a form of violence to which girls and women are exposed principally because of their female gender personality. As females, they face regular discrimination from a deep rooted and rationalized system of gender based power relations which then perpetuate an almost universal pattern of subordination that leave girls and women highly exposed to acts of physical, sexual or psychological injury from male members.

In Malawi GBV exists. A study that was conducted to assess how social and cultural factors affect GBV in Malawi revealed that both men and women experience GBV. However women experience GBV more than men, Bisika, Konyani and Ntata (2009). Another study conducted by Phiri, Semu, Nankhuni and Madise (1995 as cited in Bisika, Konyani and Ntata 2009) revealed that women and girls experience numerous forms of GBV in their homes, work places, religious institutions, police stations, prisons, hospitals, institutions of learning (including tertiary institutions) and even in entertainment places. In regards to workplaces, studies revealed that sexual harassment exists in the workplace and some men are also victims of sexual harassment at the hands of women. However, 96 % of sexual harassment perpetrators are male. Mostly, these perpetrators are bosses of the victims. (Salephera Consulting Ltd and Prime Health Consulting, 2013)

Chapter One, discusses the background to the study, the problem statement, the objectives of the study, the research hypothesis and the justification for the study. Chapter Two, reviews the literature related to GBV in the workplace including the definitions of key terms, the different theories regarding the causes of GBV in the

workplaces and the conceptual and theoretical framework that explains the effectiveness of strategies to address GBV in the workplace. Chapter Three, discusses the methodology that the study used including: the study design, population and sampling method, data collection method, data analysis, ethical considerations and the limitation of the study. Chapter Four presents and discusses the findings of the study and finally, Chapter five summarises the study findings and makes relevant recommendations.

1.2Background to the study

The world recognises GBV as a human rights issue. The need to respond to violence against women as the primary method to defend gender justice was documented in 1992 by the Committee on the Elimination of Discrimination Against Women (CEDAW) through its General Recommendation in 1992. The Recommendation takes an all-encompassing method to violence and also offers that any form of discrimination or violation of rights of women will be regarded as violence, and the state will be accountable for violation of the rights. (Jumeja, 2012).

The CEDAW recommended that States parties ensure that laws against GBV give adequate protection to all women, and respect their integrity and dignity and take all legal and other measures that are necessary to provide effective protection of women against gender-based violence, including effective legal measures, penal sanctions, civil remedies and compensatory provisions to protect women against all kinds of violence. (CEDAW, 1992).

The CEDAW recommended to States parties that they develop, adopt and implement comprehensive and multisectoral action plans to combat violence against women and establish an institutional mechanism to organise, monitor and evaluate the effectiveness of the measures taken. It recommended the adoption of such a plan on different forms of violence against women, such as domestic violence. (United Nations, 2012).

Another tool that created duties for countries to enact legislation addressing violence against women include the Protocol to prevent, suppress and punish trafficking in Persons, especially Women and Children, supplementing the United Nations Convention against Transnational Organized. The Palermo protocol is a widespread international agreement to deal with the crime of trafficking in persons particularly women and children, support victims of trafficking and stop trafficking in persons (Raymond, 2018)

Apart from that, the Rome Statute is another tool that provided the broadest statutory acknowledgement of GBV as a crime under international criminal law to date. The article contains provisions concerning gender crimes committed both in international and non-international armed conflicts and mentions clearly in both cases the crimes of rape, sexual slavery, forced pregnancy, and enforced sterilization (Acuna, 2006).

1.3. *Policy instruments on GBV*

Similarly, the Beijing Platform for Action (PFA), which was adopted at the United Nations Fourth World Conference on Women, in Beijing, in 1995, calls on governments, the international community, and civil society to take strategic action in twelve important areas of concern, including the area of violence against women: specifically, the prevention of sexual harassment in the workplace (McGolgan, 2004).

The African Charter on Human and Peoples' Rights launches a mechanism for the elevation and protection of human rights in Africa within the framework of the African Union. The African Charter encourages a variety of human rights such as civil, political, socio-economic, cultural, individual and collective rights. The African Charter is the first regional mechanism to incorporate the different classes of human rights in a single document (Ekhtator, 2015)

As discussed above, GBV is a problem which has been recognised worldwide as a violation of human rights as well as a crime under international law and various efforts have been put in place to address it. For instance CEDAW identifies GBV as any violation of women rights and therefore recommends that countries should come with action plans that will provide protection to the women from GBV. Similarly, the African charter on Human and people's rights also provided a platform for elevation and protection of a variety of Human rights and the Beijing platform, also recognises GBV as a human right issue and calls on government to come up with action plans to address it. While the Palermo Protocol, recognises GBV as a crime and it focuses on human trafficking especially women and children and the Rome Statute recognise GBV as an issue which should be regarded as a crime under international law.

1.4 International Agreements to end GBV in Malawi

Malawi being a signatory to a number of international agreements that address GBV adopted several international agreements which include: the CEDAW in 1979, which recognised GBV as a form of discrimination and recommend that states should take measures to prevent and respond to violence against women, the African Charter on

Human and Peoples rights was adopted in 1986, and in article 18 states that the state shall ensure the elimination of every discrimination against women, the Vienna declaration on Human rights which was adopted in 1993 states that GBV must be eliminated and calls on government to take various measures to address it, including legal measures, national action and international cooperation efforts, the Beijing platform for action was signed in 1995, and it outlines a number of actions to respond and prevent GBV and the Malawi National Platform For Action (1997) is a commitment from the Malawi government following the 1995 Beijing fourth world conference on women, the SADC Declaration on Gender and Development in 1997, reaffirms commitments and resolves to take urgent measures to prevent and deal with the increasing levels of violence against women and girl child. The protocol to the African Charter on Human and Peoples rights of women in Africa was signed in 2005. The protocol ensures a number of rights protecting women, including property rights, rights to a consensual marriage, protection against child marriage, the right to medical abortion in case of rape, widow's rights, inheritance rights and protection against violence (Mellish, Settergren and Sapuwa, 2015)

The various international agreements that Malawi signed indicates that the government of Malawi is committed to address GBV. In general the agreements regard GBV as a form of discrimination as well as violation of women's rights and therefore seek to come with measures of addressing it.

1.5 National Policies to Address GBV in Malawi

1.5.1 National Gender Policy

The National Gender Policy was formulated with an aim of reducing GBV at all levels the policy ensures that laws and policies are framed and enforced to eliminate GBV and

human trafficking. Apart from that it also ensures that knowledge, attitudes and practices on GBV are developed (National Gender Policy, (2015).

1.5.2 Sexual and Reproductive Health Policy

The Sexual and Reproductive Health Policy of 2009, advocates the “elimination of harmful sexual and reproductive health and rights services” and that “service providers shall not perform prenatal sex selection or female genital mutilation” (Sexual and Reproductive Health Policy, 2009, p 15).

The formulation of policies by the government was to ensure that GBV was tackled at all levels. For example the National Gender Policy, as an measure of addressing GBV advocates that laws should be formulated and implemented to address GBV. The Sexual and Reproductive Health Policy ensures that, harmful practices that constitute GBV should be abolished in Malawi.

1.6 Laws formulated to Address GBV in Malawi

1.6.1 The penal Code

The Penal Code establishes punishments and legal definition for various forms of GBV, these include “rape, punishments for rape, attempted rape, abduction of girls under sixteen, indecent assaults on females, insulting the modesty of a woman, defilement of a girl under thirteen, defilement of mentally handicapped, forced prostitution, assault of boys and incest”(Penal Code, 2012, p.136).

1.6.2 The constitution

The Constitution of Malawi in section 24, states that “women have the right to full and equal protection by the law, and have the right not to be discriminated against on the basis of their gender or marital status”. (Constitution of Malawi, 1994, p.8).

1.6.3 Prevention of Domestic Violence Act

The Prevention of Domestic Violence Act in 2006, was formulated with a purpose of ensuring the commitment of the state to eliminate GBV happening within a domestic violence. It establishes structures for protection of victims by defining who can apply under occupancy order, or tenancy order under the Act and outlining what the different orders mandate and entail, as well as detailing the enforcement of the orders. It speaks to roles and responsibilities of enforcement offices as well as service providers. It establishes the duty to report GBV by anyone who witnesses it or has a reason to believe it is occurring (Prevention of Domestic Violence Act, 2006).

In an effort to deal with GBV the government of Malawi also came up with Acts which provide legal rights of women regarding GBV. For example the penal code provides the various forms of GBV and their punishment, the constitution which provides women with the right to equal protection by the law and not be discriminated against and the Domestic Violence Act provides protection against domestic violence

1.6.4 National Plan for Action to Address GBV in Malawi

The government of Malawi through the Ministry of Gender, Children, Disability and Social Welfare also revised the 2014 National Plan for Action to combat GBV in Malawi. The National Plan of Action (NPA) is a statement of government priority

actions to address GBV in Malawi in the five-year period from mid-2016 to the end of 2021(National plan of Action to combat Gender-Based Violence in Malawi, 2016)

The NPA model focuses on primary intervention strategies which are strategies that aim to prevent a problem from occurring or, when it has taken place, to prevent its recurrence. Primary interventions are also aimed at raising awareness, increasing understanding and recognition, educating people about the dynamics of the problem, root cause, underlying factors, exacerbating factors, predisposing factors and triggers, its impact and equipping people with knowledge to better respond to the problem. It also include developing and implementing training programmes to ensure that front-line staff and professionals provide an effective response.

Secondary interventions arise once an incident has occurred and there is a direct role for service providers to deal with the problem through reporting, responding and referral for specialized services. They also include services offered to the survivors such as routine investigation in hospital or health services which aim to enable disclosure, assistance with temporary accommodation, counselling and medical attention and access to justice provided through the civil and criminal justice processes. Secondary intervention strategies also include actions such as promoting high-quality standards in service delivery for survivors and perpetrators of GBV; strengthening intra-and inter-organisational co-ordination with a view to improve service effectiveness and consistency; and supporting and enabling collaboration across all participants.

The National Platform for Action against GBV is based on the following values and principles:

“Human Rights Based Approach: it recognises the importance of participation.

- a) Men, women, boys, girls, the youth and vulnerable groups), accountability, non-discrimination, equality, empowerment of rights holders and the recognition of human rights as legally enforceable entitlements.
- b) Multi sectoral approaches and coordination: Services to address GBV must be the outcome of coordinated activities between the constituent community, the national government, health and social services, and legal and security sector. The goal is to create synergy among all stakeholders and to avoid duplication of efforts.
- c) Engaging with men and boys: men and boys are seen as critical partners in the prevention of GBV.
- d) Ensuring sustainability: reducing the prevalence of GBV requires that state commitment be on –going as opposed to short term budgetary support of GBV actions”(National Plan for Action to combat Gender-Based Violence in Malawi, 2016, p.30)

1.7 International Labour Organisation *efforts to address GBV at work*

In the workplace, GBV was raised as a new area of concern by International Labour Organisation (ILO) tripartite constituents at the 2009 International Labour Conference when they engaged in an in-depth discussion of 21st century manifestations of sex discrimination. The resulting conclusions suggested specific strategies that governments and the social partners comprising of workers’ and employers’ organizations as well as the ILO itself should use to achieve gender equality in the world of work, including tackling GBV. “Workers’ and employers’ organizations are encouraged to come up with model policies and collective agreement clauses, issuing

guidance on complying with laws, conducting research and providing training” (Cruz and Klinger, 2011, p.11).

The ILO formulates and distributes tools and embark on research to prevent and address sexual harassment at work. The International Labour Conference in its June 2009 resolution concerning gender equality at the heart of decent work described GBV as a dangerous and major global challenge to the goal of equality between women and men. ILO initiatives on GBV in workplace form part of its wider support for the 1979 United Nations Convention on (CEDAW) and the campaign launched in 2008 by the UN Secretary-General entitled “UNITE to End Violence against Women”. The ILO contributed technical inputs to an international UN-led expert meeting in May 2008, which produced a model framework for legislation regarding GBV. (ILO, 2009).

From the discussion above, it shows that the ILO also recognised GBV and recommended measures that governments and employers should use to attain gender equality in the workplace, including dealing with GBV. Workers’ and employers’ organizations are encouraged to come up with measures of addressing GBV in the workplace which include formulation of policies and other measures.

1.8 Legal Response to end GBV in the workplace in Malawi

1.8.1 The constitution

At national level, the government of Malawi formulated the Constitution in 1994. The 1994 constitution tackles issues of GBV in section (24) which stipulates that “any law that discriminates against women on the basis of gender or marital status shall be passed

to eliminate customs and particularly practices such as sexual abuse, harassment and violence”(Constitution of Malawi, 1994, p. 9).

1.8.2 National Gender Policy

The aim of the policy is to strengthen gender mainstreaming and women empowerment at all levels in order to facilitate attainment of gender equality and equity in Malawi. The goal is to reduce gender inequalities and enhance participation of women, men, girls and boys in socio economic development processes. One of its objectives is to reduce GBV (National Gender Policy, 2015).

1.8.3 The Gender Equality Act

As regards to workplace sexual harassment, the Gender Equality Act of 2013,section 7 (1) (2) states that “the Government shall take active measures to ensure that employers have developed and are implementing appropriate policy and procedures aimed at eliminating sexual harassment in the workplace which shall

- (a) Entitle all persons who have been subjected to sexual harassment in the workplace to raise grievance about its occurrence and be guaranteed that appropriate disciplinary action shall be taken against perpetrators.
- (b) Entitle a non-employee who has been subjected to sexual harassment to lodge a grievance with the employer of the perpetrator where the conduct giving rise to the complaint has taken place at the workplace or in the course of the perpetrators employment
- (c) Entitle all employees, job applicants and other persons who have dealings with the workplace to be treated with dignity
- (d) Oblige the person in charge of the workplace to:

- (i) Implement the policy and procedures and impose disciplinary action against employees who did not comply.
- (ii) Deal seriously, expeditiously, sensitively and confidentially with all allegations of sexual harassment.
- (iii) Protect employees against victimisation, retaliation for lodging grievances and from false accusations.
- (iv) Explain the procedures which shall be followed by persons who are victims of sexual harassment.
- (v) Communicate the sexual harassment policy and grievance procedures effectively to all employees.
- (vi) Designate a person outside of line management whom a person has been subjected to sexual harassment may approach for confidential advice and counselling”(Gender Equality Act, 2013, p. 4)

(2) “A person who has been subjected to sexual harassment need not have exhausted internal sexual harassment procedures before prosecution of the offence can be commenced or civil proceedings can be instituted”(Gender Equality Act, 2013, p.4)

The Acts advocate that employers should formulate anti- sexual harassment policies, they should have procedures where women can safely submit sexual abuse or harassment claims, and that employers must not ignore sexual harassment in the workplace.

1.8.4 The National HIV and AIDS Work Policy

The National HIV and AIDS workplace policy states that “employers shall not condone any form of sexual violence or harassment in their workplaces, they should ensure that gender sensitive grievance procedures are put in place to enable women who are sexually abused or harassed to lodge their complaints without hindrance or other impediments and that employers shall ensure that women’s legal right are protected”. (National HIV and Workplace Policy, 2010, p. 20)

The policies that have been explained above is an indication that the government of Malawi recognises that GBV also exists in the workplace. Therefore in an effort to address it came up with the policies which advocate that employers should refrain from practices that discriminate against women, should not condone any form of sexual harassment in the workplace, employers should formulate and implement sexual harassment policies which will be communicated to all and ensure that gender sensitive procedures are put in place to enable victims who have been sexually harassed to lodge their complains and ensuring that the legal rights of women are protected.

1.9 Problem Statement

In an effort to address GBV in the workplace the government of Malawi passed the Gender Equality Act in 2013 which states in section 7 (1)(2) that the government shall take active measures to ensure that employers have developed and are implementing appropriate policy and measures aimed at removing sexual harassment. In 2015, the government revised the National Gender Policy which advocates that laws and policies should be framed and enforced to eliminate GBV and human trafficking.

In November, 2016 the Ministry of Gender, Children, Disability and Social Welfare revised the 2014 National Plan of Action to Combat GBV (NPA) in Malawi. This was revised, after the government noted that GBV against women and girls is a serious, prevalent and deeply entrenched problem in Malawi. (National Plan of Action to Combat GBV in Malawi, 2016)

The National Plan of Action therefore sets out a plan for the whole government action for a more effective system to address GBV in government ministries, departments, non-governmental organisations, the private sector, developmental partners and donor agencies.

In Malawi, there is lack of academic literature on sexual harassment. According to Nyamulani (2006 as cited in Kayuni, 2009, p.89), almost all of the studies that were conducted on sexual harassment are unpublished like the study conducted by Dokali (1995), Chirwa (1999), Kumwenda (1995), Chigona (2003) and Kaukonde (2003). Among the few studies that were published on sexual harassment include a study that was conducted by Kayuni in 2009 on “The Challenge of Studying Sexual Harassment in Higher Education: An Experience from the University of Malawi’s Chancellor College”. In his report, Kayuni (2009, p. 89) argued that, sexual harassment in Malawi has neither been adequately analysed nor addressed systematically.

As regards to sexual harassment in workplaces, a study that was conducted in 2013, by Salephera Consulting Limited and Prime Health Consulting Limited revealed that strategies to address GBV in both public and private institutions are not effective. However, this study was conducted before the implementation of the Gender Equality

Act, the revision of the National Gender Policy and the National Action Plan to combat GBV. In addition to that, the study only revealed that the strategies to address GBV are not effective. The study did not reveal the meaning of effective strategies and why public institutions do not have effective strategies.

It is therefore against this background, that this study fills the gap in the academic literature by providing information on the effectiveness of strategies that the public service has put in place to address GBV in the workplace after the introduction of the gender related laws and why the public service has not come up with effective strategies to address GBV. The study has focused mainly on the effectiveness of the strategies that the public service has put in place to address sexual harassment. It answers the following questions: What strategies and measures has the Public Service put in place to address GBV in the workplace? To what extent are the strategies effective in addressing GBV in the workplace? What are the effects of implementing the strategies on GBV? and What are the obstacles that the Public Service is facing in implementing the strategies?

1.10 Research Objectives

1.10.1 Main Objective

The main objective of this study is to examine the effectiveness of the strategies that the public service has put in place to address GBV in the workplace. The study examines, if the public service has come up with effective strategies to address workplace GBV following the introduction of the Gender Equality Act, the National Gender Policy and the National Action Plan to combat GBV.

1.10.2 Specific Objectives

The study has four specific objectives:

- To examine the various strategies and measures that the public service has established to address GBV at the workplace. This objective examined the various strategies and measures that the public service has put in place to address GBV in the workplace.
- To examine the extent to which the strategies to address GBV in the public service are effective. This objective examined whether the strategies are able to prevent workplace GBV from occurring, respond to GBV once it has occurred including the procedure that victims of GBV follow when they want to lodge a complaint and how perpetrators of GBV are dealt with.
- To examine the effects of implementing the strategies on GVB in the Malawi public service. This objective examined the strategies that have been successful in addressing GBV and those that have not been successful and if GBV still exist in the workplace.
- To examine the obstacles that the Malawi public service is facing in implementing the strategies and measures to address work place GBV. This objective explored the challenges that the Public Service is facing as it is implementing the strategies to address GBV.

1.11 Research Hypothesis

There are effective strategies to address GBV in the Workplace in Malawi.

1.12 Justification of the study

GBV is a hazard faced in workplaces across the world including Malawi, which reduces the quality of working life and threatens its employees, undermines gender equality and imposes costs on organizations. However, a few studies have focused on the effectiveness of strategies to address GBV in the workplace. Therefore, the justification for conducting this study is to examine the effectiveness of the strategies that the Malawi public service has put in place to address GBV in the workplace. The findings of this study, will fill the gap in the academic literature on the effectiveness of strategies that the public service has put in place to address GBV in the workplace and will contribute to the body of knowledge by providing information on the effectiveness of the strategies that the public service has put in place to address GBV in the public service. This information will be used by scholars as a basis for further research as well as policy makers.

CHAPTER TWO

LITERATURE REVIEW

This chapter discusses the conceptual and theoretical framework of sexual harassment, including the definitions of key terms, the theories surrounding the causes of sexual harassment and the effective intervention strategies to address sexual harassment in workplaces.

2.1 Definition of Sexual Harassment

One of the most common types of GBV in workplaces is sexual harassment. Sexual harassment is described as “where any form of unwanted verbal, or physical conduct of a sexual nature occurs with the purpose of or effect of violating the dignity of a person in particular when creating an intimidating, hostile, degrading, humiliating or offensive environment” (Hejase, 2015, p.108). However, there seems to be a debate regarding how sexual harassment should be defined within the academic literature.

“The critical problem appears to rotate around three main issues: (i) the specific behaviours indicating sexual harassment, (ii) whether only the victim must experience negative effects, and (iii) whether sexism represents one of the many methods of sexually harassing behaviours” (Pina, Gannon and Sanders 2009, p.129). The topic that has been problematic for researchers in this field, from the very beginning, is defining what constitutes sexual harassment.

“As with many terms, an all-inclusive definition of sexual harassment has showed very difficult to achieve. Researchers, legal scholars, and policy makers around the world have not, up to this point, agreed upon a particular common definition. One reason for this struggle is that a definition would mean that limitations would be set on this specific term which would differentiate it from other terms of sexual interest. Sexual relationships at work are not always mutually fulfilling, but they are also, not always sexually harassing and damaging, Williams, Fitzgerald and Drasgow (1999 as cited in Pina, Gannon, and Saunders 2009)

This point is further supported by Kastl and Kleiner (2001 as cited in Kayuni 2009, p.84), who argue that although the definition of sexual harassment “appears straightforward at first look, it is more complex upon larger study, the actual struggle is how to apply this definition in the actual world as much of the definition encompasses explanations of behaviours”. By relying on explanations of behaviour, there are several problems that occur, namely: the behaviours have to be understood by an individual through his or her eyes and knowledge; individuals have diverse sensitivity levels and interpret the same behaviour in various ways; due to this individual interpretation of behaviour, subtle forms of sexual harassment are frequently hard to describe.

Therefore, there is no one definition of sexual harassment, either in terms of behaviour or the situations in which it happens, (Fitzgerald, Drasgow, Hulin, Gelfand and Magley (1997). However, Kayuni (2009, p.84) pointed out that sexual attention becomes sexual harassment if: “the behaviour is persisted in, although a single incident of harassment can constitute sexual harassment; and the recipient has made it clear that

the behaviour is considered offensive and the perpetrator knows that the behaviour is regarded as unacceptable”.

In support of Kastl and Kleiner (2001), sexual harassment is indeed very difficult to explain as it contains behaviours which are understood and interpreted differently by people. Making sexist jokes for example, can be interpreted differently by people. However, the central argument is that although there is lack of agreement on the specific definition of sexual harassment, all definitions agree that the behaviour is unwelcome to the victim.

2.2 Forms of sexual harassment in workplaces

In the social-psychological context, sexual harassment has been reported to take different forms: either obvious or covert, being physical or verbal, repetitive or a one-off event, and perpetrated by males or females against others of the same or opposite sex (Klein, Apple and Kahn (2011). Sexual harassment can also be “one-on-one or pack-on-one” Saunders and Eastaugh (2013 as cited in Birnbaum and Guggisberg, 2017, p.8)

In the workplace, there are three types of sexual harassment gender harassment, unwanted sexual attention, and sexual coercion. Gender harassment is a type of subtle sexual harassment aimed at discouraging women from transgressing male spheres rather than being an expression of sexual attraction. Unwanted sexual attention, is behaviour viewed by the target as unwanted and violent acts of sexual interest and sexual coercion is the most clear and common type of sexual harassment, where the perpetrator, a person in power, demands sexual favours from a subordinate worker in

exchange for organizational rewards and benefits or threats of retaliation related to job prospects and conditions for instance job security and promotion (Fitzgerald, et al 1997).

While Kastl and Kleiner (2001 as cited in Kayuni, 2009) categorized sexual harassment into two: the hostile environment and the quid pro quo. The hostile is more subtle and harder to prove as it involves a sequence of behaviours. “In this category, sexual harassment may include unwelcome physical, verbal or non-verbal conduct; physical conduct including unwanted physical contact ranging from touching to sexual assault and rape, verbal forms including unwelcome suggestions and hints, sexual advances, sex related jokes or comments with sexual overtones; insults or unwelcome graphic comments about a person’s body or sexual orientation; unsuitable investigations about a person’s sex life or sexual orientation.

“Non-verbal forms including whistling, sexual gestures, offensive exposure; and display of sexual pictures and objectives. While Sexual harassment in the form of quid pro quo happens when someone with authority over the victim and because of his power makes approval of the sexual advances a condition of promotion, positive assessment etc. In most cases, this can take the form of threats, demands, unwanted touches and unconcealed sexual behaviour”.Grobler, Warnich, Carrell, Elbert and Hatfield (2002 as cited in Kayuni and Simbeye, 2009, p.9).

The table below summarises sexual harassment behavioural patterns in the categories of hostile environment and quid pro quo.

Table 1: Sexual harassment: A spectrum of behavioural patterns

Visual	Verbal	Written	Touching	Power	Threats	Force
-Staring	-Requests for dates	-Love letters	-Violating space	-Relationships	-Quid pro quo	-Rape
-Posters	-Questions about personal life	-Obscene poems	-Patting	-Using position to request sex	-Demands	-Physical assault
-Magazine	-Lewd comments	-Obscene letters	-Grabbing		- Loss of job	
-Flyers	-Dirty sexual jokes		-Pinching		-Selection process	
			-Caressing			
			-Kissing			

Offensive
conduct

Demands
illegal in all

Behaviour may not be to harass,
but that is often the result.

Behaviours are intentional: goal
is to hurt another person



Source: General Electric Corporation Manual quoted in Grobler et al (2002)

Much as there are various forms of sexual harassment in the workplace, however the Quid pro quo is the most common type of sexual harassment as it involve a person with higher authority making sexual demands on a person with low authority as condition for a promotion. For example, in most workplaces men are overrepresented in decision

making positions while women are overrepresented in lower positions. This result in imbalanced power relations between them and sometimes men take advantage of their power to harass the women

2.2.1 Causes of sexual harassment in workplaces

As regards to the causes of sexual harassment in workplaces, Cruz and Klinger(2011, p.11) argue that “the differences between women and men’s exposure to the risk of specific forms of workplace violence are reinforced by sex-segregated workplaces both horizontally (across operational layers of the organization or company) and vertically (up and down the hierarchy). While men predominate in better-paying and higher status jobs as well as hold more supervisory positions, the majority of women are concentrated in lower-paying and lower status jobs with little decision-making power over the terms and conditions of their service”.

Lack of bargaining power and labour policies leave many women, unprotected without option in the face of gender-based discrimination and workplace violence. Further, workers who do not conform to stereotypical social norms for what “man” or “woman” should be or do for their livelihood or who practice various gendered behaviours can become targets of work associated with discrimination, stigma, harassment, mistreatment and exploitation and in sex-segregated workplaces and sectors where men dominate and women are not present due to stereotyping about “men’s work” and “women’s work” seem to contribute to more exposure for some men (ILO, 2009).

It can therefore be argued that, sexual harassment in workplaces mainly occurs because of power imbalances between men and women. The power imbalances makes one sex

to have a lesser bargaining power than the other. For example, workplaces which are male dominated where most senior positions are held by men and most junior positions are held by women, the women become vulnerable to sexual harassment as the men use their power to abuse them as they have less bargaining power. However it should also be born in mind that men become victims of sexual harassment in workplaces where men dominate and women are not available.

Chapel and Martino (2006) developed an interactive model (see figure below) portraying these factors, as well as negative outcomes of workplace violence for victims and the organizations or companies in which they work. This model, which is more applicable to women and men in the formal sector, does not attempt to capture the dynamics of violence in the private sphere nor interaction between such violence and the work place. However it is useful for a general understanding of some contextual and social risk factors that apply to all workers

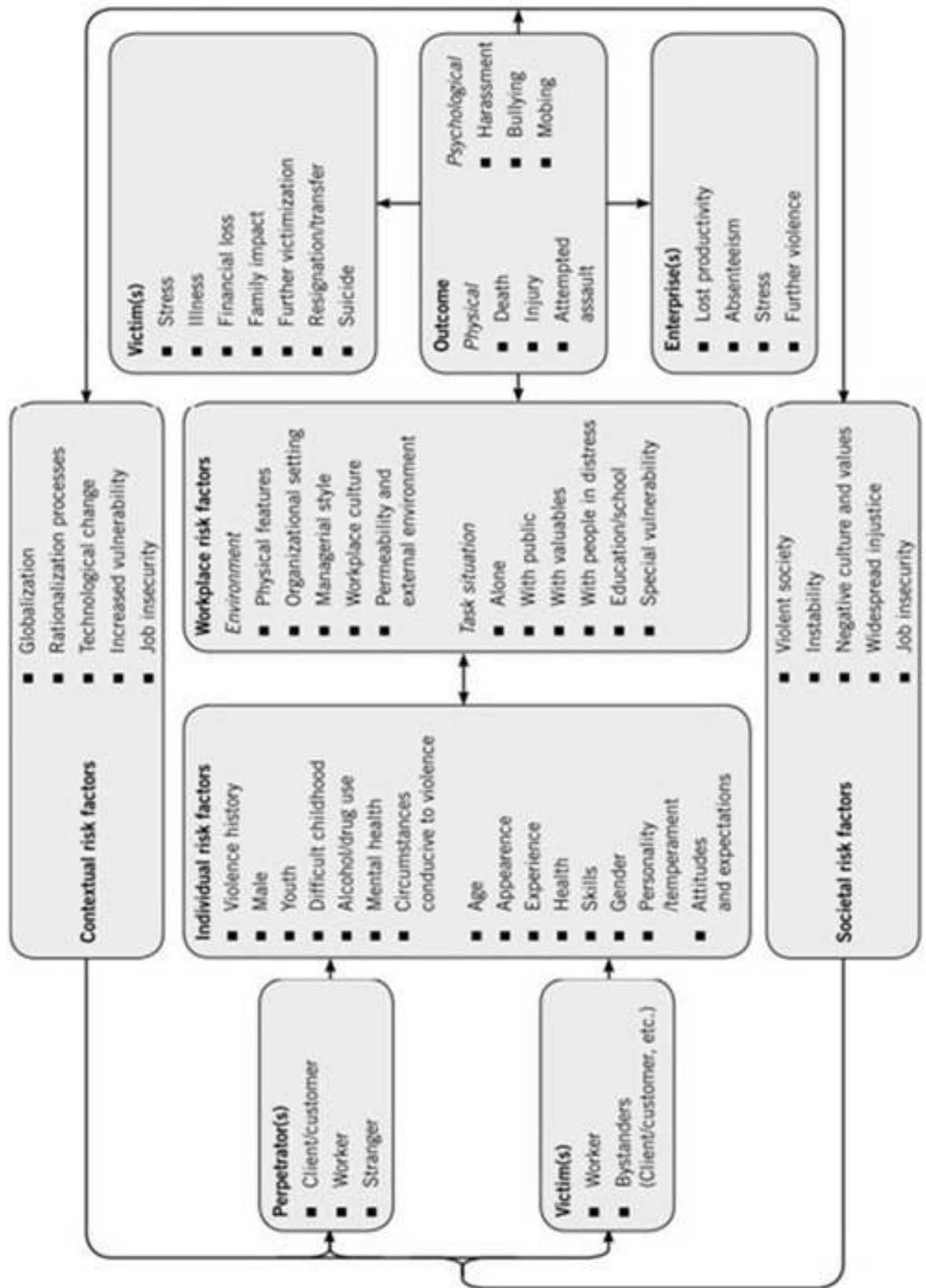


Figure 1: Work Place Violence:An Interactive Model.

Source: Chapel and Martino, (2006:123)

The model indicates that the perpetrator of workplace violence and victim may have a professional relationship or be strangers. Risk factors for perpetrators include a history of violence or as a victim themselves, being male (although women are not excluded from such behaviour), a difficult childhood, substance abuse, or mental disorder although it should be noted that none of these factors should be seen as necessarily determining factor. According to Chapel and Martino (2006) Risk factors for victims include their age, experience, being female, and attitudes and expectations.

“Organisational climate also promotes or reduces sexual harassment. Organizational climate refers to how individuals perceive their workplace, including its policies, practices, and procedures “Parker (1999as cited in Buchanan, Connor and Settles 2014, p.687). A positive organizational climate decreases sexual harassment rates, reduces retaliation against those who do confront and report harassment, and improves the work and psychological outcomes of victims (Bergman and Langhout2002).Thus, the organizational climate can encourage or stop sexual harassment. Organizational Tolerance of Sexual Harassment (OTSH) is also another factor that is related to sexual harassment frequency. Individuals perceive higher OTSH when targets are punished for complaining, perpetrators are not appropriately punished for harassment, and complaints are not taken seriously (Hulling, Fitzgerald and Drasgow1996).

As explained by the model, there are certain circumstances under which sexual harassment occurs. The perpetrator can be someone who is related to the victim professionally or not. Professionally, it can be the boss of the victim or it can also be someone who is strange to the victim like a customer. In addition to that, there are

certain risk factors associated with the perpetrators like mental problem and those that are associated with the victims like age of the victim.

Further to that, organisational factors also play a role in promoting sexual harassment in a way that some organisations tolerate sexual harassment by punishing victims of sexual harassment. In such organisations sexual harassment is likely to occur. While other organisations which do not tolerate sexual harassment reduce cases of sexual harassment.

2.3 Perspective of sexual harassment

According to Kapila (2017), the causes of SH cannot be understood from the perspective of a single theory but it is always a combination of different theories. However, for the purpose of this study three have been discussed namely the, the socio-cultural theory, the natural or biological theory, the feminist theory and organizational theory. However all the theories share a common assumption.

2.3.1 Socio-Cultural Theory

Socio-Cultural theories explains that it is the wider social and political setting in which sexual harassment is shaped and occurs. According to this view, sexual harassment is a logical consequence of the gender inequality and sexism that already exists in society Gutek, Thomas and Kitzinger (1997 as cited in Kapila, 2017).

2.3.2 Natural/biological theory

The third theory is the natural/biological perspective on sexual harassment. According to Barak, Pitterman and Yitzhaki (1991 as cited in Kapila, 2017, p.33). This perspective suggests that “sexual harassment is a natural extension of mate selection evolutionary

theory”. In other words, sexual harassment represents a manifestation of sexual attraction, a natural element in mate seeking. According to these researchers, men have a stronger inner drive to be sexually aggressive, and to find a mate. Therefore, such sexual behaviour is not meant as harassment (Barak, Pitterman and Yitzhaki 1995). This higher sex drive of men creates a mismatch between the sexual desires of men and women and consequently leads to sexually aggressive behaviour at work (Tangri and Hayes, 1997).

2.3.3 Feminist theory

This approach views sexual harassment as the result of a gender structure sustained by a dominant, normative form of masculinity. Therefore, sexual harassment occurs since it views women as the inferior sex, and serves to retain the existing gender stratification by stressing sex role expectations (Gutek, 1985).

2.3.4 Organizational Theory

Advocates of this theory propose that one of the central concepts that helps to explain sexual harassment is power (Cleveland and Kurst, 1993). This theory proposes that sexual harassment results from the opportunities presented by power and authority relations which derive from hierarchical structures of organizations (Gruber, 1992). Kapila (2017), further argues that the organisational and environmental circumstances found at the workplace make available chances for harassment or encourage harassment on the grounds of workplace customs, sex bias, and entrenched power relations amongst men and women

Men have customarily held the administrative power intrinsic in management and supervisory positions, while women are mostly employed in lower positions (Kapila, 2017). Therefore, this view stresses that the arrangement of organizational hierarchy devotes power in certain individuals and not others that can result to exploitation. Thus, sexual harassment is all about expression of male power over women that sustain patriarchal relations

However all these theories have a common assumption that men happen to have always occupied a dominant position over women in societies, of which the workplaces are only a part. Therefore, the vulnerability of women as a weaker sex has travelled towards workplaces, where it is considered natural and normal for men to be responding sexually towards women as colleagues, subordinates and superiors.

An analysis of the theoretical perspectives reveals that sexual harassment is not caused by a single factor, but rather many factors including biologically, socio-cultural, organisational and feminism. It explains why employees are harassed at work especially female employees who are harassed as a result of natural, organisational as well as social-cultural factors which occur in the society. However much as it is difficult to explain the causes of sexual harassment using a single theory, for the purpose of this study, the organizational theory, best explains the causes of sexual harassment in the workplaces. As the organisation theory best explains, that most of the perpetrators of sexual harassment are usually men who hold managerial positions and therefore use their powers to harass women who are mostly concentrated in lower positions.

2.4 Effective strategies to address sexual harassment in workplaces

As a way of addressing GBV, Hunt, Davidson, Fielden and Hoel (2010) came up with an intervention model. The intervention model has primary, secondary and tertiary strategies that organisations use to combat sexual harassment in the workplace. Therefore, this model is appropriate for this study as it is in line with the Malawi National Action Plan to combat GBV. Prevention (also known as the primary intervention stage) refers to activities which can be implemented to prevent sexual harassment from occurring.

These may include having effective policies and procedures, training programmes and awareness raising campaigns, monitoring, running organisational health checks and identifying potential risk factors.

2.4.1 Primary intervention strategies

Primary intervention strategies are strategies that aim at preventing sexual harassment from occurring. Hunt et al (2010) argue that the organisation needs to consider effective strategies at each of these distinct stages, there are also factors, which need to be considered throughout each stage. For example, at primary intervention, it is important that the organisation ensures it takes a consultative approach in the design, development and implementation of policies, procedures and training. Taking a consultative and participatory approach can help to shape the organizational culture (Thomas, 2004) and ensure that there is a zero tolerance approach to sexual harassment and that negative behaviours do not become normalised throughout the organisation (Hearn and Parkin, 2005).

A similar perspective is taken by Deadrick, McAfee and Champagne,(1996) who advocate a bottom-up approach which focuses on 'unfreezing' the established beliefs, behaviour and norms within an organisation. A bottom-up approach is one where staff and staff representatives are fully involved with management in developing and owning relevant policies and programmes.

Policies should be in writing, rather than relying solely on verbal communication of harassment expectations (Casellas and Hill, 2006). Further, the policy should not only be reproduced in all associated handbooks, but also placed prominently throughout the company to ensure that individuals have ample exposure to the content (Paludi and Paludi, 2003). More importantly, these procedures communicate the organization's commitment to maintaining a harassment-free environment, which is a strong correlate of its reduced incidence Williams, Fitzgerald and Drasgow(1999 as cited in Buchanan, Connor and Settles 2014,p.690). In addition to that, organizational leaders' modelling of respectful workplace behaviour positively influences the behaviour of subordinates (Cortina and Berdahl, 2008).

McDonald, Charlesworth and Graham(2015) argue that prevention policies with respect to policies addressing organizational injustice, focuses on six features including; a clear understanding of what constitute harassment, they should widely be known, should consider grievances procedure including provision of multiple communication channels, high-level management and modelling including the formulation and communication of policies, should contain a clear specification of the penalties and is the commitment to gender equality goals (Miceli and Near, 2008).

The second arm of primary prevention is training. Studies on sexual harassment and other workplace discriminations have provided recommendations for suitable content and process. In delivery for example, education sessions should be conducted regularly and universally, that is, at all sites and across all hierarchical levels and not only to targeted groups or those who attend voluntarily (Bell, Campell and Cycyota, 2002). Training has an influence on organizational culture and above all, their impact of individual training is that it leads to a greater recognition of sexual harassment.

According to Macdonalds, Charlesworth and Graham (2015), training should be encompassed in orientation or induction programs for new employees, to ensure harassment is recognized and addressed (Bell, Campell and Cycyota, 2002). Four principles appear to be important in training content. First, training should be developed from information gathered from organizational assessments (Buhler, 1999). “Assessing early risk factors includes identifying situations in which sexual harassment is more likely to occur, judging women’s roles, status and positions in the organisation, and conducting regular and anonymous attitude surveys which include measures of sexual harassment” (Bell, Campell and Cycyota (2002 as cited in Macdonalds, Charlesworth and Graham 2015, p.8). Second, training should raise awareness and clarify misconceptions about what constitutes sexual harassment (Laabs, 1995)

Thirdly, research suggests that training for managers should include conflict management, including the managing of emotions and facilitation techniques (Cloke and Goldsmith, 2001). In a study on employee voice, Harlos (2001) recommended that training should include communication and emotional skills to ensure that managers demonstrate empathy, actively listen and probe effectively, helping them to deal with tendencies to become defensive or to deny the legitimacy of complaints. “Training

managers in conflict management also successfully addresses not only the fears of sexual harassment targets about retaliation after making a complaint, but also the negative outcomes that may not be anticipated” Vijayasiri, (2008 as cited in McDonalds, Charlesworth and Graham2015,p.8).

McDonalds, Charlesworth and Graham (2015) further argues that training should challenge gendered organizational cultures. Studies have revealed that sexual harassment is more widespread in male-dominated occupations and work contexts, than in gender-balanced or female-dominated workplaces (Illies, Hauserman, Schwochau and Stibal2003)However, (Chamberlain, Crowley, Tope and Hodson (2008) argue that it is not the organizational sex-ratio of the workplace that renders sexual harassment problematic, but rather organizational environments that are hierarchical, especially those where cultural norms are associated with sexual boldness and posturing and where the denigration of feminine behaviours is sanctioned. Therefore, training should explicitly address gender-relevant cultural issues

Welch and Mason (2016) further argues that implementing the policies, while beginning at the top, must be a shared commitment throughout the company. Making sure all employees know and are aware of the company’s policies is imperative to preventing sexual harassment in the workplace. All new hires should receive a copy of the company’s policy, acknowledge it in writing, and complete training. Employees should feel encouraged to be aware of behaviour that could affect their work environment negatively, and know when to take action.

2.4.2 Secondary intervention strategies

Secondary intervention strategies are those strategies that deal with sexual harassment once it has occurred. Hunt, et al (2015,p.664) argues “that for organisations to establish effective complaints procedures it is important to understand the victims’ responses to sexual harassment and how victims cope with sexually harassing behaviours and filing complaints”. Knapp, Faley, Ekeberg and Dubois (1997) established a typology on an analysis of the existing literature and combined Gruber’s (1989) categorizations to formulate a two-by-two typology of responses to sexual harassment. Knapp, et al (1997) believe that supported responses are more effective when dealing with harassment and state that confrontation, negotiation and advocacy seeking are all ways in which a victim can effectively confront the problem of sexual harassment.

The establishment of multiple channels of reporting has also been identified as an important secondary prevention measure. Recommendations include the creation of decentralised complaint handlers who are responsible for outreach, education and dispute resolution, with other employees spread widely through all levels of management who are trained in assisting with informal solutions (e.g., low key conversations with harassers to stop the behaviour (Bell, Campbell and Cycyota 2002).

According to Hunt, et al (2010) at the secondary level of intervention, organisations need to design and monitor an effective complaints procedure. One way in which organisations can do this is through employing a network of trained advisors to handle complaints from staff (Thomas, 2004). Trained advisors may be particularly important in cases where an employee is being sexually harassed by their line manager and therefore may find it difficult to register a complaint through the normal channels.

There are both formal and informal responses to sexual harassment. The majority of informal responses to sexual harassment include individual attempts by the victim of sexual harassment to confront the harasser (Firestone and Harris, 2003). Formal responses to sexual harassment tend to include institutional procedures. In this case, formal channels within the organisation may be utilised, however a target of sexual harassment may have doubts whether their complaint will be taken seriously and if the organisational policies and procedures will be able to support them (Firestone and Harris, 2003). This is supported by Macdonalds, Charlesworth and Graham (2015, p.9) who suggest that “procedures for raising a complaint of sexual harassment do not adequately translate to effective voice mechanisms and frequently undermine reporting”. There is evidence to suggest that employees often view grievance processes to be: adversarial and hostile (Vijayasiri, 2008); lacking confidentiality (Marshall, 2005); risky in terms of isolation or reprisal from the workgroup (Vijayasiri, 2008); and likely not to be heard (Harlos, 2001).

Another challenge which McDonalds, Charlesworth and Graham (2015) noted in effectively responding to reports of sexual harassment raised in the whistle-blower literature is that sexual harassment often involves a low quality of evidence, often occurring away from witnesses and without the direct observation of wrongdoing. Studies have found quality of evidence to be a significant predictor of whistle-blowing and to be more unsubstantiated in cases of unlawful discrimination than other cases of legal violation (Miceli and Near, 1992).

Addressing the challenges associated with reporting has led to a number of recommendations for secondary prevention which include ensuring appropriate

manager responses to complaints, the availability of multiple reporting channels, the timeliness of investigations, the application of appropriate sanctions, and the use of mediation. A reliable theme is that effective complaint-handling requires that the complainant views the process as fair and effective, even if they do not agree with the outcome (Walker and Hamilton, 2011).

It is also beneficial for targets to have the option to pursue either formal or informal investigation, and for the complainant to be able to provide feedback regarding what consequences will be imposed on the harasser (Paludi and Paludi, 2003). Reporting may also be harmful to the victim's overall psychological well-being, job satisfaction, and organizational commitment (Bergman and Langhout 2002). As such, it is recommended that investigators follow-up with the complainant and perpetrator for a minimum of 1 year to determine if the harassment has recurred, if there has been any retaliation, and if the concerns are adequately resolved (Buchanan, Connor and Settles 2014)

In addition to that, Equal Employment Opportunity Commission (EEOC) makes three additional recommendations, stating that organizations should: (1) establish procedures for making a complaint; (2) promptly and thoroughly investigate complaints; and (3) initiate prompt corrective action when a complaint is substantiated. Employees should also have several options for reporting harassment, including anonymous methods, such as the hotline, and they can choose to whom a report can be made (Paludi and Paludi, 2003). They should also have options about who can lead the investigation, including the investigator's gender and race, and whether the investigator is from within the organization or is an outside consultant (Reese and Lindenberg, 2004). With respect to

sanctions, studies suggest that where a choice of disciplinary measures for a harasser is available, it is common for the least stringent to be selected, such as a formal or informal warning (European Commission, 1998)

2.4.3 Tertiary intervention strategies

Tertiary interventions involve longer-term responses after the problem has occurred to deal with lasting consequences, minimise its impact, restore health and safety and prevent further perpetration and victimisation (Chamberlain, et al 2008). Tertiary interventions are relevant to sexual harassment because of the significant negative psychological, health and job-related consequences that targets have been found to experience. McDonalds, Charlesworth and Graham (2015, p.11). According to Hunt, et al (2015) once sexual harassment has occurred, the primary concern of tertiary interventions is for the victim. Rehabilitative procedures should ensure that the victims or any other individual's working lives are returned to normal as quickly and effectively as possible (Di Martino, Hoel and Cooper 2003). Follow-up interventions in the after a complaint of sexual harassment include rehabilitation of the person who has suffered sexual harassment, the perpetrator and others involved.

From the above discussion, effective intervention strategies can be described as those strategies that consist of primary intervention strategies which deals with preventing sexual harassment from occurring and this include : creating an organizational culture which does not tolerate sexual harassment with commitment from all members of staff including senior staff, developing and implementing sexual harassment policies, conducting training so as to clarify any misconceptions regarding sexual harassment and dealing with risk factors associated with sexual harassment. While secondary

intervention strategies deal with measures that an organisation takes once sexual harassment occurs including setting a clear complaints procedure, treating complaints with confidentiality and protecting victims from retaliation. Lastly tertiary intervention strategies making a follow up on the victims which include rehabilitation, support and counselling.

In conclusion, chapter two has defined GBV, sexual harassment, the causes of sexual harassment, the theoretical perspectives of sexual harassment, and the effective strategies to address sexual harassment, evaluation of GBV intervention and challenges faced in implementing GBV intervention strategies.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter discusses the research methodology used by the study. In details it explains the research approach and method, the method of data collection, the selection of the sample size, the research process, the type of data analysis, the ethical considerations and the research limitations of the study.

3.2 Research Approach and method

For the purpose of this study, the research approach that was followed was inductive. “According to this approach, researchers begin with specific observation, which are used to produce generalised theories and conclusions drawn from the research” Langkos(2014,p.7).He further argues that inductive approach takes into account the context where research effort is active and is most appropriate for small samples that produce qualitative data. Therefore, this approach was taken because it was suitable for this study which had a small sample size that produced qualitative data.

In order to achieve the objectives of the study, a qualitative research method was used to understand how employees perceive the effectiveness of the strategies to address GBV at workplaces in the public service. According to Creswell (2009, p.9) “Qualitative research is a means for exploring and understanding the meaning

individuals or groups ascribe to a social or human problem. The procedure of research includes developing questions and procedures”.

Data is typically collected in the participant's setting. The main feature of qualitative research is that it is mostly suitable for small samples and its results are not quantifiable. This method was appropriate for this study because it required understanding the meaning of GBV and how employees perceived the effectiveness of strategies to address GBV in the public workplaces. In addition to that, it offered a complete description and analysis of the research subject, without limiting the scope of the research and the scope of participant's responses (Collis and Hussey, 2003). Qualitative research was also suitable for this study because data was to be collected in the participants setting.

3.3 Data Collection Methods

For the purpose of this study, in depth interviews were used. In depth interviews are personal and unstructured interviews, whose aim is to identify participants' emotions, feelings, and opinions regarding a particular research subject. (Langkos, 2014,). Therefore using an interview guide in depth interviews were appropriate for this study to provide a direct contact with the participants, to identify their opinions regarding the effectiveness of strategies to address GBV in the public service and to reduce non response rates. In terms of data collection tools, the study used an interview guide in order to meet the research objectives. However additional questions came across during the interviews.

3.4 Study population and sample

The study selected four public workplaces namely: Ministry of Health (headquarters), ESCOM (headquarters in Blantyre and two offices in Lilongwe at Old Town and City Centre), Malawi Revenue Authority (MRA) - headquarters in Blantyre and Department of immigration and Security Services - Regional Office in Lilongwe and the Headquarters in Blantyre.

These institutions were selected because they have strategies which were put in place to address GBV in their workplaces apart from the government policies. ESCOM has terms and conditions of service and anti-sexual harassment policy as strategies to address GBV, MRA has terms and conditions of service and conducts training as strategies to address GBV. Ministry of Health conducts training to address GBV and the Department of Immigration and Security Services conduct training and enforce discipline as a way of addressing GBV. In each institution, six to eight participants at various positions were interviewed to have a deeper understanding of how they perceived GBV and the effectiveness of the strategies to address it. The sample included: two Principal Human Resource officers at the Ministry of Health, who were the key informants being the custodians of policies and laws regarding GBV. In addition to that, they are the ones who ensure the successful implementation of the strategies to address GBV including handling of sexual harassment cases. Principal Health Services Administrator, Secretary, Administration Officer and Security guard in total six respondents 2 Males and 3 Females. While the Principal Health Services Administrator, the Secretary and the Administration Officer were selected to understand how employees at different levels perceived the effectiveness of GBV intervention strategies. The Security guard being a female, was among the respondents

who provided information on how females who hold lower positions in the workplace perceive GBV and the effectiveness of the strategies to address it as they are usually victims of sexual harassment.

At the Department of Immigration and Security Services, individual interviews were conducted to the Deputy Regional Immigration Officer, who provided information on how Management perceived GBV and the strategies that have been put in place to address it. The Human Resources Director and the Human Resource Management Officer provided information on the strategies that the institution has taken to address GBV and how cases of sexual harassment are dealt with, the Principal Immigration Officer, the Immigration Assistant Officer, the 2 Immigration Officers, the Investigations Officer and the Registry Officer represented how employees at different levels perceive GBV. In total 6 Males and 4 Females.

At MRA interviews were conducted to the Human Resources and Administration Manager, who was the key informant who provided information on the strategies that MRA uses to address GBV and how cases of GBV are handled at the institution. While the Supervisor-Custom and Exercise, the Grade E1 Officer, and 3 Grade E3 Officers were selected by the Department of Human Resources based on their knowledge of GBV issues. 6 interviews in total 3 Males and 3 Females.

Finally at ESCOM, individual interviews were conducted to the Social and Gender Inclusion Manager, ESCOM Legal officer, Assistant Human Resource Officer, Who were the key informants who provided information on why and how ESCOM developed the anti-sexual harassment policy and how it is being implemented including

the obstacles that the institution is facing as it is implementing the policy. The other informants were selected based on their knowledge of sexual harassment, including the Secretary, Senior Customer Care Assistant, Security guard, 2 Nurses and Senior Secretary. In total 9 interviews were conducted 8 Females and 1 Male.

In total 28 individual interviews were conducted. Out of the 28 informants, 3 female employees were victims of sexual harassment who provided information on how they perceived the strategies to address sexual harassment in the public service. Participants were selected using purposive sampling. This method of sampling involves selecting participants on the basis of their knowledge and expertise relating to the area of the study. Therefore in this study key informants included Human Resource personnel and Gender personnel, because of their sufficient knowledge on the topic at hand.

Interviews were conducted in the participant's offices and each interview lasted for 20 to 25 minutes. Participants were free to express their views on the topic under study and notes were taken down for data analysis.

3.5 Data Analysis

Data that was collected was analysed manually in order to examine the strategies that the public service has put to address GBV in workplace, the extent to which the strategies to address GBV are effective, the effects of the strategies on GBV and obstacles that the public service is facing as it is implementing the strategies to address GBV in workplaces. In order to achieve this, three steps were involved.

Step one involved open coding which involved organising raw data and trying to make sense out of it manually. The second step involved the identification of themes, patterns and relations and interpreting the data. This involved scanning primary data for words and phrases that were commonly used by respondents, and comparing with the findings of literature review, and finally step three involved summarising the data. This step involved linking the research findings to the hypotheses and the research aim and objectives of the study.

3.6 Ethical Issues

A formal consent was obtained from the Ministry of Health Headquarters, ESCOM, MRA and Department of Immigration and Security Services. In addition to that, the intentions of conducting the study was explained to the people. The purpose of the study was made clear to participants. Issues of confidentiality were also guaranteed. Permission was obtained from the key informants before interviews were conducted and participants were also assured that the information gathered was to be used for academic purposes only.

3.7 Study Limitations

Some key informants who earlier indicated their availability were not available during the time of interviews. This was a challenge because it meant shifting our interview to another date, which in turn delayed the data collection process.

In addition to that, there were frequent interruptions during interviews. Since the interviews were conducted in the respondents' offices they also had to attend to other things. This was a challenge because the interviews took longer than the allocated time.

Some respondents also refused to be voice recorded due to the sensitive nature of the topic. This was also a challenge because it meant writing whatever they said hence making the interview to take longer than expected.

Some respondents were also not comfortable to talk about workplace GBV and sexual harassment and it was explained to them that the information they will provide will be treated with confidentiality.

This chapter has discussed the research method that has been adopted by the study including the study population and sample, data analysis, ethical issues and study limitation.

CHAPTER FOUR

FINDINGS AND DISCUSSION OF FINDINGS

4.1 Introduction

Chapter four presents and discusses the findings of the research based on the objectives of the study. The main objective of the study was to examine the effectiveness of strategies to address workplace GBV in the public service and the specific objectives included examining the strategies and measures that the public service has established or put in place to address workplace GBV, to examine the extent to which the strategies to address GBV in the public service are effective, to examine the effects of implementing the strategies on workplace GBV and the obstacles that Malawi public service is facing in implementing the strategies and measures to address workplace GBV.

4.2 Examining the strategies and measures that the public service has put in place to address workplace GBV in the Public service

The first of objective examined the various strategies that the public service has established to address GBV in the workplace. This objective examined the various measures that the public service has put in place in order to prevent GBV in the workplace. The study revealed that the public institutions under study have the following legal documents that prohibit GBV in the workplace: including the Constitution, the National Gender Policy, the Gender Equality Act, and the HIV/AIDS Workplace Policy. In addition to that, the institutions use the Malawi Public Service

Ethics and Code of Conduct, the anti-sexual harassment policy, trainings and enforcement of discipline. The documents advocate that GBV should be eliminated. For example the Constitution of Malawi states in section 24(2) that “any law that discriminates against women on the basis of gender or marital status shall be invalid and legislation shall be passed to eliminate customs and practices that discriminate against women, particularly practices such as sexual abuse, harassment and violence” (Constitution of Malawi, 1994, p.9)

The National Gender Policy is another document that public institutions refer on issues of GBV. The National Gender Policy aims at reducing GBV as well as promoting women’s participation in decision making positions in both politics and public life (National Gender Policy, 2015).

The HIV/AIDS work policy states that “employers shall not condone any form of sexual violence or harassment in their workplace, employers shall ensure that gender sensitive grievance procedures are put in place to enable women who are sexually abused or harassed to lodge their complaints without hindrance” (National HIV/AIDS Work Policy, 2010, p. 20)

The Gender Equality Act of 2013, advocates that employers should come up with anti-sexual harassment policies and explains that “a person commits an act of sexual harassment if he or she engages in any form of unwanted verbal, nonverbal or physical conduct of a sexual nature in circumstances in which a reasonable person having regard to all the circumstances would have anticipated that the other person would be offended, humiliated or intimidated”, (Gender Equality Act, 2013, p.4)

The Malawi Public Service Ethics and Code of Conduct under personal behaviour states that “public officers should not discriminate against any person on the grounds of gender, marital status, nationality, tribe, age, disability, political affiliation and Public Officers are not allowed to harass, bully or otherwise intimidate members of the public or their colleagues”. (Malawi Public Service Code of Ethics and Conduct, 2013, p.8)

Apart from the governments documents, institutions like MRA and ESCOM have terms and conditions of service which stipulate that officers should avoid discrimination on the basis of race, gender, ethnic, social origin, colour, language, religion, sexual orientation, age, physical challenge, political persuasion, conscious, belief, culture, HIV/AIDS status or any other form of workplace discrimination, officers should also refrain from acts that may constitute sexual harassment and refrain from creating an offensive, intimidating, hostile, or uncomfortable work environment and are also encouraged to report cases of any crime to management. The terms and conditions of service help to guide the behaviours of employees in the organisation as regards to sexual harassment. In addition to that, MRA, Ministry of Health and Department of Immigration and Security Services conduct trainings especially during orientation where employees are informed on issues regarding GBV in the workplace. Training is another strategy that an organisation uses to prevent sexual harassment in the workplace as it is aimed at increasing the knowledge of employees on sexual harassment and changing the attitude of employees towards sexual harassment.

ESCOM developed the discipline and grievance policy which deals with reporting procedures that employees can follow when they are grieved including being sexually harassed. In addition to that it developed the Social and Gender Inclusion and Anti-

sexual harassment policy. The formulation of the policy indicates that management took the responsibility of preventing sexual harassment by coming up with the policy and making it clear that sexual harassment is not accepted in the organisation. The policy clearly provides mechanisms for identifying, reporting, investigating and addressing sexual harassment in the workplace as required by the Gender Equality Act of 2013. The policy also clearly describes what constitute sexual harassment including “sexual advances, pressure for sexual favours, touching, leaning over, turning work discussion to sexual topics, personal questions about social or sexual life, sexual teasing, creating a hostile work environment, which includes but not limited to sexually suggestive speech or conduct that is offensive and interferes with work performance of the recipients, sexually demeaning, intimidating or harassing conduct directed at an individual or a group of individuals and retaliation which includes marginalising, socially ostracising, or intimidating someone physically, psychologically and emotionally for refusing to grant sexual favours, reporting sexual harassment as victim, acting as witness to a sexual harassment case or for being someone close to or related to a victim or witness” (Social and Gender Inclusion and Anti- sexual harassment policy, 2016, p.15).

Literature on effective prevention of sexual harassment in workplaces argues that the formulation of anti-sexual harassment policies is one way of preventing sexual harassment as the policy explains the behaviours that constitute sexual harassment, the reporting procedures, how perpetrators are dealt with and how victims of sexual harassment are rehabilitated. Therefore by formulating the anti-sexual harassment policy it means ESCOM is proactive rather than being reactive. The policy guides the behaviour and conduct of employees in the organisation as they are aware of the

behaviours that constitute sexual harassment. However, the formulation of anti-sexual harassment policy alone is not effective to eradicate sexual harassment, employees need to be aware of the policy. The study revealed that, ESCOM conducted an awareness campaign on sexual harassment to employees and the general public where employees at every level of the organisation were issued a copy of the anti-sexual harassment policy through their emails.

The study also revealed that the Ministry of Health and the Department of Immigration use the Malawi Public Service Ethics and Code of conduct which stipulates that public officers should not harass members of the public or their colleagues. Currently, the government of Malawi is revising the Malawi Public Service Regulations so that it should also contain issues of GBV and it will be implemented once parliament approves.

The study also revealed that the Department of Immigration and Security Services enforces discipline among member of staff as a strategy of addressing sexual harassment. The enforcement of discipline among members of staff creates an organisational culture where members respect each other and hence creating an organisation which does not tolerate sexual harassment. In addition to that, it has CCTVs which are put in offices to address corruption as well as GBV.

However, much as the public institutions have documents which they use to address GBV on the other hand, the study revealed that the legal documents which the institutions use to address sexual harassment like the constitution and the Malawi Public

Service Code of conduct, do not explain clearly the behaviours that constitute sexual harassment in workplaces.

The documents only advocate that employees should refrain from behaviours that constitute sexual harassment. The documents do not explain the specific behaviours that constitute sexual harassment. Much as the Gender Equality Act of 2013 describes the act of sexual harassment, in section 6(1) that “a person commits an act sexual harassment if he or she engages in any form of unwanted verbal, non-verbal or physical conduct of a sexual nature in which a reasonable person having regard to all circumstances, would have anticipated that the other person would be offended, humiliated or intimidated” (Gender Equality Act, 2013, p.4). However, it is not explicit on which behaviours constitute sexual harassment. The absence of a legal definition of sexual harassment means that there is no clear explanation of which behaviours constitute sexual harassment in the workplace as the documents only urge employees to refrain from sexual harassment. This means that employees are not aware of what behaviours constitute sexual harassment therefore indulging in the behaviour ignorantly. The same with terms and conditions of service. Much as they guide the conduct and behaviour of employees, on the other hand, they do not define sexual harassment nor the behaviours that constitute sexual harassment.

Apart from that, the study also revealed that most institutions do not have anti-sexual harassment policies. Much as ESCOM formulated the Social and Gender Inclusion and Anti-sexual harassment policy, however the study revealed that the other institutions under the study do not have anti-sexual harassment policies. The absence of anti-sexual harassment policies means that employees are not aware of what behaviours constitute

sexual harassment, victims of sexual harassment are not aware of the procedures that they can follow to lodge their complaints which in turn result in underreporting. In addition to that, it means that the perpetrators of sexual harassment are not aware of the penalty that will be imposed on them as a result of their behaviour hence likely for them to commit the offence. This, however contradicts with literature on the effectiveness of strategies to address GBV which argues that effective strategies to address sexual harassment in the workplace require that employers should formulate a clear written sexual harassment policy, which explains the behaviours that constitute sexual harassment, the procedure that one can take to lodge a complaint as well as the penalties that will be imposed on the perpetrator. (Hejase, 2015).

The study also revealed that training and awareness campaign on sexual harassment are not conducted regularly. Much as public institutions conduct trainings and awareness campaigns on sexual harassment, on the other hand, the training is conducted only during orientation of new employees due to lack of funds. Failure to conduct trainings frequently means that employees are not cleared of any misconception regarding the issues of sexual harassment as training creates a platform where employees are cleared of any misconception regarding sexual harassment. In addition to that, training provides an opportunity for employees to discuss what behaviours they feel constitute sexual harassment in the workplace. In addition to that, the study revealed that supervisors are not trained to handle issues of sexual harassment. This means that as supervisors, they lack the necessary skills required to handle sexual harassment cases. This is in contrast with literature which argues that training managers in conflict management help to successfully address the fears of sexual harassment as well as its negative outcomes.

4.3 Examining the extent to which the strategies to address gender based violence in the Public service are effective.

The second objective examined the extent to which the strategies to address GBV in the public service are effective. This objective examined if the public service has come up with strategies which can be able to prevent sexual harassment from occurring, deal with sexual harassment once it has occurred and how victims of sexual harassment are assisted.

As regards to primary intervention, the study revealed that public institutions have primary interventions which are aimed at preventing sexual harassment in the workplace. For example, almost all public institutions have government documents which they use as strategies to prevent GBV. In addition to that, each institution has a strategy which it adopted to prevent GBV from occurring. For example, Ministry of Health and the Department of Immigration have Malawi Public Service Code of Ethics and Conduct. However, the study revealed that the document does not explain the behaviour that constitute sexual harassment. In addition to that, it does not explain how perpetrators of sexual harassment will be dealt with. Failure by the document to explain what constitute sexual harassment, means that employees are not aware of what behaviour constitute sexual harassment and perpetrators are not aware of the penalty for their offence hence increasing the likelihood of sexual harassment in the institutions.

In addition to that, the study revealed that MRA and ESCOM have terms and conditions of service which were formulated as primary intervention strategies to guide the behaviour of employees including the prevention of sexual harassment. However, the study revealed that just like the Malawi Public Service Code of Conduct, the terms and

conditions of service are not effective in preventing sexual harassment as they do not explain the behaviours that constitute sexual harassment, employees are only urged not to indulge in behaviour that constitute sexual harassment.

The study also revealed that ESCOM developed the anti-sexual harassment policy which clearly explains what constitute sexual harassment, the consequences that the would be perpetrators of sexual harassment would face including the procedure that victims can follow when they want to lodge a complaint hence preventing sexual harassment in the workplace. However, much as the ESCOM has anti-sexual harassment policies, on the other hand, the study revealed that, most public institutions do not have anti- sexual harassment policies in their workplaces. Failure to come up with anti-sexual harassment policy means that these institutions do not have a document which clearly explain the behaviours that constitute sexual harassment, the procedure that victims can follow to lodge a complaint and how perpetrators will be dealt with. This however is in contrast with literature on primary intervention strategies which argues that workplaces with explicit policies on sexual harassment and those which adopt a proactive approach, tend to have fewer problems with sexual harassment Pryor, Giedd and William. (1995 as cited in Hunt et al 2010).

The study also revealed that Ministry of Health, MRA and Department of Immigration conduct training on issues of sexual harassment especially during orientation as a way of preventing sexual harassment. However, the study revealed that training on sexual harassment in these public service workplaces is not conducted regularly. One of the key informants argued:

“During employee induction is when issues of sexual harassment are tackled”
(Human Resources Officer, face to face interview, 5 February, 2018)

Much as it is important that issues of sexual harassment are tackled during employee induction as employees are informed of the behaviours that constitute sexual harassment and how they can recognise sexual harassment, on the other hand, lack of training as a primary intervention strategy, means that employees are not effectively clarified of any misconceptions regarding sexual harassment. The findings also contradicts with literature on effective training which argues that training must be conducted regularly so that it should achieve its intended purpose (Rhoeling and Huang 2015)

The study revealed that the Department of Immigration and Security Services enforces discipline among employees as one way of creating an organizational culture which does not tolerate sexual harassment. The enforcement of discipline is another way of creating an organisational culture which does not tolerate sexual harassment as employees are encouraged to respect each other. However, the study revealed that employees are only encouraged to respect each other, they are not told the behaviour that constitute sexual harassment. This means that still employees are not aware of the specific behaviours that constitute sexual harassment. This however, is in contrast with EEOC which states that the best way to prevent sexual harassment is by communicating to all employees that sexual harassment will not be tolerated in the workplace and ensuring that the organisation's culture supports this (Hunt et al2015).

Lastly, Primary interventions also include addressing the root causes of GBV which include promoting gender equality in the institutions so that there should not be unequal power relations between men and women. The study revealed that the public service is an equal opportunity employer which recruits and promotes employees based on merit,

remuneration is based on equal pay for work of equal value and employees are treated equally in all aspects of Human Resources Management without discrimination. In addition to that, the study revealed that, the government documents as well as institutional documents have clauses which aim at promoting gender equality in the institutions.

For example, the Constitution states that “gender equality will be obtained through full participation of women in all spheres of Malawi and society on the basis of equality with men” (Constitution of Malawi, 1994, p.3). The National Gender Policy is another government document which aims at promoting gender equality. The purpose of the National Gender Policy is to strengthen gender mainstreaming and women empowerment at all levels in order to facilitate attainment of gender equality and equity in Malawi. “The policy goal is to reduce gender inequalities and enhance participation of women, men, girls and boys in socio economic development”(National Gender Policy, 2015,p. 15). The Gender Equality Act promotes “gender equality, equal integration, influence, empowerment, dignity and opportunities”(Gender Equality Act, 2013, p.2).

ESCOM’s Social and Gender Inclusion and Anti-Sexual Harassment Policy, states that the institution will come up with an environment that will allow equal participation of both men and women in the workforce and in leadership and ensure that women are able to participate in decision making. The policy among others prohibits discrimination on the basis of sex, preference, age, disability, the use of job titles that suggests preference for one sex, preferring one sex for a particular job and assigning duties to employees based on gender roles. The study revealed that the public

institutions employee both men and women in various positions depending on the qualification that one has. For example, the study revealed that the Department of Immigration recruited 84 men and 71 females as Immigration Assistants in 2018, both male and female employees are promoted based on merit for example and some female employees hold high positions like Principal Immigration Officers. However, the study revealed that most senior positions are still held by men including the Director General, Director of Research and Planning, Chief Permit Officer, Chief Passport Officer, Director of Human Resources and Regional Immigration Officer.

At MRA the study revealed that at Executive Management, the gender ratio is 30: 70. 30 representing women and 70 men. At ESCOM the study revealed that it conducted an Institutional Social and Gender Audit (ISGA) which revealed that women representation was as follows: Executive Management-11% total workforce-10% and core engineering divisions of Generation, Transmission and Distribution-2.1%, 1.3% and 3.9% respectively (Social and Gender Inclusion and Anti sexual harassment 2016, p. 4). However, the study revealed that although ESCOM conducted the gender audit still most positions are held by men.

One of the key informants responded

“On achieving gender equality, nothing has changed as most of decision making positions are still held by men” (Social and Gender Manager, face to face interview, 9 February, 2018).

In the Ministry of Health the study revealed that some female employees hold higher positions like Deputy Director of Human Resources, Planning, Nursing, Finance and Administration. Having most men holding decision making positions means that there is still unequal power relations between male and female employees as most female

employees hold lower positions which is a root cause of GBV in the public service. This contradicts with literature on primary interventions which state that primary interventions are aimed at preventing GBV from occurring as well as identifying and addressing the root causes of sexual harassment.

As regards to secondary intervention strategies, the study revealed that the public service has a formal reporting procedure which victims of sexual harassment take to lodge their complaints against the perpetrators. The procedure for reporting cases of sexual harassment in the public service varies depending on the institution. For example, in the Ministry of Health, the victim lodges a complaint by writing to the Human Resources officer who inquire from both parties separately to hear their side of the incident and conduct an investigation. In cases of rape, medical examination is done on the victim to get evidence, after the report is out the results are communicated to the Head Quarters and if necessary to the relevant regulatory bodies. Immediately after receiving the report, the Ministry Headquarters takes appropriate action and Human Resource officers at cost centres take action based on the response from the Ministry Headquarters.

In the Department of Immigration and Security Services, the victim reports to the immediate supervisor and within seven days the matter is resolved. If it fails to be resolved, both the victim and the immediate supervisor write a report on what transpired and the matter is taken to the next supervisor to resolve it within fourteen days, if the matter is not resolved it goes to the higher boss who gives a final decision.

At MRA, a person lodges a complaint through the line manager or the Human Resource Manager verbally or written and an investigation takes place. At ESCOM, a victim reports the incident to the Head of Human Resources with a copy to the Head of Social and Gender Department, the victim is asked to submit a detailed statement of allegation to facilitate preliminary inquiry within one week of the receipt of the complaint, if the investigation establishes that the allegation is not false, the Head of Human Resources request a written report from the accused within one week and a disciplinary hearing is constituted.

Apart from that, the public service has people outside the line management whom a person who has been subjected to sexual harassment may approach for confidential advice and counselling as stated in the Gender Equality Act. ESCOM for example, has Social and Gender focal point people whom a victim may approach for advice. At Malawi Revenue Authority, a victim may approach the Industrial Relations Manager or the Human Resources Manager, At Ministry of Health, the person approaches the Principal Human Resources Officer for advice while at the Department of Immigration and Security Services a victim can go to any person whom the victim feels comfortable to talk to.

The study findings indicate that public service institutions follow the formal procedure of raising sexual harassment complaints to management. By coming up with the formal procedure of handling complaints it means that employees have got a channel where they can lodge asexual harassment complaint once it has occurred. However, much as the public service has a formal procedure of handling sexual harassment complaints, on the other hand, this contradicts with literature on effectiveness of lodging sexual

harassment complaints which argues that procedures for raising sexual harassment complaints include coming up with multiple channels of reporting which include both formal and informal responses to sexual harassment. The majority of informal responses to sexual harassment include individual attempts by the victim of sexual harassment to confront the harasser (Firestone and Harris, 2003). This means that the victims deal with the case themselves through conciliation. While formal responses to sexual harassment include institutional procedures. Having only the formal procedure of reporting sexual harassment means that victims of sexual harassment do not have an option of choosing either of the two.

In addition to that, secondary intervention measures involve having well trained personnel who can be able to handle sexual harassment complaints. The study revealed that most public institutions do not have trained personnel to handle sexual harassment complaints except ESCOM which has gender focal point persons who are trained to handle sexual harassment complaints. The absence of trained advisors means that sexual harassment complaints are handled by personnel who may not be trained to handle sexual harassment complaints as usually sexual harassment complaints contain information which is sensitive and embarrassing and this makes the victims not to feel comfortable to disclose the information. Therefore trained personnel assist the victims to disclose the information and also keeping it confidential. This however, contradicts with literature on effectiveness of secondary intervention strategies, which argues that organisations need to design and monitor an effective complaints procedure by employing a network of trained advisors to handle complaints from staff (Thomas, 2004). In addition to that, Hunt et al (2015) argue that trained advisors may be particularly important in cases where an employee is being sexually harassed by their

line manager and therefore may find it difficult to register a complaint through the normal channels.

Secondary intervention strategies also involve timely response to sexual harassment once it has occurred and the victim has lodged a complaint. This include making timely investigations and dealing with the case in time. The study revealed that, once sexual harassment occurs, the victim lodges a complaint and an investigation takes place to confirm the allegation. Once the allegation is confirmed to be true, a disciplinary hearing is constituted. However, the study revealed that in most public institutions cases of sexual harassment are not responded in time. For example, in the Department of Immigration and Security Services a sexual harassment case was resolved after a period of two years. Delaying to resolve sexual harassment cases makes it difficult to resolve them later. In addition to that, victims are discouraged to report since they know that management will not respond in time. This means that secondary interventions do not serve the purpose of dealing with sexual harassment once it has occurred including timely response to cases of sexual harassment. This however contradicts with literature on sexual harassment which argues that sexual harassment cases should be dealt with immediately after reporting.

In terms of victim's protection, the study revealed that most public institutions do not, protect victims for lodging sexual harassment complaints. A key informant at MRA, responded

“It is difficult to keep the matter as confidential since it involves two people who are called to hear their side of the story and sometimes the issue is blown out and currently there are no measures that were put in

place to protect victims of Gender-based violence” (Human Resources Manager, face to face interview, 8 February 2018).

Lack of measures to protect victims from lodging sexual harassment complaints means that victims cannot report cases of sexual harassment for fear of retaliation. This however is in contrast with literature on victim’s protection which argues that, organisations should grant assurance to employees that there will be no retaliation against reporting a case of harassment.

The study also revealed that in the public service, the perpetrators of GBV are dealt with according to the gravity of the offence. The punishments include: severe warning, transfer, suspension, dismissal and imprisonment. For example there was a certain boss who got fired for sexual harassment charges, and one was transferred to another duty station. Another one was called for counselling after a victim had complained about his sexual advances towards her to the relevant authority and the matter was resolved amicably. However, the study also revealed that in most cases, the perpetrators are not punished.

One of the key informants said

“In most cases the perpetrators of Gender-based violence are protected because usually they are bosses of the victims” (Principal Human Resources Management Officer, face to face interview, 5 February, 2018.)

Protecting the perpetrators of sexual harassment means their behaviour is tolerated hence encouraging sexual harassment to be repeated. This also contradicts with literature on sexual harassment which argues that, effective secondary intervention

strategies means dealing with the perpetrators of sexual harassment so that the behaviour is not repeated.

As regards to tertiary intervention, the study revealed that victims are assisted through counselling. For example ESCOM has health personnel in its organisation's health facilities who counsel victims of sexual harassment. In addition to that, a victim of sexual harassment is given the right to report the matter to police or they can also commence civil proceedings to claim damages from the perpetrator. The same with Department of Immigration and Security Services, depending on the gravity of the offence, the victim receives counselling and has the right to report the matter to the police. In the Ministry of Health and MRA victims are also counselled. This means that these public institutions have measures of assisting victims of sexual harassment as counselling is an effective way of rehabilitating victims of sexual harassment. However the study revealed that although the victims are assisted through counselling, on the other hand, this is not enough as there is no longer follow up of the victim's wellbeing after counselling has taken place. In addition to that the study revealed that the perpetrators of sexual harassment are also not followed. This means that the tertiary intervention strategy does not fully achieve its intended purpose as the lasting effects of sexual harassment on the victims are not dealt with. The findings contradicts with literature on effective tertiary intervention strategies which argue that investigators should follow-up with the complainant and the perpetrator for a minimum of 1 year to determine if the harassment has recurred, if there has been any retaliation, and if the concerns are adequately resolved (Paludi and Paludi, 2003).

4.4 Examining the effects of implementing the strategies on workplace GBV in the Public Service

This objective examined the effects of implementing the strategies on workplace GBV in the public service. The objective examined the strategies that have been successful in addressing GBV and those that have not been successful. The objective also examined if GBV has ended or still exists in the public service workplace. As revealed by the study, all public institutions under the study, have various strategies which they implement to address GBV including government policies and laws. Apart from that, they have institutional documents which are used to address GBV. For example, the Department of Immigration and Security Services and the Ministry of Health use the Malawi Public Service Code of conduct which urge employees to refrain from sexual harassment. The Department of Immigration further enforces discipline as another way of preventing sexual harassment in the institution. Ministry of Health and MRA and Department of Immigration and Security Services conduct trainings especially during orientation of new employees. MRA and ESCOM have terms and conditions of service which stipulate that employees should not indulge in sexual harassment. ESCOM further developed the anti-sexual harassment which clearly explain the behaviour that constitute harassment, the reporting procedures and how perpetrators of sexual harassment are punished. ESCOM also conducted an awareness campaign on sexual harassment. However, the study revealed that out of the strategies that have been mentioned above, training, awareness campaigns and the anti-sexual harassment policy are the ones that are effective in addressing sexual harassment in the sense that, they are able to explain the behaviours that constitute sexual harassment, the procedure that victims can take to lodge a complaint and the penalty that perpetrators of sexual

harassment face than the other strategies. For example in the case of ESCOM, one of the key respondents said

“In the past, employees were not aware of gender issues but through sensitisation, now they know what gender based violence is all about and the procedure they can follow once they have been victimised and the would be perpetrators also know the consequences of their offence”(Social and Gender Manager, face to face interview, 8 February, 2018.)

This means that the policy as a strategy of addressing GBV serves its intended purpose of explaining the behaviour that constitute sexual harassment in the workplace, how victims of sexual harassment can lodge their complaints and how the perpetrators are punished. Trainings also help to impart knowledge on sexual harassment as well as clarifying issues regarding sexual harassment.

As regards to whether the strategies have successfully addressed GBV or not, the study revealed that it is hard to determine the effects of the strategies on GBV. One of the key respondents said

“It is very difficult to know the effects of the strategies on gender-based violence because if people are not reporting cases of gender based violence it can mean that it has been reduced or it still exists only that people do not want to report because they want to protect the perpetrators from facing the law” (Social and Gender Manager, face to face interview, 8 February, 2018).

The study also revealed that it is difficult to end GBV in the workplace because it has more to do with character of a person. In addition to that, the study also revealed that the public institutions under study do not monitor and evaluate the strategies that have been put in place to address GBV. For example, Ministry of Health, Department of

Immigration and Security Services and MRA conduct trainings during orientation but they do not monitor or evaluate the programs in terms of whether they have been successful in curbing sexual harassment or not. The same with the Department of Immigration and Security Services. It does not monitor if the enforcement of discipline is effective in addressing GBV or not. In addition to that, ESCOM has not yet monitored its anti-sexual harassment policy since its implementation in 2016. Failure to monitor and evaluate the strategies means that the institutions do not know if the strategies are achieving their intended purpose or not. This also means that the institutions cannot be able to identify areas where they are gaps and need improvement as this can only be done through monitoring and evaluation of the strategies. This however, is in contrast with literature which argues that, effective strategies entail monitoring and assessment throughout each stage, mostly during the primary intervention phase to ensure that policies and procedures are implemented effectively (Bell, Campbell and Cicyota 2002).

In terms of whether GBV still exists in the public service or not, the study revealed that GBV still exist in all the institutions under the study. The existence of sexual harassment in the institutions means that the strategies have not been able to successfully address GBV.

4.5 Examining the obstacles that the Malawi Public Service is facing in implementing the strategies to address workplace GBV

This objective examined the challenges that public institutions are facing as they implement the strategies to address GBV. This objective examined the various challenges that the public service is facing as it implements the strategies to address

GBV. The study revealed that there are several challenges that the public service is facing as it is implementing the strategies to address GBV, among the challenges being lack of management support. An initiative to address GBV is supposed to start from the top level management but in the public service management does not regard the issues of sexual harassment seriously. One of the key respondents at the Department of Immigration and Security Services argued

“Management does not take the issue of GBV seriously because most members of senior management are the ones who harass subordinates promising them promotions” (Human Resources Director, face to face interview, 7 February, 2018).

Lack of top management support means that the public service cannot implement the strategies to address GBV like developing and implementing policies and conducting trainings as this requires support from management. The study also revealed that members of top management who are mostly men fear that once they enforce sexual harassment policies in their institutions, they will be the same people to face the law. A respondent at the Ministry of Health said

“Instead of being exemplary in conduct, managers are the ones who are in the forefront harassing subordinates.”(Principle Health Administrator, face to face interview, 5 February 2018.).

By not being exemplary in conduct, it means management creates an environment which tolerates sexual harassment. In addition to that, the study revealed that since most members who hold high positions are men, this has resulted in a culture of patriarchy which has little interest in issues of sexual harassment and gender equality. This means that it is difficult for management to initiate the formulation and implementation of strategies to address GBV as this is regarded as an issue which has to do with women.

This however, is in contrast with literature on effective implementation of strategies to address GBV. According to Welch and Mason (2018) effective strategies entail that employers should take the lead in creating and implementing sexual harassment policies.

The study also revealed that lack of funding is another challenge that public institutions face as they implement the strategies. Coming up with anti-sexual harassment policies, disseminating information on GBV requires funding to conduct awareness campaigns and trainings. The study revealed that in most government institutions, issues to do with GBV and Gender equality are not budgeted for which makes it a challenge to conduct training and awareness campaigns on the gender issues. By not coming up with a budget for conducting trainings and awareness campaigns on sexual harassment, it means that the programs cannot be implemented. In addition to that, it means the problem of sexual harassment is not regarded as an important issue in the institutions therefore making it difficult to implement the strategies to address GBV. However literature on the effectiveness of strategies to address sexual harassment argues that training and awareness campaigns are effective in addressing sexual harassment.

In addition to that, the study revealed that employee resistance to change especially men who regard gender issues as having to do with women is another challenge. The culture of patriarchy, in which males dominate makes men feel challenged if issues of gender equality and GBV are being discussed. One of the key informants in the Ministry of Health said

“Men do not understand issues of GBV very well for example prolonged handshaking is one of the most common offences that men take lightly but some women feel offended with this type of handshaking,”(Principal Human Resources Officer, face to face interview, 5 February, 2018).

The study also revealed that such men do not take part in activities relating to GBV. Some feel that the strategies to address GBV like for example, the policies favour female employees than male employees. Resistance by men to be part of addressing GBV means that the strategies cannot effectively be implemented as most of the perpetrators of GBV are men. This contradicts with literature which argues that effective implementation of strategies to address GBV requires commitment from all members of staff including men. The National Action Plan to combat GBV also advocates that engaging men and boys is very important in the prevention of GBV. The study also revealed that employees do not report cases of sexual harassment. One of the victims of GBV at the Ministry of Health responded,

“I did not report the matter to management because the perpetrator was a member of top management”, (Victim of GBV, face to face interview, 5 February, 2018).

This means that victims do not report cases of GBV because they fear reprisal. Apart from that, the study also revealed that victims do not report cases of GBV because they do not want to lose their dignity and suffer the shame of being somebody who was once harassed. For example, in an interview that was conducted at the Department of Immigration and Security Services on 31 January, 2018 said

“after reporting my sexual harassment case to management, it was resolved but later on my colleagues isolated me”.(Victim of GBV, face to face interview, 31 January, 2018)

This finding means that as a victim of sexual harassment, the institution failed to protect her from retaliation. This is in line with (Marshall, 2005) who states that there is evidence to suggest that employees often view grievance processes to be adversarial and hostile lacking confidentiality risky in terms of isolation or reprisal from the work

group and likely to fall on deaf ears. However, this is in contrast with literature on effectiveness of strategies to address GBV which argues that employees should feel that they are protected from reporting sexual harassment in the workplace.

The study also revealed that victims do not report because a case of GBV is difficult to prove since it is done in secret and involves only two people therefore it becomes difficult for the victim to produce evidence against the perpetrator. This means that victims of sexual harassment do not report their cases to management because they do not have concrete evidence to present against the perpetrator therefore they fear that their case will be treated as false allegation. In support of this, (Firestone and Harris, 2003) argue that a target of sexual harassment victims may have doubts whether their complaint will be taken seriously and if the organisational policies and procedures will be able to support them. This is further supported by McDonalds, Charles worth and Graham (2015) who argue that the challenge noted in effectively responding to reports of sexual harassment raised in the whistle-blower literature is that sexual harassment often involves a low quality of evidence, often occurring away from witnesses creating a 'he said, she said' scenario.

In addition to that, the study revealed that most employees do not have interest to read the policies and laws on sexual harassment they get interested only after they have been harassed although the documents are either on their institutional intranet, or in the office of the Human Resource Officer where they can access them. Lack of interest by employees to read the policies is an indication that management does not take an initiative to ensure that employees read the policies. This contradicts with literature which argues that making sure that all employees know and are aware of the company's

policies is important to prevent sexual harassment in the workplace and that all new employees should receive a copy of the company's policy and acknowledge it in writing (Welch and Mason, 2016).

The study also found out that there is lack of implementation plans as well as lack of monitoring and evaluation of strategies to address GBV. This means that public institutions do not know whether the strategies achieve the intended purpose or not. However, literature on effectiveness of intervention strategies argues that employers should ensure that strategies are monitored and evaluated at each stage of implementation.

The study also found out that, sometimes female employees do not dress appropriately. Although there is freedom of dressing but sometimes they put on clothes that are too revealing. Therefore, wearing clothes that are too revealing make themselves to be subjected to GBV by their bosses and colleagues.

Lastly, the study found out that there is lack of support from the Ministry of Gender, which is supposed to provide policy direction to other institutions. This means that public institutions do not have guidance on how to formulate anti-sexual harassment policies. This contradicts the National Action Plan which states that the Ministry of Gender shall take the lead, providing policy direction to other ministries, departments, non-governmental organisations, the private sector, development partners and donor agencies to promote early referral and action and to address GBV using efficient responses.

In summary, this chapter has presented and discussed the main findings of the study based on the objectives of the study. The first objective examined the various strategies that the public service has put in place to address GBV. The second objective examined the extent to which the strategies to address GBV are effective by focusing on primary interventions strategies which aim at preventing GBV from occurring, secondary intervention which deals with GBV once it has occurred and tertiary intervention which deal with the victims of GBV. The third objective examined the effects of the strategies that the public service has put in place on GBV and the last objective examined the challenges that the public service is facing at it implements the strategies to address GBV in the public service workplace.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of findings

This chapter summarises the main issues discussed in this study based on the objectives of the study and makes conclusions and recommendations on how the Malawi Public Service can come up with effective strategies to address GBV.

The study examined the strategies that the public service has put in place to address GBV in the public service. Specific objectives examined the strategies that the public service has put in place to address GBV, the effectiveness of the strategies that the public service has put in place to address GBV, the effects of implementing the strategies on GBV and the challenges that the public service is facing as it implements the strategies.

The study used a Qualitative research method. Using an interview guide, individual interviews were conducted to employees in four public institutions namely ESCOM, Malawi Revenue Authority, Department of Immigration and Security Services and the Ministry of Health. Respondents were selected using purposive sampling. Content analysis was used to analyse the data which was gathered from individual interviews and data that was collected was analysed manually.

The following is a summary of findings based on the objectives of the study.

5.1.1 Examining strategies to address workplace GBV in the Public Service

The first objective examined the strategies that the public service has put in place to address GBV in the workplace. As revealed by the study, all public institutions use government documents to address GBV including the constitution, the Gender Equality Act and the HIV/AIDS policy. Apart from that institutions like Ministry of Health and the Department of Immigration use the Malawi Public Service Code of Conduct. Ministry of Health, The Department of Immigration and Security Services and MRA conduct training during orientation of new employees where issues of GBV are tackled. The Department of Immigration also enforces discipline in the workplace as a strategy of dealing with GBV. MRA and ESCOM have terms and conditions of service which they refer to in dealing with GBV issues and ESCOM developed anti-sexual harassment policy. However, as revealed by the study the legal documents and the terms and condition of service do not clearly explain the meaning of sexual harassment and the behaviour which constitute sexual harassment. In addition to that, most institutions do not have anti-sexual harassment policies. Further to that, trainings are not conducted regularly.

5.1.2 Examining the effectiveness of strategies to address workplace GBV in the Public Service

The second objective examined the effectiveness of primary, secondary and tertiary intervention strategies that the public service has put in place to address workplace GBV. As revealed by the study the primary strategies that the public service has put in place to prevent GBV include government laws, Public Service Ethics and Code of

Conduct, Trainings, anti-sexual harassment policies and enforcement of discipline. However as revealed by the study, the government laws that the institutions use do not clearly explain what constitute sexual harassment, most institutions do not have anti-sexual harassment policies, trainings are not conducted regularly and most institutions have not created a culture that does not tolerate sexual harassment. Based on these findings it can also be concluded that the primary strategies that the public service has put in place are not effective in preventing GBV from occurring.

As regards to secondary intervention, the study revealed that once sexual harassment occurs, the public institutions use the formal channel of communication. However using a single channel of communication is not effective to deal with sexual harassment complaints. In addition to that the study revealed that some public institutions take time to respond to sexual harassment cases, victims of sexual harassment are not protected from retaliation and perpetrators of sexual harassment are usually protected. Based on these findings it can also be concluded that secondary intervention strategies are not effective to prevent GBV from reoccurring.

In terms of tertiary intervention strategies, the study revealed that victims of sexual harassment are given counselling. However, the counselling is not ongoing, the victim and the perpetrator are not monitored for a period of 1 year to ensure that they are rehabilitated.

5.1.3 Examining the effects of implementing the strategies on workplace GBV in the Public Service

This objective examined if the strategies have been successful in addressing GBV or not. As revealed by the study, training, awareness campaigns and the anti-sexual harassment policy are the ones that are successful in the sense that, employees are aware of sexual harassment unlike the other strategies that are used like government documents, Terms and Conditions of Service and enforcement of discipline. However, GBV still exist in the public service despite institutions having these various strategies to address it.

5.1.4 Examining the obstacles that Malawi Public Service is facing in implementing the strategies to address workplace GBV

This objective looked at the challenges that the public service is facing as it implements the strategies to address GBV. The study revealed that the challenges include: failure by the government to ensure that institutions have developed anti-sexual harassment policies, lack of support from the Ministry of Gender which is supposed to provide policy guidance, lack of top management support to come up with anti-sexual harassment policies, lack of monitoring and evaluation of the strategies and that most victims do not report cases of sexual harassment to management.

5.2 Conclusion

The study has made the following conclusion based on the objectives of the study. As regards to the strategies that are used to address GBV in the public service, the study revealed that, public institutions use government documents to address GBV including the constitution, the Gender Equality Act and the HIV/AIDS policy. The Ministry of

Health and the Department of Immigration use the Malawi Public Service Code of Conduct. The Department of Immigration and Security Services and MRA conduct training during orientation of new employees. The Department of Immigration also enforces discipline in the workplace as a way of dealing with GBV. MRA and ESCOM have terms and conditions of service which they refer to in dealing with GBV issues. In addition to that, ESCOM developed anti-sexual harassment policy to address GBV in the workplace. However, as revealed by the study the legal documents and the terms and condition of service do not clearly explain the meaning of sexual harassment and the behaviour which constitute sexual harassment. The study also revealed that, most institutions do not have anti-sexual harassment policies. Further to that, trainings are not conducted regularly. Based on these study findings, it can be concluded that the strategies to address GBV in the public service are not effective.

Regarding the effectiveness of primary, secondary and tertiary intervention strategies that the public service has put in place to address workplace GBV, the study concludes that the primary strategies that the public service has put in place to prevent GBV include government laws, Public Service Ethics and Code of Conduct, Trainings, anti-sexual harassment policies and enforcement of discipline. However as revealed by the study, the government laws that the institutions use do not explain what constitute sexual harassment, most institutions do not have anti- sexual harassment policies, trainings are not conducted regularly and most institutions have not created a culture that does not tolerate sexual harassment.

In terms of secondary intervention strategies, the study revealed that once sexual harassment occurs, public institutions use a single channel of communication which is

not effective to address GBV, some public institutions take time to respond to sexual harassment cases, victims of sexual harassment are not protected from retaliation and perpetrators of sexual harassment are usually protected.

In terms of tertiary intervention strategies, the study revealed that victims of sexual harassment are given counselling which is not ongoing and the victim and the perpetrator are not monitored for a period of 1 year to ensure that they are rehabilitated. Based on these findings, it can also be concluded that the public service has not been able to come up with effective tertiary strategies to deal with long term consequences of sexual harassment.

On the effects of implementing the strategies on GBV, the study revealed that, training, awareness campaigns and the anti-sexual harassment policy are the ones that are successful as employees are aware of sexual harassment unlike the other strategies that are used like government documents, Terms and Conditions of Service and enforcement of discipline. However, GBV still exist in the public service despite institutions having these various strategies to address it. Based on these findings, it can be concluded that, the strategies are not effective as GBV still exist in the public service

On the challenges that the public service is facing as it implements the strategies to address GBV, the study revealed the following: failure by the government to ensure that institutions have developed anti-sexual harassment policies, lack of support from the Ministry of Gender which is supposed to provide policy guidance, lack of top management support to come up with anti-sexual harassment policies, lack of monitoring and evaluation of the strategies and that most victims do not report cases of

sexual harassment to management. These challenges are the reasons that have made public service institutions not to have effective strategies to address GBV.

The findings contradict the hypothesis which proposed that following the introduction of the Gender Equality Act, the revision of the National Gender Policy and the National Action Plan to combat GBV. The findings of the study confirm with the findings that were revealed by the study that was conducted in Malawi before the introduction of the Gender Equality act, the revision of the National Gender policy and the National Plan of Action to combat GBV

5.3 Recommendations

The study has made the following recommendations:

- (a) Government should take measures to ensure that public institutions have anti-sexual harassment policies.
- (b) The Ministry of Gender should provide policy direction to public institutions.
- (c) Top Management should take the lead in the development of anti-sexual harassment policies.
- (d) Strategies to address GBV must be monitored and evaluated.
- (e) Perpetrators of sexual harassment must be punished regardless of their position,
- (f) Employees should be encouraged to report cases of sexual harassment to management.
- (g) Establishing independent institutional staff unions that hold even senior members accountable for sexual harassment offences, in cases where women are afraid to report harassment because it was committed by their superiors at work.

- (h) Organisations to employ services of external counsellors to provide psychological support, counselling and to conduct staff trainings on issues such as sexual harassment.

This study has contributed to academic literature by filling the gap on the effectiveness of the strategies that the public service has put in place to address GBV in the workplace. It has provided information on the effectiveness on the various measures and strategies that the public service has put in place to address GBV in the workplace, the extent to which the strategies are effectiveness, the effects of the strategies on GBV in the workplace and the challenges that the public service is facing as it implements the strategies. However, the study did not provide academic knowledge on the effects of GBV on the performance of employees in the public service, therefore a need for further academic research.

REFERENCES

- Acuna, T.F (2002). *The Rome Statute and Sexual Related Crimes*. Retrieved 28th June 2017 from <http://www.researchgate.net/publication>
- Barak, A. Pitterman, Y and Yitzhaki, R(1995). An Empirical Test of Power in Differential in Originating Sexual Harassment. *Journal of Basic and Applied Social Psychology*, 17(4), 497-517
- Bisika, T, Konyani, S. and Ntata, P. (2009). Gender-violence and Education in Malawi: A Study of Violence Against Girls as an Obstruction to Universal Primary School Education. *Journal of Gender Studies*, 18(3), 287-294
- Bell, M.P, Campbell, J. and Cychota, C.S. (2002). Assessment and Prevention of Sexual Harassment of Employees: An Applied Guide to Creating Healthy Organizations. *International Journal of Selection and Assessment*, 10(1/2), 160-67.
- Bergman, M.E., Langhout, R.D. (2002).The (UN) reasonablenessofreporting: Antecedentsand Consequences of Reporting Sexual Harassment. *Journal of Applied Psychology*, 87(2), 230–242. doi:10.1037//0021-9010.87.2.230.
- Birinxhikaj, M. and Guggisberg, M. (2017). *The Wide Ranging Impact of Sexual Harassment in the Workplace: An Australian Pilot Study*. Retrieved 7 July 2018 from <https://www.questia.com/library/journal/1G1-500312687/the-wide-ranging-impact-of-sexual-harassment-in-the>
- Bowen, F. and Blackmon, K. (2003). Spirals of Silence: the dynamic effects of diversity on organizational voice. *Journal of Management Studies*, 40(6), 1391-1417

- Buchanan, N, O'Connor, R and Settles, I.H (2014). A Review of Organisational Strategies for Reducing Sexual Harassment: Insight from the US Military. *Journal of Social Issues*, 70(4), 687-702
- Buhler, P. M. (1999). The Manager's Role in Preventing Sexual Harassment. *Supervision*, 60(4), 16-18
- Chamberlain, L., Crowley, M., Tope, D. and Hodson, R. (2008). Sexual Harassment in Organizational Context. *Work and Occupations*, 35(3), 262-95.
- Chappell, D. and Di Martino, V. (2006). *Violence at Work* (3rd ed.). Geneva: ILO.
- Casellas, G. F., & Hill, I. L. (2006). *Sexual Harassment: Prevention and Avoiding Liability. Society of Human Resource Management Legal Report*. Retrieved June 20, 2013, from <http://www.shrm.org/hrresources/>.
- Cleveland, J.N. &Kurst, M.E. (1993). Sexual Harassment and Perceptions of Power: An Under Articulated Relationship. *Journal of Vocational Behaviour*, 42(1), 49-67.
- Cresswell, J. (2009). *Research Design: Qualitative, Quantitative. and Mixed Methods Approaches Printed in the United States of America*. USA: SAGE
- Cortina, L. M., &Berdahl, J. L. (2008).Sexual Harassment in Organizations: A Decade of Research in Review. In C. L. Cooper &J. Barling (Eds.), *Handbook of Organizational Behavior* (Vol. 1, pp. 469–497). Los Angeles, CA: Sage
- Collis, J. and Hussey, R. (2003). *Business Research: A Practical Guide for Undergraduate and Postgraduate Studies*. Retrieved 2nd May 2017 from <https://www.researchgate.net>
- Constitution of the Republic of Malawi (1994). Retrieved 20th May 2017 from constitutions.unwomen.org/en/countries/Africa/Malawi/provisioncategory

- Cruz, A. and Klinger, S. (2011). *Gender-based Violence in The World of Work: An Overview and Selected*, International Labour Organization 2011
- Cornelius, T. and Resseguie, N. (2006). Primary and Secondary Prevention Programs for Dating Violence: A Review of The Literature. *Aggression and Violent Behaviour*, 12(2007), 364-375.
- Datnall, E. (2015). *Violence Can Be Prevented*. Retrieved 20th August 2017 from www.scielo.org.za/scielo.php?Script=sci
- Deadrick, D., McAfee, B. and Champagne, P. (1996). Preventing Workplace Harassment: An Organizational Change Perspective. *Journal of Organizational Change Management*, 9(2), 66-75.
- Di Martino, V., Hoel, H. and Cooper, C.L. (2003). *Preventing Violence and Harassment in the Workplace, European Foundation for the Improvement of Living and Working Conditions*. Luxembourg: Office for Official Publications of the European Communities.
- Ekhatior, E. (2005). The Impact of the African Charter on Human and Peoples Domestic Law a Case Study of Nigeria. *Commonwealth Law Bulletin*, 41(2), 253-270
- .Retrieved 31st August 2017 from <http://dx.doi.org/10.1080/03050718.2015.1049633>

- Equal Opportunities Commission (EOC) (2005). *Equal Opportunities Commission*. Retrieved 4th May 2016 from www.eoc.org.uk/Default.aspx?page¼15398&lang¼en
- Equal Employment Opportunity Commission (EEOC). (2012). *Guidelines on Discrimination Based on Sex*. Retrieved 27th August 2017 from <https://www.eeoc.gov/eeoc/>
- European Commission. (1999). *Sexual Harassment at the Workplace in the European Union*. Luxembourg: Office for Official Publication of the European Communities.
- Equal Opportunities Commission (2007). *Sexual Harassment in the Work*. Retrieved 27th August from https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---declaration/documents/publication/wcms_decl_fs_96_en.pdf
- Firestone, J.M. and Harris, R.J. (2003) Perceptions of Effectiveness of Responses to Sexual Harassment in the US Military, 1988 and 1995. *Journal of Gender, Work and Organisation*, 10(1) 42-64.
- Fitzgerald, L.F. Weitzman, L.M, Y and Ormerod A.J. (1988) Academic Harassment Sex and Denial in Scholarly Garg. *Journal of Psychology of Women*, 12(3), 329-340. <https://doi.org/10.1111/j.1471-6402.1988.tb00947.x>
- Fitzgerald, L. F., Dragon, F., Hulin, C. L., Gelfand, M. J., & Magley, V. J. (1997). Antecedents and Consequences of Sexual Harassment: Test of An Integrated Model. *Journal of Applied Psychology*, 82(4), 578–589. doi:10.1037/0021-9010.82.4.578.

- Gender Based Violence National Technical Working Group, (2008). *Terms of Reference For The Gender Based Violence National Technical Working Group*. Retrieved 21st February, 2018 from <http://gbvaor.net/wp-content/uploads/2015/03/Terms-of-Reference-for-the-National-GBV-working-group-Libya-.pdf>
- Gender Equality Act (2013). Retrieved 4th April 2018 from <https://womenlawyersmalawi.files.wordpress.com>
- Grobler, P., Warnich, S., Carrell, M., Elbert, N. and Hatfield, R. (2002). *Human Resource Management In South Africa*. London: Thomson Learning
- Gruber, J.E. (1989). How Women Handle Sexual Harassment: A Literature Review. *Journal of Sociology and Social Research*, 74(1), 3-9.
- Gutek, B. (1985). *Sex and the Workplace: Impact of Sexual Behaviour and Harassment on Women, Men and Organizations*. San Francisco: Jossey-Bass.
- Harlos, K. (2001). When Organizational Voice Systems Fail: More On The Deaf-Ear Syndrome and Frustration Effects. *Journal of Applied Behavioural Science*, 37(3), 324-42
- Hearn, J. and Parkin, W. (2005). *Recognition Processes In Sexual Harassment, Bullying and Violence at Work: The Move to Organizational Violations*. In J.E.M. Gruber (Ed.), *In the Company of Men: Male Dominance and Sexual Harassment*. Boston, MA: North-eastern University Press.
- Hejase, H. J. (2015). Sexual Harassment in the Workplace: As Exploratory Study from Lebanon. *Journal of management Research*, 7(1), 107-121
- Hunt, C.M, Davidson, M.J., Fielden, S.L. and Hoel, H (2010). Reviewing Sexual Harassment in the Workplace: An Intervention Model. *Journal of Personnel Review*, 39 (5), 655-673.

- Hulin, C. L., Fitzgerald, L. F., & Drasgow, F. (1996). Organizational Influences on Sexual Harassment. In M. S. Stockdale (Ed.), *Sexual Harassment In The Workplace: Perspectives, Frontiers, and Responses Strategies. Women and Work: Research and Policy Series*, 5(7), 127–150. Thousand Oaks, CA: Sage.
- Hunt, C.M. (2010) Reviewing Sexual Harassment in the Workplace: An Intervention Model. *Personnel Review*, 39(5), 655-673. Retrieved 13th April, 2018 from <http://dx.doi.org/10.1108/00483481011064190>
- Illies, R., Hauserman, N., Schwochau, S., and Stibal, J. (2003). Reported Incidence Rates of Work-related Sexual Harassment in the United States: Using Meta-Analysis to Explain Reported Rate Disparities. *Personnel Psychology*, 56(3), 607-18.
- International Labour Organisation (2009). *Gender Equality at the Heart of Decent Work*. Retrieved 24th April 2017 from <https://www.ohchr.org/Documents/Issues/Racism/IWG/Session7/GenderEquality.pdf>
- Jumeja, K., Greafy, C and Doulizmas, C. (2012). *The Cambridge Companion to Human Right Law*. Cambridge: Cambridge University Press
- Kayuni, H.M. (2009). The Challenge of Studying Sexual Harassment in Higher Education: An Experience from the University of Malawi's Chancellor College. *Journal of International Women's Studies*, 11(2), 83-99. Retrieved 30th September 2017 from <http://vc.bridgew.edu/jiws/vol11/iss2/6>
- Kayuni, H.M and Simbeye, J. (2008). *Organisational Politics, Power and Partnership: An Analysis of Sexual Harassment in the University of Malawi's Chancellor College*. Chancellor College, University of Malawi.

- Knapp, D.E., Faley, R.H., Ekeberg, S.E. and Dubois, C.L.Z. (1997). Determinants of Target Responses to Sexual Harassment. A Conceptual Framework. *Academy of Management Review*, 22(3), 687-729.
- Kapila, P. (2017) .Theoretical Perspectives to Sexual Harassment of Women at Workplace. *International Journal of Humanities and Social Science Invention*, 6(9), 32–35.
- Kastl, M. and Kleiner, B. (2001). New Developments Concerning Religious Discrimination in the Workplace. *International Journal of Sociology and Social Policy*, 21(8), 128-136. Retrieved 7 June 2017 from <https://doi.org/10.1108/01443330110789880>
- Klein, K.M, Apple, K.J and Kahn, A.S. (2011). Attributions of Blame and Responsibility in Sexual Harassment: Re-examining a Psychological Model. *Law and Human Behaviour*, 35(2), 92-103.
- Langkos, S. (2014). *Research Methodology: Data Collection Methods and Research Tools*. Retrieved 30th September 2016 from www.researchgate.net/publication/270956555.
- Laabs, J.J. (1995). Sexual Harassment: HR puts its questions on the line. *Personnel Journal*, 74(2), 36-45.
- Mashiri, L. (2013). Conceptualisation of Gender Based Violence in Zimbabwe: Centre for Promoting Ideas, U.S.A International. *Journal of Humanities & Social Science*, 3(15), 94-103
- Marshall, A. (2005). Idle Rights: Employees' Rights Consciousness and The Construction of Sexual Harassment Policies. *Law & Society Review*, 39(1), 83-124

- McDonald, P., Charles worth, S. and Graham, T. (2015). Developing a Framework of Effective Prevention and Response Strategies in Workplace Sexual Harassment. *Asia Pacific Journal of Human Resources*, 53(1), 41-58
- McGolgan, A. (2004, June). *Sexual Harassment in the Workplace in EU Member States (Report)*. The Irish Presidency of the European Union in Association with Grant Sparks Consulting. Dublin: Department of Justice, Equality and Law Reform.
- Mason, F. and Welch, J. (2007). *Rape and Assault*. Retrieved 3rd February 2017 from <https://www.researchgate.net/publication/6295284>
- Mellish, M., Settergren, S. and Sapuwa, H. (2015). *Gender-based Violence in Malawi: A Literature Review to Inform the National Response*. Washington, DC: Future Group, Health Policy Project
- Miceli, M., Near, J., and Morehead, Dworkin T. (2008). A Word to The Wise: How Managers and Policy-Makers Can Encourage Employees To Report Wrongdoing. *Journal of Business Ethics*, 86(3), 379-396.
- National Plan of Action to Combat Gender-based Violence in Malawi (2016). Retrieved 14th September 2017 from [www.togetherforgirls.org org/wp-content/uploads/2017/10/National-Plan-of-Action-to-Combat-Gender-Based-Violence-in-Malawi-2014-2020.pdf](http://www.togetherforgirls.org/org/wp-content/uploads/2017/10/National-Plan-of-Action-to-Combat-Gender-Based-Violence-in-Malawi-2014-2020.pdf)
- National Gender Policy, (2015). Retrieved 23rd November 2018 from genderlinks.org.za/gmdc/Malawi-national-gender-policy.
- National Sexual and Reproductive Health and Rights Policy (2009). Retrieved 19th August 2018 from www.africachildinfo.net/cir/Malawi-domestic-violence
- National HIV/AIDS Workplace Policy (2003). Retrieved 15th August 2017 from www.who.int/hiv/malawi-HIV/AIDS

- Nyamulani, O. (2006). *The Need for Express Proscription of Sexual Harassment in the Workplace* (Honours Degree Thesis). University of Malawi, Chancellor College
- OPC (1994). *Malawi Public Service Ethics and Code of Conduct*. Retrieved 6th June 2016 from www.opc.gov.mw/phocadownload/policies-and/code-of-ethics
- Paludi, C. A., and Paludi, M. (2003). *Developing and Enforcing Effective Policies, Procedures, and Training Programs for Educational Institutions and Businesses*. Westport, CT: Praeger.
- Palmieri, P. A., Cortina, L. M., & Fitzgerald, L. F. (2002). The (UN) reasonableness of Reporting: Antecedents and Consequences of Reporting Sexual Harassment. *Journal of Applied Psychology*, 87(2), 230–242. doi:10.1037//0021-9010.87.2.230
- Parker, C. (1999). Public Rights in Private Government: Corporate Compliance with Sexual Harassment Legislation. *Australian Journal of Human Rights*, 5(1), 159-93.
- Penal Code Act (2012). Retrieved 1st August 2018 from <https://ishr.org/abortion-policies/documents/countries/01-Malawi-penal-code>
- Pina, A., Gannon, T. A. and Saunders, B. (2009). An Overview of the Literature on Sexual Harassment: Perpetrators, Theory and Treatment Issues. *Aggression and violent behaviour*, 14(2), 126-138.
- Phiri, I., Semu, L., Nankhuni, F., & Madise, N. (1995). *Violence against Women in Educational Institutions: The Case of Sexual Harassment and Rape on Chancellor College Campus*. Zomba: University of Malawi
- Prevention of Domestic Violence Act (2007). Retrieved 15th January 2018 from www.africachildinfo.net/c/r/Malawi-domestic-violence

- Pryor, J.B., Giedd, J.L. and Williams, K.B. (1995). A social psychological Model for Predicting Sexual Harassment. *Journal of Social Issues*, 51(1), 69-84.
- Raymond, J. (2002). The New UN Trafficking Protocol Article in Women Studies International Forum: *Women's Studies International Forum*, 25(5), 491-502.
- Reese, L. A., & Lindenberg, K. E. (2004). Employee Satisfaction with Sexual Harassment Policies: The Training Connection. *Public Personnel Management*, 33(1), 99-120.
- Rochling, M.V. and Huang, J. (2018). *Sexual Harassment Training Effectiveness : An Interdisciplinary Review*. Retrieved 31st August 2017 from: <https://www.glaxdiversitycouncil.com/wp-content/uploads/Sexual-Harassment-Training-Effectiveness-Research.pdf>
- Salephera Consulting Ltd and Prime Health Consulting and Services (2013). *Baseline study report: Needs Assessment on Sexual Harassment in Malawi*. Lilongwe, Malawi: Author
- Saunders, S. & Eastal, P. (2013). The Nature, Pervasiveness and Manifestations of Sexual Harassment in Rural Australia: Does 'Masculinity' of Workplace Make a Difference? *Women's Studies International Forum*, 40(1), 121-131.
- Stemple, L. (2009). *Male Rape and Human Rights*: Retrieved 31st August 2017 from https://repository.uchastings.edu/hastings_law_journal/vol60/iss3/3pp605-647
- Sexual and Reproductive Health Policy (2009). Retrieved 3rd May 2016 from <https://www.unfpa.org/sites/default/files/pub/Malawi>.
- Social and Gender Inclusion and Anti Sexual Harassment Policy (2016) Blantyre: ESCOM Ltd.
- Tangri, S.S., Burt, M.R., and Johnson, L.B. (1982). Sexual Harassment at Work: Three Explanatory Models. *Journal of Social Issues*, 28(4), 33-54.

- Thomas, A.M. (2004). Politics, Policies and Practice: Assessing the Impact of Sexual Harassment Policies in UK universities. *British Journal of Sociology of Education*, 25(2), 143-60.
- UN Women. (2007). *Convention on the Elimination of All Forms of Discrimination Women*. New York: UN General Assembly. Retrieved 2nd November 2017 from <http://www.un.org/womenwatch/daw/cedaw/>.
- United Nations, (2010). Handbook for National Plans on Violence Against Women. UN Women. New York
- United Nations, (2014). *Gender-Based Violence is a Violation of Basic Human Rights*. Geneva: International Labour Organisation.
- Vijayasiri, G. (2008). Reporting Sexual Harassment: The Importance of Organizational Culture and Trust. *Gender Issues*, 25(1), 43-61
- Walker, B. and Hamilton, R. T. (2011). Employee-Employer Grievances: A Review. *International Journal of Management Reviews*, 13(1), 40-58
- Welch, J. and Mason, F. (2015). *Rape and Sexual Assault*. Retrieved 12th June 2017 from: https://www.researchgate.net/profile/Jan_Welch/publication/6295284_Rape_and_sexual_assault/links/5673f42508ae1557cf4b70b7/Rape-and-sexual-assault.pdf?origin=publication_detail

Williams, J. H., Fitzgerald, L. F., & Dragon, F. (1999). The Effects of Organizational Practices on Sexual Harassment and Individual Outcomes. *Military Psychology*, 11(3), 303–328. doi: 10.1207/s15327876mp1103_6

World Health Organization (2009). *Violence Prevention*. Retrieved 12th November 2016 from <http://www.who.int/violenceprevention/publication/en/index>. Html

APPENDICES

Appendix 1: Interview Guide for Management and Gender Focal Point Person RESEARCH ON THE EFFECTIVENESS OF STRATEGIES TO ADDRESS WORKPLACE GENDER-BASED VIOLENCE IN THE PUBLIC SERVICE

A. Personal Information

Name of institution:

Interviewee position:

Female\Male:

Highest level of education:

Age:

Marital status:

B. Workplace gender-based violence

1. Strategies and measures that the public service has established to address workplace gender-based violence.

1. Does your institution have the following gender policies and laws?

a. The constitution.....

b. National Gender policy.....

c. HIV/AIDS work policy.....

d. Gender equality Act.....

e. Malawi Public service regulations Act.....

f. Malawi Public Service Code of Conduct.....

2. Has your institution come up with an anti-sexual harassment policy according
to the gender equality act of 2013, section 7 (1)?

.....

If not why?

.....

3. What other strategies or guidelines does your institution have to address
workplace gender based violence apart from the policies?

.....
.....

4. What measures have your institution taken to ensure that employees are aware of the policies to address gender based violence?

.....
.....

2. The extent to which the strategies to address workplace Gender-based violence in the public service are effective

(a) What measures have your institution taken to prevent workplace gender based violence?

.....
.....

(b) Does your institution entitle employees who have been subjected to sexual harassment in the workplace to raise grievance about its occurrence and be guaranteed that appropriate disciplinary action shall be taken against perpetrators.

.....
.....
.....

(c) Can you explain the procedure that an employee who has been victimized follows in order to lodge a complaint?

(d) How does your institution protect employees against victimization, for lodging sexual harassment grievances and from false accusations?

.....

(e) How does your institution assist victims of gender based violence?

.....

(f) Does your institution have a person outside of line management whom a person who has been subjected to sexual harassment may approach for confidential advice and counselling?

.....

.....

.....

(g) How does your institution deal with perpetrators of gender-based violence?

.....

.....

(e) What measures have your institution taken to ensure that there is gender equality?

.....

.....

(f) What affirmative action has your institution taken to ensure equal representation of male and female in decision making positions?

.....

.....

(3) The effects of implementing the strategies on workplace gender-based violence in the Malawi public service

(a) Does workplace gender-based violence still exist in your institution after implementing strategies to address gender based violence?

.....

.....

(b) Has the number of gender based violence cases been reduced or increased?

.....

.....

(c) In your opinion, are the strategies successful in curbing gender-based violence? If not explain

(4) The hindrances that the Malawi public service is facing in implementing the strategies and measures to address work place gender-based violence

(a) Can you explain the challenges that your institution is facing in implementing the strategies to address workplace gender-based violence?

.....

.....

Thank you for your time

Appendix 2: Interview Guide for Employees

RESEARCH ON EFFECTIVENESS OF STRATEGIES TO ADDRESS WORKPLACE GENDER-BASED VIOLENCE IN THE PUBLIC SERVICE

A. Personal Information

Name of institution:

Interviewee position:

Female\Male:

Highest level of education:

Age:

Marital status:

B. Workplace gender-based violence

1. Strategies and measures that the public service has established to address workplace gender-based violence.

1. Does your institution have the following documents?

a. The constitution

.....

b. National Gender policy

.....

c. HIV/AIDS work policy

.....

d. Gender equality Act

.....

e Malawi Public service regulations Act

.....

f. Malawi Public Service Code of Conduct

.....

2. Do you have access to the policies?

.....

2 .Does your institution have an anti-sexual harassment policy according to the gender equality act of 2013, section 7 (1)?

.....

3. What other strategies or guidelines does your institution have to address workplace gender based violence apart from the policies?

.....

4. What measures have your institution taken to ensure that employees are aware of the policies to address gender based violence?

.....

2. The extent to which the strategies to address workplace Gender-based violence in the public service are effective

a. Have you experienced workplace gender-based violence?

.....

b. What happened?

.....

c. Did you report the incident to Management?

.....

d. If yes, how were you assisted as a victim of gender-based violence?

.....

e. How long it did take Management to address your complaint?

.....

f. If you did not report why?

.....

g. How did Management deal with the perpetrator of gender-based violence?

.....

h. Were you satisfied by how the case was addressed? If not why?

.....

i. Does your institution promote gender equality?

j. Does your institution have equal representation of males and females in various positions?

(3) The effects of implementing the strategies on workplace gender-based violence in the Malawi public service

a. Does workplace gender-based violence still exist in your institution after implementing strategies to address gender based violence?

.....

b. In your opinion, are the strategies successful in curbing gender-based violence?

If not explain

.....

(4) The hindrances that the Malawi public service is facing in implementing the strategies and measures to address work place gender-based violence

a. Can you explain the challenges that your institution is facing in implementing the strategies to address workplace gender-based violence?

.....

Thank you for your time