Gender Mainstreaming Results

December 14, 2017
Outline

- Methodology
- Stakeholders involved in self assessment
  - Mainstreaming elements/criteria
- Results
- Conclusion
- Recommendations
- Q&A
- Discussion groups
Methodology

1. Over 45 stakeholders selected using:
   - Purposive sampling from members of ENGEA
   - Snowball sampling (recommendations from stakeholders)
   - Data transcribed, translated, and thematically coded
   - 12 gender mainstreaming elements identified

2. 23 stakeholders with gender expert/GFP
   - Conducted the self-assessment during the follow up interview
   - Examples given for high ranking elements
Self assessment

Likert scale is used to rank each element

1= Bad/Worse/Worst
2= Below average
3= Average
4= Above average
5= Best

Examples given to most of elements for clarification
Self assessment

Strength

- Respondents know their context, programs, practice and experience better and assess accordingly

Limitation

- Self assessment is based on Gender Experts’ personal subjective judgement
Stakeholders involved in self assessment

**Non Government Organization**
1. ACDI VOCA
2. Oxfam International - Ethiopia
3. Sasakawa Global 2000 Ethiopia
4. BENEFIT
5. Care Ethiopia
6. Save the Children
7. Send a Cow Ethiopia
8. SNV
9. World Vision Ethiopia
10. WFP P4P

**Government Organization**
1. Federal Cooperative Agency
2. Ministry of Finance and Economic Cooperation
3. Agricultural Transformation Agency
4. National Planning Commission
5. Central Statistical Agency
6. Ministry of Agriculture & Natural Resource

**Women Organization**
1. UN WOMEN
2. Union of Ethiopian Women's Charitable Association
3. Ministry of Women and Children Affairs
4. Organization for Women in Self Employment

**Government profit making**
1. Ethiopian Seed Supply (EABC)

**University**
1. Addis Ababa University

**Social Enterprise**
1. Enterprise partners
Mainstreaming Elements/Criteria

1. Focused learning on gender
2. Affirmative action and workforce diversity
3. Monitoring and evaluation, gender sensitive indicators and sex disaggregated data
4. Systems for equal opportunity
5. Gender advisors / gender unit
6. Gender budgeting
7. Gender training
8. Gender analysis
9. Gender audit
10. Gender transformative methodologies
11. Partners with women’s organizations
12. Supportive leadership
Results
Criteria 1: Focused learning on gender
1.1: My organization encourages internal learning and/or self assessment on gender

Best practices:

- Gender working Group/ST/network
- Communicate gender success globally
- In all review meetings gender is discussed equally like other issues/sectors
- Quarterly learning forum and monthly seminar
- Seeks beneficiary & community feedback on gender performance
1.1: My organization encourages internal learning and/or self assessment on gender
1.2: Assessment and learning activities on gender and sharing with partners, beneficiaries and project staff

Best practice:
- Assessments/evaluations shared with partners
  - May be pure gender assessments/gender section
- Best practice shared to partners
- Award partners who are gender champions
- Annual partner review meetings
- Self assessment on how women are benefiting from project intervention
- Network with national alliance for sharing & learning
1.2 Assessment and learning activities on gender and sharing with partners, beneficiaries and project staff

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NGO=10
WO=4
Univ.=1
Govt PM=1
SE= 1
1.3: My organization develops gender related knowledge product such as case studies and publications that are disseminated widely

Best practices:
- Publish and disseminate widely: brochures, newsletters, case studies, best practices/successes,
- Commissioned learning studies
- Thematic studies (booklet) include gender
1.3: My organization develops gender related knowledge product such as case studies and publications that are disseminated...

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WO=4
Univ.=1
Govt PM=1
SE= 1

Bad/Worse/Worst
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Average
Above Average
Best
Criteria 1: Focused learning on gender

1.1 My organization encourages internal learning and/or self assessment on gender
1.2 Assessment and learning activities on gender and sharing with partners, beneficiaries and project staff
1.3 My organization develops gender related knowledge product such as case studies and publications that are disseminated widely
Criteria 2 : Affirmative Action and workforce diversity
2.1 Workforce diversity is in place

Best practices:

- Set SMART targets (e.g. 51% Women by 2018)
- Dis data by leadership/level, sex and age
- Review progress regularly

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### 2.1 Workforce diversity is in place

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- N=21
- Govt=5
- NGO=9
- WO=4
- Univ.=1
- Govt PM=1
- SE=1
2.2 My organization has a multipronged approach to bring in more women into the organizations

Best practices:
- Realistic JDs (less criteria/experience)
- Advertised differently
- Woman must apply/sit exam and be interviewed or re-advertise
- Blind exams
- Competency based interview: Verbal presentation; Learning profile
- Gender balanced panel and gender question asked
- 5% more location allowance and 10% more hardship allowance for female employees in remote posts
- Female staff development program
- Women’s internship program
2.2 My organization has a multipronged approach to bring in more women into the organizations…

N=21
Govt=5
NGO=9
WO=4
Univ.=1
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2.3 Gender staff are paid on-par with others

Best practice:
- No difference
2.3 Gender staff are paid on-par with others

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Criteria 2: Affirmative Action and workforce diversity

2.1 Workforce diversity is in place
2.2 My organization has a multipronged approach to bring in more women into the organizations…
2.3 Gender staff are paid on-par with others
Criteria 3: Monitoring and evaluation, gender sensitive indicators and sex disaggregated data
3.1 We use sex disaggregated data at all levels in planning, monitoring and evaluation of project/programs consistently

**Best practice:**

- Collects and analyses all sex and age disaggregated data starting from baseline to impact. The data is used to inform planning, reporting and to benefit target groups.
3.1 We use sex disaggregated data at all levels in planning, monitoring and evaluation of project/programs consistently.

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- **Average**
- **Above Average**
- **Best**
- **Not applicable**

N=23
Govt=6
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3.2 We use gender sensitive indicators at all levels (activities, output, outcome or impact) for all relevant projects/programs

**Best practice:**
- High level outcome indicators that are gender transformative as well as lower level
- All indicators are gender sensitive/sex disaggregated
  - E.g. number of women whose income increased
3.2 We use gender sensitive indicators at all levels (activities, output, outcome or impact) for all relevant projects/programs

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Below Average  Average  Above Average  Best  Not applicable
Criteria 3: Monitoring and evaluation, gender sensitive indicators and sex disaggregated data

3.1 We use sex disaggregated data at all levels in planning, monitoring and evaluation of project/programs consistently

3.2 We use gender sensitive indicators at all levels (activities, output, outcome or impact) for all relevant projects/programs
Criteria 4: Systems for equal opportunity
4.1 Systems for equal opportunity is put in place

**Best practices:**

- Gender policies, strategies and guidelines - gender action plans/ gender equality markers, sexual harassment /anti-discrimination policy, gender training manual, framework, value statement about equality, and accountability for progress
4.1 Systems for equal opportunity is put in place

N=23
Govt=6
NGO=10
WO=4
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SE= 1
4.2 We consistently implement these equal opportunity systems

- Gov't: 6
- NGO: 10
- WO: 4
- Govt PM: 1
- Univ.: 0
- SE: 1

N=22

Legend:
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- Above Average
- Best
- Not applicable
4.3 We have special provisions for women employees

Best practices:
- Breastfeeding leave and transportation allowance
- Pumping/breastfeeding corner/room
- Covering nanny for business travel
- 6 months paid maternity leave
- Flexible working practices including working from home
4.3 We have special provisions for women employees

N=23
Govt=6
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WO=4
Univ.=1
Govt PM=1
SE= 1
4.4 Gender is included in all HR processes across the organization

Best practice:
- Gender considered for JDs, interviews, performance review, promotion, retention, training opportunities and all HR processes
4.4 Gender is included in all HR processes across the organization

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Criteria 4: Systems for equal opportunity

4.1 Systems for equal opportunity is put in place
4.2 We consistently implement these equal opportunity systems
4.3 We have special provisions for women employees
4.4 Gender is included in all HR processes across the organization
Criteria 5: Gender advisors / gender unit
5.1 We have a gender unit or department with full staff (at project and organizational level) and also a headquarter gender advisor who supports us as needed

Best practice:

- At least one gender advisor per bigger program and an organizational senior gender advisor,
- A gender unit /department /directorate with full staff and support from a headquarter gender lead or women’s organization.
5.1 We have a gender unit or department with full staff (at project and organizational level) and also a headquarter gender advisor who supports us as needed.

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5.2 We have more than one gender advisor and proportional number of gender people to organization size

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NGO=10
WO=4
Univ.=1
PM=1
SE=1
Criteria 5: Gender advisors / gender unit

5.1 We have a gender unit or department with full staff (at project and organizational level) and also a headquarter gender advisor who supports us as needed.

5.2 We have more than one gender advisor and proportional number of gender people to organization size.
Criteria 6: Gender Budgeting
6.1 My organization practices gender budgeting

Best practices:

- Gender budgeting involves allocating a set amount of funds to spend on gender focused activities.
- Mandating a 10% minimum of all project funds to gender focused activities in all projects and from the organization’s core funding.
6.1 My organization practices gender budgeting

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Univ.=1
Govt PM=1
SE=1
6.2 Gender unit or advisors have a budget that they control

Best practice:
- Gender unit or advisors have specific budget that they control
6.2 Gender unit or advisors have a budget that they control

- Bad/Worse/Worst
- Below Average
- Average
- Above Average
- Best
- Not applicable

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Criteria 6: Gender Budgeting

6.1 My organization practices gender budgeting

6.2 Gender unit or advisors have a budget that they control
Criteria 7: Gender training
7.1 We give ongoing gender training to all staff (at project and country level)

Best practice:
Regular gender training for all staff at project and country level: gender induction, how to use guideline-GM, GRB, WEE Framework, sectoral specific training, GED, etc.
7.1 We give ongoing gender training to all staff (at project and country level)

- Government
- NGO
- Government profit-making
- Women's Organizations
- University
- Social Enterprise
- Total

- Below Average
- Average
- Above Average
- Best
- Not applicable

N=22
- Government=5
- NGO=9
- Women's Organizations=4
- University=1
- Government profit-making=1
- Social Enterprise=1
7.2 Gender advisors frequently engage with and mentor staff

Best practice:

- Frequent engagement with and mentoring staff on how to mainstream gender during proposal development and implementation of planned activities
7.2 Gender advisors frequently engage with and mentor staff

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N=23
Govt=5
NGO=10
WO=4
Univ.=1
Govt PM=1
SE=1
7.3 We give gender training for our partners and beneficiaries

Best practice:

- Various gender training such as specific methodologies (SAA, men engagement, CoH-G, THM, GALS, CC, couples training, etc.), guidelines, awareness creation, in-depth training, sector specific training, etc. to different stakeholders, partners and beneficiaries
7.3 We give gender training for our partners and beneficiaries

N=23
Govt=5
NGO=10
WO=4
Univ.=1
Govt PM=1
SE= 1

Bad/Worse/Worst
Below Average
Average
Above Average
Best
Not applicable
Criteria 7: Gender training

7.1 We give ongoing gender training to all staff (at project and country level)
7.2 Gender advisors frequently engage with and mentor staff
7.3 We give gender training for our partners and beneficiaries
Criteria 8: Gender analysis
8.1 We are mandated to do gender analysis at the beginning of all projects and this is used to inform project activities and log frame

Best practice:
- Gender analysis should be done for all projects at the beginning and the findings should be used to inform project log frames and the country program.
8.1 We are mandated to do gender analysis at the beginning of all project and this is used to inform project activities and log frame.
Any questions or comments about gender analysis?
Criteria 9: Gender audit
9.1 We do gender audits more than once and results are disseminated

Best practice:
- Conducting a gender audit at least every three years, disseminate the results, developing an action plan to address audit findings and regularly monitoring progress and being accountable for advancement.
9.1 We do gender audits more than once and results are disseminated…

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WO=4
Univ.=1
Govt PM=1
SE=1
Any questions or comments about gender audit?
Criteria 10: Uses a gender transformative methodology
10.1 We use gender transformative methodologies in our programs to address social norms

**Best practice:**

- Aiming to address social norms by using at least one gender transformative methodology in a project, monitoring progress of the methodology, documenting impacts and sharing results with partners.
10.1 We use gender transformative methodologies in our programs to address social norms

N=22
Govt=5
NGO=10
WO=4
Univ.=0
Govt
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**Bad/Worse/Worst** | **Below Average** | **Average** | **Above Average** | **Best** | **Not applicable**
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NGO | | | | | 
Gov't profit making | | | | | 
Women Org'n | | | | | 
Social Enterprise | | | | | 
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Any questions or comments about gender transformative methodology?
Criteria 11: Partners with women organizations
11.1 We have implementing partnerships with women’s …

Best practice:

- Have multiple partnerships with WO (financial/for information & collaboration)
- Examples of women organizations: MoWCA, WISE, UEWCA, UN WOMEN, AWIB, Enat Bank, women association at community, etc.
11.1 We have implementing partnerships with women's organizations

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Govt=5
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WO=4
Univ.=1
Govt PM=1
SE= 1
Any questions or comments about Partners with women organizations?
Criteria 12: Supportive leadership
12.1 We have supportive leadership at project and country program levels for gender equality initiatives

**Best practice:**
Supportive leadership includes
- Leaders request regular gender progress updates,
- Pro-actively allocate funds,
- Gives space to gender in meetings, review process,
- Has a zero tolerance for sexual harassment,
- Develops policies for gender equality,
- Presents gender results to policymakers/partners,
- Exemplary/genuine support for gender equality
12.1 We have supportive leadership at project and country program levels for gender equality initiatives

N=23
Govt=5
NGO=10
WO=4
Univ.=1
Govt PM=1
SE= 1
Any questions or comments about leadership results?
Conclusion

- Although gender mainstreaming is a national strategy it is inconsistently implemented.
- Majority of stakeholders (56%) are good in putting systems for equality opportunity rather than implementing (22%) them consistently.
Conclusion…

What is going well?

• More than half stakeholders rated themselves above average for gender training to staff and partners.
• The collection of sex disaggregated data, working with women’s organizations and supportive leadership is going well.
• Generally we find that supportive leadership, partnering with women’s organizations, gender budgeting, internal reflection/sharing, and accountability are essential for GM.
Recommendations

- Encourage regular sectoral internal and cross-organizational learning forums and develop gender knowledge products
- Review equal opportunity systems and develop a multi-pronged workforce diversity strategy with strong monitoring and accountability mechanisms
- Include gender in overall HR processes
- Conduct regular gender audits and annually review gender action plan progress
Recommendations...

✓ Mandate context specific gender analysis and share widely
  ✓ develop guidelines /knowledge products from results
✓ Review gender budget promises against actual expenditure and results and ensure gender units have funds
  ✓ Guideline great but not reaching EIAR
✓ Mentor staff (ongoing support – not 1 off training)
✓ Adapt and scale GTMs in the agriculture extension system to address unequal social norms that perpetuate gender inequalities.
Discussion points

Four or Five groups

• What did you find the most surprising or interesting in terms of the results presented?
• What do you think was missing from the data presented?

Plenary discussion

• Does your organization have other best practice examples of mainstreaming other than the identified practices? Please list.
• What are you inspired to do differently or what do you think should be done next?
Thank you for your interest!