

pact

PACT ETHIOPIA

GENDER POLICY



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PREFACE

(By Pact Ethiopia Authority)

1 INTRODUCTION

1.1. OVERVIEW OF PACT IN ETHIOPIA

In Ethiopia, Pact was legally registered in 1996 and it has been operational since that time implementing the USAID funded Ethiopian Non Government Organization (NGO) Sector Enhancement Initiative and currently managing a variety of projects in partnership with various donors. Following the new Civil Society Organization (CSO) legislation, Pact has been reregistered as Foreign Charity Organization (Reg. No. 1231) on December 23rd 2009.

Pact operates in Ethiopia with a vision to see a peaceful and prosperous nation whose citizens' social, economic and environmental wellbeing is sustainably ensured. It works for the attainment of sustainable and equitable development through enhancing the capacity of development actors and communities, and by promoting partnership and inter-sectoral linkages. Pact's unique contribution as a development partner lies in the vitality, breadth and sectoral composition of its development programs. It has developed four key strategies for effective implementation, which include capacity development, linkages across technical platforms, partnership and the inclusion of vulnerable and marginalized groups. It also aims to ensure integration of key cross cutting themes (gender, disability, environment and HIV and AIDS) in all organizational and programming activities.

In order to bring about sustainable changes thus, mainstreaming of cross cutting issues is one of the principal development strategies that has been adopted and implemented in collaboration with all concerned development partners.

Gender Equality is integral to Pact Ethiopia's commitment and value base and is therefore to be seen as an important aspect of the organization issues in light of the all-pervasive systemic gender discrimination and gender inequality. Gender based discrimination is the most widespread form of systemic discrimination and gender inequalities permeate all societies and organizations.

In line with this, Pact Ethiopia has adopted gender equality mainstreaming strategy at all level so as to bring about better impact on gender gaps in the organization and program areas. In facilitating the process gender analyses have been conducted at organizational and different operational areas (for example: study on Policy-Practice Gaps of Female Leadership in the Ethiopian Education System) in order to identify the gender problems being prevailed in the work place, program areas and sectors. With the aim of identifying gaps in gender issues and devise a clear directions.

Its commitment to ensure gender equity and equality is defined at two levels- institutional and programmatic. This includes promoting gender equality throughout the organization's and

BOX 1: PACT'S STRATEGIES & SECTORAL PLATFORMS IN ETHIOPIA

STRATEGIES: Four key strategies for program implementation have been identified at an organizational level:

- (1) Capacity Development
- (2) Linkages
- (3) Partnership and
- (4) Inclusion of Vulnerable and Marginalized Groups

SECTORAL PLATFORMS: Recent contextual changes have required Pact to revisit its portfolio and to revise accordingly to ensure adherence to local laws and regulations. The end result is a division of the portfolio into four sectoral platforms:

- (1) Health and HIV and AIDS
- (2) Education
- (3) Culture of discussion and
- (4) Livelihoods.

program/project cycle management. It will also continue to encourage and support its partners to mainstream gender and work effectively towards gender equality in their programs.

1.2. RATIONALE FOR PACT GENDER POLICY IN ETHIOPIA

According to the UNDP, *'achieving the MDGs will not be possible without gender equality and women empowerment (GEWE)'*¹. Many gender practitioners and policymakers now agree that women's empowerment and gender equality are central to the achievement of each of the MDGs, and the achievement of MDG-3 in turn depends upon the extent to which the other goals address gender-based constraints. At the Fourth World Conference on Women in Beijing-China in 1995 governments reviewed women's situation and adopted a global platform for action to accelerate progress towards gender equality. Following this the Ethiopian government has declared its commitment to gender equality with the announcement of the National Policy on Women in 1993 to incorporate gender in different national policy. Furthermore, in keeping with its commitment to Beijing Plan of Action, the Women's Affairs Office (WAO) has been endorsed a National Action Plan for Gender Equality² that is used as a tool for the promotion of gender equitable development in Ethiopia.

Despite efforts at the policy level and a growing awareness of the crosscutting gender issues in development programs, still women and girls in Ethiopia do not enjoy the same status, power or access to and control over resources as men and boys.

Analysis of the situation in different documents indicates the existence of disparities between men and women in numerous development domains and important sectors, namely decision – making, policies and distribution of power, economy, agriculture, rural economy, education, health and other sectors of the country. At the same time, it is more and more evident that government capacity to attain sustained social and economic development and reduce the endemic levels of poverty obliges us to consecrate all efforts to women and girls.

Economically, most women in Ethiopia are employed in low paying such domestic, clerical and manual types of activities, informal and unpaid economic activities³ and have few manual skills, and are less likely than men to be engaged in professional, technical, or managerial fields. The percentage of women in professional positions is only 29%, compared to men of 71%, because their educational attainment is also low.

Poor, rural Ethiopians, the majority of women and girls, experience chronic food insecurity. Women are poor often lacking productive assets particularly land, and undeserved with agricultural extension, credit, labor, oxen and farm implements. A CAS⁴ indicates that out of the total landholders, only 18.6% were women and the survey was also showed that women who had access to agricultural extension services and credit for agriculture sector were only 9% and 12% respectively.

BOX 2: DEFINITION

Gender Equality: Women and men's similarities and differences are recognized and equally valued. Men and women enjoy equal status, recognition and consideration. Women and men enjoy: (a) Equal conditions to realize their full potential and ambitions, (b) Equal opportunities to participate in, contribute to, and benefit from society's resources and development; (c) Equal freedoms and quality of life; and (d) Equal outcomes in all aspects of life

Gender Equity: The process of being fair to men and women – such as equitable allocation of resources and opportunities. Equity can be seen to be the means and gender equality as the end. (I.e. Equity contributes to equality).

¹ UNDP (2004) Human Development Report

² National Action Plan for Gender Equality (NAP-GE) 2006-2010, endorsed by Ministry of Women Affair, August 2006, Addis Ababa. 33EDHS 2011 and the Ethiopia Society of population studies, 2008

⁴ Central Agricultural Census (2007) Study

Women's employment in the formal sectors is lower than men. They operate about 65% of micro enterprises and 26% of small scale manufacturing enterprises; their low participation in manufacturing is due to low level of education and training, lack of exposure to business world, meager financial and human capital; and problem related to ownership rights for collateral purpose. In the civil service, women represent 32% of permanent employees with 10% professional/sciences and 23% in administrative positions. They concentrate in routine type and low paying jobs⁵.

Women in even in the microfinance are not active members; according to the Performance Indicators Report of AEMFIs, 2008, out of active borrowers, women account only 30 percent in Ethiopia. This is very low as compared to the active borrowers of women in Africa, which is 65.3 percent. Recently, women's share of micro-finance clients is 38 percent, while women are estimated to own two thirds of the informal and micro enterprise.

Although access to education and skill training are important instruments for empowerment, gender equality and sustained social and economic development, low educational level is still one of the causes and consequences of girl's and women's low socio-economic status. With increasing trend from primary to tertiary levels, sex disaggregated educational statistics shows disparity between the two sexes. Adult women literacy is also much lower than men counter parts at national level⁶.

Health coverage is low at 51 %, and within this low health service coverage, the special health needs of women are not considered, with the exception of the RH issues. HIV and AIDS awareness level for women is 8% against 23% for men. Unwanted pregnancy and Abortion is a common problem in the youth, and female youth are more vulnerable to HIV and AIDS infection probably because of widespread practices like rape, early marriage and high rate of teenage prostitution. On top of this, women are vulnerable to various forms of violence because they lack assets and this affects their decision-making power.

Consideration of Ethiopian societal context is critical in determining how gender equality should be promoted. The roles that women, girls, men and boys perform are relative to their status, relationship among one another and power- relations in private and public spheres. Concepts, and the historic background such as patriarchy that has shaped the relationship between women and men and boys and girls, are context specific and based on very different value systems and structures in different regions of Ethiopia and must be established for gender equality to be achieved.

Gender equity and equality can therefore not be achieved without concerted and persistent civil society pressure. One of the structural barriers to effectively achieve gender equality is the failure to actively engage men in gender mainstreaming and women empowerment work. Gender has for long been seen by many, both men and women as a women's struggle; whereas the active engagement of men in promoting gender issues is crucial for any sustainable change.

BOX 3: DEFINITION

WOMEN EMPOWERMENT:- The concept of "Women's Empowerment" in the context of Pact Ethiopia is defined as it is a process of transition of women's from a state of powerlessness to a state of relative control over one's life, destiny, and environment; the process by which women take control and ownership of their choices. The core elements of empowerment have been defined as agency (the ability to define one's goals and act upon them), awareness of gendered power structures, self-esteem, and self-confidence.

Thus, it is the process of acquiring the ability to make strategic life choices in a context where this ability has previously been denied. Since the sources of powerlessness are rooted in social processes that disempowered women's, hence the empowerment process aims to influence the oppressed human and the social structure and insure gender equality.

⁵ Gender Profile of Ethiopia, Women and Children Affair Office, 2008

⁶ Gender Profile of Ethiopia, Women and Children Affair Office, 2008

Moreover, development is about creating the supporting processes through which human beings/women, men, girls and boys are able to realize their full potential. Gender stereotypes, especially unequal power relations, often block this process for men as much as for women. These elements must be considered within Pact's gender equality work in Ethiopia.

Both women and men have worked for the liberation of the nation, and for the economic emancipation, solidarity and cohesion necessary for its integration and unity. Therefore, they should participate and benefit equally in development processes. Thus, the quest for gender equality and women's empowerment should be mainstreamed into all the institutional arrangements at policy and programming levels for all Pact organs and programs to address the key issues of:

- ✓ Economic independence and equal access to resources
- ✓ Equal participation and access to economic and social opportunities
- ✓ Equal representation in decision making
- ✓ Equal access to education, livelihood and decent work opportunities
- ✓ Equal access to prevention, care, home based support and treatment of HIV/AIDS
- ✓ Eradication of all forms of gender based violence
- ✓ Improved women's health and reduction of maternal mortality
- ✓ Food security and nutrition
- ✓ Elimination of gender stereotypes and all forms of discrimination
- ✓ Engendering policies, programs, budgets and accountability frameworks underpinning Pact Ethiopia and its programs and projects.

Hence, this Gender Policy will be used to accelerate the execution of gender perspectives of mandates of Pact in Ethiopia to promote the social, economic and cultural development of the program areas and to ensure that women issues are included equally. It will move forward the implementation of gender equality in the organization and intervention. It offers a framework for the enhancement of gender equality stated in the policy commitments and principles for Pact in Ethiopia at organization and program levels.

2

GENDER POLICY FRAMEWORK

2.1. VISION OF PACT ETHIOPIA GENDER POLICY

The vision of Pact Ethiopia Gender Policy is to achieve Ethiopian society founded on gender equality and dignity, and recognizes the equal status of women and men, girls and boys, with both sexes thriving together harmoniously, in a peaceful and secure environment characterized by equal partnership in decision-making in the development of Ethiopia.

2.2. GUIDING PRINCIPLES

This gender policy will be guided by the following five key principles:-

PRINCIPLE 1- GENDER IS HOLISTIC:

Gender is a crosscutting issue and therefore, the success of the gender equality relies on the strategic and balanced linkage across all sectoral platforms, partners and development actors so as to create synergy and complementarities. Even though the current situation and condition of women and girls demanded to incline gender works on women and girls, gender inequality should not be deemed as only the issues of women. Therefore, Pact Ethiopia considers gender as an all encompassing developmental issue that both men and women and every development actors should deal with.

We are committed to working within and from the local context. Because culture, religion, ethnicity and class shape gender norms and roles, it is important to start from the local context when integrating gender into programs. Local organizations, informal community leaders, and local residents all have a vested interest in the well-being of their community and should participate in the design of interventions to ensure relevance, ownership, success and sustainability. Successful development programs work with communities to identify elements of culture that may promote inequality between the sexes and use these elements as a resource for change. These programs will acknowledge, respect and build on the diversity of their clients, communities, staff, partners and donors. As a result, programs can more effectively advance gender equality in partnership with local communities.

PRINCIPLE 2 - RECOGNITION AND RESPONSIVENESS TO GENDER DIFFERENCES:

Pact Ethiopia is aware of the differences between women's and men's needs, roles, responsibilities and constraints. It also recognizes that gender inequality is perpetuated in the organizations like it is in the community. Thus, gender analysis will be conducted for all Pact Ethiopia's interventions in order to design interventions which respond to the needs and priorities of both women and men.

PRINCIPLE 3: STRATEGIC AND MUTUAL PARTNERSHIP

Pact Ethiopia will make efforts to promote mutual partnership based on equality, trust and respect by sharing experiences and resources among different actors working on Gender and Development. This implies that Pact Ethiopia will negotiate to the extent possible with partner organizations that may not give due emphasis to gender. Otherwise, Pact will look

for matching fund that can help it maintain sensitivity of projects that might marginalize gender concerns.

We seek to build alliances with diverse partners. Addressing gender inequality requires collaboration among diverse stakeholders including national, district and local governments; civil society organizations (especially women's groups); private sector; and funders. Each stakeholder provides a unique perspective, expertise and capacity to enrich strategic thinking, idea sharing, adoption of effective gender mainstreaming practices and joint responses to mutually relevant issues.

PRINCIPLE 3: ACHIEVING GENDER EQUALITY REQUIRES SPECIFIC MEASURES DESIGNED TO ELIMINATE PREVIOUS AND PERSISTENT DISCRIMINATION:

Given such embedded disparities, we know that equal treatment of women and men is not adequate as a strategy for gender equality promotion. Social, economical and psychological development of women and girls is recognized as fundamental to our mission. Pact Ethiopia will continue to design and implement specific measures/activities to norms, beliefs, practices and attitudes that uphold gender equality at organizational address and community level. Achieving gender equality requires specific measures designed to eliminate previous and persistent discrimination. Women empowerment is about women taking control over their lives: being able to perceive alternatives, make choices, and fulfill those choices. It is both a process and an outcome, and it is collective and individual. Women's empowerment is essential to achieving gender equality. Outsiders cannot empower women, only women can empower themselves. However, institutions can support empowering processes both at the individual and collective levels.

PRINCIPLE 5-HOLD OURSELVES ACCOUNTABLE:

Promoting gender equality is a shared organizational responsibility and depends on the contribution and collective commitment of all staff. Hence, every individual in Pact Ethiopia is expected to understand and demonstrates attitudes and behaviors that promote gender equity and equality. Therefore, the organization holds all staff accountable to consider female staffs' need and reproductive responsibilities outside and inside the work place. Particularly, senior managers and others will be held accountable for implementing this policy in the organization and mission portfolios.

2.3. GOAL, OBJECTIVES AND OUTCOMES OF GENDER POLICY

2.3.1. THE GOAL

The goal of this policy is to contribute to the achievement of gender equality in the organization and programs, which give due attention to gender differences in Health and HIV and AIDS, Education, Culture of discussion and Livelihoods, and actively promote equity and equality between women and men.

2.3.2. POLICY OBJECTIVES:

The major objectives of Pact Ethiopia's gender policy are two-fold (which are embedded at our organization and our programs):

- (1) To improve Pact Ethiopia's organizational culture and behaviours toward gender equality until 201X;
- (2) To integrate gender perspectives in programming and partnerships including program designing, implementation and monitoring, evaluation and learning at all level and ensure gender equity and equality in all Pact Ethiopia's interventions until 201X.

2.3.3. EXPECTED OUTCOMES OF THE POLICY:

The expected outcomes of gender policy are:

- 1) Strengthen and ensured existing and future policies, procedures and systems support a gender-sensitive and family-friendly work environment;
- 2) Increased knowledge, skills and positive behavior among Pact Ethiopia staff for addressing gender in organizational works and programming;
- 3) Gender-responsive policies and practices as well as monitoring mechanisms are institutionalized to track specific mainstreaming results, in line with results-based management methodologies, and evaluating the effectiveness of gender interventions.
- 4) Increased capacity of program partners to incorporate a gender perspective into their organizational policies and programs;
- 5) Prevailing gender ideologies, inequitable gender relations and gendered practices are transformed through reinforcement of male engagement strategies in programming.

2.4. MAJOR STRATEGIES TO ACHIEVE POLICY OBJECTIVES

The following major strategies support the achievement of gender equity and equality in the work of Pact-Ethiopia:

2.4.1. ORGANIZATIONAL LEVEL STRATEGIES

2.4.1.1. Develop inclusive approach and methodology for gender mainstreaming:

An approach and methodology to be identified and developed for successful incorporation of a gender issues into all of Pact Ethiopia interventions in a manner which influences goals, strategies, resource allocation and outcomes. Pact Ethiopia must therefore outline its organizational gender mainstreaming strategy, which should be adopted, acknowledged and followed by management and staff. Thus, this policy make operational

through Pact Ethiopia's Gender Mainstreaming Guideline and Checklists, which will be endorsed by the executive body.

2.4.1.2. Strengthen/Establish Gender Champions/Focal Points:

The organization shall strengthen/establish Gender Champions (GC) in all sectoral platforms and departments, including Health and HIV and AIDS, Education, Culture of discussion and Livelihoods platforms and Human Resource, Finance and MERL departments. The Gender Champions shall act as responsible centres to facilitate and improve organizational effectiveness and capacity within the platforms/departments. They shall facilitate the development, implementation and monitoring of gender-sensitive policies and programming within their respective areas; and contribute to the coordination of critical information needed to fulfil organizational requirements. Each GC shall be responsible for reporting their progress to the department head of his/her platform/department.

2.4.1.3. Engendering Staff Policies:

All staff policies, service rules and regulations of the organization shall be gender sensitive. Periodic reviews of the same would be done through a gender lens to ensure that gender sensitivity is maintained; these policies shall be, at the minimum, in line with the government provisions.

2.4.1.4. Engendering Recruitment and Induction:

All advertisement for recruitment in the organization shall state clearly "Women Applicants will be highly encouraged". All interviews for staff recruitment in the organization will have women represented on the interview panel. Pact Ethiopia will have gender sensitive recruitment strategies where preference would be given to women candidate in appointments based. All new staff members joining the organization shall be oriented to Pact Ethiopia gender policy and the role and responsibilities in gender mainstreaming actions.

2.4.1.5. Engendering Performance Reviews:

All performance review forms of individuals by self or supervisors/peers/subordinates will have indicators to assess gender sensitivity in the overall performance. The organizational job description should reflect clearly the responsibility or the assigned staff to plan and implement activities related to gender mainstreaming.

2.4.1.6. Capacity Development on Gender Issues:

Pact Ethiopia will be committed to creating and promoting a gender sensitive work environment within the organization. Towards achieving this goal, it would organize regular trainings/workshops, mentoring and technical support programs on gender issues will be used as a part of gender capacity development strategy of the organization. This gender related capacity development interventions will be organized at all levels including organizational staff and relevant project implementing stakeholders. The capacity development interventions are necessary to raise gender awareness, and gender sensitivity to not only raise gender concerns but in order to build capacity in gender analysis/audit, gender mainstreaming, implementation of women empowerment, male engagement strategies and monitoring and evaluation of gender related interventions.

2.4.1.7. Addressing Sexual Harassment

Pact Ethiopia will address complaints relating to sexual harassment made by staff members, guests, and participants to workshops etc. The organization shall be responsible to set up structures where staff members may feel free to report on their complaints.

Major Compliance Policy and Procedures:

- a. It is management's responsibility to take reasonable measures to ensure that the work environment is free of sexual harassment; however, achieving this goal depends upon the co-operation and mutual respect of all employees.
- b. Educational information shall be given in induction and sensitization sessions to staff in accordance with standard guidelines determined by human resource policy.
- c. Any staff who experiences sexual harassment could lodge, on confidential basis, complaints to the Gender Focal Person/ Gender Champions who would be taken as confidant (e).
- d. Sexual harassment complaints shall be resolved following either informal resolution options or the formal disciplinary procedures based on proper investigation.
- e. Any person who engages in sexual harassment shall be subject to disciplinary action up to and including termination.
- f. Sexual harassment complaints and responses shall be treated as confidential matters subject to the requirements of this policy and procedures.

2.4.1.8. Strategic Partnerships and Networking:

The objectives of gender equality are not expected to be achieved simply through the efforts of Pact Ethiopia alone. To this end partnerships and networking must be forged with relevant partners. In this regard, Pact Ethiopia shall prioritize partnerships with national and international CSOs and relevant government entities in order to affect a culture of change in society with respect to gender and development; the organization shall take the lead in promulgating the principles of gender equity and equality. The organization will facilitate different experience sharing workshops, review meetings and dialogues; to share with partners' good practices on gender mainstreaming in organization and program experiences, and lessons in promoting gender equity and equality; and to identify constraints, opportunities and entry points for achieving women empowerment and gender equality.

2.4.2. PROGRAMMATIC LEVEL STRATEGIES

Pact Ethiopia will set up systems to ensure that gender equity forms an essential element of all project planning, implementation and monitoring with specific indicators to measure the progress that has taken place with respect to the same. All reports and evaluations will also include a specific focus on the gender components. Gender analysis will form a part of Pact Ethiopia's gender mainstreaming efforts.

2.4.2.1. Dealing with Funding Agencies

The funding organization need to recognize the organization's value, any funding which has negative impact on this policy may not be accepted and communicated accordingly.

2.4.2.2. Preparing/Designing Proposals for Funding

- a. Pact Ethiopia shall mainstream gender in all proposal design for funding from any organization and include budget for supporting stakeholders in the area of mainstreaming.

- b. Clear and consistent link shall be established starting from project description to setting mile stone for monitoring and evaluation (mainstreaming in all stages of the project cycle)
- c. At all time, request for funding, with focus on gender equity, will have comparative advantage for acceptance.
- d. Grant applicants should know from the beginning that proposals or applications must be gender sensitive. Applications that fail to meet such criteria shall be rejected.

2.4.2.3. Gender-Aware Monitoring, Evaluation, Reporting and Learning (MERL) System:

Pact Ethiopia shall strengthen and employ gender-aware MERL systems. Based on the outcome of the gender analysis, a gender-aware performance MERL system should appear as one of the critical mechanism through which organizational change can be achieved. This shall not be separate from the system that is currently in place but rather the current system should be consistently reviewed to ensure that there is a more gender-aware performance appraisal system that advances gender equity and equality. The system should be able to measure: changes in individual, organizational and programs standards of achievement.

Indicators to measure the outputs and outcomes of programs and projects shall always be developed in programs and projects in order to be able to follow-up and review their impact on gender equality. These shall include both quantitative as well as qualitative data from the operational activities and shall routinely be followed up in the framework of grant making, programs and projects.

Pact Ethiopia will also ensure a detailed documentation of all the processes and results related to gender mainstreaming and women empowerment. These will be accessible to all those who wish to use the same to promote and strengthen gender equity and equality within their work spheres. These will be reported in the Pact Ethiopia publications and Website regularly.

3

GENDER POLICY COMMITMENTS

The sustainability of promoting of gender equality through the process of gender mainstreaming and women empowerment relies on the development of knowledge, skills, systems, and commitment of the staff involved in its management and implementation, engagement of stakeholders and the institutionalization of policies and practices. Hence, successful realization of this policy will require consistent and active participation by all Pact Ethiopia management, staff at country office, regional offices as well as by partner organizations.

Responsibilities and actions will require collaboration and effective linkages across all platforms, departments and program partners' level. Thus, special emphasis will be given to identifying areas for improved synergy, creating and strengthening linkages to improve gender mainstreaming and women empowerment efforts and avoid duplication of efforts. The four key commitments of Pact Ethiopia are:

COMMITMENT 1: ESTABLISH/STRENGTHEN INSTITUTIONAL FRAMEWORK AND STRUCTURE:

The aim of this commitment is to establish/strength gender mainstreaming and women empowerment framework and structures to institutionalize gender issues for lasting solutions with a view to achieving gender equality. Pact Ethiopia will give much emphasis to establish/strength management of a gender issue that puts in place appropriate institutional framework, structures, mechanisms and processes for women empowerment and gender mainstreaming at organizational and program levels. The framework is intended to advance gender equity and equality through political will, building capacity, forging partnerships with stakeholders, including development partners, civil society and governments.

COMMITMENT 2: MOBILIZING RESOURCES FOR IMPLEMENTATION OF GENDER POLICY:

A commitment to direct organizational resources towards the gender actions that reduce gender inequality and increase equal participation of men and women is indispensable. In view of this, Pact Ethiopia will mobilize and allocate financial and non-financial resources to implement this policy and the three year gender action plan to ensure the policy implementation. To increase financial support and technical expertise for effective implementation of the gender policy, the organization will strengthen partnerships with international funding agencies.

This commitment will also include gender budgeting principle in annual budgetary processes of the organization by allocating adequate budget to gender mainstreaming intervention. In order to ensure accountability in the use of funds and other resources earmarked for promoting gender equality, the organization will develop/strengthen an institutional system.

COMMITMENT 3: ENHANCEMENT OF GENDER CAPACITY:

The aim of this commitment is to build the capacities of the organization and partners' with a view to implementing efforts aimed at mainstreaming gender equality. These efforts must also be based on Pact Ethiopia's capacity building strategies and experiences, through organizational gender capacity assessment, gender analysis/audit finding and monitoring and evaluation of gender interventions. Gender training will therefore be designed to cater for the different needs and levels of staff in order to enhance their level of gender awareness, provide sector specific competence. The organization will also avail itself of tested models for staff training and capacity building to include skills in dialoguing, negotiation and participatory facilitation. In addition, easy reference guides to integrate gender issues throughout the organization and program cycle, will be prepared and distributed to staff in operations. Further elaboration of this gender policy will be provided in the Pact Ethiopia's gender guidelines. The gender capacity building effort will also focus on strategic partnership building to institutionalize and implement commitments.

COMMITMENT 4: INVOLVING STAKEHOLDERS FOR IMPLEMENTING GENDER POLICY:

The implementation and monitoring of this gender policy will require a wide range of actors. Pact Ethiopia will facilitate strategic partnerships among different stakeholders promoting gender equality including civil society organizations, governments, women organizations, development partners, international organizations, other interest groups, faith-based groups, etc. to foster dialogue and joint action. To enhance effective partnerships among all stakeholders on gender issue, Pact Ethiopia will promote/ join/ strengthen existing platforms to engage in dialogue, consultations and sharing of best practices and lesson learned in promoting gender mainstreaming and women empowerment.

4

ORGANIZATIONAL ROLES AND RESPONSIBILITIES

Effective implementation of the policy will require management-level commitment and organizational support for activities to advance the knowledge and skills of staff for efficient gender mainstreaming in their area of work. Equally important to developing and promoting mechanisms and approaches for gender mainstreaming, is to make these mechanisms accountable within every phases of the work, from planning and decision-making to follow-up and evaluation. The staff and management of Pact Ethiopia shall be accountable for mainstreaming a gender perspective within all interventions. For this, the program needs to develop accountability mechanisms that will routinely review the work and ensure that gender mainstreaming is implemented.

Thus, senior management team, platform and department heads, program and project managers, Gender Champions and organization staff will discharge the following major role and responsibilities to realize the gender policy.

THE SENIOR MANAGEMENT WILL:

- Ensure that gender equality and women empowerment objectives and results are incorporated into organizational policies and strategies, and provide appropriate guidance for gender integration within country strategy plan, project design, and learning and evaluation products.
- Ensure that gender equality and women empowerment objectives and results are incorporated into all organization capacity development processes including trainings.
- Take the necessary steps to ensure the policy is translated into action in both technical, management and program aspects of Pact Ethiopia. They will transmit the policy to technical and administrative staff and monitor its consistent and effective application throughout the work for which they are responsible.
- Follow gender and gender related work in the organization and program are accomplished according to the policy, strategies and guidelines; and assess the implications of their policies and decisions for men and women, and thus ensuring that all Pact Ethiopia's policies and programs are gender sensitive.
- Identify and train gender focal points/Gender Champions in each of Pact Ethiopia's technical and administrative areas as well as in each regional office to facilitate the implementation and evaluation of the commitments to gender policy.
- Collaborate with gender champions in every technical, administrative and regional office to develop gender-responsive content-specific guideline checklists and materials.

THE GENDER FOCAL POINTS/GENDER CHAMPIONS WILL:

- Manage centrally funded technical assistance and gender training contracts.
- Provide targeted and strategic support to his/her department, platform, program and project; and backstop to provide technical assistance on gender integration for works, as needed

- Share the coordination role, especially relating to stakeholder relations, use of logistics, gender guidance and technical support as required implementing the gender policy.
- Be expected to institutionalize mechanisms for building capacity of staff; providing information, training, and technical support staff needed to assure the policy's implementation.
- Collaboration with MERL Unit, establish MERL systems including gender sensitive indicators and protocols; and conduct a systematic monitoring, evaluation, review and learning of the organization's procedures to put in place gender analysis/audit as part of programming or improving the existing systems.
- Pilot innovative programs/ best practices aimed at gender equality and women empowerment consistent with the mandate of the organization and advance/scale up successes through the regular program cycle.

EACH ORGANIZATIONAL STAFF WILL:

- Participate and support the implementation of gender policy and gender action plan.
- Ensure that women's empowerment and gender equality goals are mainstreamed in programs, projects and annual plans and all work processes.
- Be expected to collect data disaggregated by sex and other relevant variables, review and reflect on the gender aspects of their respective areas of work.

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