

# **I. Introduction**

## ***1.1. Background***

Development policies and actions that fail to take gender equality into account or that fail to enable women to be actors in those policies and actions will have limited effectiveness and serious costs to societies.

The continuing marginalization of women in decision-making process has been both a cause and effect of slow progress in many areas of development.

Also in today's development agenda gender inequalities are identified as the underlying causes of poverty that calls for any development organization to be primarily engaged strategically addressing the issue in all development intervention. Gender equality is one of the Millennium Development Goals and it is the key to achieve the other seven.

Therefore investment in gender equality offers multiple rewards that can accelerate social and economic progress with lasting impact on future generation.

In order to effectively act in line of the current development trend, organizational transformation should be undertaken and organizational strategies, systems, leadership process, culture and staff attitude should also be changed to ensure an effective gender responsive development process.

Based on this fact the Federal Civil Service Agency has initiated this Gender Audit process as a primary course of action to enable the identification of organizational capacities and gaps in the area of engendering development.

## ***1.2. Purpose of the study***

A number of reasons have created why this gender audit process undertaking in the agency. The main reasons are the following: -

- a) The need to develop consistent understandings, new skills, and key organizational Competencies on addressing the gender issues.
- b) The consistent demands from stakeholders and collaborators

- c) The need to integrate the issue in the agency's strategic planning and for the future strategic action on the gender issue.
- d) As a leading and regulatory agency of the civil service institutions we have to be exemplary in the interpretation of the constitution in the civil service context and integration of gender issues in all development programs and projects.

### ***1.3. Methodology***

The Women's Affairs Department of the Agency used the following methods to undertake this gender audit process: -

- 1) First, set up the Gender Audit Taskforce, who come from all departments and service sections of the agency.
- 2) Secondly, the Taskforce together with the department, review, interpret and customize the questionnaire to assess the levels of understanding, attitude and perceptions of the agency's staff.
- 3) Thirdly, the statistician and consultant were employed to standardize and process the response of respondents to the gender audit questionnaire respectively.
- 4) Fourthly, a series of discussions were held with important and appropriate personalities in the Agency to fill the gap that may appear in the findings.

### ***1.4. Limitations***

Although the Women's Affairs Department of the Agency attempted to make the assessment as comprehensive as possible, it was challenged by the following factors: -

- 1) The questionnaire was not pre-tested whether or not respondent friendly.
- 2) The Taskforce did not properly carry out its responsibility to facilitate the respondents to understand and fill the questionnaire appropriately & effectively due to various factors such as work load, other assignments or lack of commitment.

3) The original idea of supporting this gender audit process with interview and focus group discussion was not properly conducted.

### ***1.5. Report organization***

This gender audit report is presented based on data collected and compiled by the Federal Civil Service Agency Women's Affairs Department (WAD). The data management report document is responded ascertain through a survey conducted by WAD.

This survey consisted ninety-nine multi choice questions, four open- ended questions and detailed information about the background of the respondents.

Based on the collected and compiled data the gender audit analysis report seek to examine how gender issues are treated in the Federal Civil Service Agency's: -

- Policy/program planning and design level
- Program implementation level
- Monitoring and evaluation system
- Human resource management
- Activities with partner organizations
- Public relation activities
- Budgeting and
- Organizational culture

After the analysis of each topic important findings are highlighted. Differences on responses between different sexes and different professions were analyzed and interpreted wherever it appears. Charts are presented for each question, results are summarized under the same group of questions.

The gender audit questionnaire was admitted in Amharic language. However backward and forward translation was done before admitting the Amharic version.

The main findings of the audit and proposed recommendations are presented at the end of the document.

## ***2 Gender Auditing Concept***

In the Process of mainstreaming gender in to organizational work we will face too many hindrances. At present most of the hindrances exist within the organizations themselves.

In order to successfully implement gender policies and programs in an organization, the first step is to examine whether there is such a fertile ground that can accommodate gender-mainstreaming principles in that organization where we want to mainstream gender.

One way of examining organizations whether they can accommodate gender principles are their capabilities to performing gender audit within the organizations.

Gender auditing is a process that helps the organization to see its preparedness to integrate gender issues in various levels of its duties; to evaluate how fast it is gearing up towards promoting gender equality; and in general to know the degree of its sensitivity to gender issues. As Berg states "...the purpose of an organizational gender audit is to assess the capacity and willingness of an organization to create equal rights and opportunities for women and men in development activities."(Berg; 2003, p.37).

It is an internal process that indicates where an organization is now and what it has to do to integrate gender in all areas of its duties and responsibilities.

Gender audit is an assessment process used to identify how gender issues are addressed in the organization's duties and obligations and in its internal organizational processes.

An organization that seek to bring gender equality should examine its policies, rules and regulations, its structure, its work force skill and attitude, and cultural aspect of the organization.

By performing gender audit in the organization we can clearly identify: -

How the organization policies and programs incorporate gender issues.

Whether the organization has its own gender policy/ guideline or not

The capacity of the organization to address gender issues in project planning and implementation.

The willingness and the capacity of the organization to develop and implement a strategy of participation and empowerment of women.

Whether there is favorable organizational culture that facilitates gender equality.

The constraints and the opportunities for the organization to provide equal rights and opportunities for women.

" Gender audit enables organizations to systematically take stock of and address the status of gender equality in all aspects of their operations and work. ... Gender audit helps organizations identify areas of strength and achievement, innovative policies and practices, as well as continuing challenges as a foundation of gender action planning." (IIRR Training manual).

Gender auditing should not be seen as external evaluation, that is evaluation from outside, rather it should be viewed as self-assessment where areas of strength and weaknesses are identified. Through this gender audit process organizations will become aware of their true roles on gender affairs.

### ***3. Past practice on Gender in FCSA***

#### **3.1. The Federal Civil Service Agency**

The Federal Civil Service Agency is a governing body that was established to fulfil the necessity of the establishment of government body who defines the rights and obligations of government personnel. Its main duties include: -

- Preparing policies and laws concerning the civil service and follow up their implementation.
- Issuing general criteria on education and work experience necessary for civil service positions.
- Reviewing existing organization structure and manpower utilization of the federal civil service and submit recommendations on its improvement. ...
- Ensure that the position, classification, recruitment, placement, promotion, transfer, training and observance of discipline of employees of the federal civil service are effected in accordance with the law. And others...

There are 243 employees in the federal civil service Agency according to the Public Relation Department report on April 2005. Out of this number 128(52.6%) are male and 115(47.3%) are female. From 12 top management positions men occupy 11(91.7%), and women occupy only 1(8.3%). This fact indicated that women employees are under represented at higher level position and over represented in lower graded jobs in the Agency .

But now a days, The Agency put it self at the fore front for realizing gender equality and formulated appropriate strategy in the Agency's Strategic planning to correct gender imbalance in the Agency as well as in the civil service .

To this end the Agency is setting up the following vision , mission & values.

### **Vision**

To see an effective, efficient, transparent and accountable civil service which contribute to the development and building up of good governance in the country.

### **Mission**

Empower Government offices with effective modern human resource management system which enables them to attain their mission and contribute to the development and good governance in the country.

### **Value**

- We understand that Human Resource Development is the decisive force for attaining development & good governance
- We use all capacity & resources to serve the public
- Political neutrality
- Honesty, transparency, accountability
- Institution with high ethical standard & model civil servants
- special attention will be given to the disadvantaged group of the civil service
- Transformed organizational culture

### **3.2. The Women's Affairs Department (WAD)**

Women Affairs Department of the FCSA is established in order to implement National Policy on Ethiopian Women in accordance with the FCSA's authority and responsibility.

The National Policy on Ethiopian Women focused on:-

- promoting women's participation and decision making in all development activities,
- Ensuring that government policies, laws, regulations, programs, plans and projects incorporate women's needs,
- promoting gender equity and equality, and
- protecting women's human rights. etc...

Based on the policy the Women's Affairs Department of the FCSA aims to "incorporate gender issues in the civil service laws, rules, regulations and directives; monitor their implementation and work towards equal participation of women in leadership and decision making activities to ensure gender equality in the civil service." (WAD brochure; 2005).

Therefore the Department has made a great effort to incorporate gender in the Agency's work at all levels. To mention some of the department's initiatives:-

- ◆ Civil Service laws, rules and regulations in the area of recruitment and training have been improved towards safeguarding the rights and benefits of women civil servants through affirmative actions.
- ◆ Maternity leave has been increased from 45 to 90 days.
- ◆ Several gender-training programs have been conducted and participated by Federal and Regional offices.
- ◆ Gender training is included in the training packages of the Agency.
- ◆ There is a gender promotion section which is called Women's page on the Agency's Quarterly journal "Merit.
- ◆ Provide short-term capacity building programs for women who are working in the Agency.
- ◆ Conduct national research on the status of women civil servants.

In the Women's Affairs Department a staff of five runs its operations and functions. The staff consists of its department head, two technical staff and two support staff.

As outlined in its policy statement, there is an official budget for the department, which is solely geared for the salaries of staff. To carry out its regular program, the department uses external resource by preparing project proposal to mobilize funds from different non-government organizations

## 4.Data Analysis

### 4.1 Characteristics and Profile of Respondents

Of the total number of staffs in the Agency 77(31.7%) have participated in responding gender audit questionnaire; of whom 39(50.6%) were male and 24(31.2%) are female, the remaining 14(18.2%) did not describe their sex.

The participants age is ranged from 26 to 59 years old; of whom 19.5% were between the age range of 26 to 35, 38.9% are between 36 to 45, 19.5% are between 46 to 55 and 3.9% are between 56 to 59 years old. The remaining 14(18.2%) did not report their age.

Table 1 describe the participant's professional background:-

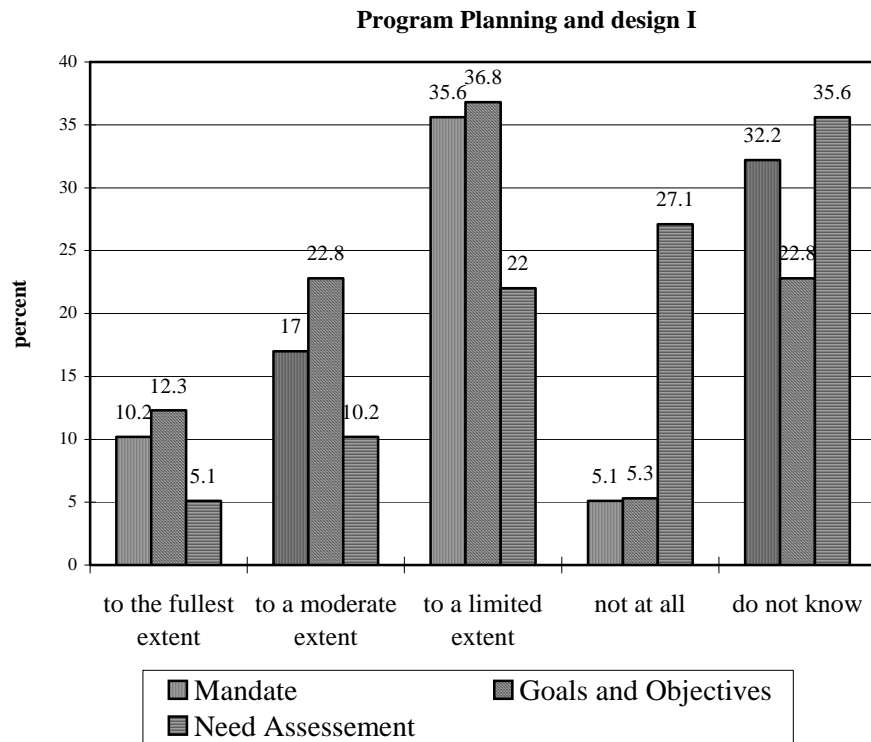
**Table 1: Professional background of the respondents**

Professional Category	No. of Respondents	%
Appointee	1	1.3
Professional Science	24	31.2
Administrative	2	2.6
Sub Professional	6	7.8
Clerical & Fiscal	24	31.2
Custodian & Manual	1	1.3
Special Classification	1	1.3
Unknown	18	23.4
Total	77	100

Table 1 shows that most of the participants were from professional science and clerical & fiscal areas; each group is 24(31.2%). Next to them are sub professional groups who consist of 6(7.8%).

## 4.2 Gender Issues at Program Planning and Design level

- a) *Mandate*
- b) *Goals and Objectives*
- c) *Need Assessment*



Respondents were asked to express their view on whether the integration of gender equity in program /projects is **mandated** in the Federal Civil Service Agency. Out of the 59 respondents 6(10.2%) agree that gender equity is mandated to the fullest extent while 10(17%) and 21(35.6) of respondents felt that gender equity is mandated to a moderate and limited extent respectively. On the Contrary 3(5.1%) respondents agreed that gender equity is not mandated at all.

Out of 19(32.2%) respondents, who did not know whether or not gender equity is mandated in the Agency's program planning and design process, 4(21.1%) and 12(63.2%) are professional science and clerical and fiscal laborers respectively.

Concerning the extent to which gender equity **goals and objectives** are included in the Agency's program and project design, 7(12.3%) respondents said that it is included to the fullest extent. However, 13(22.8%) and 21 (36.8) respondents' felt that it was included to a moderate and limited extent respectively. On the Contrary 3(5.3%) respondents felt that gender equity goals and objectives were not included at all. 13(22.8%) respondents did not know whether or not gender equity goals and objectives are included.

With regard to conducting gender **need assessment**, which includes analysis of gender role and responsibility in the community/ Agency, only 3 (5.1%) respondents felt that need assessments is done to the fullest extent. 6(10.2%) and 13(22%) respondents felt that the need assessments was Conducted to a moderate and limited extent respectively. In Contrast, 16(27.1%) respondents stated that need assessment is not conducted at all in the Agency. What makes interesting is that 21 (35.6%) respondents did not know whether the need assessment is conducted in the Agency or not. Out of the 21 respondents who did not know about conducting the need assessment in the Agency 8(38.1%) are professional science and 10(47.6%) are clerical and fiscal workers.

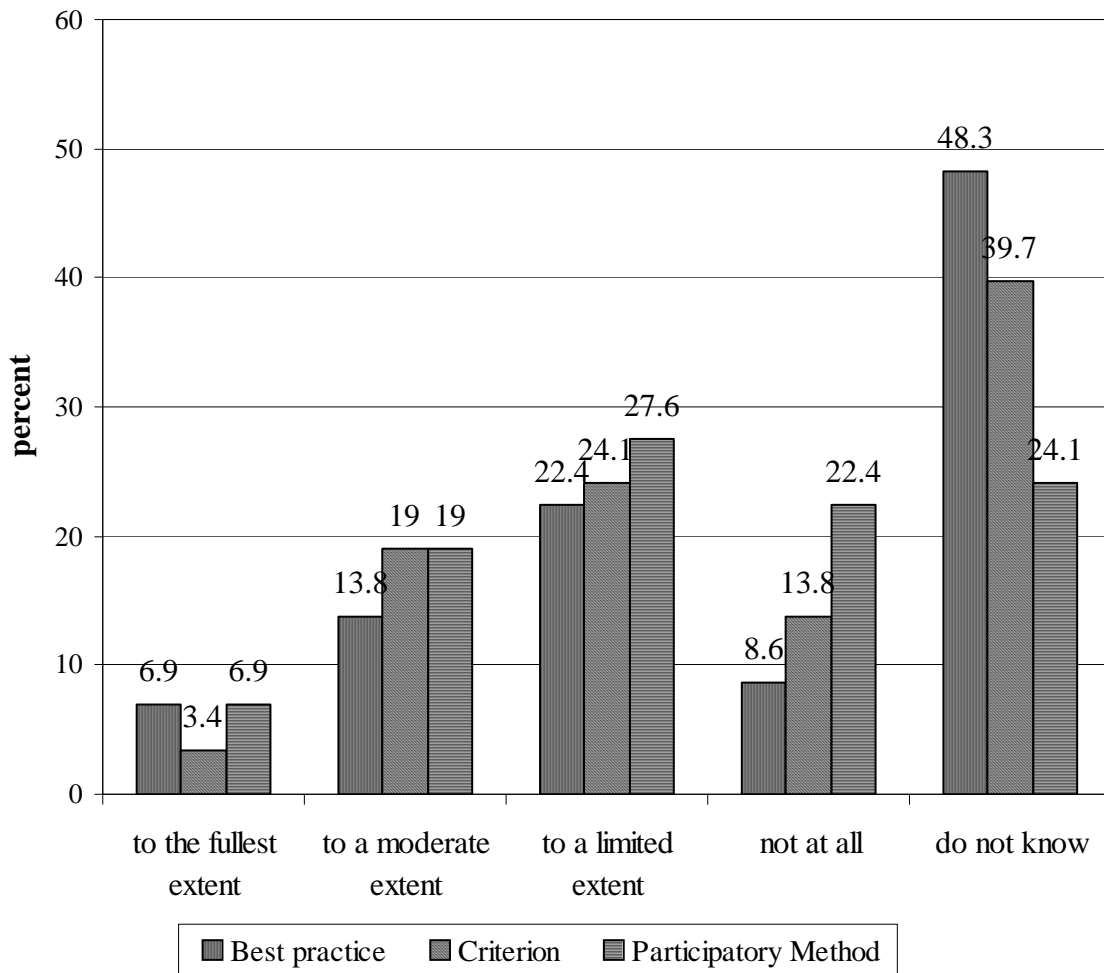
## Program Planning and Design II

d) *Best practice*

e) *Criteria*

f) *Participatory Methods*

### Program planning and design II



Respondents were also asked if **best practices** of gender integration in programming incorporated in subsequent programs and projects design 4(6.9%) respondents stated that this is done to the fullest extent. 8(13.8) and 13(22.4%) respondents felt that best practice in gender integration is incorporated to a moderate and limited extent respectively. However 5(8.6%) respondents expressed that best practice in gender integration is not

incorporated at all. Similarly to the above mentioned analysis a significant number of respondents 28(48.3%) did not know whether or not best practices in gender integration in program planning and design were incorporated.

Regarding the inclusion of gender **criteria** in the Agency's program/project proposal approval process, 2(3.4%) respondents agreed that gender criteria is included to the fullest extent: 11(19%) and 14(24.1%) respondents felt that the inclusion of gender criteria is done to a moderate and limited extent respectively. On the Contrary 8(13.8%) respondents expressed that there was no gender inclusion criteria in the project approval process in the Agency. 23(39.7%) respondents do not know about the inclusion of gender criteria in the project proposal approval process.

With regard to the use of **participatory methods** to incorporate the views and preferences of both male and female employees in project design, 4(6.9%) respondents believe that this is done to the fullest extent. While 11 (19%) and 16 (27.6%) expressed their beliefs participatory method is done to a moderate and limited extent respectively to incorporate the views and preference of the two actors in the Agency. When we see the other side of the coin, 13(22.4%) respondents stated that participatory method is not done to incorporate the views and preferences of male and female employees. 14(24.1%) respondents did not know whether or not the Agency used participatory method.

In summary as we have seen the above mentioned data interpretation 6 critical questions were asked whether the gender issues are integrated at program planning and design level or not out of an average of 57 respondents 7.5%, 17% and 28.1% agreed that the gender issues are integrated at program /project planning and design level respectively. While 13.7 % expressed their belief that gender elements are not integrated at program planning and design level.

Surprisingly enough 33.8% of respondents do not know whether the gender issues are integrated at program planning and design level or not.

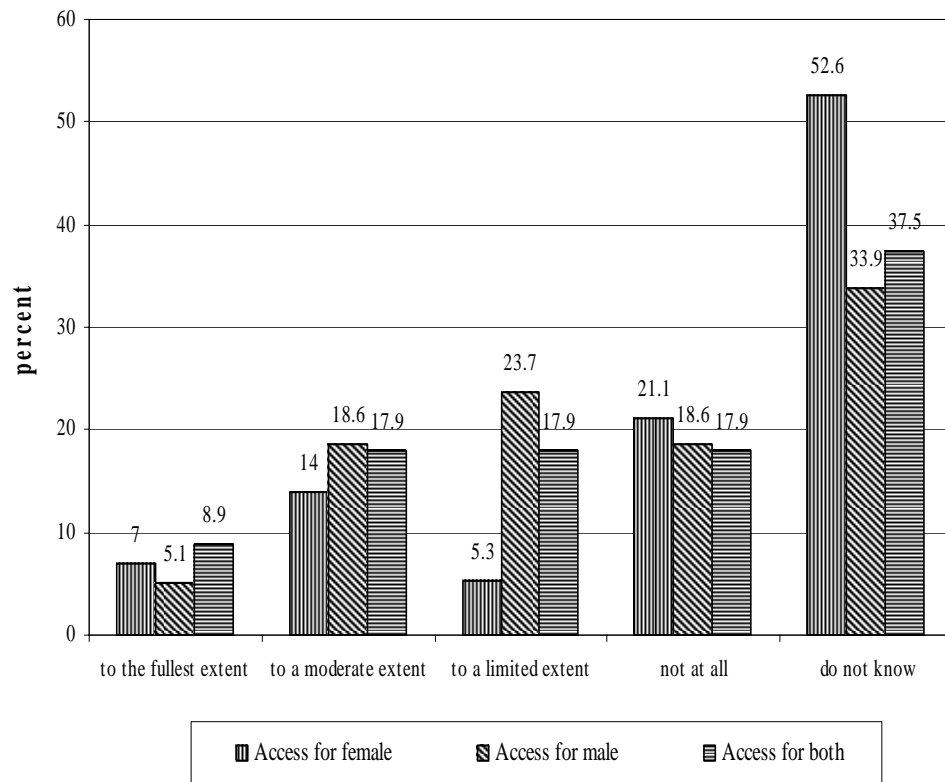
In Conclusion the gender issues is not adequately taking in to account at program/project planning and design level in the Agency.

### 4.3 Program Implementation

Some organizations may have designed gender elements in their program planning and project documents, but failed to implement. So to this effect six questions were asked whether gender issues are taking into account at the Agency’s program implementation level or not.

- a) *Access for female*
- b) *Access for male*
- c) *Access for both*

**Program/Planning Implementation I**



In regard to the extent to which the Agency's program/project implementation include activities that strengthen the skills and **provide women with equal access to service and training** 4(7%) respondents felt that it is to the fullest extent. 8(14%) and 3(5.3%) respondents felt that it is included to a moderate and limited extent respectively. However 12(21.1%) respondents felt that this is not the case at all. The majority of respondents 30(52.6%) do not know whether the program/project implementation include activities that strengthen the Skills and provide women employees with equal access to service and training.

On the other hand, in relation to the extent to which program /project implementation include activities that strengthen the skills and **provide men with equal access to service and training** 3(5.1) respondents felt that it is to the fullest extent. Some 11(18.6%) and 14(23.7%) respondents felt that it is included to a moderate and limited extent respectively. On the contrary 11(8.6%) respondents felt that this is not the case at all. Significant number of respondents 20 (33.9%) do not know whether or not skill-building activities are included and provide men with equal access to service and training.

Concerning to project implementation strategies and plans **taking into account existing gender roles and interests of both male and female participants**, 5(8.9%) respondents felt that it is accounted to the fullest extent. Some 10(17.9%) and 10(17.9%) respondents felt that it is accounted to a moderate and limited extent respectively. However 10(17.9%) respondents expressed their feeling that it is not accounted at all 21(37.5%) respondents do not know the case at all.

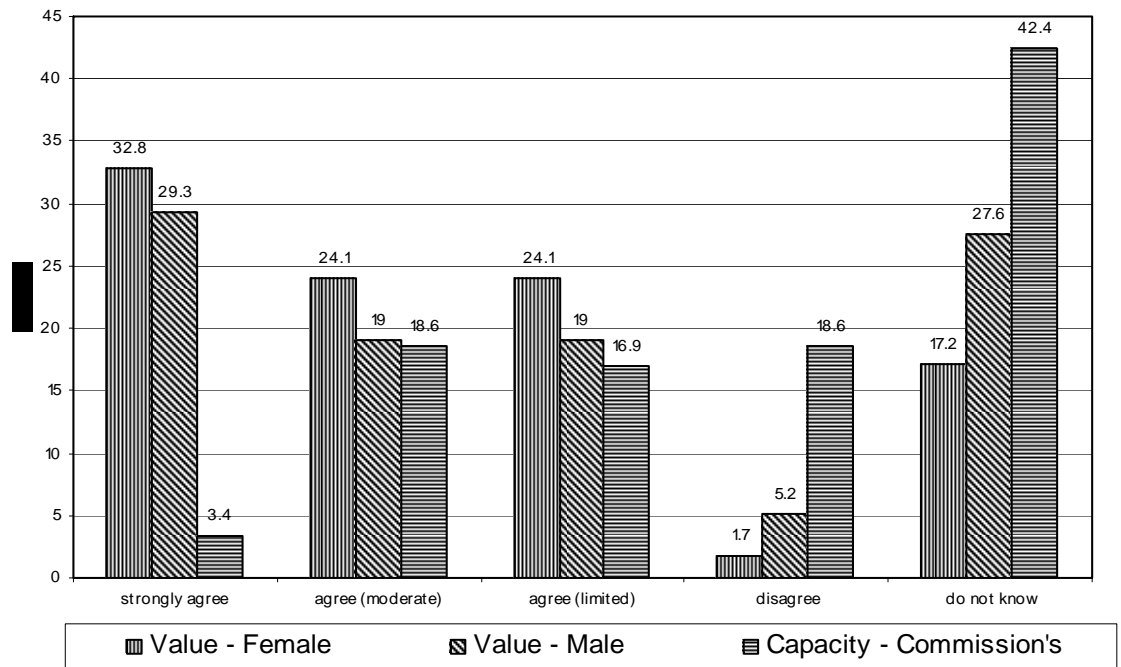
## Program Implementation II

d) Value-Female

e) Value-Male

f). Capacity

Program/Planning Implementation II



Regarding to the **value given by female employees** to the Agency's program and projects 19(32.8%) respondents strongly agree that women thought that the program and projects are beneficial to their lives. 14(24%) and 14(24%) respondents agree to a moderate and limited extent. Only 1 respondent (1.7%) disagree. 10(17.2%) respondents

do not know whether female employees value and see the Agency's program/projects are beneficial to their lives or not.

Of 23 female respondents 18(78.3%) said that they do agree strongly, moderately and to a limited extent with this statement; 5(21.7%) of female respondents do not know about the issue.

Concerning the **value given by male employees** to the Agency's program/Projects as beneficial for their lives, 17(29.3%) respondents strongly agree that is so. Similarly 22 respondents of whom 11(19%) respondents each agree to a moderate and limited extent respectively that male employees value and see the Agency's program/projects are beneficial to their lives. 3(5.2%) respondents disagree. 16(27.6%) of the 58 respondents do not know about the issue.

Out of 35 male respondents 13(37.1%) do strongly agree; 16(45.7%) agree moderately and to a limited extent, whereas 5(14.3%) male respondents do not know about the issue.

In regards to **the Agency's capacity** to recognize and handle organizational resistance to address gender issues in program/projects 2(3.4%) respondents strongly agree that it is so. Some 11(18.6%) and 10(16.9%) respondents agree to a moderate and limited extent that is so. 11(18.6%) respondents strongly disagree on the same issue; while 25 (42.4%) respond they do not know about the issue.

In general as we have seen from the responses most of the respondents do not know what the Agency is doing concerning equal access for both sexes (especially for female: - 52.6%) at the program implementation level and its capacity to handle organizational resistance to address gender issues.

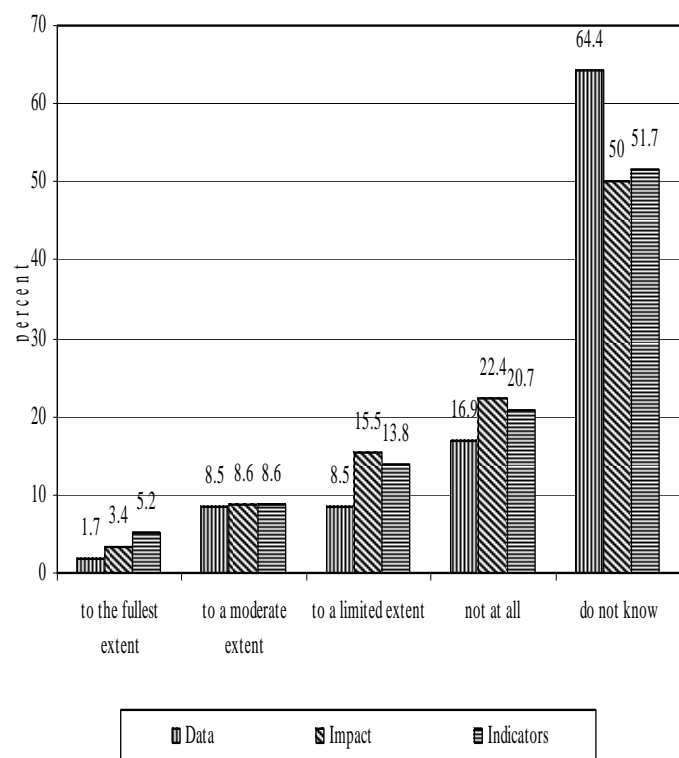
Although female employees see more than male employees as beneficial for their lives, male and female employees of the Agency see policies, programs and values of the Agency as beneficial to their lives.

#### 4.4 Gender Issues at Monitoring and Evaluation

One of the critical areas in which gender-gap reflected is in the **monitoring and evaluation framework of program and projects**. To this end twenty-three relevant and most important questions were raised.

- a) *Data Collection*
- b) *Gender Impact*
- c) *Indicators*

Monitoring and Evaluation I



Concerning the **collection of sex disaggregated data** in the Agency's Program and projects only 1 respondent (1.7%) felt that the Federal Civil Service Agency collects sex disaggregated data to the fullest extent. 10 respondents (17%) half of each agreed that sex disaggregated data is Collected to a moderate and limited extent in the Agency's program/Projects. On the other hand 10 (16.9%) respondents believe that Federal Civil Service Agency dose not collect sex disaggregated data at all. Interestingly enough more than half that means 38(64%) respondents responded that they do not know whether sex disaggregated data is collected or not.

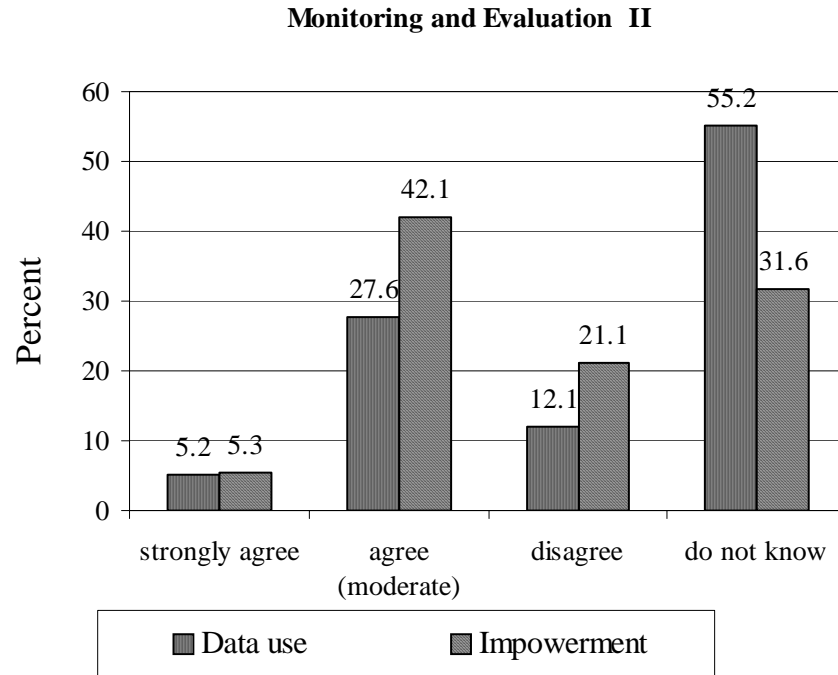
In regard to the extent to which the Federal Civil Service Agency monitors and evaluates the **gender impact** of program and projects, only 2(3.4%) out of the 57 respondents felt that it is done to the fullest extent. While 5(8.6%) and 9(15.5%) respondents responded to a moderate and limited extent respectively. Significant number of respondents 13(22.4%) believe that the Federal Civil Service Agency does not monitor and evaluate the gender impact of its program and projects. Similarly to the sex disaggregated data issue the majority of respondents 29(50%) did not know whether the Agency monitor and evaluate the impact of programs and projects.

In relation to the extent to which the Agency has **Sector Specific indicators** that include a gender dimension only 3(5.2%) respondents felt that it is so to the fullest extent. Where as 5 (8.6%) and 8 (13.8%) respondents felt that the Agency has sector gender dimension indicators to a moderate and limited extent respectively. 12 respondents 20.7% felt that there are no as such sector specific indicators that include gender dimension in the Agency. Similar to the above mentioned facts most of the respondents 30 (51.7%) responded that they do not know the case.

## Monitoring and Evaluation II

*e) Data Use*

*f) Empowerment*



Respondents were asked to what extent **sex disaggregated data provides useful information for program /project evaluation and subsequent program/project design** only 3 respondents (5.2%) were strongly agreed that it is so. 16 respondents (27.6%) moderately agreed that sex disaggregated data provides useful information for program and projects. However, 7 respondents (12.1%) disagreed at all that it is so 32 respondents (55.2%) do not know about the issue.

In relation to the extent to which the Federal Civil Service Agency program/Projects **contribute to the empowerment of women and the changing of unequal gender relation**, 3 respondents (5.3%) and 24(42.1) strongly and moderately agree respectively that it is so. On the Contrary 12 respondents (21.1%) disagreed that the Agency's program/project contribute to the empowerment of women. 18 respondents (31.6%) did not know whether the Agency's program/project contributed to the empowerment of women or not.

## 4.5 Policy/Program Contribution to Increased Gender Equity

Table: 1

Q.N0	Response elements	Yes		No		Don't know	
		Frequency	%	Frequency	%	Frequency	%
1.4.6.1	Material wellbeing	31	56.4	5	9.1	19	34.5
1.4.6.2	Access to services	39	67.3	8	13.8	11	19.0
1.4.6.3	Access to resources	39	68.4	7	12.3	11	19.3
1.4.6.4	Access to training	30	51.7	19	32.7	9	15.5
1.4.6.5	Control over resources	28	50	7	12.5	21	37.5
1.4.6.6	Participation indecision making	29	51.8	13	23.2	14	25.0
1.4.6.7	Self-respect/ Legal status	40	74.1	4	7.4	10	18.5
1.4.6.8	Control over benefits	36	62.1	8	13.8	14	24.1
1.4.6.9	Participation in the public sector	35	63.6	7	12.7	13	23.6
<b>Average</b>		34	60.7	9	16.1	13	23.2

Respondents were asked in which area that the Agency's Policy/program Contribute to increase gender equity. 31 (56.4) respondents believe that it will **contribute to material well being** while 5(9.1%) respondents responded that it will contribute nothing.

Concerning access to **services, resources and training** 36 respondents 62.5% felt that it will contribute to access to services, resources and training. Whereas 11 respondents (19.6%) believe that it will not contribute to access to resources and training 10 respondents 18% felt that they do not know about the question.

Regarding to its contribution to **participation in decision-making and in the public sectors**, 32(57.7%) respondents expressed that the Agency's policy/ program will contribute to the change in participation of women in decision-making and the public

sector. On the other hand 10(18%) respondents believe that it will not contribute to the participation of women in decision-making and the public sector.

In relation to its contribution to **self respect and / or legal Status** 40 (74.1%) respondents believe that the Agency's program/projects contribute to increase self respect and legal status of female employees. Whilst 4(7.4%) and 10 (18.5%) respondent felt that it will not contribute and they don't know the case respectively.

Finally concerning its Contribution to **Control over resources and benefits**, 32(56.1%) respondents expressed their view that it will contribute to control over resources and benefits. 8(13.2%) respondents believe that it will not contribute to control over resources and benefit.

In general the Agency's policies and programs have much contribution to increased gender equity in access, participation and control areas, and in material well being and legal status as well.

## 4.6 Policy/Program Collection of Sex Disaggregated Data

Table: 2

Q.No	Response Type	Yes		No		Do not know	
		Freq.	%	Freq.	%	Freq.	%
1.4.7.1	Material wellbeing	14	24.1	20	34.5	24	41.1
1.4.7.2	Access to resources	7	12.1	19	32.8	32	55.2
1.4.7.3	Program/Project benefit to their lives	10	17.5	19	33.3	28	49.1
1.4.7.4	Access to training	9	16.1	22	39.3	25	44.6
1.4.7.5	Participation in decision making	16	28.1	14	24.6	27	47.4
1.4.7.6	Control over resources	13	22.8	12	21.1	32	56.1
1.4.7.7	Self-respect/legal status	12	21.1	14	24.6	31	54.4
1.4.7.8	Control over benefits	9	15.8	18	31.6	30	52.6
1.4.7.9	Participation in the public sector	15	27.3	11	20.0	29	52.7
<b>Average</b>		12	22.1	16	28.0	29	50.9

Regarding the areas in which the Federal Civil Service Agency's Policy/program collect sex disaggregated data, 14 respondents 24.1% felt that the Agency collects, sex disaggregated data in the area of **material wellbeing** while 20(34.5%) felt that it does not. 24 respondents 41.4% were unaware of whether or not the Agency collects sex disaggregated data in the area of material well being.

Concerning the collection of sex disaggregated data in the area of **access to resources and training** only 8 respondents 14.1% felt that disaggregated data will be collected in the area of access to resources and training. Where as 20(36.1%) respondents felt that the Agency will not collect sex disaggregated data in the above mentioned area. 28(50%) respondent were unaware whether the Agency collects sex disaggregated data in the area of access to resources and training or not.

Regarding data collection in the area of **participation in decision-making and participation in the public sector**, 16 respondents 27.7% felt that the Agency collects sex disaggregated data in the above-mentioned areas. Whereas 12(22.3%) respondents believe that the Agency does not collect sex disaggregated data in the area of participation in decision-making and the public sectors. Surprisingly enough 28(50%) respondents have no knowledge whether the Agency is collecting sex-disaggregated data in the area of participation in decision-making and public sphere.

Sex disaggregated data collection in the areas of **self-respect/legal status**, 12(21.1%) respondents felt that there is sex disaggregated data collection in the area of self-respect and legal status. However 14(24.6) and 31(54.4) respondents do not agree and do not know respectively that sex disaggregated data collection is being undertaken in the areas of self-respect and legal status in the Agency.

In relation to the collection of sex disaggregated data in the **area of control over resources and benefits**, on average 11(19.3%) respondents felt that sex disaggregated data is collected in the areas of access to resources and training. But 15(26.4%) felt that gender disaggregated data is not collected in the areas of access to resources and training in the Agency. 31(54.4%) do not know whether the Agency's program/project collect sex disaggregated data in the area of control or not.

Lastly respondents were asked whether the Agency's Program/Project collect sex-disaggregated data in the area of **project's benefit the employees' lives**, 10 respondents 17.5% felt that there is gender-disaggregated data in the area. Whereas 19 (33.3%) respondents do not agree at all. 28 (49.1%) respondents do not know whether the Agency collects gender-disaggregated data or not.

## 4.7 Human Resource

Most gender Sensitive organizations show their Commitment to the gender issue by integrating gender in the entire human resource management system and development process. To this effect 22 major theme component questions were asked.

In the first instance six questions were designed to assess the level of gender technical expertise available in the Agency, because the quality and Capacity of human resource determines the implementation of gender responsive programs.

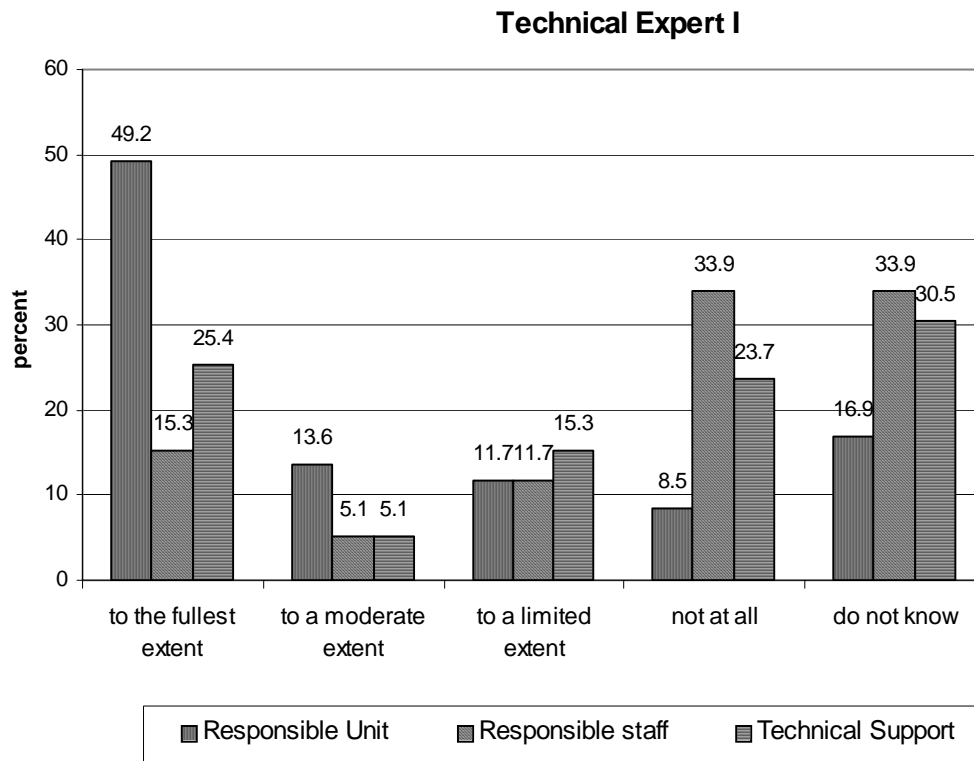
In phase two four questions were designed to assess whether or not there is an improvement on the number and position of female employees in the past few years in the Agency and at the federal level.

Finally in the third instance twelve questions were designed and focused on the Agency’s effort to create favorable environment and committed staff that is sensitive to gender equity and equality.

## 4.7.1 Human Resource Capacity

### I. Technical Expertise

- a) *Responsible Unit*
- b) *Responsible Staff*
- c) *Technical Support*



Respondents were asked whether there is a **person or work unit responsible for gender** in the Agency, the majority of respondents 29(49.2%) felt that they agree to the fullest extent that it is so. 8(13.6%) and 7(11.7%) respondents replied that there is responsible work unit to a moderate and limited extent respectively. Interestingly enough 5 respondents (8.5%) responded that there is no responsible body at all 10 respondents (16.9%) replied that they were unaware such body exists or not.

Regarding the availability of **responsible staff** 9(15.3) respondents agreed that it is available to the fullest extent. Where as 3(5.1%) and 7(11.7%) respondents agreed that it is available to a moderate and limited extent respectively. On the contrary two - third of respondents, 40 (67.8%) 33.9% each felt that there is none and could not clearly stated whether there is responsible staff or not.

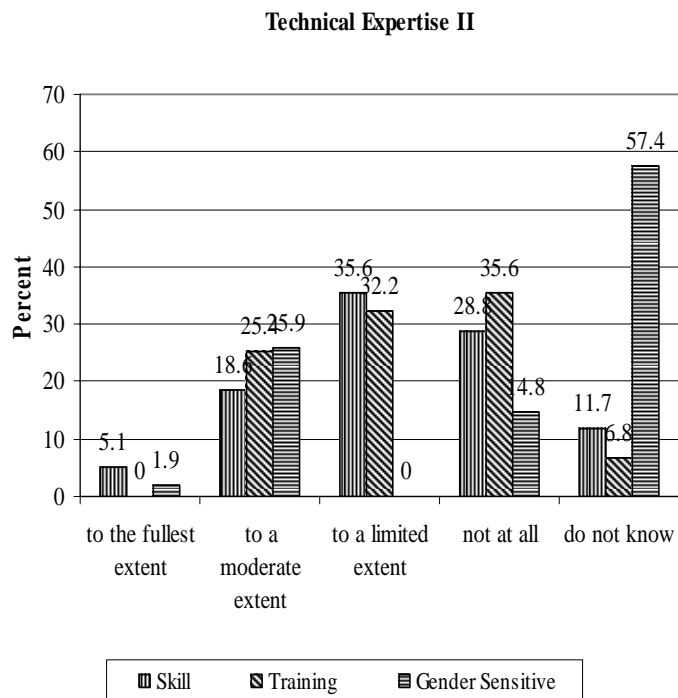
In relation to the extent to which the Agency consistently seek **technical support from** a person or work unit within the organization who is responsible for gender programming, 15 respondents (25.4%) felt that this is true to the fullest extent. On the other hand 3(5.1%) and 9(15.3%) respondents felt that the case is true to a moderate and limited extent respectively. Where as 14(23.7%) respondents felt that the case is not true at all; 18(30.5%) respondents do not know whether the case is true or not.

### Technical Expertise II

*d) Skill*

*e) Training*

*f). Gender Sensitivity*



Respondents were asked that whether the staff has the **necessary skills**, knowledge and attitude to carry out its work with gender awareness only 3 respondents (5.1%) felt that it is so. Whilst 11(18.6%) and 21 (35.6%) respondents agreed that the case is true to a moderate and limited extent respectively, 17 respondents (28.8%) felt that the Agency staff lacked the necessary knowledge, skills and attitude to carry out its work with gender awareness. 7 respondents 11.7% of the total were unaware whether the case is true or not.

With regard to the extent to which the Agency's **staff received appropriate training** in gender planning analysis program implementation, monitoring and evaluation, 15(25.4%) and 19(32.2%) respondents felt that it is so to a moderate and limited extent respectively. None of the respondents were assertive enough to say the case is true to the fullest extent. On the contrary 21(35.6%) respondents felt that the Agency's staff not at all received training in gender planning analysis program implementation and monitoring and evaluation. 4 respondents (6.8%) could not state whether or not the staff of the Agency received appropriate gender training.

With regard to the extent to the frequency of the **program/project planning, monitoring and evaluation and advisory team in the Agency consisting of members who are gender sensitive** and include at least one person with specific expertise and skills on gender issues, only 1 respondent strongly stated that the case is always true. 14 respondents (25.9%) moderately agree. On the contrary 8(14.8%) respondents felt that the case is not true at all. The majority of valid respondents 31(57.4%) do not know whether the case is true or not.

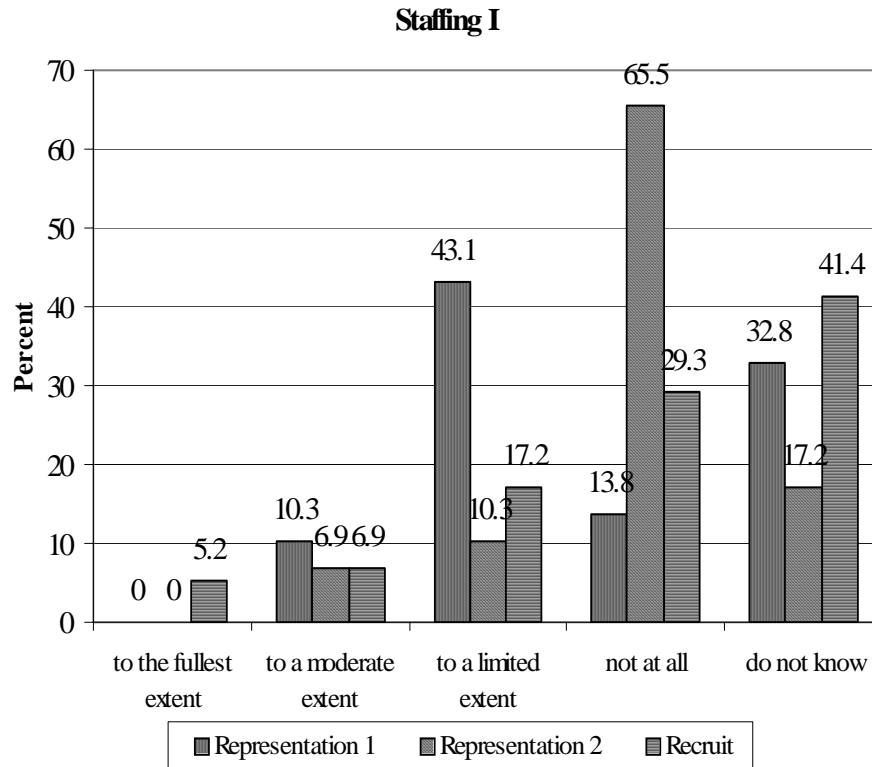
Generally the respondents agreed that;-

- There is gender responsible unit in the Agency.
- Very little effort has been made to have technical support from responsible person or unit for gender programming.
- It seems that the integration of gender in different departments is not done adequately.
- There is a lack of skill on how to integrate gender issues in all levels of Development process.

## II. Staffing

- a) *Representation I*
- b) *Representation II*
- c) Recruitment

One of the areas where organizational gender commitment can be reflected is the extent to which gender is integrated in the human resource management and development system. To assess participants view in these specific areas four questions were asked in this category.



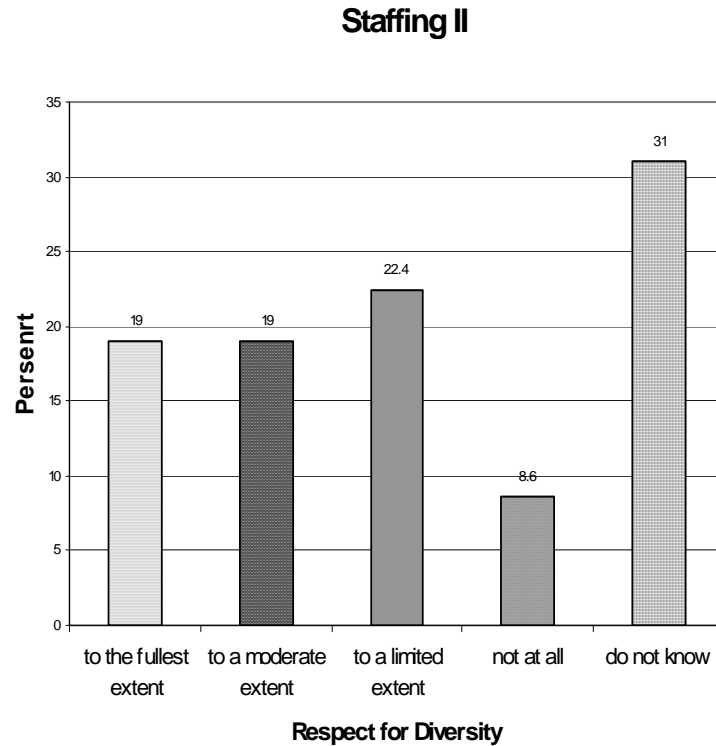
In regard to the increase in the **representation of women in senior management position** in the past few years **in the federal ministries**, 6(10.3%) and 25 (43.1%) respondents replied that this so happen to a moderate and limited extent respectively. 8 (13.8%) respondents indicated that this is not being effected at all. However 19 respondents (32.8%) replied that they do not know whether the number of women in senior positions has increased or not in the federal ministries.

Regarding the increase in the **representation of women in senior management positions in the Agency** for the past few years 4(6.9%) and 6(10.3%) respondents replied that it is true to a moderate and limited extent respectively; whereas 38(65.5%) respondents felt that there is not an increment of women in senior management position at all. 10(17.2%) respondents do not know whether there is an increase or not.

Respondents were asked if there are proactive strategies implemented to **recruit or promote women** in senior management positions 3 respondents (5.2%) indicated that a proactive strategy to recruit and promote women is being used to the fullest extent where as 4 (6.9%) and 10 (17.2%) respondents replied that such strategy is being implemented to a moderate and limited extent respectively. On the contrary 17 respondents (29.3%) replied that this is not so at all. 24(41.4%) respondents do not know whether proactive strategy implemented to promote women employees in senior management level or not.

## Staffing II

### d) Diversity



Respondents were also asked if **management showed respect for diversity** in work and management styles, 11 respondents (19%) felt that it is so to the fullest extent. Where as 11(19%) and 13(22%) respondents respon that management's respect for such issue to a moderate and limited extent respectively. On the contrary the small number of respondents 5(8.6%) express their view that it is not so at all. 18 respondents (31%) indicate that they did not have the information whether or not management has respect for such issues.

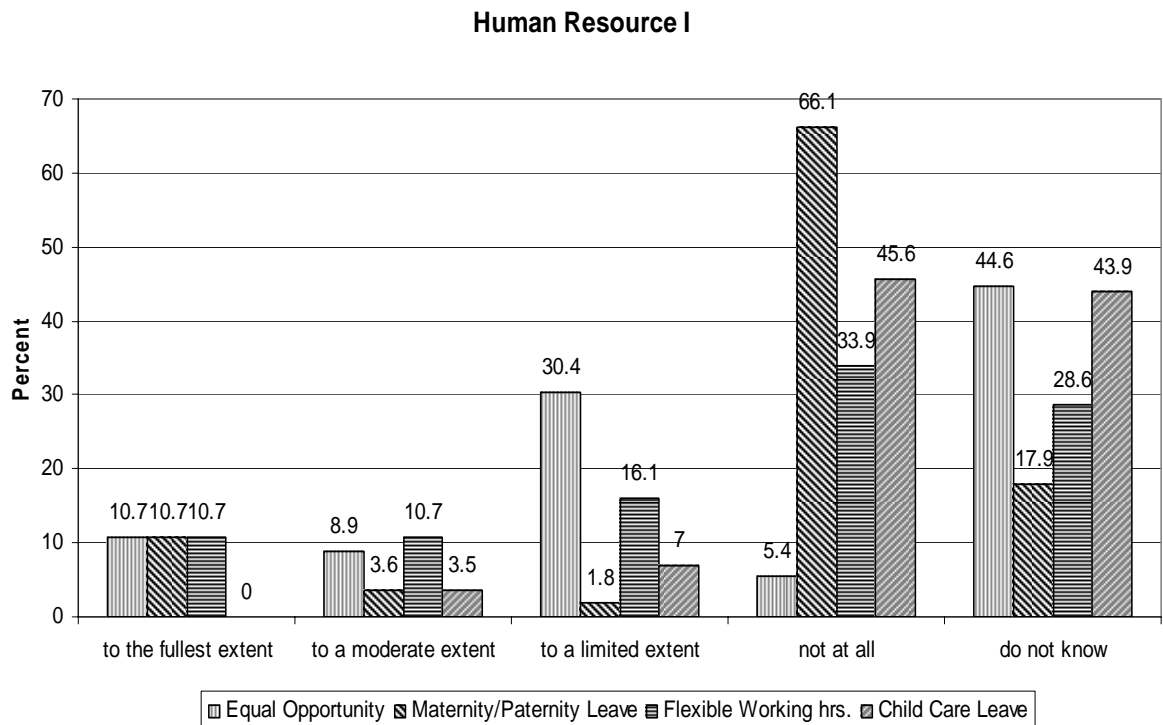
In summary as we have seen the facts:-

- There is no significant increase in the number of women in senior management level in the Agency for the past few years. The condition is not better in other federal ministries either. Education is required to be assigned in management positions. When we see the educational background of women in the agency who have a BA degree and above are very few.
- Proactive strategies to promote women in senior management positions have not been implemented sufficiently. Out of 22 female respondents 54.5% thought that proactive strategies to promote women is not being implemented at all. Only 9.1% said that it is implemented. Of 36 male respondents 41.7% stated that it is being implemented, and 13.9% said it is not being implemented.
- It is believed that the management shows respect for male/female working and management style to some extent. From 35 respondents who said there is respect from management for diversity, only 6(17.1%) are female; this covers 27.3% of the female respondents.

## 4.7.2. Human Resource Management

### Human Resource Management I

- a) *Equal Opportunity*
- b) *Maternity/Paternity leave*
- c) *Flexible Working Hours*
- d) *Child Care Policy*



Regarding the existence of written **equal opportunity policy** 6 respondents (10.7%) replied that there is written equal opportunity to the fullest extent. where as 5(8.9%) and 17 (30.4%) respondents agreed to the presence of such written policy to a moderate and limited extent respectively. A considerable amount of respondents, 25(44.6%), indicated that they are unaware of the existence of such policy. 3 respondents (5.4%) felt that there is no such policy existing in the Agency.

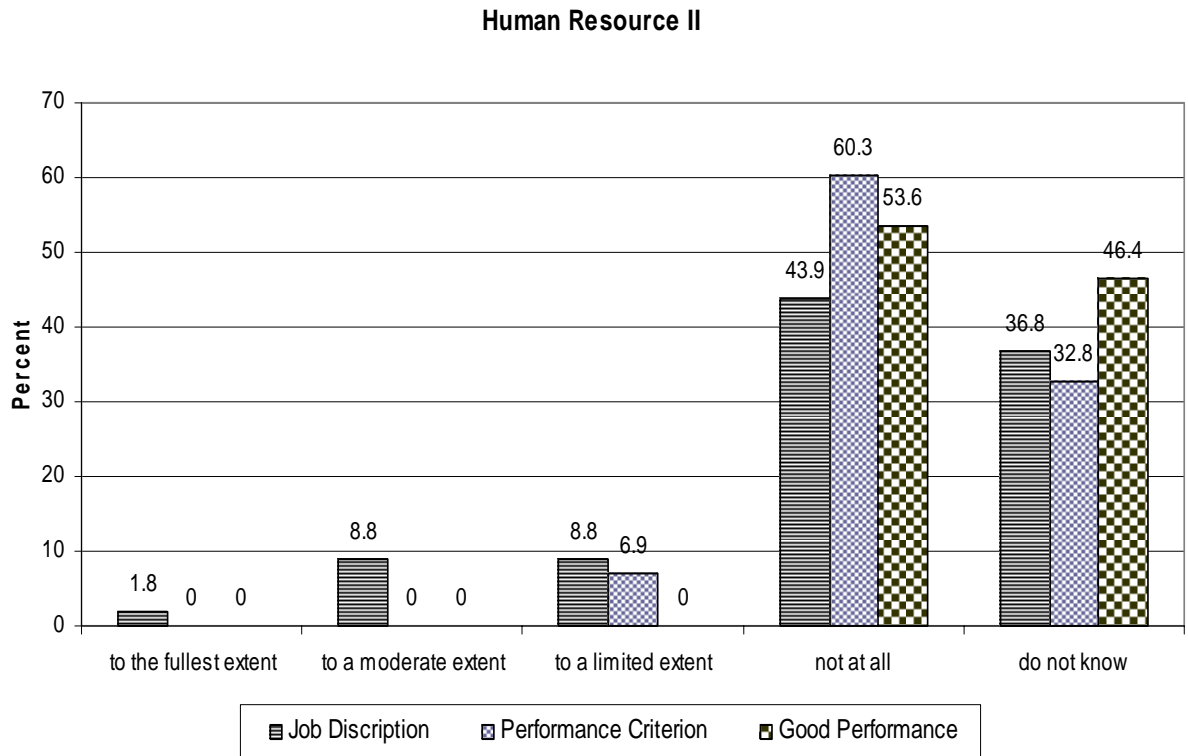
In regard to the presence of **maternity and paternity leave policy** in the Agency, 6 respondents (10.7%) felt that this is so to the fullest extent. Only 2(3.6%) and 1(1.8%) respondents replied that there is maternity and paternity leave to a moderate and limited extent respectively. Almost three-four of the respondents 66.1% felt that there is not at all such policy in the Agency.

Concerning **flexible working hours for women employees** in the Agency, 6 respondents (10.7%) replied positively to the fullest extent. where as 6(10.7%) and 9(16.1%) respondents replied that there is flexible working hours arrangements for women staff to a moderate and limited extent respectively. On the other hand 33.9% of the total valid respondents replied that there is not at all flexible hours for women employee in the Agency. 16 respondents (28.6%) do not know whether such arrangements exist or not. According to the information gathered through interview from higher officials of the Agency, the concept of flexible working hours is not exercised in the Agency and in the civil service at all.

Concerning **child and dependent care leave policy** 26(45.6%) respondents replied that there is not at all such a policy, while 6(10.5%) respondents responded that there is to a moderate and a limited extent. However 25(43.9%) of the respondents had no knowledge of existing such policy.

#### **4.7.2 Human Resource Management II**

- a) *Job Description*
- b). *Performance Criterion*
- c) *Good Performance*



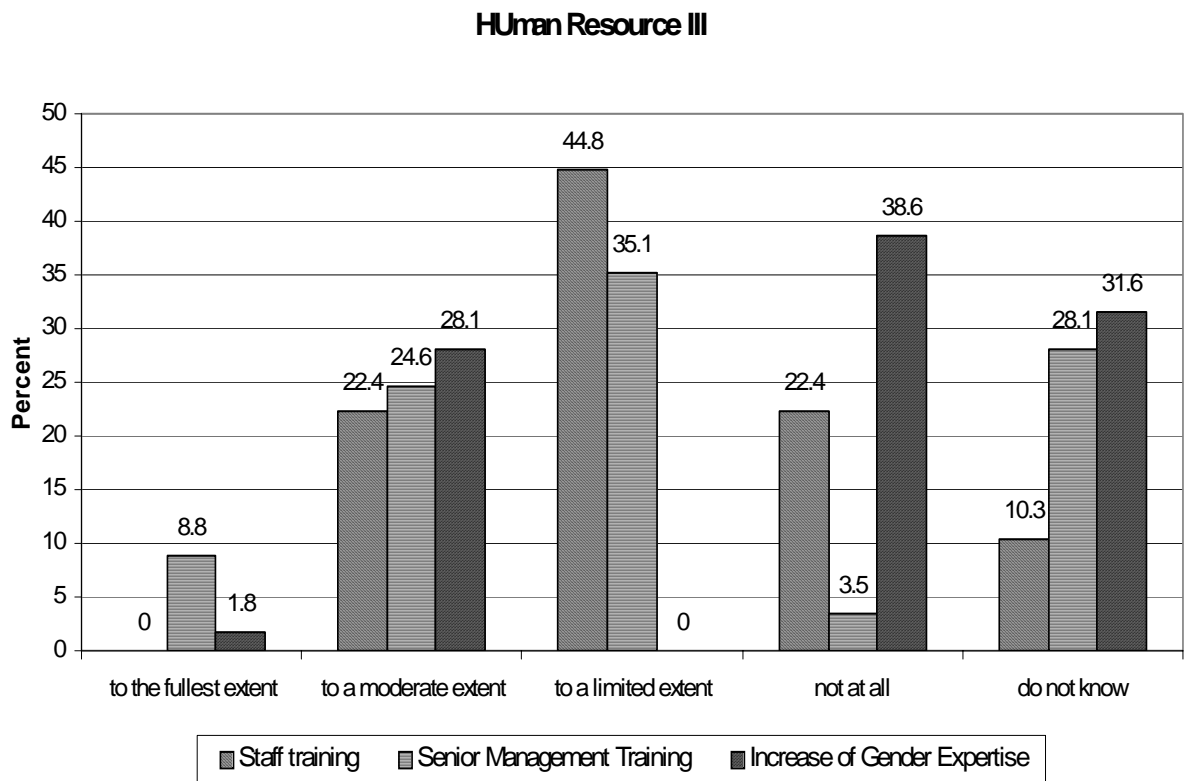
Respondents were asked if **gender awareness included in all job descriptions** 25 respondents (43.9%) replied that it is not included at all. Where as 10 respondents 5 each indicated that gender is included in job description to a moderate and limited extent respectively. Only 1 respondent expressed that it is included to the fullest extent. 21 respondents also noted that they do not have knowledge whether this is so or not.

Respondents were asked if gender awareness is included in the Agency's **staff performance and development review criteria**, only 4 respondents (6.9%) indicated that it is included to a limited extent. Interestingly enough 35 respondents (60.3%) indicated that this is not so at all. In the mean lime 19 respondents (32.8%) felt that they do not have any knowledge whether this is so or not.

Reacting to a statement that **good performance in gender** is rewarded in the Agency, a sizable number of respondents 30(53.6%) disagreed to this statement. Where as 26 respondents (46.4%) were unaware of whether or not good performance in gender is rewarded in the Agency.

### 4.7.3. Human Resource Management III

- a. *Staff Training*
- b. *Senior Management training*
- c. *Increase of Gender Expertise*



Concerning the availability of **training of staff on gender awareness** and sensitization in the Agency 13(22.4%) and 26(44.8%) respondents indicated that such training is Carried out to a moderate and limited extent respectively. where as

13 respondents (22.4%) felt that this is not so at all. 6 respondents (10.3%) do not know whether gender awareness and sensitization is carried out or not.

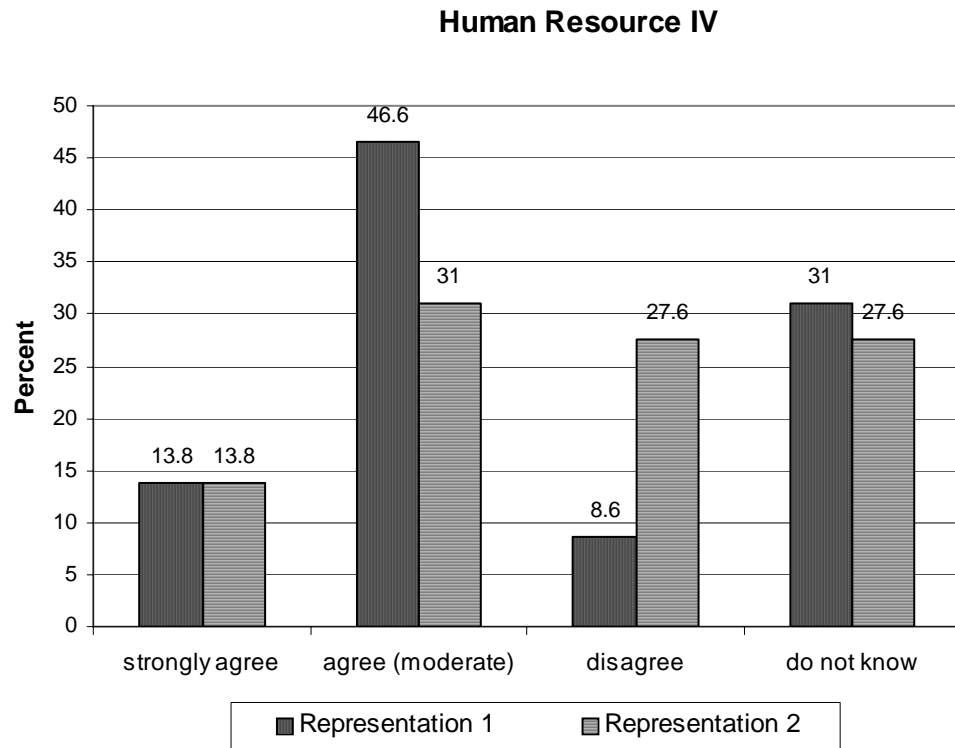
Regarding to the availability of **training to senior management team in institutionalization of gender integration in the Agency**, only 5 respondents (8.8%) replied that such training is available to the fullest extent. Whereas 14(24.6%) and 20(35.1%) respondents noted that this is done to a moderate and limited extent respectively. On the contrary 2(3.5) respondents responded that such training is not at all provided 16 respondents (28.1%) replied that they do not have the knowledge to react to this question.

In response to a statement that there has been a gradual **increase of gender expertise** among staff members in the Agency, 22 respondents (38.6%) disagreed while 16(28.1%) moderately agree to the above mentioned statement. 18 respondents (31.6%) were unaware about the statement. 1(1.8%) strongly agree to the statement.

#### **4.7.4. Human Resource Management IV**

##### *a. Representation I*

b. Representation II



In relation to the statement that the Agency **promotes teamwork involving both women and men as equal partners**, 8 respondents (13.8%) strongly agree to the statement. 27(46.6%) respondents moderately agreed that such team working is practiced in the Agency However 5 respondents (8.6%) disagree to this statement.

Concerning to a statement which noted that the Agency's management is **committed to promote female representation at senior level in the Agency**, 8 (13.8%)and 18(31%) respondents strongly and moderately agree; where as 32 respondents (27.6%) half of each disagree and do not know about the above mentioned statement respectively.

In general as we have seen from the above facts:-

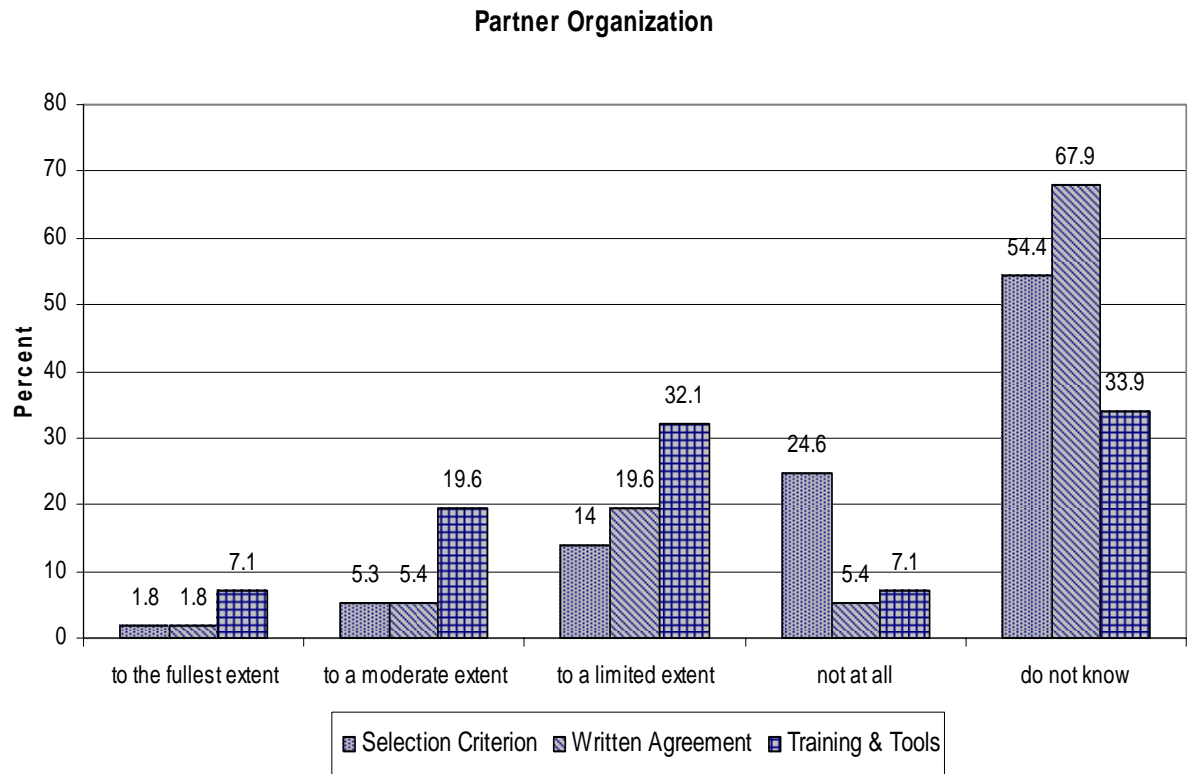
- There is a written equal opportunity policy (rules and regulations) in the Agency.  
(50% of the respondents said so)
- .
- It is known that there is maternal leave policy in the Agency. Because questions concerning both maternity and paternity leave policies presented as one issue, most of the respondents replied that there is no such policy at all.
- It can be stated that there is no child care and dependent care leave policy.
- Gender awareness is almost not included in all job descriptions in the Agency except in Women's Affairs Department.
- Gender awareness is not included in the Agency's staff performance and development review criteria.
- There is training of staff and senior management on gender. However an increase on gender expertise among staff members is not satisfactory.
- In the Agency, the culture of seeing both male and female employees as equal partners is developed to some extent.
- The commitment of management to promote female representation at senior levels is some how limited
- .
- There is no exercise of rewarding good performance in the field of gender mainstreaming activities.

#### ***4.8. Partner Organization***

##### *a) Selection Criterion*

*b) Written Agreements*

*c) Training & Tools*



Respondents were asked to what extent **commitment to gender equity is a criteria in the selection of partner organizations** in Federal Civil Service Agency, 3(5.3%) and 8(14.0%) respondents felt that, this is true to a moderate and limited extent respectively. 1 respondent (1.8%) believe that the case is true to the fullest extent where as 14 respondents (24.6%) felt that the commitment to gender equity is not at all a criterion in the Agency's partner selection. The majority of respondents 31 (54.4%) do not know whether the Agency has a gender equity Criterion for the selection of partner organization or not.

On the issue to what extent **commitment to gender equality is included in written agreements** outlining the Agency's relationship with partners, 3(5.4%) and

11 (19.6%) respondents felt that it is a moderate and limited extent respectively. Only 1 respondent (1.8%) felt that it is to fullest extent. Almost three-fourth of the respondents 38 (67.9%) had no knowledge whether or not gender equality policy is included in written agreement outlining the Agency's relationship with partners. 3 respondents (5.4%) believe that gender equality policy is not at all included in written agreement outlining the Agency's relation ship with partners.

When asked about to what extent does Federal civil Service Agency **provides training and tools on gender planning, analysis and evaluation to partners**, 11(19.6%) and 18(32.1%) respondents felt that the case is true to a moderate and limited extent respectively. 4 respondents (7.1%) felt that the Agency does not provide any training on gender planning, analysis and evaluation to partners. 19 respondents (33.9%) were unaware of the case.

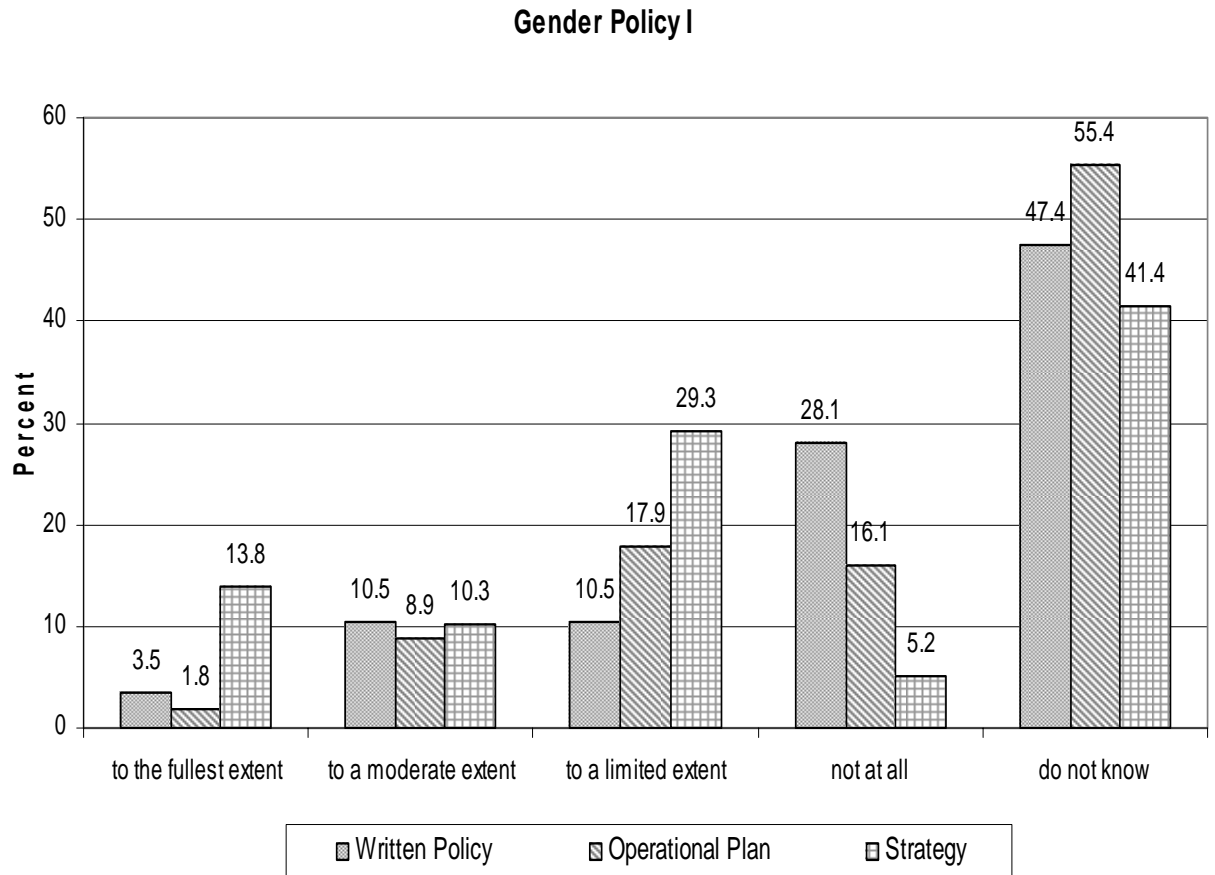
Generally, as we have seen the above mentioned facts:-

- Considering commitment to gender equity and equality as a criterion on the selection of and to making an agreement to partner organizations is not adequately practiced.
  
- To some extent the Agency provides training and tools on gender planning, analysis and evaluation to partners.

## **4.9. Organizational gender policy**

### **4.9.1. Gender Policy I**

- a) *Written Policy*
- b) *Operational Plan*
- c) *Strategy*



Concerning the availability of **written organizational gender policy** that affirms the commitment to gender equity, 12 respondents (21%) 6 each responded that it is to a moderate and limited extent Similarly only 2 (3.5%) respondents replied that there is policy that affirms gender equity to the fullest extent. It seems that these respondents interpret the question about policy as gender sensitive rules and regulations that are already exercised throughout the civil service in the country. Mean while 16 respondents 28.1% indicated that there is no written gender policy that affirms a

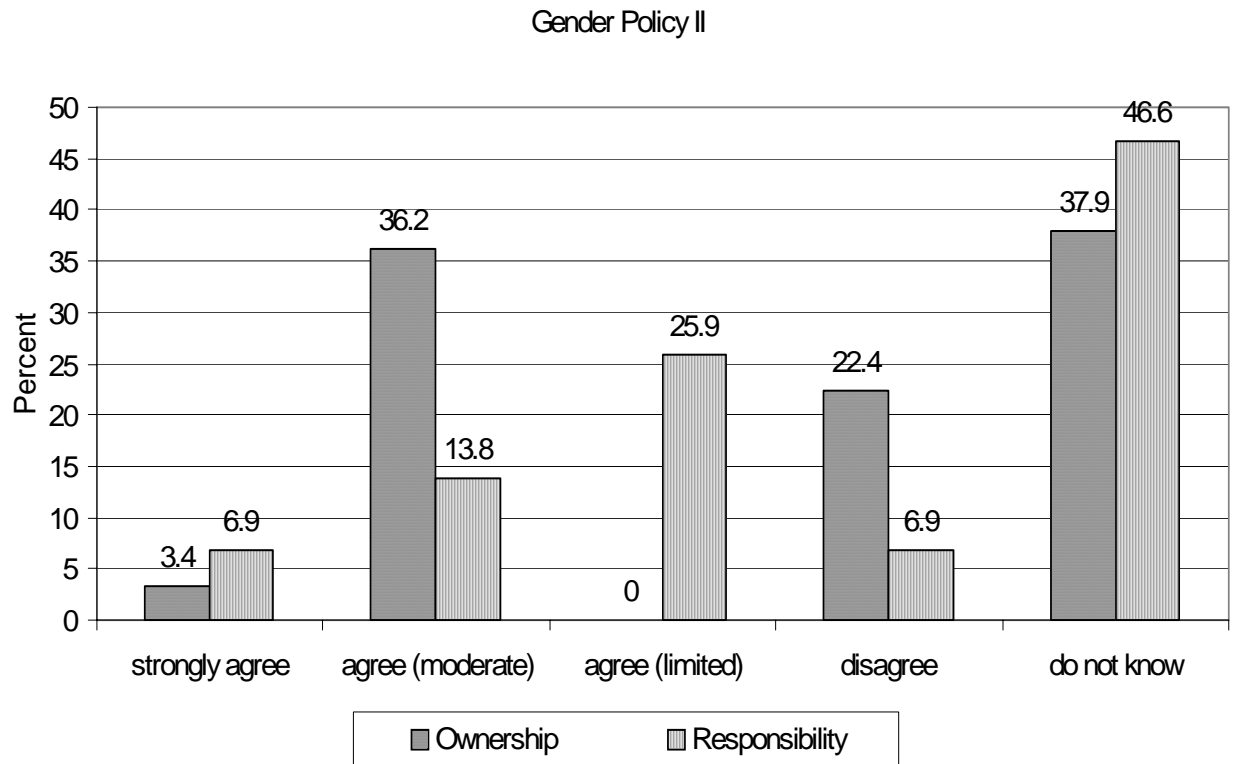
commitment to gender equity. 27 respondents were unaware of the existence of such gender equity policy.

In regards to the inclusion of **clear operational plan** that indicates allocation of responsibilities and time for monitoring and evaluation only 1 respondent (1.8%) replied that the Agency's policy has such clear plan where as 5(8.9%) and 10(17.9%) respondents replied that such plan is included to a moderate and limited extent. On the contrary 9 respondents (16.1%) expressed that such plan is not included at all. Surprisingly enough more than half of the respondents 31(55.4%) had no knowledge of such planning component of the policy.

The respondents were asked if **gender is taken into account during strategic planning for organizational activities**, 23(39.6%) of which 6(10.3%) and 17 (29.3%) respondents felt that this is so to a moderate and limited extent respectively. Where as 8 respondents (13.8%) replied that gender is taken in to account in such activities to the fullest extent yet 3 respondents (5.2%) responded that the gender issue is not taken in to account during strategic planning. 24(41.4) respondents were unaware whether gender is taken into account during strategic planning for organizational activities.

#### **4.9.2. Gender Policy II**

- a) *Ownership*
- b) *Responsibility*



Respondents were asked if **everyone in the organization feels ownership over the gender policy**, 2 (3.4%) and 21 (36.2%) respondents replied that they strongly and moderately agree that every one feels ownership of the policy. Where as significant number of respondents 13(22.4%) disagree to this issue 22 respondents (37.9%) gave no opinion on the issue.

Respondents were also asked if **management takes responsibility for the development and implementation of the gender policy**, 4 respondents (6.9%) felt that management always take such responsibility where as 8(10.4%) and 15 (25.9%) respondents felt that management frequently and occasionally takes responsibility for the development and implementation of the gender policy.

In summary:-

- The FCSA has no written gender policy known by all employees.
- There is a strong feeling that the FCSA'S gender policy has limited operational plan. It is known that the Agency has no gender policy as such. But there are some rules and regulations related to gender issues such as affirmative actions to women civil servants.
- Management takes responsibility for the development and implementation of gender policy; that is why the FCSA has taken gender on board while developing its strategic plan.

#### **4.10 Public Relation**

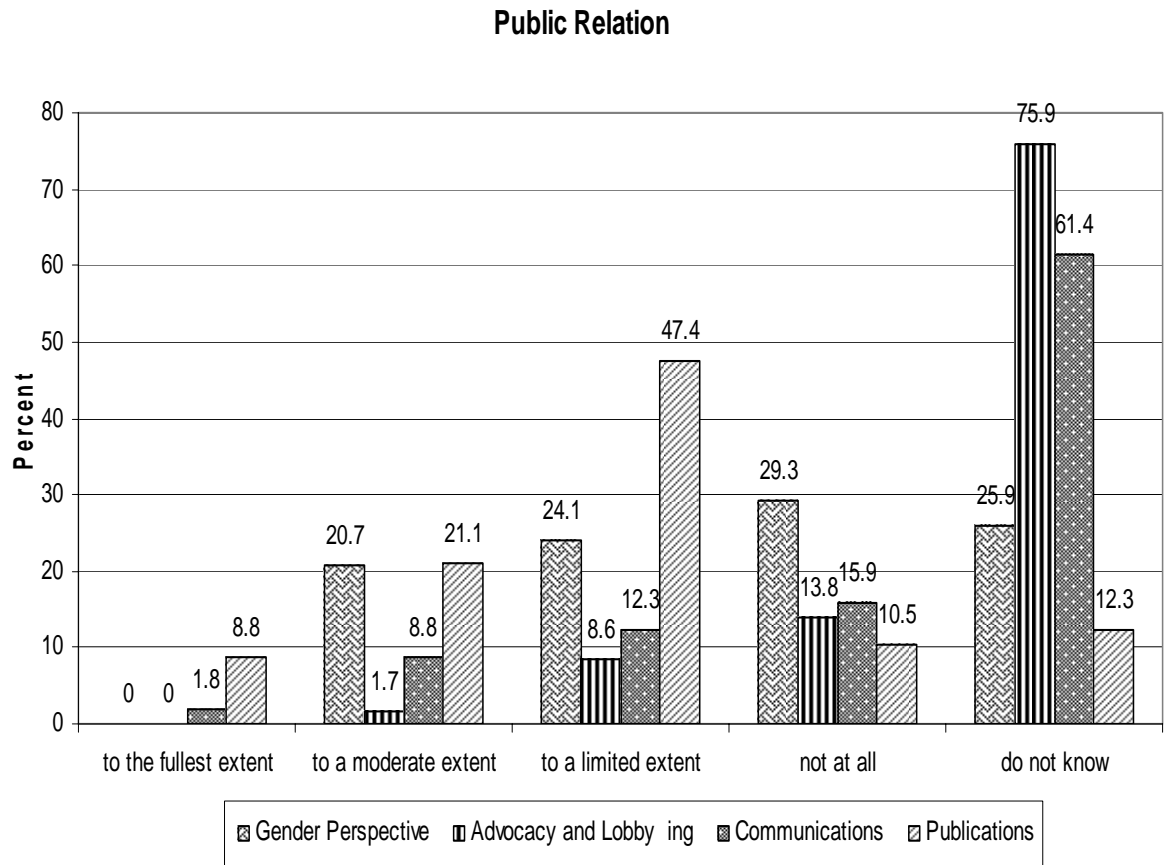
Like all other important functions of an organization to what extent advocacy lobbying and communication campaign are informed by gender sensitivity reflects the engendered natures of institution. In this regard four questions were asked in this category.

*10.1. Gender Perspective*

*10.2. Advocacy and Lobbying*

*10.3. Media Communications*

*10.4. Publications*



Respondents were asked if the Agency **public relation works planned and informed by gender perspective**, 12(20.7%) and 14(24.1%) respondents noted that this is so to a moderate and limited extent respectively. Where as 17 respondents (29.3%) replied that this is not at all done surprisingly enough. no one felt that

advocacy initiatives are informed by gender perspective to the fullest extent 15(25.9) respondents noted that they have no knowledge in the above mentioned matter.

Also the staffs were asked the Agency's **advocacy lobbying and Communication campaign policies, plans and processes** are influenced and advise by the women's Affairs Department and gender experts, 5 respondents (8.6%) felt that such policies and process are done occasionally. Only one respondent replied that this is done so frequently. 8 respondents (13.8%) felt that this is not done at all. 44(75.9%) respondents noted that they did not know whether this is done or not.

Asked if gender is incorporated in the Agency's **fund raising and media strategies**, only one respondent (1.8%) noted that this is done to the fullest extent. Whereas 5(8.8%) and 7(12.3%) respondents replied that this is done to a moderate and limited extent respectively. On the contrary 15.9% of respondents felt that this is not done at all. Mean while 35 respondents noted that they do not know.

They were also asked that if gender perspective is reflected in the Agency's **publication** 5(8.8%) respondents noted that this is done to the fullest extent. 12(21.1%) and 27(47.4%) respondents reflected that gender perspective appeared in the Agency's publication to a moderate and limited extent respectively. On the contrary, 6 respondents (10.5%) responded that it is not at all reflected, 7 respondents (12.3%) replied that they do not have knowledge in this regard.

In general concerning public relation:-

- The Agency's Advocacy lobbying and Communication campaign are not well informed by gender perspective.
- The Agency's Communication and advocacy campaign are not influenced and advised by women organizations and gender experts.
- Gender issues are reflected to some extent in the Agency's publication strategies.
- Most of the respondents are unaware of the Public Relations department Activities in regard to gender issues.

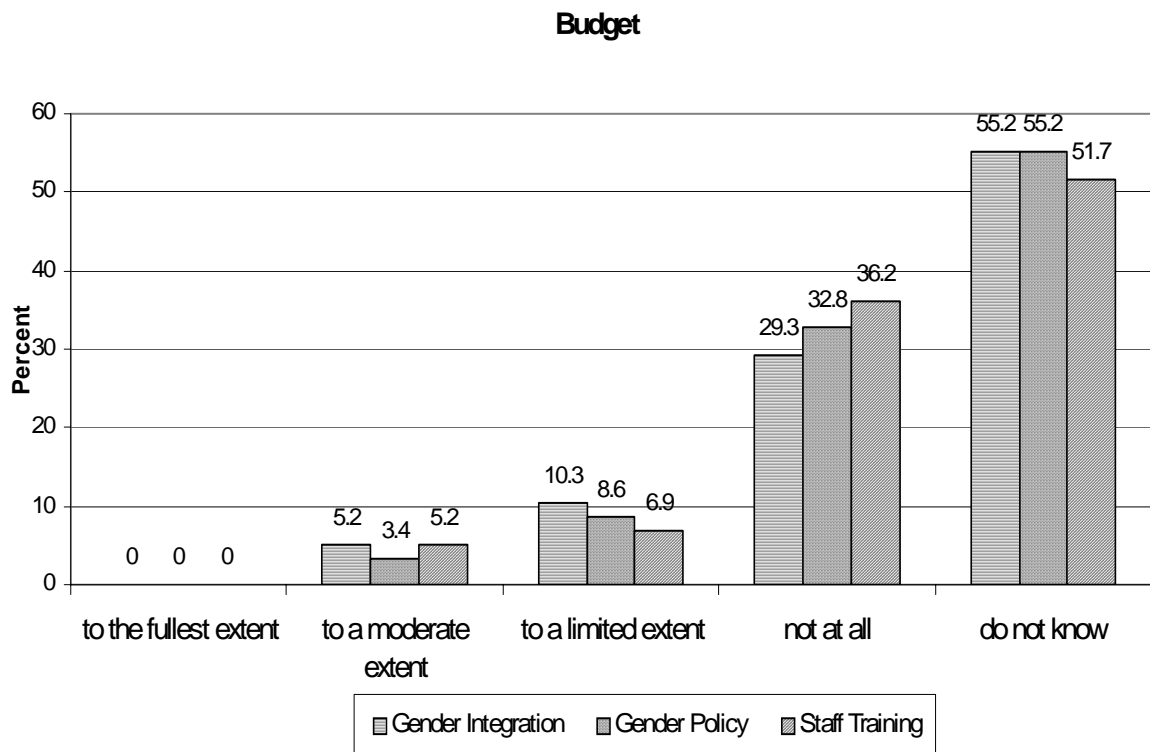
## 4.11 Budget

The question was raised whether any organization shows genuine commitment to gender issues by allocating adequate budget or financial resources. There are three questions in this category.

11.1. *Gender Integration*

11.2. *Gender Policy Operationalization*

11.3. *Staff Training*



Concerning the **allocation of sufficient budget to support its gender integration work** 3 (5.2%) and 6(10.3%) respondents replied that this is done to a moderate and limited extent respectively, 17 respondents (29.3%) felt that this is not done at all. More than half of the respondents 55.2% noted that they were not well informed about the matter.

Respondents were asked whether **financial resources are allocated for the operationalization of gender policy at all levels** 2(3.4%) and 5(8.6%) respondents replied that this is done to a moderate and limited extent respectively. However 19 respondents felt that this is not done at all. Similar to the budget allocation to gender integration, 55.2% of the respondents noted that they did not know the matter.

The respondents were also asked if **staff training in gender issue are systematically budgeted** in the Agency, 21 respondents expressed their view that this is not done at all 3(5.2%) and 4(6.9%) respondents felt that this is done to a moderate and limited extent respectively more than half of the respondents 51.7% noted that they don't have any knowledge of this matter.

In general concerning budgeting:-

- The Agency did not allocate sufficient resources for gender related activities such as gender integration work, gender policy operationalization and staff training on gender issues.

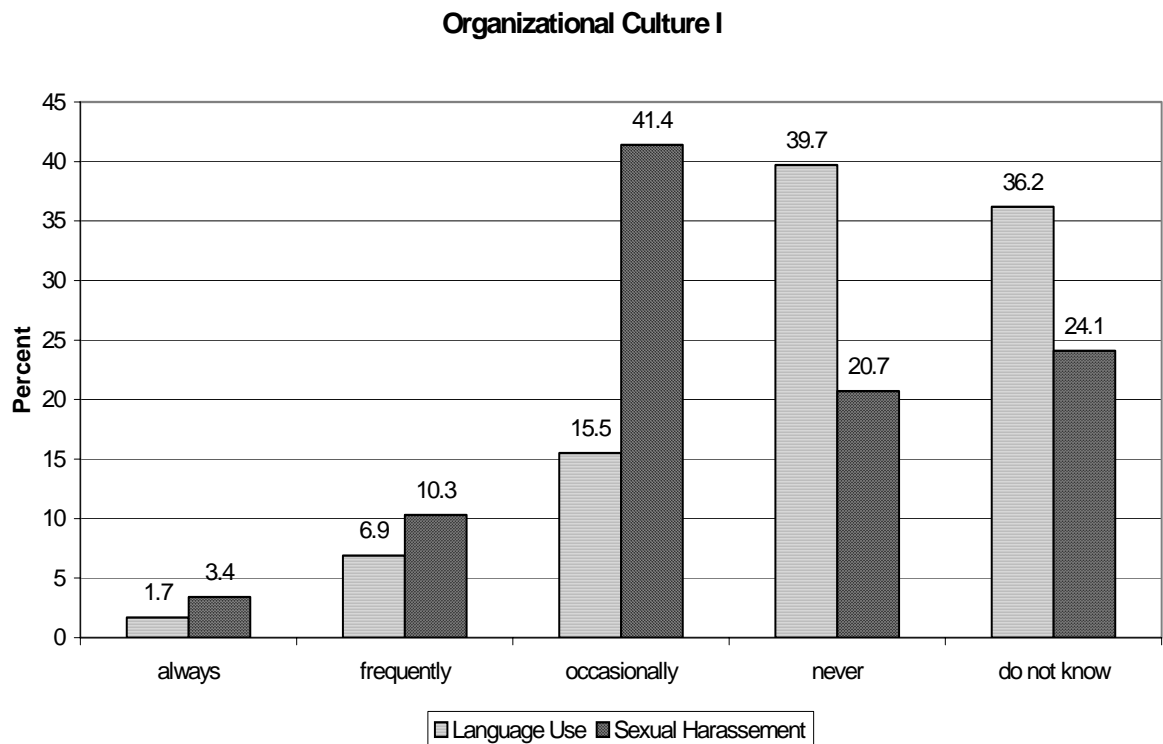
## **4.12 Organizational Culture**

Organizational Culture influences or affects gender sensitivity. To measure the extent, to which organizational culture plays an important role in the Agency, two types of statements were presented to the respondents. The first ten statements are about the Agency’s positive, gender sensitive, culture. The second seven statements are statements that reflect negative culture towards gender issues.

#### 4.12.1. Positive Statements about Organizational Culture

a) *Language Use*

b) *Sexual Harassment*



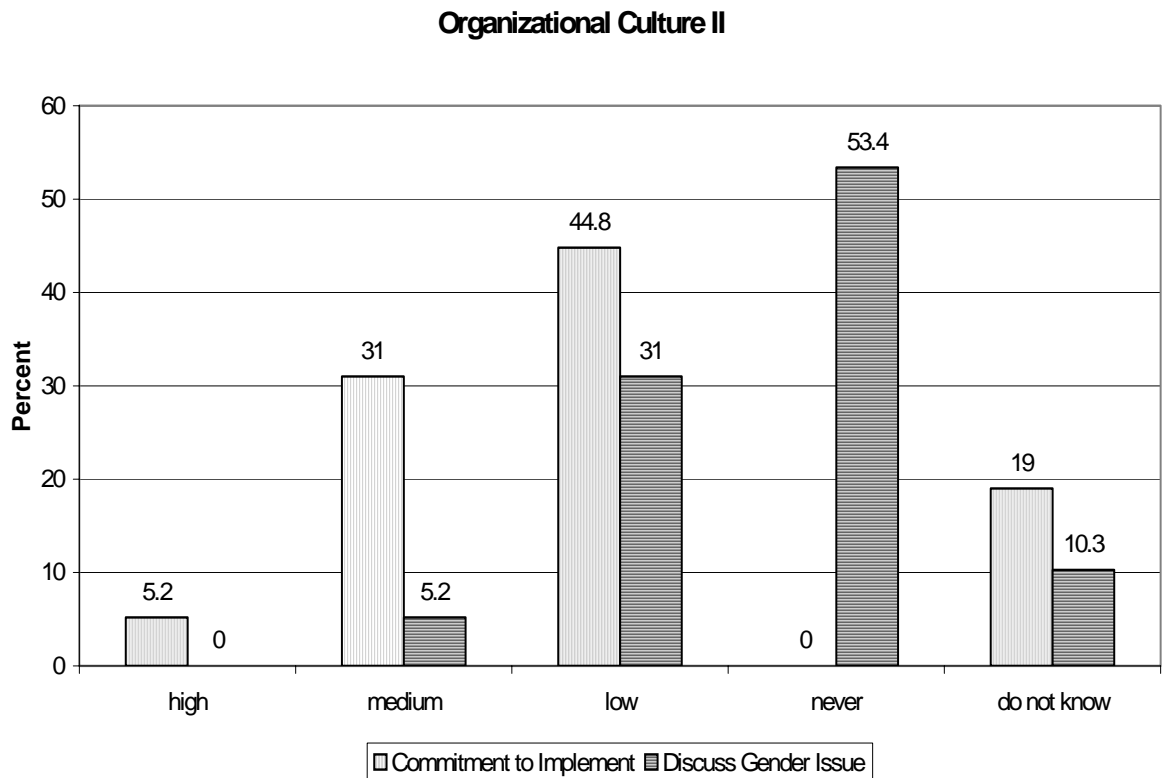
In regards to **encouraging gender sensitive behavior** in the Agency, only one respondent (1.7%) noted that this is done always regularly 4 respondents (6.9%) and 9 respondents (15.5%) agreed that this is done frequently and occasionally respectively. On the contrary 23(39.7%) felt that the Agency never encourage gender sensitive behavior at all. 21 respondents (36.2%) noted that they did not know whether this is true or not.

With regard to the reinforcement of gender sensitive behavior and procedure to prevent and address sexual harassment, 6(10.3%) and 24(41.4%) respondents indicated that this is done frequently and occasionally in respective manner. Only 2(3.4%) agreed that this is done always to the fullest extent. 12(20.7%) respondents said that this is not done at all. On the other hand 14 respondents (24.1%) noted that they had no knowledge about the matter.

## Organizational Culture II

### *c) Commitment to Implement*

### *d). Discuss Gender Issue*



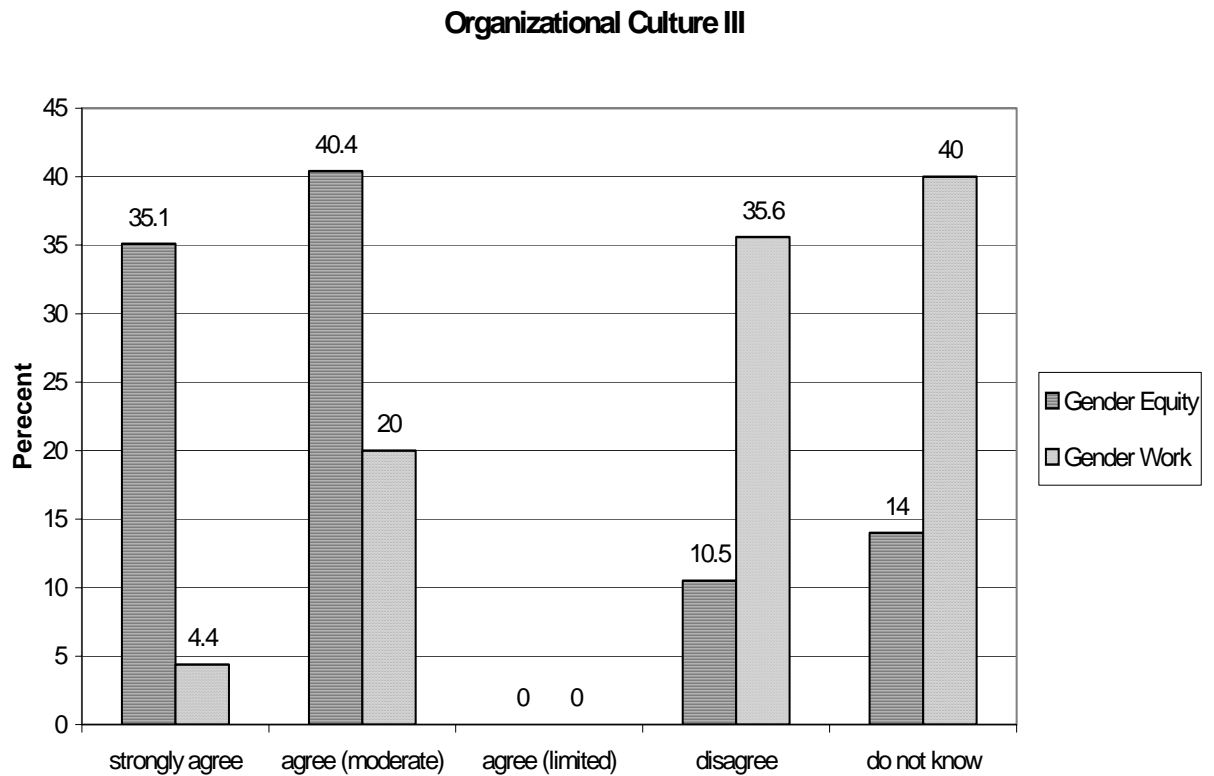
In regard to **staff commitment to the implementation of a gender policy**, almost 45% of the respondents agreed that the staff commitment is low; where as 18 respondents (31%) and 3 male respondents (5.2%) felt that there is medium and high commitment to the implementation of gender policy. 11(19%) respondents responded that they do not know

With regard to gender issues taken seriously and discuss openly by men and women in the Agency, 3 male respondents (5.2%) felt that this is done frequently; Whereas 18 (31%) respondents out of whom 14(77.8%) were male, agreed that it is done occasionally. 31(53.4%) respondents, out of whom 16(51.6%) are male and 15(48.4%) are female, responded that gender issues are not discussed seriously. 6(10.3%) respondents did not know about the issue.

**Organizational Culture III**

*e) Gender Equity*

*f). Gender Work*



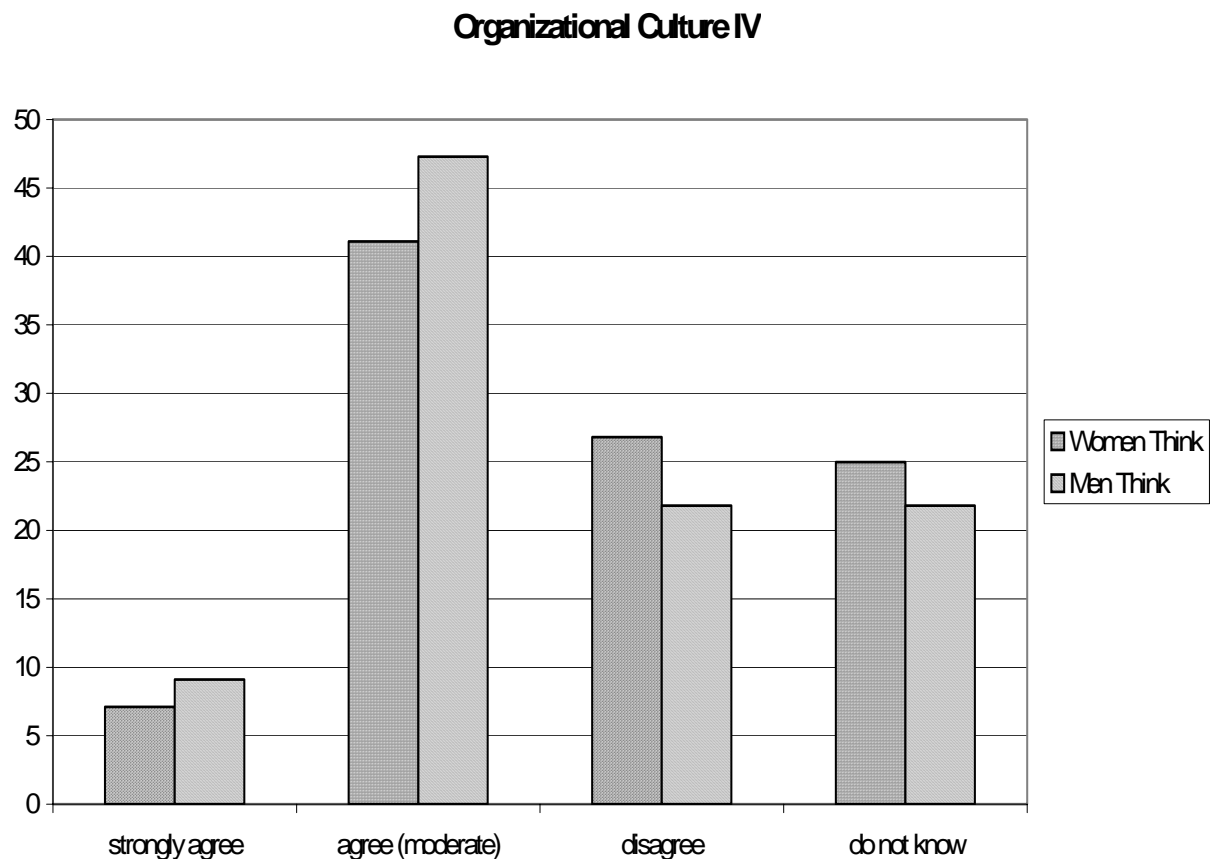
With regard to **the fit between gender equity and organizational image**, 20 respondents, of whom 11(55%) were female, agreed strongly that it is so fit where as 23 respondents, of whom 19(82.6) are male, agreed moderately to this issue. While 6 respondents, of whom 50% were female, disagreed on this issue. 8 (14%) respondents noted that they do not know about the case.

In regards to the Agency's **staff enthusiasm about the gender work they do**, 9 respondents (20%) agreed that this is so to a moderate extent where as only 2 respondents (4.4%) felt that this is to the fullest extent 9 respondents (20%) replied that the staff is moderately enthusiastic about the gender work they do on the contrary 16(35.6%) respondents felt that staff is not enthusiastic about the gender work.

### Organizational Culture IV

*g) Women Think – Women Friendly*

*h) Men Think – Women Friendly*



Regarding the thinking of women employee about the Agency whether it is female friendly or not 23 respondents (41.1%) and 4(7.1%) respondents agreed

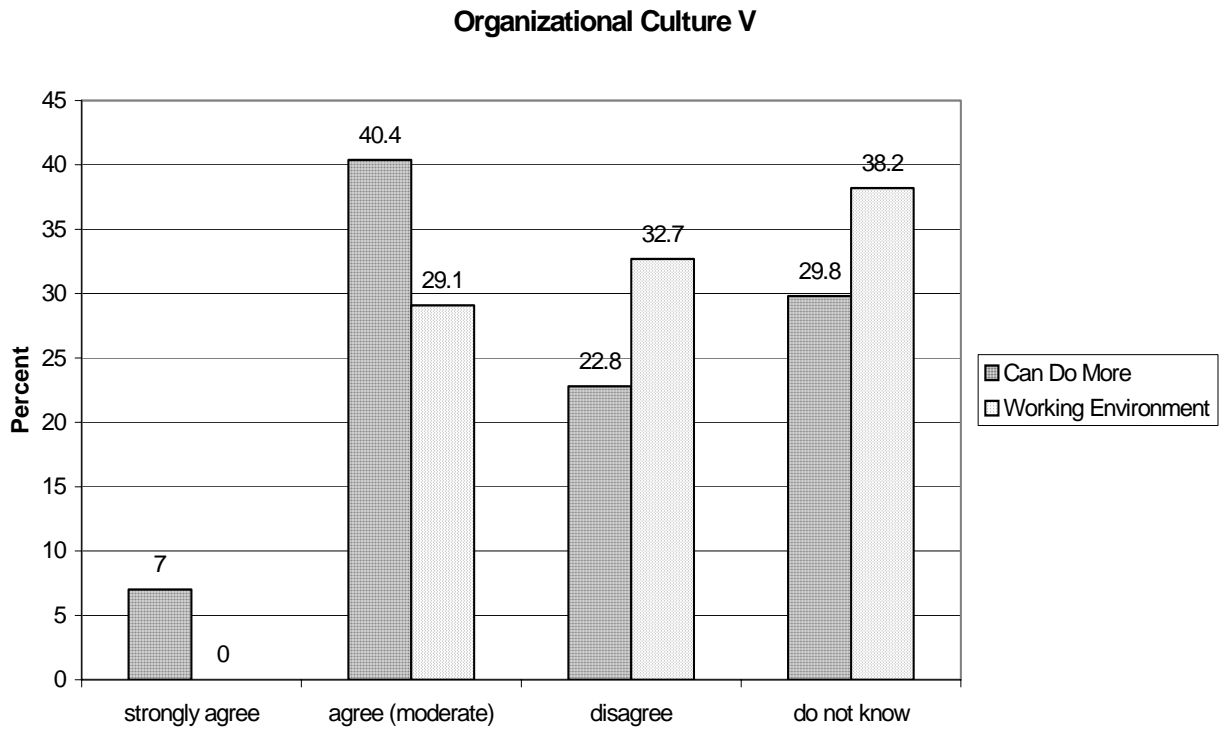
moderately and strongly respectively. Where as 15 respondents (26.8%) disagreed that the Agency is women friendly organization.

Out of the 21 female respondents who gave their response to this statement 10(47.6%) disagree; and 3 respondents (14.3%) were unaware about the case.

Concerning **men employee thinking that the organization is women friendly**, 5 respondents (9.1%) agreed strongly to this issue, while 26 respondents (47.3) agreed moderately that this is so. On the contrary, 12 respondents (21.8%) do not agree that the organization is women friendly.

Out of 36 male respondents who gave their response to this statement 22 respondents (61.1%) do agree moderately, and 4(11.1%) respondents do agree strongly.

- i) Can Do More*
- j) Working Environment*



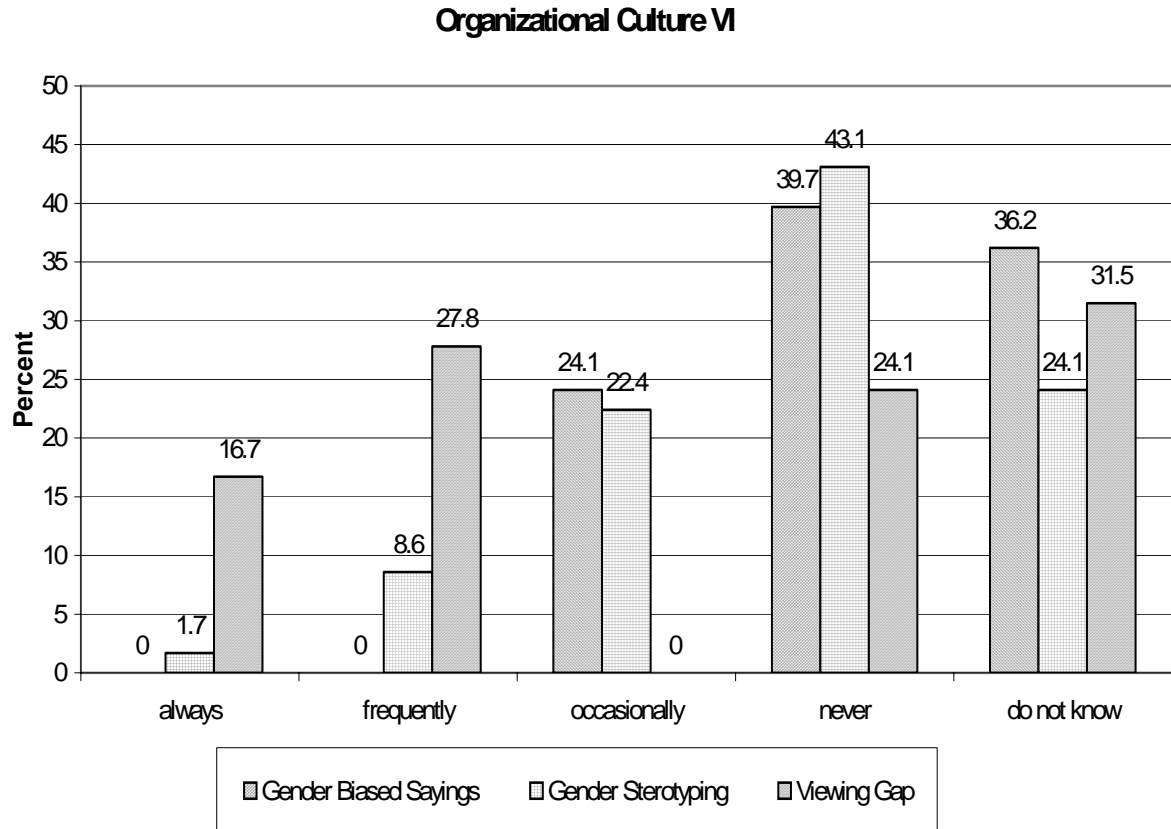
Regarding to **the Agency could do more in institutionalizing gender**, 23 of the 57 valid respondents agreed moderately to this issue. Where as 4 respondents (7.1%) strongly agreed 13 respondents (22.8%) did not agree that the Agency could do more to institutionalizing gender.

In relation to **the improvement of the working environment for women over the past two years** 16 respondents (29.1%), of whom 14(87.5%) were male, agreed strongly. While 18 (32.7%) respondents, of whom 11(61.1%) were female, disagreed to this issue.

#### **4.12.2. Negative Organizational Culture**

## Organizational Culture VI

- a) *Gender Biased Sayings*
- b) *Gender Stereotyping*
- c) *Viewing Gap*



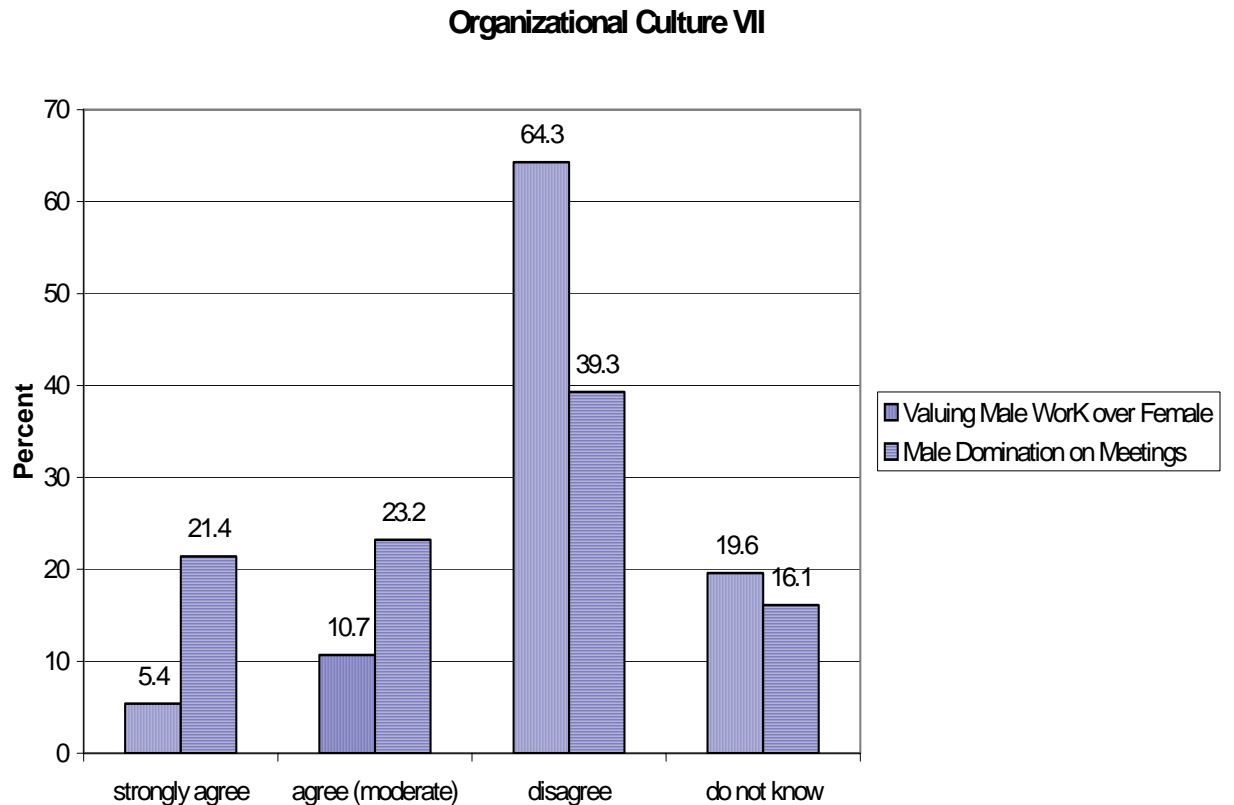
In regard to the **use of gender biased saying in the Agency**, 14 respondents (24.1%) felt that this happens occasionally. 23(39.7%) respondents said that this never happens at all. And 21(36.2%) respondents noted that they do not know the case. Concerning **gender stereotyping** encountered in the Agency, only 1 respondent (1.7%) agreed that this happens to the fullest extent, where as 5(8.6%) and 13(22.4%) respondents felt that this so happens to a moderate and limited extent respectively. On the contrary 25(43.1%) respondents do not agree that this happens and 14(24.1%) respondents were unaware of the issue at all. Regarding to **understanding gap between how men and women** in the Agency view gender issues 9 respondents (16.7%), of whom 5(55.6%) were female, agreed strongly. And

15(27.8%), of whom 12(80%) were male, agreed moderately that there is a gap in understanding the issue. 13 (24%) respondents, of whom 5(38.5%) were female, felt that there is no gap. 17 (31.5%) respondents do not know whether there is gap or not.

## Organizational Culture VII

*d) Valuing Male Work over Female*

*e) Male Domination on Meetings*



With regard to organizational culture **placing a higher value** on the ways **male tend to work** and **less value** on the ways **female tend to work**, 3 (5.4%) respondents, of whom 2(66.7%) were female, and 6 (10.7%) respondents, of whom 2(33.3%) were female, strongly and moderately agreed respectively. 36(64.3%) respondents, of whom 11(30.6%) were female, did not agree to this statement.

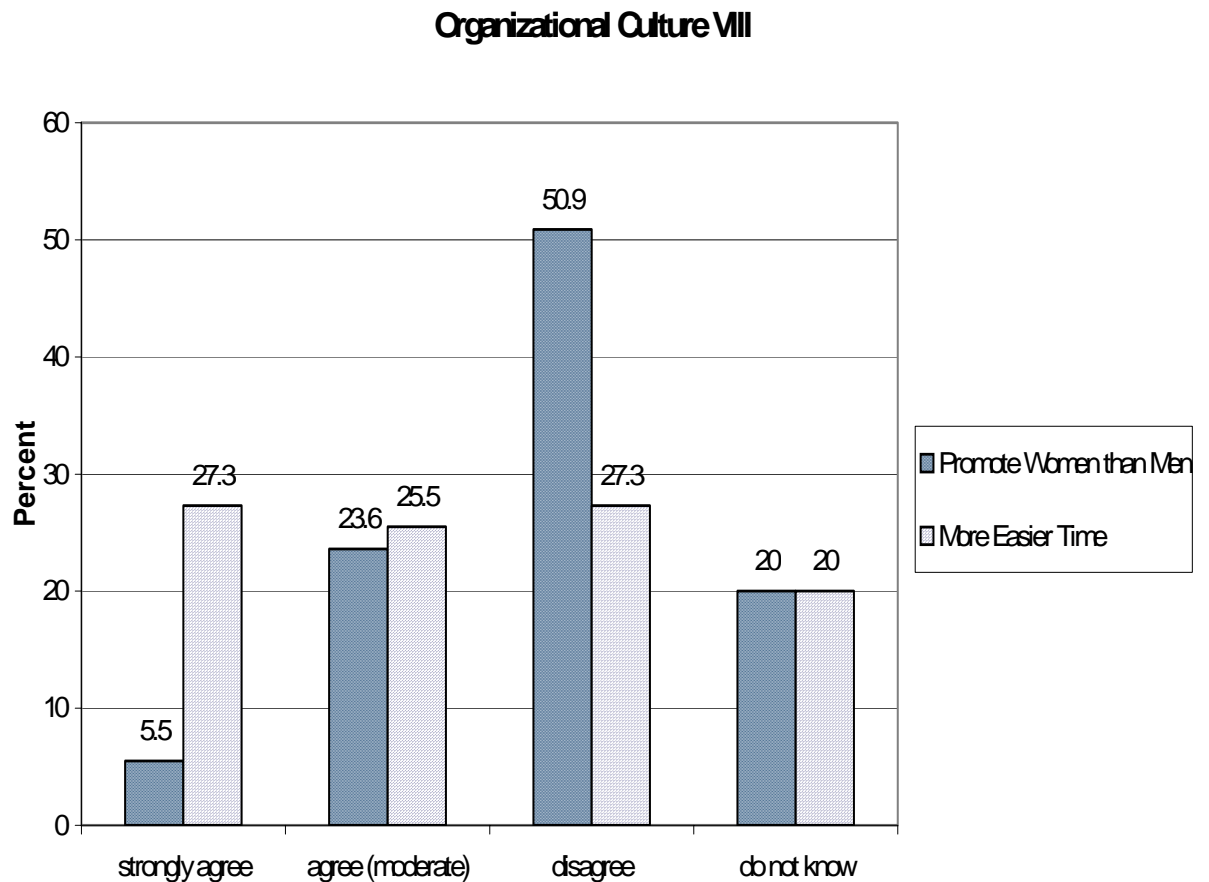
In regards to **meetings tend to be dominated by male staff**, 12(21.4) respondents, of whom 7(58.3%), and 13 (23.2%) respondents, of whom 5(38.5%)

were female, agreed strongly and moderately respectively. Whereas 22 (39.3%) respondents strongly disagreed to this statement.

### Organizational Culture VIII

*f) Negative Attitude towards Promoting Women*

*g) More Easier Time to Men*



Regarding the **unfairness of promoting women more than men in fieldwork and projects**, 28 respondents (50.9%) disagree; whereas 13(23.6%) and 3 (5.5%) respondents agree moderately and strongly respectively. Regarding to **men having easier time to establish personal and professional net work than women**, 15 (27.3%) and 14(25.5%) respondents strongly and moderately agreed respectively; where as 15 respondents, 80% of whom were male and 20% were female, strongly disagreed to the above issues.

### Summary of Organizational culture

	Percentage of Responses		
Positive Statements about Organizational Culture	Percentage of Responses		
	Yes	No	Do not Know
Language Use	<b>24.1</b>	39.7	36.2
Prevent and Address Sexual Harassment	55.1	20.7	24.1
Commitment to Implement Gender Policy	36.2	44.8	19.0
Discuss and Take Seriously Gender Issues	36.2	<b>53.4</b>	10.3
Promote Gender Equity	<b>75.5</b>	<b>10.5</b>	14.0
Enthusiastic about Gender Work	24.4	35.6	40.4
Women Think – It is Women Friendly	48.2	26.8	25.0
Men Think – It is Women Friendly	56.4	21.8	21.8
The Organization Can Do More	47.4	22.8	29.8
Improved Working Environment for Women	29.1	32.7	38.2
Total	432.6	308.8	258.8
Average	43.3	30.9	25.9
	Yes	No	Do not Know
Use Gender Biased Sayings	24.1	39.7	36.2
Gender Stereotyping	32.7	43.1	24.1
Viewing Gap on Gender Issues	44.5	<b>24.1</b>	31.5
Valuing Male Work Over Female	<b>16.1</b>	<b>64.3</b>	19.6
Male Domination on Meetings	44.6	39.3	16.1
Negative Attitude towards Promoting Women	29.1	50.9	20.0
More Easier Time to Men	<b>52.8</b>	27.3	26.0
Total	243.9	288.7	173.5
Average	34.8	41.2	24.8

- There is different thinking between staff members of the Agency about the organization's gender sensitivity. Some of them thought that their organization is gender sensitive, but some have stated that it is not so.
- On average 43.3% of the respondents agreed with the positive statements about organizational culture and 30.9% did not agree to these statements.
- 41.2% of the respondents disagreed with the negative statements about organizational culture, and 34.8% agreed to these statement.

#### 4.13 Obstacles

Questions regarding **obstacles to incorporate gender analysis in policy/program planning, implementation and evaluation** in the Agency were asked. The responses are summarized bellow.

Obstacles	Yes		NO		Don't know	
	Freq.	%	Freq.	%	Freq.	%
Organization size	17	30.4	20	35.7	19	32.8
Staff awareness	22	40.0	20	36.4	13	23.6
Office Culture/environment	28	48.3	13	22.4	17	29.3
Local Culture	19	32.8	17	30.4	20	35.7
National Culture	24	42.9	14	25.0	18	32.1
Lack of financial resources for gender programming	26	45.6	14	24.6	17	29.8
Lack of staff training on gender	40	70.2	8	14.0	9	15.8
Lack of gender analysis tools	26	44.8	13	22.4	19	32.8
Lack of support from senior management	34	59.6	7	12.3	16	28.1
Low organizational priority for gender issue	27	48.2	12	21.4	17	30.4
<b>Average</b>	27	48.2	14	25.0	15	26.8

Concerning the obstacles to incorporate gender analysis from program/project design to program/project implementation, all of the points raised are indicated as an obstacles by respondents ranging from 30.4% to 70.2%. The most critical one is **lack of staff training on gender** that is indicated by 40(70.2%) respondents; whereas 34(59.6), 28(48.3%), 27(48.2%), respondents thought **lack of support from senior management, organizational culture, low organizational priority for gender issues** as main obstacles for gender mainstreaming. **Lack of financial resources for gender programming** and **lack of gender analysis tools** are also mentioned as obstacles by 45.6% and 44.8% of the respondents respectively. In general there are several obstacles to incorporate gender analysis into program/ project design and implementation in the Agency that need to be addressed.

## 5 Findings and Recommendations

### 5.1 Findings

After though analysis of the gender audit data the following important findings were explicitly discovered: -

- The gender issue is not clearly mandated to be taken in to account at program / project planning design level in the Agency.
- The Agency does not have gender sensitive criteria or gender equality indicators to measure the policy/ program impact on both actors in the organization.
- Despite relentless effort made by WAD of the Agency most of the respondents replied do not know what the Agency is doing to strengthen their skills and provide both sexes with equal access to service and training at program/ project implementation level. This indicates the presence of strong resistance for gender equality in the Agency. So the Department has to do more effort to promote the issue
- Female employees of the Agency thought more than male employees that policies, programs and values of the Agency are beneficial for their lives.
- The Women Affairs Department of the Agency does not have sufficient capacity to handle organizational resistance and it is not well structured to address gender issues effectively.
- Collection of gender-disaggregated data, provision of sector specific indicators and monitoring and evaluation of gender impact in the Agency is not well exercised.
- To some extent the Agency's policies, programs and projects have contribution to the empowerment of women and the changing of unequal gender relations..
- In the Agency there is a lack of necessary skills, knowledge and attitude among staff members needed to integrate gender issues in to their work.
- There is a need for training and awareness creation programs to the staff on how to integrate gender in the Agency's work.
- Proactive strategies to promote women in senior management positions are not implemented well. There is no significant increase in the number of women in senior management level in the Agency for the past few years.

- There is a written equal opportunity policy (rules and regulations) in the Agency.
- There is no paternity leave policy & no flexible work arrangements in the Agency..
- There is no child care and dependent care leave policy.
- Gender awareness is almost not included in all job descriptions in the Agency except in Women's Affairs Department.
- Gender awareness is not included in the Agency's staff performance and development review criteria.
- There is training of staff and senior management on gender. An increase on gender expertise among staff members is not satisfactory.
- In the Agency, the culture of seeing both male and female as equal partners is developed to some extent.
- The commitment of management to promote female representation at senior levels is some how limited.
- There is no experience of rewarding good performance in the field of gender.
- Commitment to gender equity and equality as a criterion on the selection and making an agreement to partner organizations is not adequately practiced.
- To some extent the Agency provides training and tools on gender planning, analysis and evaluation to partners.
- The Agency has no written gender policy known by all employees.
- The Agency's advocacy lobbying and communication campaign are not Well planned ,organized & informed by gender perspective.
- Gender issues are reflected to some extent in the Agency's publication strategies.
- The Agency does not allocate adequate resources for gender activities except personnel salary.

- There are too many obstacles to incorporate gender analysis into program/ project design and implementation in the Agency. When we see from the most critical ones to the list, some obstacles that need to be addressed are:-

Lack of staff training on gender	70.2%
Lack of support from senior management	59.6%
Office culture / Environment	48.3%
Low organizational priority for gender issue	48.2%
Lack of financial resource for gender	45.6%
Lack of gender analysis tools	44.8%
National culture	42.9%
Staff awareness	40.0%
Local culture	32.8%
Organizational size	30.4%

- In general for many of the findings indicated that the Agency should exert much effort to promote gender equality internally as well as in the civil service.

## **5.2 Recommendations.**

Promoting gender equality and empowering women is outlined in the UN document as one of the millennium development goals. So that development organizations need to incorporate this equality and empowerment agenda to their development activities.

To effectively implement the goals and objectives of gender equality and to properly and fully utilize human resources for development and growth purpose, development organizations should examine themselves on how far gender issues have been their concern.

The Federal Civil Service Agency has assessed how gender issues are treated in the organization through gender audit process. Based on the findings from gender audit data analysis the following points are recommended for the better integration of gender issues into the organization.

### **1 Program planning and design.**

As the gender audit finding indicated lack of attention to gender issue through out the entire planning cycle, program and project is likely to result in policy program/ project outcome that do not benefit women employees. This will not be effective and is not acceptable from the human right perspective. It can also be very difficult if not impossible, to address the gender issue effectively during the implementation phase. So effective policy, program and projects that meet the needs of all employees and benefit them equally can only be achieved if attention to the gender issues is taken systematically at all stages of the planning cycle.

A common mistake in the past was to think about the gender issue after the policy or program was designed and to add on an activity about gender. But Significant change can not be achieved by adding marginal program for women after a policy, or program/project designed. Therefore, the Agency's planned direction

and intervention should be carried out from the outset of policy formulation and planning process.

## 2 Mainstreaming

Women and Men employees in the Agency, like in any other organizations experience life differently, have different needs and priorities, and are affected by the organizational policies and development interventions. The women in the agency who constitute 45% of the total work force remain in lower position for long time, have lower literacy rate than men, and have experienced the least improvement in their quality of life. Therefore the agency should mainstream the gender issue in all HRM activities to ensure that institution, policies, programs and projects respond to the needs and interests of all members of the Civil Service in general and the Agency in particular.

## 3 **The women Affairs Department of the Agency.**

The finding of the gender audit indicated that most of the respondents replied, I don't know. The reasons for this response may be misinformation or lack of information about the issues or due to cultural or traditional perceptions about gender roles or resistance to change. But whatever the fact or reasons might be, the Women Affairs Department of the Agency:-

- a) Must be located where it can have the most influence and impact.
- b) Must be clearly and effectively linked in the Agency's structure and process of policy and program design.
- c) Needs to be staffed with sufficient and qualified gender experts who are committed and dedicated to the task of promoting and coordinating gender equality efforts.
- d) Needs to be allocated with sufficient budget to fulfill its responsibility.
- e) Needs to be appropriately empowered to enable itself to support the Agency's strategic objective.

- f) Act as focal unit in gender equality and gender mainstreaming efforts effectively and efficiently.
  - g) Provide gender equality policy advice and mainstreaming guideline.
  - h) Provide technical support to the entire internal and external stakeholder.
  - i) Identify critical sectoral gender equality issues and priorities through targeted research and quick wins.
  - j) Identify and implement strategies that help to reduce gender disparity in relation to sectoral policies and strategies.
  - k) Monitor and evaluate mainstreaming activities of civil Service organizations through appropriate body or in collaboration with Inspection Department of the Agency.
  - l) Should formulate appropriate strategy to implement the Millennium Development goal in the Civil Service.
- Prepare gender mainstreaming guideline gender training and implementation manual to facilitate gender equality in the Civil Service.
  - Revise and introduce appropriate affirmative actions for women employees to bridge the gender gap in the Civil Service.

#### **4 Training**

Gender training must be a part of an over all organizational strategy that includes a long term rational for the training investment and how it fits with other organizational strategies to build the capacity of staffs to work gender responsively. But a one time gender training for few selected Staff is not enough to bring the desired gender equality, rather well planned gender training can only have an impact if it is carried out as part of an over all organizational strategy.

#### **5 Gender equality measurement**

Gender disaggregated data, gender indicators gender development index and gender empowerment measures are the most important and best tools to ensure

progress forwards gender equality. There fore, the Agency should introduce these tools in all areas of HR activities.

## **6 Advocacy, lobbying and Communications:**

Media is very powerful, tool and plays a crucial role in shaping public opinion. Particularly the public relation Service of the Agency can play a decisive -role to eliminate gender stereotype as a barrier to the participation of women and men in the Socio- economic life of the country.

So, the Agency should restructure the public relation to this end by :-

- a) Integrating gender issues in the PR policy.
- b) Inclusion of gender Specialist in the PR Department

to serve the public at large.

## **7 Monitoring and evaluation:**

Monitoring mechanisms in the Civil Service have been traditionally gender blind. That is they have failed to measure and high light the impact of policy, Program / project on women and men in the Civil Service. So the Agency should place gender responsive monitoring System towards gender equality in the Civil Service.

Gender responsive monitoring is not simply counting and reporting how many women attended a training Course or benefited from the policy program, it must be setting up monitoring indicators to Ensure and measure policy/ program impact.