Gender Mainstreaming Guideline

Women’s Affairs Directorate

4/6/2012
Acknowledgement

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### Acronyms

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<th>Acronym</th>
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<tr>
<td>BSC</td>
<td>Balanced Score Card</td>
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<td>BPFA</td>
<td>Beijing Platform For Action</td>
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<td>BPR</td>
<td>Business Process Reengineering</td>
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<td>CSA</td>
<td>Central Statistical Agency</td>
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<td>ENWP</td>
<td>Ethiopian National Women’s Policy-</td>
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<td>EWDCP</td>
<td>Ethiopian Women’s for Development and Change Package</td>
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<td>FCSA</td>
<td>Federal Civil Service Agency</td>
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<td>FDRE</td>
<td>Federal Democratic Republic of Ethiopia</td>
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<td>MDGs</td>
<td>Millennium Development Goals</td>
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<td>Mol</td>
<td>Ministry of Industry</td>
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<tr>
<td>MoFED</td>
<td>Ministry of Finance and Economic Development</td>
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<td>MoLSA</td>
<td>Ministry of Labour &amp; Social Affairs</td>
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<td>MoWA</td>
<td>Ministry of Women Affairs</td>
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<td>NAP-GE</td>
<td>National Action Plan for Gender Equality</td>
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<td>NEWA</td>
<td>Network Ethiopian Women Association</td>
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<td>PASDEP</td>
<td>A Plan for Accelerated and Sustained Development to End Poverty</td>
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<td>WAD</td>
<td>Women’s Affairs Directorate</td>
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<td>SDPR</td>
<td>Sustainable Development and Poverty Reduction</td>
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1 Introduction
Over the past two decades, the Government of Ethiopia has sought greater recognition of women in the development process. Currently Ethiopian Government recognizes that for real change to occur women need to be not only in control of, but to also be able to influence the development process. A gendered perspective of development has the potential, through analysis of social relations; to transform structures of power entrenched in the development agenda thus providing the potential to reshape the social, political and cultural landscape of development practice.

The overall development objective of the Government of Ethiopia is to end poverty through accelerated and sustained economic growth and improve employment opportunities for the youth and women.

Ethiopia drafted and designed legal frameworks and systems for the implementation and enhancement of gender equality. Besides, the country established an executive organ called the Ministry of Women, Children and Youth. This shows the government’s commitment towards gender equality.

Recently the Government of Ethiopia is implementing various initiatives to transform the civil service organizations through various change tools including Business Process Reengineering (BPR) and Balanced Score Card (BSC), which aimed at improving governance in the Civil Service. Achieving gender responsiveness in the Service is an integral part of the transformation process. In line with the Ethiopian National Women Policy (2007) and transformation process, Sector Ministries have expected to be developed gender mainstreaming guidelines and specific gender commitments in the various sector investment plans aimed at achieving women and men’s empowerment and gender equality.

In spite of the existence of the policy instruments and institutional frameworks at International and national level, It has been observed, that Ministries, Agencies and Authorities have not integrated gender in their core activities and programs. Gender mainstreaming has not been effective. One of the reasons has been inadequate co-ordination of various initiatives on gender mainstreaming. The other reason is absence of a standard guideline which can be used by all stakeholders who are involved in gender mainstreaming.
Therefore Ministry of Industry has developed this Gender Mainstreaming Guidelines in its operating areas to address gender issues.

The Guideline was prepared through a process which included extensive literature review, consultation with internal and external stakeholders. During the preparation several national policy papers and international conventions were reviewed.

1..1 **Fundamental Objectives of the Guideline**

The fundamental objective of this guideline is providing an implementation legal and procedural framework for gender mainstreaming in the organization through different core and sub process functions. It provides for structures, mechanisms and processes which in place within the existing organizational framework to guide, plan, and monitor and evaluate gender mainstreaming into key areas of processes.

1..2 **Specific Objectives of the Guideline**

The specific objectives of the guideline is

- To reduce the gender gap in the sector;
- To improve gender accountability in the Sector
- To enhance capacity of the staff on gender issues;
- To remove structural barriers to gender equality.
- To make the operating environment gender friendly;
- To speed up development process;
- To enhance implementation capacity of Women’s Directorate in the Ministry of Industry;
- To measure, monitor and evaluate the performance of gender equality in the Ministry

1..3 **Methods of Organizing the Guideline**

This Guideline is developed in line with the newly introduced Business Process Reengineering (BPR) and Balanced Score Card through reviewing relevant literature, human resource management laws, development policies, regulations, guidelines and manuals of the Ministry of
Industry, consulting with directors of directorates, support process owners and female employees drawn from all job categories.

1.4 **Scope of the Guideline**

This guideline is designed specifically for policy-makers, Core and support process owners who are not experts in gender issues, but who nonetheless are charged with the day-to-day responsibility of gender mainstreaming, according to the Ministry’s mandates.

This Guideline is also provides some practical tools and checklists for gender analysis. It would also apply to all organizations under the Ministry of Industry.

1.5 **Significance of the Guideline**

- The Guideline would enable the Ministry of Industry to implement government’s commitment to gender equality and women’s empowerment within its operating environment as stated in the National as well as International Legal Frameworks.
- Ministry of Industry in accordance to Proclamation NO. 691/2010 is entrusted with the powers and responsibilities of creating conducive conditions for the acceleration of industrial development and enabling environment for domestic and foreign investment;
- Ministry of Industry’s engagement in gender mainstreaming is a breakthrough to encourage the establishment of gender sectoral and sensitive professional associations, and strengthen those already established in the area.

1.6 **Limitations**

This Guideline is based primarily on the outcome of BPR where there is sufficient experience in the area at national and international levels. Thus, several expert’s personal perspectives and inputs were added to keep the quality and standard of the Guideline. In addition time is very much limited to increase the validity of the Guideline.
2 Conceptual Framework on Gender Mainstreaming

2.1 Gender Mainstreaming: Definitions

What is gender mainstreaming? What does it include and exclude? The following definitions, which are adopted by different organizations and shade light on the components of gender mainstreaming, are presented below:

WHO (2007) referring to the definition given by ECOSOC defines gender mainstreaming as follows:

*Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programs, in any area and at all levels. It is a strategy for making the concerns and experiences of women as well as of men an integral part of the design, implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres, so that women and men benefit equally, and inequality is not perpetuated. The ultimate goal of mainstreaming is to achieve gender equality (ECOSOC, 1997 cited in WHO, 2007).*

Gender mainstreaming is defined as an approach (process) or a strategy to ensure that

- All government’s efforts consider and address the experiences, needs, and priorities of men & women at all stages;
- Development outcomes benefit women & men equally;
  - Gender disparities are not continued or made worse (National Committee for the Advancement of Women in Viet Nam, 2004, p. 14).

UNDP defines gender mainstreaming as "taking account of gender equality concerns in all policies, programs, administrative and financial activities, and in organizational procedures, thereby contributing to profound organizational transformation" (UNDP, 2000:16).

From the above definitions, the following can be said about gender mainstreaming:

- Gender mainstreaming is a process as it comprises transformation or change;
- It takes into account the different needs, experiences and perspectives of men and women;
• It is not an end in itself but a strategy or approach that leads to gender equality;

• Gender mainstreaming can be used at different levels, i.e. policies, programs, activities, budgets, legislations.

Historically, gender mainstreaming has been used prevalently as of the 4th World Conference on Women (1995) held in Beijing. The Platform for Action repeatedly states that “governments and other actors should promote an active and visible policy of mainstreaming a gender perspective in all policies and programs, so that before decisions are taken, an analysis is made of the effects of would be decisions on women and men, respectively”.

Gender mainstreaming is at times mistakenly believed to include women component only. Carolyn explained why gender mainstreaming should not be integrating women component solely like so.

Gender mainstreaming is not simply about integrating or including women in development agendas already decided upon by others. Gender mainstreaming involves a transformative process. It can reveal a need for changes in goals, strategies and actions to ensure that both women and men can influence, participate in and benefit from development processes. This can require changes in organizations – structures, procedures and cultures – to create organizational environments, which are conducive to the promotion of gender equality. We also know that while representation of women is an essential element in gender mainstreaming, increasing the numbers of women is not enough. The mainstream agenda can only be transformed when the perspectives of both women and men inform the design, implementation and outcomes of policies and programs. While we recognize today that gender mainstreaming is a critical strategy for gender equality, at the same time we acknowledge that gender mainstreaming does not eliminate the need for targeted activities to promote the advancement of women and gender equality. Women- or gender-specific activities are still required to address serious gaps which must be urgently tackled to support women’s empowerment and develop women’s leadership capacities and to test ideas and approaches which may then be applied to the mainstream development process (Carolyn, H. 2003:13-14).

Carolyn also discussed about the other misconceptions of gender mainstreaming which she said are “important and pervasive”. She expounded the two misconceptions as follows:

Firstly, gender mainstreaming is not about gender balance within organization, although this is an important element of overall efforts to promote gender equality. Every organization must have a dual strategy – efforts to promote gender equality within the organization itself, combined with efforts to promote attention to gender perspectives within the work of the organization. Gender mainstreaming is focused on the work programs of organizations – the goals, strategies, resource allocations and planning and implementation processes. Secondly, separate specially targeted activities for women are not gender mainstreaming activities but a necessary complement to gender mainstreaming. As the term “mainstreaming” implies, gender mainstreaming means bringing gender perspectives into regular
“mainstream” activities – research, analyses, policies, programs, etc. –which are not specifically targeted to women. Gender mainstreeaming is the strategy utilized in programs where the principal objectives are related to other development goals than gender equality–such as improvements in health status, greater agricultural productivity, improved transport, more efficient energy consumption. Gender mainstreaming involves linking the goal of gender equality to these other development goals, in the context of “mainstream development policies and programs (Carolyn, H. 2003: 14).

Gender mainstreaming requires, among other things, gender expertise, adequate accountability mechanisms, political will, and allocation of adequate resources. On the main, gender mainstreaming conducted at an organizational level should look into the gender sensitivity of

- Organizational goals including its visions and missions
- Structures and processes
- Procedures
- Organizational culture
- Programs and activities
- Budget allocation and utilization
- Monitoring and evaluation system

2.2 The Rationale for Gender Mainstreaming

Gender mainstreaming has its roots in the differences of men and women’s interest and needs in all walks of life hence the necessity address them in their perspectives in pursuit of development endeavours.

Gender Mainstreaming is also a strategy for making the concerns and experiences of women as well as men an integral part of the design, implementation, monitoring and evaluation of policies and programs in the political, economic, and societal spheres.

Mainstreaming is not about adding a ‘woman’s component’ and even a ‘gender equality component’ into an existing activity. It goes beyond increasing the participation of women; it means bringing the experience, knowledge, and interests of women and men into the development agenda.
Mainstreaming may entail the need for change in development agenda, and thus require change in the goals, strategies, and action, so that both men and women can influence, participate and benefit. The goal of gender mainstreaming aims at transforming policies, procedures and rules that embed unequal social and institutional structures into equal and just structures for both men and women. The following are factors to be considered in the process of gender mainstreaming:

- An increased involvement of women in decision-making process;
- Scrutiny in social values, development directions; and resource allocations in line to gender equality.

Furthermore, mainstreaming emphasises and reintroduces the human dimension to development thinking: to see people as the means and ends of development and human-wellbeing and gender equality as well as economic growth as the goals and measures of development.

Gender Mainstreaming is the result of a paradigm shift that advocates for transformation of the traditional planning approach to a new one in which men and women’s perspectives are considered in policy and program development processes. What is being part of the mainstream transformation is having equitable access to society’s resources including socially valued goods, opportunities such as recognition and respect, secure and rewarding employment.

2.3 **Basic Principles of Gender Mainstreaming**

Responsibility for implementing the mainstreaming strategy is wide-system and rests at the highest levels within an organization and includes:

- Adequate accountability mechanisms for monitoring progress need to be established;
- The initial identification of issues and problems across all area(s) or activities should be such that gender differences and disparities can be diagnosed;
• Assumptions that issues or problems (for example in the case of hiring, firing, promotion, working hours, budget allocation) are neutral from a gender-equality perspective should never be made;
• Gender analysis should always be carried out;
• Clear political will and allocation of adequate resources for mainstreaming, including additional financial and human resource if necessary, are crucial to ensuring the commitment of the organization provided in the various forms;
• Gender mainstreaming requires that efforts be made to broaden women’s equitable participation at all levels of decision-making;
• Mainstreaming does not replace the need for targeted women-specific policies and programs and positive legislation nor do away with the need for gender units or focal points.

2.4 Prerequisites to Gender Mainstreaming in Organizations

• Political will to start the process of gender mainstreaming;
• Gender policy;
• Training of civil servants in gender issues;
• Self-Assessment (SWOT);
• Identification of tools and methodologies that are proper and relevant that facilitate the incorporation of gender concerns in planning, implementation, monitoring and evaluation;
• Collecting gender-sensitive data; and
• Having a gender sensitive personnel policy and practices.

Hence the practice of gender mainstreaming demands the focus of the management to:

• Mainstream gender in the mission and vision of the organization;
• Formulate a gender policy;
- Analysis the pattern of staff and their accountability in line to gender sensitivity and responsiveness;
- Assign gender focal persons in the core and support processes;
- Allocate required budget to carry out gender and women related issues;
- Allow capacity building in gender issues.

3 The International and National Legal and Policy Instruments

3.1 International Legal Instruments

3.1.1 Convention on Elimination of All forms of Discriminations against Women (CEDAW)
Ethiopia is pioneering in ratifying the Convention on Elimination of All Forms of Discrimination against Women (CEDAW). As any party to the convention, Ethiopia has agreed to bring its laws in line with what is provided in the convention.

Pursuant to article 2 and 7 of the convention, Ethiopia has an obligation to eliminate all forms of public and private discrimination between men and women; facilitate equal opportunities for women and men; develop acceptable principles and measures; change laws and constitutional provisions as desired and to incorporate the right of women to participate in the initiation, formulation and implementation of government policy at all levels of both public and private sphere.

3.1.2 The Beijing Platform for Action (BPFA)
The Beijing Platform for Action (BPFA) urged governments to eliminate occupational segregation and all forms of employment discrimination and to take measures to ensure women’s equal access to and full participation to power structure and decision-making.

The realization of the objectives require participating governments to entrust the responsibility in the highest possible levels of government structure; to change laws and policies; and ensure that laws and policies undergo gender analysis before adoption; to which building the capacity for gender analytic research and building the capacity of women through information, education, training, and advisory services. Take measures to harmonize work and
family responsibilities for men and women; eliminating occupational segregation and all forms of strategic discrimination are indicated as measures to be taken by governments.

3.1.3 Millennium Development Goals
Furthermore Goal 3 of the MDGs requires national governments to promote gender equality and empower women by eliminating gender disparity in primary and secondary education, preferably by 2005, and all levels of education no later than 2015.

3.2 Regional Legal Instrument on gender equality in employment

3.2.1 African Charter on Human and Peoples Rights: African Protocol on Women’s Rights: 
This document is home grown and based its analysis on the African context it is formulated to be used as a tool to fight traditional and customary practices that undermine the human rights of African women. Ethiopia is one among those that endorsed the document on July 11, 2003 in Maputo, Mozambique.

The article 2(c) and 13 (and c) of the protocol requires endorsing national governments to incorporate gender issues in their laws, policies programs, and development plans; ensure that women are given equal opportunities in employment, as well as in other economic sectors and ensure that recruitment, promotion, and retrenchment of women are transparent, and mechanism is in place to prevent work place sexual harassment respectively.

3.3 National Legal Framework

After the Derg regime, Ethiopia have provided friendly political and legal grounds in the history of the country, for progressive and modern principles and approaches on women and gender to take root and bloom. The main ones are identified as follows:

3.3.1 The 1995 FDRE Constitution and Women’s Rights

The 1995 FDRE constitution has sealed off the age old discrimination against women. The constitution has a clear provision that guaranteed gender equality in all aspects of the country’s development endeavours including employment. In accordance with the provision of Article 25 all persons are equal before the law and discrimination on grounds of gender is
prohibited and article 35(8) provided men and women’s equality in employment, promotion, pay, transfer, and pension entitlement. Furthermore, article 35(3) of the constitution identified itself with women’s historical legacy of the past and clearly states the retroactive positional truth by way of prescribing an affirmative action as remedy to the historical legacy of women’s discrimination. The purpose of such measure shall be to provide special attention to women so as to enable them compete and participate on the basis of equality with men in politics, social, and economic life as well as public and private institutions. In so doing, the constitution provided legal and institutional status of importance, par excellence, to progressively nullify the (wounds of) past in the warm arms of the present, and indeed, the future.

3.3.2 Ethiopian Women’s Policy

An explicit recognition to gender issues in Ethiopia can be fairly linked to the Ethiopian Women’s Policy issued in September 1993. The policy is aimed at equality between men and women, facilitating conditions whereby women have access to basic social services as well as eliminating prejudice and other gender-based discrimination.

The statements stipulated in the women’s policy are political and legal compliments to the unrecognized, misrecognised roles of women and as tribute (homage) to all misfortune Ethiopian women had gone through (affirmative action). Institutional system ascribed with the roles of identifying, promoting, forwarding, defining and articulating the needs of women in development was designed as an element of the national strategic direction of change and transformation (establishing women’s machineries).

The policy highlights addressing discriminatory practices and mainstreaming women’s issues in existing laws, regulation, customary practices and creating conducive environment for women to participate in decision-making structures; coordinating and incorporating women’s issues in all government programs and policies as well as at institutional levels; working towards discriminatory attitudes in society against women and girls (violence against women); and promoting research and awareness raising in all areas concerning women’s development and gender equity as core intervention areas in the realization of women’s empowerment and gender equity.
3.3.3 Employment Laws and Gender Equality

In line with the provisions of the constitution of the Federal Republic of Ethiopia, the Federal Civil Servants proclamation No. 515/2007 under Article 13 has provided the anti sex-discrimination and affirmative action to ensure women’s employment rights and enhances the participation of women in the employment sector. These provisions, first by outlawing sex-discrimination has paved the way for women to compete freely; second the provision under its sub - article 3(a) has re-affirmed women’s right to affirmative action in recruitment, promotion and deployment process of human resource management.

3.4 National Strategies

3.4.1 PASDEP

Plan for Accelerated and Sustained Development to End Poverty (PASDEP), the National Action Plan for Gender Equality (NAP – GE) and Ethiopian Women’s Development and Change Package (EWDCP) are the main implementation strategies designed to achieve gender equality in all development goals of the country. PASDEP has twin goals of reducing poverty and ensure gender equality (MoFED, 2006:13). This strategy is an overruling frame work for all policies and programs in the country and envisaged to address not only nationally set development priorities but also the internationally set goals declared to address poverty such as the Millennium Development Goals /MDGs.

Under the democratization and good governance, and economic components of PASDEP, reducing violence against women and girls and improving their human rights; increasing women’s access to all levels of decision–making; and enhancing urban women's access to and control over economic resources and services such as employment and training were the major issues and activities identified to be addressed in the planning period (2005/06 – 2009/10) of PASDEP. Furthermore, it requires all government departments to conduct gender-based analysis and mainstreaming gender issues in their areas of jurisdiction (MoFED, 2006:172-173).
3.4.2 **National Plan of Action for Gender Equality (NAP-GE)**

The National Action Plan for Gender Equality (NAP-GE) is a five year plan developed by Women’s Affairs Ministry with the objective of promoting gender equitable development in the country. Furthermore, it is also an integral part of the Plan for Accelerated and Sustained Development to End Poverty (PASDEP).

Hence it is a framework by which the government will realize its commitment to gender equality (NEWA. 2006:5). The ultimate goal of the action plan is to ensure equality between men and women in social, political and economic aspects of the development of the country through incorporating the non-economic dimensions of poverty (like powerlessness, vulnerability and inequality). Accordingly, the NAP-GE is designed notably to address the problems women have in poverty and economic empowerment; education, health and reproductive rights; human rights and violence; decision making; environment; and institutional mechanisms (NEWA, 2006:5).

3.4.3 **Ethiopian Women’s Development and Change Package (EWDCP)**

The Ethiopian Women’s Development and Change Package (EWDCP) is a strategy document designed to implement the ideals provided in the FDRE constitution, National Women’s Policy and the National Plan of Action on Gender Equality. The document emphasizes on the active engagement of government to realize and advance women’s participation in political and decision making positions and calls for building women’s leadership capacity in all ways possible. The package requires government organs and their arms to take into account women’s participation in the formulations of laws, policies and plans; and their benefits are ensured in the laws, policies and plans accordingly; to engage in building women’s capacity and providing trainings to women; address problems faced women in human resource management and leadership position, enhance women’s participation in leadership and decision making positions and implement affirmative action to avail training opportunities for women employees.

3.4.4 **Gender and Employment**

Despite the Ethiopian government and the international community commitment to gender equality, the status and participation of women in all sectors has not changed significantly. The number of women that are engaged in the economic, political and social sector of the country is still few. Discrimination against women, lack of protection of basic human rights, violence,
lack of access to productive resources, education and training, basic services and employment are widespread (Prime Minister Office/Women’s Affairs subsectors, 2004:1 cited by FCSA, 2007:19). The following data is presented to reveal the fact that women are far from participating in and benefiting from the employment sector on equal grounds with men.

The 2006 employment and unemployment survey in urban areas which was conducted by Central Statistics Agency (CSA) indicated that at a country level, an estimated of 3,836,812 (45.27% female) people were employed, out of which 41.8% were self-employed, private and government employees were 18.2% and 17.1% respectively. Out of those employed by private and government sectors women constituted 13.8% and 13.2% respectively. As it is the case in other sectors, men are dominating jobs in the NGO sector and thus women employees are less by 60% than men employees.
4 Gender Mainstreaming Guideline in the Ministry of Industry

4.1 Vision, Mission, Values, Duties and Responsibilities of the Ministry of Industry

4.1.1 Vision

To see the competitive Industrial sectors which play the leading roles in the economy based on efficient and sustainable development at 2015.

4.1.2 Mission

To ensure sustainable Industrial development by creating conducive environment for investment promotion, delivering standard services and support to the investor and upgrade the human capital and technological capacity of the sector.

4.1.3 Values

- we do maximum effort for the success of developmental entrepreneurs (Investors)
- we are always ready to learn and change
- we work for efficient technological transformation and benefits
- we stand for environmental protection and care
- we implement for effective coordinated work
- we ensure fair participation and benefit

4.1.4 The Duties and Responsibilities of the Ministry of Industry are:-

The following power and responsibilities of the Ministry are strategic and crucial in the process of mainstreaming gender:

1/ The Ministry of Industry shall have the powers and duties to:

a) Promote the expansion of industry and investment;

b) Create conducive conditions for the acceleration of industrial development;

c) Provide support to industries considered to be of strategic importance;

d) Create enabling environment for domestic and foreign investment;

e) Facilitate the provision of efficient one-stop shopping services to investors;
f) Ensure that public enterprises are effectively managed and privatized in compliance with the law;

g) Encourage the establishment of sectoral and professional associations, and strengthen those already established.

2/ The powers and duties given to the Ministry of Trade and Industry by the provisions of other laws, currently in force, with respect to matters relating to industry and investment are hereby given to the Ministry of Industry

4.2 Key issues, Guidelines, Checklists and Indicators to mainstream gender in the Ministry of Industry

4.2.1 Core issues

4.2.1.1 Data collection, organization, updating, dissemination and evaluation

A. Key Issues

- Absence of adequately identified and organized sex and gender disaggregated data in all processes
- Non accessibility of information to men and women on equal ground and unfair sex combination of data collectors
- Unable to keep records on result obtained in using data by men and women
- The information dissemination system is not equally involve men and women,
- Absence of knowledge and skill especially amongst women in using and applying IT system and relatively insufficient availability of modern technology to women
- Data collection format is not gender sensitive.
- Absence of a gender sensitive data collection system
- Women’s achievement and activities is not well promoted by using web-site, electronics and print media.

B. Guideline

- Ensure the availability of sex and gender disaggregated data in all processes adequately.
- Ensure the availability and accessibility of information to all men and women and provide equal opportunity for women and men data collectors.
- Ensure the availability of records on results obtained in using the data.
- Design a system that allows equal opportunity for men and women to apply modern technology.
• Design appropriate training modalities that could enhance women’s skill in using modern technology.
• Develop well organized gender sensitive formats.
• Ensure gender sensitive data collection system.
• Design promotional system to address women’s achievements.

C Checklists

• Is there identified and organized sex and gender disaggregated data in all processes?
• Is the information equally accessible to all men and women?
• Is the information dissemination system gender sensitive?
• Do men and women have knowledge and skill in applying modern technologies?
• Are women the beneficiaries of modern technology facilities?
• Are there organized and gender sensitive job and data collecting formats?
• Is the data collecting system gender oriented?
• Does the promotional system give adequate attention to women’s achievements?

D Indicator

• Adequately organized sex and gender disaggregated data by all processes.
• Types of information equally accessible to both men and women.
• Availability of gender disaggregated data.
• Number of developed gender sensitive information exchange systems.
• Number of men and women benefiting from IT skill upgrading trainings.
• Number of women friendly IT facilities developed.
• Number of gender oriented job and data collecting formats developed.
• Quantity and type of gender sensitive data.
• Number of female producers whose achievements are disclosed to the public using different media.

4.2.2 Identification of Project profile and feasibility study, document preparation and popularization

A. Key issues

• Lack of gender sensitive awareness creation program in project profile preparation.
• Project profiles and feasibility studies are not taking into account women’s environmental, social and economical benefits.
● Project profiles and feasibility studies are not consider gender issues in creating job opportunities.
● Limited participation of women in project preparation and feasibility studies.
● Special attention is not given to women beneficiaries in the process of identifying and selecting projects and projects & project profiles.

B. Guideline
● Design focused and gender sensitive awareness creation programs in project profile preparation.
● Ensure women adequately benefit from all round project profile and feasibility study preparation.
● Ensure gender sensitive job opportunities in project profile and feasibility study preparation.
● Ensure women’s active participation in project profile and feasibility studies.
● Develop a system to identify feasible projects that ensure women’s benefits.

C. Checklists
● Is the awareness creation program on project profile preparation gender sensitive?
● Are the project profile preparations adequately ensuring benefits of both sexes?
● Are the project profiles and feasibility studies designed to create gender sensitive job opportunities?
● Do project profile preparation and feasibility studies allow adequate women participation?
● Are the selected projects ensuring women’s benefits?

D. Indicators
● Number of gender focused project profile and feasibility studies?
● Types (number) of social, economical and environmental benefits obtained for women from project profiles and feasibility studies.
● Number of job opportunities created for men and women as a result of the feasibility study.
● Number of women participating in project profile feasibility studies.
● Number of project profile and feasibility studies adequately indicating women’s participation and benefits.
4.2.3 Attracting new investments and supporting on-going projects.

Key issues

- Inadequate attention to attract and support women investors in the industry sector.
- Limited support to ensure women’s participation in local and international exhibitions.
- Inadequate attention by Ethiopian embassies abroad in promoting women investors’ products.
- Limited effort to encourage women to take part in investment consultation forums.
- Unable to organize experience sharing forums with efficient international producers and service providers with a view to promote women investors.
- Limitations with regard magnifying women investors’ achievements and initiation of new investment ideas in designing methods and investment websites with a view of encouraging women investors.
- Unable to evaluate investment promotion and monitoring results from gender perspective.

B Guideline

- Ensure adequate women investors participation in the industry sector by applying different incentive mechanisms.
- Design women focused investment promotion alternatives.
- Design different and appropriate mechanisms that support women to participate in exhibitions and bazaars organized locally and internationally.
- Design a quota or equal opportunity system in Ethiopian Embassies abroad for women investors to promote their products adequately.
- Design special incentive mechanisms for investors who employ more females.
- Design investment consultation forums that balance women’s participation.
- Design international producers’ experience sharing programs that allow women investors participation.
- Design and initiate new investment ideas appropriate for women investors and ensure continuous promotional work that magnifies women achievements.
- Ensure special considerations to women investors through effective service delivery system.
- Ensure sex and gender disaggregated data on monitoring investment results.
C. Checklist

- Is due consideration given to women investors to participate in the sector in the process of attracting and encouraging investment in the industry sector?
- Is there adequate support to women to take part in exhibitions organized both locally and internationally?
- Is there a balanced chance to women designed by Ethiopian embassies abroad to promote women investors production?
- Does the number of female participants commensurate to the number of males in investment consultation forums?
- Is fast service delivery system installed to avoid procrastination?

D. Indicators

- Number (types) of Special investment incentives designed for women investors
- Number of Gender sensitive investment ideas and opportunities
- Type (amount) of support given to women in the sector to participate in exhibitions organized both locally and internationally
- Number of women investors whose products and services are promoted by Ethiopian embassies abroad
- Number of women participating in investment consultation forums
- Number of women investors involved in experience sharing with foreign investors
- Number of female investors whose achievements are publicized by the website
- Number of websites developed to introduce women investors
- Types of gender disaggregated data compiled in investment support and monitoring tasks.
- Results identified and compiled using sex and gender attributes.

4.2.4 Technology selection, negotiation and construction support

A. Key issues

- Absence of suitable technology for men and women that helps produce both qualitative and quantitative products
- Lesser representation of women in preparation of negotiation and support documents
- Inadequate capacitating of women in negotiation skill
- Failure to consider the special needs of people living with disabilities, pregnant women, children, older people and people who need special support in the preparation of building design
- Absence of gender sensitivity in building design to cater for latrines, dressing rooms, shower rooms and others

B. Guideline

- Ensure the selection of technology is suitable for both sexes for qualitative and quantitative production.
- Ensure balanced participation of both sexes in the preparation of negotiation and support documents
- Plan continuous training schemes in negotiation skills for women.
- Ensure the construction designs are suitable and facilitate free movement for people living with disabilities, pregnant women and those people who need special support
- Ensure construction designs are gender sensitive (having toilet rooms, closing and shower rooms suitable for both sexes).

C. Checklist
- Is technology appropriate and gender sensitive?
- Is training carried out according to plan?
- Are women involved in continuous skill upgrading schemes with a view of upgrading their competence?
- Are construction designs suitable and allow free movement for those male and female people who need special support?
- Are there separate toilets, dressing and shower rooms for both sexes?

D. Indicators

- Number of male and female benefiting from appropriate technology support
- Number of female capable of conducting negotiations
- Number of continuous trainings conducted to upgrade women’s negotiation skills
- Number of construction designs addressing the needs of both sexes in need of special support.
- Number of toilets, showers, dressing and other rooms specially designed for male and female respectively.

4.2.5 Machinery planting and commissioning service support

A. Key issues

- Failure to take into consideration the natural and physical fitness of men and women in the process of machinery plantation
- Unsuitable design layout which is cumbersome and monotonous to both sexes.
- Failure to facilitate conditions that allow equal participations of male and females in the process of machinery planting
- Absence of adequate females participation in commissioning support document preparation, understanding machinery selection criteria and assurance of testing products
- Absence of adequate awareness creation forums and unequal participation of both sexes in commissioning training
B. **Guideline**

- Ensure adequate natural and physical concern is given to the condition of both sexes in the process of machinery plantation.
- Ensure the design of the layout is suitable, non-monotonous and non-cumbersome to both sexes.
- Ensure equal participation of both sexes in the process of machinery plantation.
- Design the awareness creation program that is capable of developing women’s confidence and changes positively societal outlook in the process of machinery plantation, supports them to learn by doing and, organize media coverage for those who are exemplary in their effort.
- Ensure balanced number of participants from both sexes in the process of commissioning support document preparation, in understanding of machinery selection criteria and assurance of testing production.
- Design a training program that allows equal participation of both sexes and prepare adequate awareness creation forums.

C. **Checklist**

- Is adequate attention given to women’s natural and physical condition in the process of machinery plantation?
- Is due attention given to designing appropriate layout that alleviates women’s workload?
- Is the work of machine plantation gender sensitive?
- Is the awareness creation and training program adequate to develop women’s confidence and change societal outlook?
- Are forums organized with a view developing women’s achievements?
- Are the numbers of male and female participants balanced in machinery selection and document preparation work?
- Is the number of male and female balanced in the process of training and awareness creation programs?

D. **Indicators**

- Number of machinery plantation work that considers male and female physical conditions.
- Amount of machinery plantation work that allows equal participation of both sexes.
- Number of females trained and skilled in machinery plantation.
- Number of people whose attitude influenced by skilled women.
- Number of male and female who undergo continuous awareness creation programs.
- Number of male and female participating in commissioning work.
4.2.6 Standardization and testing services

A. Key issues

- Gender sensitivity in collecting ideas for product standardization.
- Unable to provide special support to female producers’ products to ensure assurance quality and standardization with a view of ensuring competitiveness.
- Sufficient consideration is not given to women taking part in technical committees for the preparation of standard proposals.
- Absence of equal opportunities for sexes in awareness creation and skill training on standardization concepts, quality and testing assurance.
- Not given due attention to ensure women’s participation in workshops organized to discuss on draft standard document.
- Unable to develop a working manual that prohibits the assignment of women in quality assurance jobs harmful to their health.

B. Guideline

- Design a system that incorporates the ideas of both sexes in the process of collecting ideas for products ready for standardization.
- Ensure special support for women’s products to pass through quality testing and standardization with a view of upgrading their competitiveness and ability to work with other agencies.
- Establish gender sensitive proposal preparation technical committees.
- Design gender oriented awareness creation and training programs on standardization concepts and the need for quality testing.
- Ensure participation of women in discussion workshops for drafting standard documents.
- Establish a working manual that prohibits the assignment of women to positions harmful to their health.

C. Checklist

- Are females’ and males’ ideas incorporated in the preparation of products standard?
- Is special support given for female producers’ product standardization?
- Do standard proposal preparation technical committees comprise female membership?
- Are adequate and gender sensitive awareness creation forums conducted?
- Are trainings conducted, gender sensitive?
- How many males and females attend draft document discussions and workshop?
- Are positions that are harmful to women’s health identified?
- Are there women assigned to positions harmful to their health?
D. Indicator

- Number of males’ and females’ ideas incorporated in products standard preparation.
- Number of female producers given special support to fulfil the standard criteria.
- Number of standard technical committees with female membership.
- Number of awareness creation forums and trainings
- Number of female participants in draft document discussions.
- Number of positions identified as harmful to women’s health

4.2.7 Conducting bench marking study and implementation support

A. Key issues

- Not considering women investors in designing selection criteria of organizations for benchmarking implementation.
- Gender insensitivity in organizing benchmarking study draft document, evaluation and implementation team.
- Due attention is not given to analyze gender gaps in benchmarking implementation gap survey.

B. Guideline

- Ensure benchmarking implementation organization selection criteria considers women investors.
- Ensure the participation of women in the establishment of benchmarking study draft document evaluation team.
- Establish a system that allows the participation of women from other work units in benchmarking study draft document evaluation and implementation even in the absence of women in that particular work unit.
- Analyze gender gaps while conducting bench mark implementation gap survey.

C. Checklist

- Are female investors incorporated in establishing criteria for selecting benchmark implementation organizations?
- Is the benchmarking implementation study team gender sensitive?
- Is gender mix considered in evaluation and implementation of benchmarking study draft document?
- Does the gap survey of benchmarking implementation consider practical and strategic needs of both sexes?
D. **Indicator**
- Number of criteria set to select organizations considering women investors.
- Number of women participating in draft document evaluation and implementation team.
- Gender gaps identified and analysed.

4.2.8 **Training (technical, marketing and management)**

A. **Key issue**
- Not deliberately consider gender based training needs assessment.
- In the process of budget allocation, human power assignment and training needs assessment unbalanced gender mix is observed.
- Adequate attention is not given to focus on gender issues in the preparation of conceptual and practical training manuals.
- The geographical location of on the job training centre is not considering women trainees 'practical gender needs
- Adequate attention is not given to keep gender disaggregated data of those trainees who get employment support.
- Not to establish special alternative supportive structure after evaluating conceptual and practical training of women
- Absence of gender disaggregated data of trainees who were employed.
- Unable to design special alternative support after evaluating the impacts of conceptual and practical trainings given to women.
- Gender insensitive recruitment of job trainees and trainers.
- Designed training objectives are not considerate of male and female skill gaps.
- Training packages is not considering the needs of both sexes.
- Business development services are not focusing on improving and developing commercial skills of both sexes.
- Absence of adequate training with a view of developing and substituting leadership positions; and inability to establish quota for women participants.
- Not to provide consultancy, awareness creation training and technical advice services on gender mainstreaming to industry or factory owners based on their request.
- Inability to consider gender issues in different programs implemented in the industry sector (kaizen, GMP, ISO).
- Absence of gender sensitivity in university/industry partnership.

B. **Guide line**
- Ensure both sexes’ needs in training needs survey study.
- Ensure gender sensitivity in preparation of terms of reference for training needs survey and identification of beneficiaries.
• Ensure the training needs study take into account budget, gender tasks and gender mix adequately.
• Design criteria for training recruitment and registration to consider existing situations.
• Ensure gender issues are incorporated in the preparation of conceptual and practical training manuals.
• Ensure the training venues distance and surrounding environment are safe for women’s conditions.
• Design a system that captures gender disaggregated data of those trainees who got employment support.
• Establish a system to provide supplementary education to women by evaluating conceptual and practical training competencies.
• Ensure gender sensitiveness in recruiting on the job trainees and trainers.
• Design training venues, schedule, and training processes conducive to women trainees.
• Design a system to produce women trainers qualitatively and quantitatively.
• Design a system to support women to participate in all training programs.
• Ensure the provision of planned gender issues training to trainers and employees; upgrading awareness and bring attitudinal changes.
• Design a system to identify problems that forces women trainee’s to be absent from trainings, to support them and avoid harassment.
• Establish quota system for women to take part in leadership training.
• Design a system to consult, create awareness and provide technical advice to industry/factory owners to mainstream gender issues based on their request.
• Ensure different sectoral programs (Kaizen, GMP, ISO) are gender sensitive.
• Ensure university/industry partnership are gender responsive.

C. Checklist
• Are female and male training needs identified?
• Is due attention given in the preparation of training needs assessment terms of reference and beneficiaries of training results?
• Are training need assessments, gender budget and manpower assignments gender sensitive?
• Are recruitment and registration criteria allow balanced participation of both sexes?
• Is there a quota system for women to take part in leadership training?
• Are gender sensitive conceptual and practical training manuals prepared?
• Are environmental factors and women friendly situations considered in the process of conducting the training?
• Is gender disaggregated data kept for those trainees benefitting from employment support?
• Is special supplementary education given to women with respect to empowering them?
• Is the on-the-job training, trainers and trainees recruitment system gender sensitive?
• Is there a gender sensitive training provision system mechanism?
• Is due attention given to upgrade women trainers both quantitatively and qualitatively?
● Are women participating in all training programs?
● Is there a gender centered training plan?
● Is due attention given to produce positive thinking and confidence focused on development of commercial skill training based on both sexes.
● Is special attention given to industry/factory owners based on their request to provide them with consultancy, awareness creation and technical advice?
● Are the different sectoral programs (kaizen, GMT, ISO) genders sensitive?
● Is the university/industry integration work designed to be gender responsive?

D Indicator

● Number of studies conducted to identify needs both sexes
● Number of terms of references considering gender needs
● Number of training recruitment and evaluation criteria that consider women’s existing situations.
● Number of gender sensitive training manuals designed to deliver conceptual and practical trainings.
● Women friendly training venues, time/working hours.
● Gender disaggregated training data.
● Supplementary education given to women.
● Conducted trainings considerate of sex differences.
● Number and quality of women employees trained.
● Number of women participating in all trainings.
● Number of gender trainings delivered based on plan.
● Support given to women trainees not to be absent from trainings.
● Strategy designed to produce women leaders.
● Consultancy, awareness creation and technical advice service given to factory/industry owners based on their request to mainstream gender issues.
● Gender sensitive and implemented different sectoral projects (Kaizen, GMT, ISO).
● Systems designed for university/industry cooperation to be gender sensitive.

4.2.9 Maintenance services

A. Key issue

● Absence of awareness creation forums focusing on women investors with respect to services on need of pre and post maintenance.
● Not considering women as part of solutions for problems in the process of production.
B. **Guideline**
- Design awareness creation forums focusing on women investors with respect to services on need of pre and post maintenance.
- Design training and practical attachments for women to enable them be part of solutions for problems in the process of production.

C. **Checklist**
- Are there adequate sensitization forums for women investors on pre and post maintenance services?
- Is organized forum gender sensitive?
- Do women provided with practical trainings to be part of the solutions for every encountered problems?

D. **Indicator**
- Organized awareness creation forums for women on pre and during damages of productive forces
- Practical trainings given to women.
- Number of male and female participants in awareness creation forums.

4.2.10 **Research and dissemination**

A. **Key issues**
- Gender mix is not considered in organizing research survey study team.
- In undertaking research survey the needs of women and men is not taking into account adequately.
- Few women beneficiaries in research and product development result.
- Not given due attention on women in research and product development plan design production and testing of prototype products.
- The approval, transfer, and expansion of the product development output system is not result focused and strategic needs based!
- Absence of gender focused indicators in research and dissemination work.
- Inability to conduct study on sector focused gender issues.
- While conducting joint research gender sensitivity is lacking.
- Gender dimension is not giving much attention while assessing the level of customer satisfaction.

B. **Guideline**
- Ensure establishment of gender sensitive research and dissemination team.
- Ensure identification needs of both sexes in research survey study.
• Design both sexes equal participation in implementation of research and product development activity.
• Establish a quota system for women to participate in research and development result promotion workshop and make use of their input.
• Ensure adequate participation of women in research and product development plan design production and testing of prototype product.
• Design sector focused study on gender issues.
• Establish indicators that show input, output and impact.
• The approval, transfer, and expansion of the product development output system should be result focused and take into account strategic needs of men and women
• Undertake gender focused studies to know the level of customers’ satisfaction.

C. Checklist
• Is the composition of research team gender sensitive?
• Are research and survey studies based on the needs of both sexes conducted?
• Is research and dissemination work designed to upgrade women’s participation conducted?
• Do women attend workshops?
• Are women’s comments taken as feedback?
• Are women participating in designing of prototype production and prototype testing?
• Is the approval, transfer, and expansion of the product development output system integrate the strategic needs of men and women?
• Are sector focused studies on gender issues carried out?
• Are indicators developed to show input, output and impact?
• Are gender based studies conducted to know the level of satisfaction of customers?

D Indicator
• Number of male and female participating in the research and dissemination team.
• Research survey studies focused on both sexes need.
• Gender sensitive planned performance on research dissemination activities.
• Women’s comments applied as feedback; number of women participating in feedback development.
• Number of female participating in research and profile preparation.
• Identified practical male and female strategic issues.
• Education delivered to women.
• Trainings conducted considering sex differences.
• Training venues and schedules conducive for women trainees.
• Number and quality women employees trained.
• Women participating in all trainings.
• Sector focused studies addressing gender issues.
• Indicators showing input, outcome and impact.
Plan
d
e
ded training on gender issues.
Support given to women employees not to be drop out from trainings.
Gender-focused studies conducted to understand customers’ levels of satisfaction.

4.2.11 Searching international market, product promotion and linkage.

A Key issue

• Market survey performance and Research document evaluation is not adequately consider gender mix.
• Limitations in involving women in the process of searching international market.
• Inadequate provision of training to women in market searching, promotion and exhibition preparation.
• Unable to ensure participation of women in activities designed to upgrade producers and buyers negotiation skills.
• The market promotion and linkage method is not gender sensitive.
• Unable to support and upgrade women’s participation in searching international markets by using websites.
• Absence of output promotional programs.
• Less attention is given to bring women investors to compete in both international and local markets.
• Not building the capacity of women in accordance with the criteria set by international buyers.

A. Guideline

• Ensure market survey studies and evaluation of study document is gender sensitive.
• Ensure the availability of adequate support for women participation in external market searching processes.
• Design adequate training programs for women in market searching, promotion and exhibition organization.
• Increase and ensure participation of women in upgrading negotiation skills of producers and buyer companies.
• Design gender focused market orientation and linkage system.
• Ensure foreign market access for products of women investors using websites.
• Ensure support and mentoring work for women in modern technology knowledge and skill, finance and marketing skill so as to be competitive in both local and foreign markets.
• Design a system for women to know international buyers criteria for sample and major products.
• Establish a system that gives special attention to women’s products promotional work using brochures, Exhibitions, international visits and preparation of product display sites.
• Incorporate gender issues in export sample products action plan.
B. Checklist

- Are market survey study and evaluations of study documents gender sensitive?
- Are women participating in external market searching?
- Is there any special support given to women to get market access?
- Is adequate training given to women in organizing exhibitions?
- Is there special support to women to upgrade their negotiation and marketing skills?
- Is gender centred market orientation and linkage created?
- Are there adequate services for women to get international market using websites?
- Are gender issue considered in export sample products action plan?
- Are there efforts to inform women about criteria set by buyers to establish self confidence?
- Is product promotion carried out using different methods?

C. Indicator

- Gender sensitive market performance Survey report
- Support given to women to take part in external markets
- Training given to women on exhibition organization
- Special attention given to women in negotiation between producers and buyer companies.
- Gender focused market promotion and linkage
- Women enjoying external trade using websites
- Sample products for export produced by both sexes
- Product promotions conducted and product display site using different methods established.

4.2.12 Input and production linkage support

A. Key issues

- Special attention is not given to women producer association in the process of identifying industries participating in input and production linkage.
- The input suppliers’ registration format is not adequately gender sensitive and in a well organized way.
- Unable to fill the gaps of the product linkage beneficiaries from the gender perspective through the process of continuous monitoring and evaluating.
- Absence of strong coordination and bondage with cooperatives and relevant organizations in the process of selling and buying and failure to give special attention to women in the linkage system.
- Inability to give due attention to create conducive working environment to both sexes in the process of expanding and supporting industry villages.
- No adequate awareness creation forums are organized about industry zones.
B. Guideline
- Ensure special attention to women producer associations in the process of identifying industries participating in input and production linkage.
- Design gender sensitive input suppliers’ registration formats.
- Ensure the production linkage to be sustainable by identifying and evaluating the linkage beneficiary gap.
- Design a system to benefit women through cost reduction and establishing linkage with cooperative societies and same organizations to avoid problem of shortage of raw materials.
- Ensure service provisions in industry zones fulfil practical and strategic gender needs.
- Design adequate and continuous awareness creation programs on meaning and concepts of industry zones.

C. Checklist
- Is there any special attention given to women producer associations in the process of identifying industries participating in input and production linkage?
- Is the input suppliers’ registration format gender sensitive?
- Is a system designed to ensure continuous and sustainable production linkage?
- Is a system designed to ensure service provision in industry zones fulfils practical and strategic gender needs?
- Are adequate awareness creation programs on meaning and concepts of industry zones conducted?

D. Indicator
- Attention given to women producer societies’ participation.
- Organized and gender sensitive input supplier’s registration format.
- Availability of continuous and sustainable production linkage.
- Establishment of gender sensitive social services in industry zones.
- Continuous awareness creation programs carried out on industry zones/villages.

4.2.13 Export support

A. Key issues
- Unable to establish special support initiatives (affirmative action) in the process of designing export support and action plans for women in line with the existing guidelines.
- Limitations in the establishment of a motivational system for women showing outstanding export performance.
- Absence gender disaggregated data on the outcome of export support given.
- No adequate awareness creation programs are organised for men and women on export incentive support.
B. **Guideline**
- Ensure the establishment and implementation of special support initiatives (affirmative action) to women in the process of designing export support and action plans.
- Establish a motivational system for women showing outstanding export performance.
- Establish a system to keep gender disaggregated data on the outcome of export support given.
- Conduct adequate awareness creation programs on export incentive support.

C. **Checklist**
- Is due attention given to women to in place affirmative action initiatives in the process of designing export support plan?
- Is a motivational system showing outstanding export performance for women in place?
- Is the data on the outcome of export support given recorded based on sex?
- Are adequate awareness creation programs on export incentive support conducted?

D. **Indicator**
- Export support given to women based on affirmative action initiatives.
- Motivational system designed for women exporters.
- Women exporters’ data.
- Awareness creation programs on export support incentives conducted.

**4.2.14 Sectoral relations and Associations, consultation forums and Incentive Services**

A. **Key issues**
- Women are not adequately involved in the ongoing sectoral relation forums on the outcome of industry and investment surveys.
- Unable to be gender sensitive in the preparation of terms of reference to study the problems of Sectoral Associations’ Councils.
- Due attention is not given to sex balance in establishing criteria to identify regional Associations invited to attend consultation forums.
- Limitations to developing women producers’ associations organized under industry sector.
- Unable to incorporate gender issues with special emphasis in agenda setting of sector office discussion forums.
- Unable to magnify women’s participation in an organized manner during Sectoral Association’ general assembly and executive board election processes.
- Absence of coordinated support to fulfil both sexes’ needs by information exchange with vocational and Sectoral Association and experience sharing.
- Gender issues are not adequately incorporated in objective setting to establish sectoral relationships.
B. Guideline

- Ensure adequate incorporation of results of women investors in sectoral relations discussion forums.
- Ensure adequate women’s participation in the preparation of study terms of reference to overcome Sectoral Associations’ office challenges.
- Design gender sensitive terms of reference.
- Pay due attention to sex balance in establishing criteria to identify societies to attend forums.
- Design a system to establish, strengthen and ensure provision of technical support to women’s producer societies.
- Incorporate women’s producers’ issues in agenda setting.
- Ensure an increase in women’s contribution in sectoral societies’ general assembly and executive board election process.
- Design gender sensitive objectives in the process of establishing sectoral relations.

4.3 Checklist

- Are there any research outcome presented to sectoral consultancy forum?
- Is the sectoral council research’s TOR gender sensitive?
- Are all yardsticks to identify regional associations are gender sensitive?
- Do women producers association established in the sector?
- Do all the agenda of discussion forums take into account the issues of women producers?
- Do women participate in the general Assembly of sectoral association and executive board meeting?
- Is there information exchange with professional sectoral association?
- Is there any mechanism that the outcome of experience sharing well organized and disseminated for promotion?
- Is the gender element included while thinking of establishing sectoral communications?

D Indicators

- Women’s entrepreneurs assessment survey in all sectoral communications and sectoral association joint discussion forum
- Gender sensitive sectoral association’s TOR
- Special attention for women producers associations in sectoral association forums
- Established Sectoral Women producers association
- Networking with professional associations
- Women entrepreneurs participation in sectoral general assembly and executive board election
- Gender focused objectives in establishing sectoral communication
4.3.1 Implementing Chemical weapon Convention

Key issues

- Failure to conduct research on the level of injuries and impacts of domestic and imported chemicals produced nationally and imported on both sexes.
- Absence of adequate gender balance in awareness creation program regarding chemical handling and organization.
- Unable to conduct study on the level of injuries on women as a result of chemicals released to the environment.
- Special attention is not given to women’s participation in trainings, workshops and seminars about chemical weapons.
- Absence of conducting adequate awareness creation programs to both sexes about implementation of chemical weapons conventions.

Guidelines

- Conduct studies on the level of injuries and impacts of chemicals produced nationally and imported on both sexes.
- Ensure adequate gender balance in awareness creation program regarding chemical handling and organization.
- Conduct study on the level of injuries on women as a result of chemicals released to the environment.
- Pay special attention to women’s participation in trainings, workshops and seminars about chemical weapons.
- Conduct adequate awareness creation programs to both sexes about implementation of chemical weapons conventions.

Checklist

- Is study conducted on the level of injuries and impacts of chemicals produced nationally and imported on both sexes?
- Is adequate awareness creation work conducted on gender centered implementation of chemical weapons conventions?
- Is the training on chemical handling and organization gender centered?
- Is study conducted on the levels of injuries on women due to chemicals released to the environment?
- Is special attention given to women’s participation in trainings and workshops regarding chemical weapons?

Indicator

- Chemicals identified through study that causes special injuries on both sexes.
- Number of female and male participated in awareness creation forums regarding chemical handling and organization.
• Chemicals identified that pollute the environment.
• Number of women participated in trainings, workshops and seminars.
• Number of male and female participated in awareness creation forums on implementation of chemical weapons conventions.

4.3.2 Privatization work

Key issues

• Adequate attention is not given in establishing gender sensitive board members assignment criteria.
• Absence of gender sensitivity of regulations and directives of public enterprises.
• Adequate budget is not allocated to gender issues activities (works) in the preparation of program budget of the Agency and public enterprises.
• Skill trainings and other support programs are not organized to pensioned women based on their interest in the process of privatization of public enterprises.
• Due attention is not given in establishing gender sensitive bid evaluation committee in the process of privatization of public enterprises.
• Unable to identify and adequately support women investors.
• Attention is not given to design and focus in bringing women to leadership positions in the preparation of corporate capacity building support, training of board members and process improvement program of public enterprises.

B Guideline

• Ensure special focus in designing gender sensitive board members assignment criteria.
• Ensure gender balance in the election of board members of public enterprises.
• Design gender focused regulations and directives of public enterprises.
• Design a program budget that incorporate gender works in the Agency’s and public enterprises’ programs, projects and plans.
• Ensure gender focused election criteria.
• Ensure capacity building and technical support based on transfer gaps.
• Design a system to pensioned women stand alone by organizing skill training based on their interest after the privatization of public enterprises.
• Pay special attention to organize gender balanced bid analysis committee in the process of privatizing public enterprises.
• Ensure support to women investors who bought public enterprises by identifying their problems.
• Design a system that brings women to leadership positions in establishing corporate capacity building support, board members training and public enterprises process improvement programs.
C Checklist

- Is special attention given for board members assignment criteria to be gender sensitive?
- Are women involved in public enterprises board members election?
- Are public enterprises regulations and directives gender focused?
- Is the program budget preparation of the Agency and public enterprises gender sensitive?
- Are the budget performance reports of the Agency and public enterprises prepared based on sex and gender separately?
- Is special support given to pensioned women in the privatization process?
- Are women participated in the bid analysis committee of privatized public enterprises?
- Is special support given to women investors by identifying their problems?
- Are gender issues considered in the preparation of corporate capacity building support, organization process improvement and board training programs?

D Indicators

- Number of women participated in board membership.
- Gender focused regulations/directives.
- Regulations/directives ensured women’s beneficiaries.
- Gender specific performance report.
- Special support given to pensioned women.
- Number of women participated in organizations bid analysis committees.
- Support given on continuous bases and based on study to women investors who bought public enterprises.
- Number of women trained in board member performance improvement and brought to leadership positions.

4.3.3 Support processes

4.3.3.1 Legal Directorate

A. Key issues

- Due attention is not given to gender issues in drafting and amending legal framework analysis proclamations and directives applicable in the sector.

- Unable to work in collaboration with concerned organs in organizing awareness creation forums to introduce rules, regulations, policies and directives to employees.

B. Guidelines

- Ensure gender issues are considered in drafting and amending legal framework, directives and proclamations applicable in the sector.
• Ensure collaboration with concerned organs in organizing awareness creation forums to introduce rules, regulations, policies and directives to employees.

C. Checklist
• Are gender issues considered in drafting and amending proclamations and directives applicable in the sector and in the analysis of legal issues?
• Are male and female employees exposed to proclamations and directives applicable in the sector?
• Is gender focused awareness creation forums conducted?
• Are there any coordinated effort to work in collaboration with concerned organs in organizing awareness creation forums to introduce rules, regulations, policies and directives to employees?

D. Indicator
• Gender sensitive sectoral rules, regulations and policies.
• Collaborative work and trainings conducted on gender rules and policies.

4.3.3.2 Finance

A. Key issues
• The concept of gender budgeting is not adequately introduced.
• Unable to prepare gender responsive program budgeting and absence of adequate awareness creation for both sexes.
• Failure to supply planned and gender focused tools and materials helpful in keeping workplace occupational safety and health.

B. Guide line
• Design a program to adequately introduce the concept of gender budgeting.
• Ensure the preparation of gender responsive program budgeting and design awareness creation program on the concept for both sexes.
• Ensure timely and planned supply of tools and materials helpful for keeping workplace occupational health and safety.
• Ensure the allocation of adequate budget for gender issues in the preparation of budget plans.

C. Checklist
• Is the concept of gender budgeting introduced adequately?
• Is the program budget gender responsive and communicated?
• Is there timely and planned supply of tools and materials helpful for keeping workplace occupational health and safety?
D. Indicator
- Forums organized to introduce adequately the concept of gender budgeting.
- Gender responsive program budgeting and observed awareness and communication.
- Gender sensitive Occupational safety and health tools and materials supplied timely.

4.3.3.3 Women’s Affair

A. Key issues
- Absence of gender sensitive data collection formats.
- No adequate research is conducted to identify the needs and priority of both sexes’.
- Absence of adequate consultancy and advocacy work on policies, packages, rules and other regulations on women.
- Unable to collect, organize and disseminate sectoral gender sensitive statistical data.
- Sufficient and continuous awareness creation programs are not conducted for planners and policymakers that enable them to initiate gender responsive policies.
- Continuous awareness creation training programs to target groups is not conducted.
- Attention is not given to establish organized monitoring and evaluation systems that ensure gender mainstreaming is in place.
- Limitation in designing a system to work together with women affairs work units of organizations accountable to the ministry, regional industry bureaus and other organizations working on women affairs.
- Due attention is not given to design action plans and follow-ups to fill the gaps which identified by the gender audit.
- Adequate training is not given to employees of women’s affairs directorate to fill knowledge and skill gaps.
- Due attention is not given to design project proposals on issues of priority concern to ensure women’s participation and benefit.

B. Guideline
- Design gender sensitive data collection format.
- Conduct studies to identify both sexes’ needs and priority issues and problems.
- Conduct adequate advocacy work on policies, packages and other rules and regulations concerning women.
- Design a system to collect, organize and disseminate gender sensitive statistical data.
- Design continuous awareness creation programs for planners and policy makers with a view of building their capacity to initiate gender responsive policies.
- Design continuous awareness creation programs to target groups.
- Ensure organized monitoring and evaluation systems that capture gender mainstreaming.
• Ensure coordination is in place among women’s affair work units of organizations accountable to the ministry, regional industry bureaus and other organizations working on women’s issues.
• Design action plans and monitoring and evaluation systems to fill gaps identified by the gender audit.
• Design planned training programs that adequately fill knowledge and skill gaps of employees of women’s affair department.
• Ensure women participate and benefit in designing project proposal regarding their priority issues.

C. Checklist
• Are data collecting formats designed to fill gender gaps?
• Are adequate studies conducted to identify both sexes’ priority issues and problems?
• Are there any jobs done on advocacy, consultancy and legal issues on women issues?
• Is gender sensitive statistical data captured?
• Are awareness creation programs designed to initiate gender responsive policies conducted?
• Are continuous training program carried out for target groups?
• Is the monitoring and evaluation system installed in such a way as to capture gender mainstreaming?
• Is a system in place to ensure coordinated efforts among women’s affair work units of organizations accountable to the ministry, regional industry bureaus and other organizations working on women’s issues?
• Is an action plan designed to address gender audit gaps?
• Is a training program conducted with a view of filling knowledge and skill gaps of employees of the women affairs’ department?
• Is a project proposal designed to ensure women’s participation and benefit submitted?

D. Indicators
• Format designed to narrow gender gaps.
• Study conducted to identify both sexes’ priority issues and problems.
• Advocacy work conducted on gender issues.
• Statistical data collected and disseminated on gender issues.
• Training conducted to initiate gender responsive policies.
• Trainings given to target groups on continuous basis.
• Monitoring and evaluation system that captures gender aspects in place.
• Coordinated effort with strategic partners/National and Regional/ on gender issues.
• Gender sensitive action plans.
• Planned and conducted training programs to fill knowledge and skill gaps of employees of women affair dep’t.
• Project proposals designed to ensure women participate and benefit.
4.3.3.4 Corporate communications

A. Key issues
   - Lack of awareness to give attention to gender issues in communication strategy and annual plan.
   - Unable to provide continuous information on gender issues to the community.
   - The achievements of outstanding women investors in the industry sector are not well publicized.
   - Not to give special attention to bring society’s attitudinal changes on women and promote image building.
   - Gender sensitive data by using print and electronic media, websites etc. is not adequately disseminated on a continuous basis.
   - Lack of attention to ensure sex balance of participants in discussion forums, experience sharing and visits.
   - Not given due attention to avail adequately gender focused feedback collecting formats.
   - The publication of internal magazine is not allocated adequate columns for gender issues.

B. Guideline
   - Ensure the incorporation of gender issues in the communication strategy and annual plan.
   - Ensure the availability and continuous gender sensitive information to widen societal awareness.
   - Design a system to popularize outstanding performance of women investors in the industrial sector.
   - Ensure dissemination of continuous gender sensitive information using print, electronic media, website...
   - Design a system that ensure balanced participation of both sexes in discussion forums, experience sharing and visits.
   - Design a feedback mechanism that incorporates ideas of both sexes adequately.
   - Ensure the allocation of gender issue column in the layout design of internal magazine.

C. Checklist
   - Is the communication strategy and annual plan gender sensitive?
   - Is gender focused and continuous awareness creation given to the society?
   - Is a column assigned for gender issues in the internal magazine?
   - Are the achievements of outstanding industry sector women investors popularized?
   - Are image building efforts conducted with to change the attitude of the society towards women and women for themselves?
   - Is gender sensitive information disseminated to the society using print and electronic media, website?
   - Is gender balance maintained in discussion forums, experience sharing and visits?
   - Are ideas of both sexes incorporated in the feedback collection process?
D. **Indicator**

- Gender sensitive communication strategy and annual plan.
- Gender sensitive information released on continuous basis with a view to upgrade awareness of society.
- Forums organized to popularize achievements of outstanding women investors in the industry sector.
- Activities performed with special focus on women image building.
- Gender focused information disseminated using print and electronic media.
- Organized discussion forums, experience sharing and visits with gender balanced participants.
- Incorporation of ideas of both sexes in the process of feedback collection.
- Special columns assigned for gender issues.

### 4.3.3.5 Planning and information management.

**A. Key issues**

- The strategic plan formulation team is not considering the gender mix.
- Inadequate training to both sexes on the concept of indicative and strategic planning.
- Unable to incorporate adequate gender issues in the contents of indicative and strategic plans.
- The annual plan is not adequately incorporated gender issue.
- Failure to design follow-up mechanism to observe work units plans and reports are gender sensitive.
- Unable to design gender focused data collecting formats.
- Failure to allocate adequate budget for gender issues.
- Unable to establish gender sensitive indicators and strong monitoring and evaluation systems.

**B. Guideline**

- Ensure gender balance in the formation of team responsible to prepare guiding and for preparing strategic plan.
- Design a training program for both sexes on the concepts of guiding and strategic planning.
- Ensure the contents of both guiding and strategic plan are gender sensitive.
- Ensure the incorporation of gender issues adequately in the preparation and implementation of annual plans.
- Establish a system to ensure the incorporation of gender issues in the planning and reporting of each work unit.
- Design gender disaggregated data collecting formats.
• Ensure the allocation of adequate budgets for gender issues in each work unit plan.
• Establish gender focused indicators and strong monitoring and evaluation system.

C. Checklist
• Is attention given for gender issues in the formation of guiding and strategic plan preparation committees?
• Is the concept of guiding and strategic planning made clear to both sexes?
• Is the content of guiding and strategic planning incorporating gender issues adequately?
• Is due attention given to gender issues in the preparation and implementation of annual plans?
• Is a system designed to ensure gender issues are incorporated in the preparation and implementation of annual plans of each work units?
• Is a gender disaggregated data format designed to organize gender sensitive activities?
• Is adequate budget allocated for gender issues in each process?
• Are gender focused indicators and strong monitoring and evaluation systems in place?

D. Indicator
• Gender balanced team established to prepare guiding and strategic plan.
• Training organized to both sexes on the basis of guiding and strategic plan.
• Gender focused guiding and strategic plan designed.
• Gender issues incorporated in the preparation and implementation of annual plan.
• Gender focused plan prepared by each process.
• Gender sensitive data collection format designed.
• Gender focused indicators and strong monitoring and evaluation system designed.

4.3.3.6  Process improvement and human resource development

A. Key issues
• Unable to prepare gender sensitive job description.
• Failure to prepare job descriptions that serve both sexes together or distinctively.
• Adequate attention is not given in the preparation of human resource development plans and reports that ensure benefit for both sexes.
• Due consideration is not given to design alternative strategies for women by identifying the gaps in the affirmative action in the field of recruitment, promotion, training and education.
• Due attention is not given to conduct survey and come up with solutions to problems that hinder both sexes from being competitive in recruitment, promotion, training and educational opportunities.
● Unable to facilitate conditions for women which fulfil requirements for educational and training opportunities; failure to organize continuous training programs based on identified gaps and absence of follow-up mechanisms.
● Limitation in organizing on-the-job-training and experience sharing program to women having lower performance result.
● Limitation in identifying and avoiding challenges that make women register lower performance result.
● Absence of adequate capacity building forums on identified issues to promote women to decision making positions.
● Proper attention is not given to gender issues in organizing induction programs to newly employed staffs.
● Absence of allocating quota for both sexes in employing new staff.
● Unable to evaluate the performances of process improvement and human resource management directorate with reference to its impact on gender issues.
● Emphasis is not given to encourage and recognize employees who register better results by giving attention to gender issues.
● Special attention is not given to women in establishing a conducive occupational safety and health system.
● Absence of a conducive occupational safety and health to both sexes and failure to benefit them.
● Unable to organize adequate and continuous awareness creation programs especially for women on rules, regulations and directives and absence of forwarding possible solutions for problems by investigating their impact.
● Failure to take measure to avoid workplace sexual harassment and design appropriate mechanism to implement existing rules and regulations to both sexes.
● No attention is given to establish partnership with other organizations that are working on women issues with respect to implementing rules and regulations and avoid workplace sexual harassment
● Unable to design a system to ensure the implementation of affirmative action for recruitment and selection processes.

B. Guideline
● Ensure the preparation of gender sensitive job descriptions.
● Design job description that serves both sexes commonly or distinctively.
● Design gender sensitive human resource development plans and reports that ensure both sexes benefit.
● Design alternative strategies for women by identifying women’s existing situations and the gaps in the affirmative action in the field of recruitment, promotion, training and education.
● Design solutions to problems that hinders both sexes from being competitive in recruitment, promotion, training and educational opportunities by conducting surveys.
• Organize continuous training programs based on identified gaps for women to be competitive and fulfil requirements for educational and training opportunities.
• Organize on-the-job-training and experience sharing programs for women having lower performance results.
• Design a system to identify and avoid challenges that make women register lower performance result.
• Organize adequate capacity building programs on identified issues with a view to promote women to decision making positions.
• Design gender sensitive induction programs to newly employed staffs.
• Design quota system for both sexes in employing new staff.
• Establish evaluation system to evaluate the performances of process improvement and human resource management directorate’s impact on gender issues.
• Design a system to encourage and recognize employees who register better results by giving attention to gender issues.
• Ensure special attention to women in establishing conducive occupational safety and health system.
• Design a training program to introduce the concept of establishing conducive occupational safety and health to both sexes and ensure it benefits them.
• Organize adequate and continuous awareness creation programs especially for women on rules, regulations and directives and design possible solutions for problems by investigating its impact.
• Design different mechanisms to avoid workplace sexual harassment and appropriate measures to implement existing rules and regulations to both sexes.
• Ensure partnership with other organizations that are working on women issues with respect to implementing rules and regulations and avoid work place sexual harassment.
• Design a system to ensure the implementation of affirmative action for recruitment and selection processes.

C. Checklist

• Is the preparation of job description gender sensitive?
• Are job descriptions designed to serve for both sexes commonly or distinctively?
• Is the human resource development plan gender sensitive?
• Is a strategy designed taking into account existing situations of women in addition to applied affirmative action?
• Are studies conducted and solutions given to problems that hinder both sexes from being competitive in recruitment, promotion, training and educational opportunities?
• Is continuous training program given to women based on identified gaps?
• Is an on-the-job-training and experience sharing program conducted to women having lower performance result?
• Are challenges that make women register lower performance results identified?
• Are capacity building programs conducted on identified issues to promote women to
decision making positions?
• Is gender sensitive induction programs conducted for newly employed staffs?
• Is gender focused human resource demand and supply identified and submitted?
• Is the performance of process improvement and human resource management directorate
evaluated against its impact on gender issues?
• Are employees who register better results by giving attention to gender issues given
encouragement and recognition?
• Are women considered in establishing conducive occupational safety and health systems?
• Are both sexes equally benefiting from the introduction of the concept of establishing
conducive occupational safety and health system?
• Are solutions given to the challenges identified after comparative studies of the situation?
• Are both sexes exposed to awareness creation programs on existing rules and regulations
on continuous bases?
• Are partnerships with concerned organizations established to avoid sexual harassment?

D. **Indicator**

- Gender focused human resource development.
- Job description to serve both sexes commonly or distinctively designed.
- Alternative strategies considering women’s existing situations Designed.
- Continuous training conducted on the bases of identified gaps.
- On-the-job-training to women who scored lower performance result conducted.
- Problems for women’s low performance result Identified.
- Training for women to assume leadership positions conducted.
- Gender sensitive induction program conducted.
- Submitted gender focused man power demand.
- Gender sensitive process improvement and human resource development outputs
designed.
- Rewards and recognitions given to employees who gave special attentions to gender
issues.
- Special attention given to women on work place safety and health system.
- Awareness creation programs on work place safety and health and other rules and
directives on continuous basis conducted.
- Awareness creation training on rules and directives regarding work place sexual
harassment conducted.
- Partnership with similar organizations working on preventing sexual harassment
established.
- Affirmative action during recruitment and selection implemented.
4.3.3.7  Audit

A. Key issues
   - Absence of adequate awareness on the need for conducting gender audit, environmental audit, performance audit... in addition to financial audit.
   - Unable to organize adequate awareness creation forums in collaboration with concerned bodies for both sexes on the concept of audit, regulations and directives.
   - No attention is given on gender issues in conducting performance audit.

B. Guideline
   - Design adequate and continuous awareness creation forums for both sexes not only on financial audit but also on other auditing activities.
   - Design different methods to create adequate awareness on the concept of auditing and relevant regulations and directives.
   - Conduct gender audit in implementing performance auditing.

C. Checklist
   - Are adequate awareness creation forums conducted for both sexes other than financial audit?
   - Are adequate and continuous awareness creation forums conducted for both sexes on the concept of auditing and relevant regulations and directives?
   - Are gender issues incorporated in the process of performance auditing?

D. Indicator
   - Awareness created on other auditing activities other than financial audit.
   - Awareness creation programs for both sexes on the concept of auditing, regulations and directives conducted.
   - Gender issues considered in the process of conducting performance auditing
5 Monitoring and Evaluation

5.1.1 Monitoring

After we have in place and implemented mainstreamed Guideline that supposed to address gender inequalities and promote equal outcomes for men and women, it is important that we monitor and evaluate the Guideline.

Monitoring is essentially about making sure that we stay on track – which resources are being used the way they were planned for, and that our interventions are having the impact that they were designed to have. Monitoring provides us with the opportunity to revise our efforts along the way if we find that they are not going in the direction expected or not achieving the intended objectives.

Although many writers used the terms interchangeably, it has a significant difference. Therefore, it is useful to make a clear operational distinction between monitoring and evaluation in the context of this manual.

**Monitoring** is a systematic and continuous process of collecting, analyzing and using information for the purpose of project management and decision-making. It is about the collection, recording, analysis, reporting, and use of information about the implementation progress of policies/program/projects. Monitoring is conducted and used at different levels of the system (Top management, Core and support process) and for different aspects of the process (inputs, process, outputs, outcomes, and impact).

**Evaluation:** can be defined as a process that attempts to determine, as systematically and objectively as possible, the achievement of results in light of relevance, efficiency, effectiveness, impact and sustainability of activities.

Monitoring and Evaluation involves an organization holding up a mirror to itself and assessing how it is doing, as a way of learning and improving practice. In light of this gender-sensitive monitoring and evaluation plan of the Ministry presented in the table below
### A. Monitoring

<table>
<thead>
<tr>
<th>No.</th>
<th>Mainstreaming Areas</th>
<th>Who is responsible</th>
<th>How</th>
<th>When</th>
<th>Review Mechanism</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Policy Formulation</td>
<td>➢ Top Management&lt;br&gt;➢ Core Process Directorate&lt;br&gt;➢ Women’s Directorate&lt;br&gt;➢ Planning and Information Management Directorate</td>
<td>➢ Data collection, organization and analysis&lt;br&gt;➢ Report</td>
<td>Periodically</td>
<td>➢ Meeting&lt;br&gt;➢ Feed back&lt;br&gt;➢ Formal discussion&lt;br&gt;➢ Stakeholder review&lt;br&gt;➢ Consultation</td>
</tr>
<tr>
<td>2</td>
<td>Organizational structure</td>
<td>➢ Top Management&lt;br&gt;➢ Women’s Directorate&lt;br&gt;➢ HRM</td>
<td>➢ Report&lt;br&gt;➢ Operational plan&lt;br&gt;➢ performance&lt;br&gt;➢ Job description</td>
<td>Quarterly</td>
<td>➢ Meeting&lt;br&gt;➢ Feed-back</td>
</tr>
<tr>
<td>3</td>
<td>BSC and BPR implementation</td>
<td>➢ Top Management&lt;br&gt;➢ Planning and Information Management Directorate</td>
<td>➢ Review BPR and BSC documents of the Ministry&lt;br&gt;➢ Report</td>
<td>➢ Every five years&lt;br&gt;➢ Annually&lt;br&gt;➢ Quarterly</td>
<td>➢ Feed back&lt;br&gt;➢ Review Meeting&lt;br&gt;➢ Target group Discussion</td>
</tr>
</tbody>
</table>
| 4 | Sect oral development planning & priority setting | ➢ Concerned Directorate  
➢ Planning Directorate  
➢ Gender Directorate | ➢ Report | ➢ Five years  
➢ Mid-term  
➢ Annual report | ➢ Meeting  
➢ Feed back  
➢ Discussion  
➢ Stakeholder review  
➢ Consultation |
|---|---|---|---|---|---|
| 5 | Program and Project management | ➢ Top Management  
➢ Concerned Directorate  
➢ Gender directorates  
➢ Planning Directorates  
➢ Administration and Finance Directorate | ➢ Program and Project document | Continuous | ➢ Appraisal  
➢ Review Program and project document |
| 6 | Budget request, appraisal and allocation | ➢ Top management  
➢ Finance Directorate  
➢ Gender Directorates  
➢ Planning Directorate | ➢ Annually  
➢ Quarterly | ➢ Budget approval meeting  
➢ Budget appraisal feedback |
| 7 | HRM Practices | • Top Management  
• Gender directorates  
• HRM directorate  
• Planning Directorate | • HRP  
• Job description  
• Report  
• Complain report | • Annually  
• Quarterly | • written feedback  
• Discussion |
|---|---|---|---|---|---|
| 8 | Service Delivery | • Top Management  
• Gender directorates  
• HRM directorate  
• Public relation and communication Directorate  
• General Service | • Target group discussion  
• Plan and performance report | • Annual  
• Quarterly | • Target group discussion  
• Questioners |
| 9 | Women Empowerment | • Top management  
• Planning and Information Management Directorate  
• Women's Affairs Directorate  
• HRM | HRM Report | Quarterly | Review Sex disaggregated data |
<table>
<thead>
<tr>
<th></th>
<th>Gender Sensitive Data management</th>
<th>Planning and Information Management Directorate</th>
<th>Job description</th>
<th>Annual</th>
<th>Review</th>
<th>Sex disaggregated data</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>HRM</td>
<td>Plan and report</td>
<td>Quarterly</td>
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<td></td>
<td>Women's Affairs Directorate</td>
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<td></td>
<td>Annual</td>
<td>Review</td>
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<td></td>
<td></td>
<td></td>
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<td>Quarterly</td>
<td></td>
<td>Sex disaggregated data</td>
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<td>11</td>
<td>Gender Auditing</td>
<td>Top Management</td>
<td>TOR</td>
<td>Annually</td>
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<tr>
<td></td>
<td></td>
<td>Internal Audit</td>
<td>Gender Auditing report</td>
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<td>Focused discussion</td>
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<td></td>
<td></td>
<td>HRM</td>
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<tr>
<td>12</td>
<td>Communication and public Relation Directorate</td>
<td>P.R</td>
<td>P.R Publication and plan and performance report</td>
<td>Annually</td>
<td></td>
<td>Comment from staffs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Women's Affairs Directorate</td>
<td>Frequency of PR coverage</td>
<td>Quarterly</td>
<td></td>
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<td></td>
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<td>IT</td>
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<td>Monthly</td>
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<td>Planning and Information Management Directorate</td>
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<td>Topic</td>
<td>Stakeholders</td>
<td>Report and Performance</td>
<td>Feedback</td>
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<td>Networking</td>
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<td>Plan and performance, Report, Publication, Coverage</td>
<td>Feed back, Workshop</td>
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<td>14</td>
<td>Women Empowerment</td>
<td>Top Management, Women's Affairs, HRM, Human resource development, HRM</td>
<td>HRP document, Human development Program</td>
<td>Feed back</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Gender based abuse, Discrimination and violence</td>
<td>Top management, Discipline Committee, Women's Affairs, Legal service, Grievance committee, Ethic offices</td>
<td>Report, Suggestion box</td>
<td>Informal communication, Focused group discussion, Legal advise</td>
<td></td>
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</tbody>
</table>
5.1.2 Evaluation

**Evaluation**: is a management process which attempts to determine as systematically and as objectively as possible, the relevance, effectiveness, efficiency, sustainability and impact of the activities in the light of pre-determined objectives.

It is a systematic process of collecting and analyzing information in order to determine whether and to what degree the objectives of a project had been/are being achieved. In order to mainstream a gender perspective, key questions to consider at all levels of evaluation include:

1. **Evaluation criteria**
   - Evaluation criteria shall be determined by the Ministry’s strategic body and concerned directorate.
   - Gender sensitive TOR would be prepared.

2. **Evaluation Actors**
   - All relevant internal and external stakeholders will be involved in the valuation exercise.
   - The data to be utilized as an input will be provided by the Gender Affairs Directorate and Planning and Programming Departments.
   - Opinions of Women and Men will be collected and incorporated in a participatory manner.
   - Gender Affairs in collaboration with Planning and programming Departments consolidate inputs and examines the validity and priority of differing opinions or observations that will be raised validation workshops.
iii. Evaluation Processes

- Participatory methods of evaluation will be employed
- The result of the evaluation will be disseminated to all relevant stakeholders through soft and hard copies
- The report will be subjected to comments by both women and men, to reflect their opinions about the evaluation results

6 Conclusions and recommendation

6.1.1 Conclusions

Gender mainstreaming regarded as one of the leading strategies for achieving the country’s development programs and plans which have incorporated in the GTP. Therefore commitment to gender mainstreaming must be undertaken at all levels within the Ministry to achieve gender equality.

The existing organizational strategies and policies have to be revised to integrate gender or mainstreaming of gender. Support structure and institutional mechanisms must be in placed to ensure gender equality and sustainable development.
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