

**Practice of Implementing Gender Mainstreaming in Human  
Resources Management: the case of CARE Ethiopia**

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## **LIST OF ACRONYMS/ABBREVIATIONS**

ILO International Labor Organization

GED: Gender Equity and Diversity

FDRE: Federal Democratic Republic of Ethiopia

GM: Gender Mainstreaming

INGO: International Non-Governmental Organization

HRM: Human Resource Management

ECOSOC: Economic and Social Council

MOLSA: Ministry of Labor and Social Affairs

CEDAW: Convention on the Elimination of All Forms of Discrimination Against Women

DEVAW: Declaration on the Elimination of Violence Against Women

ICPD: International Conference on Population and Development

BPA: Beijing Platform for Action

CSA: Central Statistical Agency

PASDEP: Plan for Accelerated and Sustained Development to Poverty

MDG: Millennium Development Goal

GTP: Growth and Transportation Plan

CSO: Civil Society Organizations

ECARMU: East and Central Africa Regional Management Unit

SARMU: South African Regional Management Unit

WARMU: West Africa Regional Management Unit

SLT: Senior Leadership Team

PMT: Program Management Team

## Table of Contents

Acknowledgements.....	i
Tables Contents.....	ii
List of Tables.....	v
Acronyms .....	vi
Abstract.....	vii
CHAPTER ONE.....	8
1.0 Introduction.....	1
1.1 Background of the Study .....	1
1.2. Statement of the problem.....	4
1.3. Research Questions.....	5
1.4. Research Objectives.....	6
1.4.1 General Objective .....	6
1.4.2 Specific Objectives .....	6
1.5. Significances of the Study .....	7
1.6. Delimitations of the Study .....	7
1.7. Limitations of the Study.....	8
1.8. Organization of the Study .....	8
1.9. Operational Definition of Key Terms .....	8
CHAPTER TWO.....	10
2.0 Review of Related Literature .....	10
2.1. Basic Conceptual of Gender Mainstreaming .....	10
2.1.1 The Need for Gender Mainstreaming .....	12
2.1.2 Gender Mainstreaming Conceptual Links to Organizations .....	15
2.2 Leadership and the Role of Gender.....	17
2.3 The Practice Ethiopian Government Interventions towards Gender.....	19
Mainstreaming .....	19
2.4 International Non-governmental Organizations and Gender Mainstreaming .....	23
2.4.1 The Role of International Non-Government Organizations.....	23
2.4.2 International Non-Government Organizations in Ethiopia .....	24

2.4.3 The Role of INGOs for Mainstreaming Gender .....	26
2.5 Gender, Organization and Human Resources Management .....	27
2.5.1 Gendered Organization .....	27
2.5.2 Gender and Human Resources Management .....	28
2.5.3 Gender and Human Resources Management policy in CARE Ethiopia .....	30
CHAPTER THREE .....	32
3.0 Research Design and Methodology .....	32
3.1 Research Design .....	32
3.2 Research Method .....	32
3.2.1 Primary Source of Data .....	33
3.2.2 Secondary Source of Data .....	33
3.3 Sampling Techniques .....	33
3.4 Data Collection Instruments .....	35
3.4.1 Interview .....	35
3.4.2 Document Analysis .....	36
3.4.3 Observation .....	36
3.5 Data Analysis Method .....	36
3.6. Data Collection Procedure .....	37
3.7. Research Setting .....	37
3.8. Research Ethics .....	38
CHAPTER FOUR .....	39
4.1 Data Presentation and Analysis .....	39
4.1.1 Profile of the Informants .....	39
4.1.2 Data Presentation on Gender Related Categories .....	40
4.2. Gender Mainstreaming Program in CARE Ethiopia .....	44
4.2.1 National and Organizational Policy Awareness and Implementation .....	44
4.2.2 Practices of Gender Mainstreaming in CARE Ethiopia .....	46
4.2.3 The Impact of Gender Advisors on the Organization Gender .....	47
4.2.4 The Link between the Human Resource Manual and Gender Policy .....	49
4.3 Gender Imbalance in CARE Ethiopia .....	52
4.3.1 Reason for the Significant Ratio Imbalance between Male and Female Staff .....	52

4.3.2 The Effect of Gender Imbalance on the Organization’s Leadership.....	57
4.4 Organization’s Strategy to Change the Gender Gap.....	59
4.4.1 Human Resource Management (HRM) Strategy to Change the Gender Gap.....	59
4.4.2 Program Management Team (PMT) Strategy to Change the Gender.....	60
4.5. Organization’s Opportunities to Strengthen the Gender.....	61
4.5.1 National and Organizational Gender Policies.....	61
4.5.2 Staff Awareness for Gender Mainstreaming.....	62
4.5.3 Infrastructure Development.....	63
CHAPTER FIVE.....	64
5.0 SUMMARY OF THE FINDINGS, CONCLUSIONS AND.....	64
RECOMMENDATIONS.....	64
5.1. Summary of the Findings.....	64
5.3. Conclusions.....	68
5.4. Recommendations.....	71
References.....	73
<b>Appendices.....</b>	<b>75</b>

## List of Tables

Table No	Page
<b>Table 1</b> Description of Respondents.....	34
<b>Table 2</b> Profile of Informants.....	39
<b>Table 2</b> Number of female and male staffs in the program and support units in CARE Ethiopia.....	40
<b>Table 3</b> Number of female and male staff in their levels of management in CARE Ethiopia.....	41
<b>Table 4</b> CARE Ethiopia gender balance status among East and Central Africa Regional Country Offices.....	42

## ABSTRACT

*This study assessed the Practice and Challenges of Implementing Gender Mainstreaming in CARE Ethiopia, investigating the major factors which resulted for the significant gender imbalance between male and female staffs while the organization has been known by 'gender activist'. The study used a qualitative research method that could help to make extensive review on the research problem and as a result to come-up with the real causes of the organization's gender gap. To gather the necessary data, the study employed interview, document review and observation. Twenty five respondents were purposely selected as informants of the research; among these respondents four key respondents were selected for in depth interview and others were reflected their responses for open ended questions. The respondent selection was made from the top, middle and lower levels of the organization structure eventually helps to triangulate the informants' reflection. CARE Ethiopia is a humanitarian organization mainly working on poverty alleviation and nations' development at large. In its development strategy, gender mainstreaming is one of the major development agenda and it remains the organization as an activist since its operation started in Ethiopia in 1984. Nevertheless, after all these years, the percentage of female staffs is only 20%. This percentage makes CARE Ethiopia country office the least from the East and Central Africa CARE Country Offices and also with most of the humanitarian organization working in Ethiopia. The organization has professional gender advisors in most of the organization intervention programs; the Advisors are fully engaged in the organization's gender mainstreaming programs which are related to the community where the program implemented rather than the internal gender mainstreaming objective. Most importantly, the human resource management policy has a big role to the organization mainstreaming strategy; however, the recruitment and administration policy found inadequate to strengthen the gender mainstreaming policy. Hence, unless the organization revise the gender mainstreaming strategy, recruitments policy and the role of the Gender Advisor, it would be difficult to curb the current gender imbalance ration in the organization*

## **CHAPTER ONE**

### **1.0 Introduction**

This chapter deals with the background of the study, statement of the problem, research questions, research objectives, significance of the study, delimitation of the study, limitations of the study, organization of the study, and definitions of key terms.

### **1.1 Background of the Study**

Hearn and Parkin (Parkin, 2001), stated in their theory towards gendered organization, the early modern development of organizational analysis is typically presented as a gendered. Yet the analyses of, say, Classical Theory and Scientific Management were overwhelmingly by men, about men, for men. These prescriptions could also be interpreted as attempts by men managers to control growing numbers of women or migrant workers in particular commercial and state sectors in the early twentieth century. Classical Theory and related theories carry implicit, and sometimes explicit, conceptualizations of gender and sexuality (Parkin, 2001). Within those theories and managerial practices are detailed statements on the way men are assumed to manage and be managed, the control of the body and sexuality, and many other relevant questions. On the other hand, even Frederick Taylor was well aware of the importance of morale, motivation and indeed the emotions. He thus proposed the appointment of the 'functional foreman' whose duties included attending to the morale of the workers he controlled (Taylor, 1947). In a different sense, Taylor's management can be understood as an intensely emotional process for men managers themselves. This hinges on the contradictory effects of excessive control, of both others and the self, and the ways in which those most committed to control experienced 'loss of control' and 'anxiety' through their lives. Similarly, while bureaucratic organizations theories thereof are often seen as emphasizing rationality or instrumentality rather than emotions, in practice bureaucracies are often intensely emotional. This made bureaucratic organizations

where emphasized on ‘timidity, defensiveness, harshness and resentment are part of the daily round’. (Parkin, 2001).

Gender analysis procedures are commonly associated with relatively recent policy development, called gender mainstreaming. The idea behind ‘mainstreaming’ is that every policy should address the needs of so-called disadvantaged or marginalized groups (such as women, the ‘disabled’ and ‘Indigenous’ people). Gender mainstreaming, perhaps the best publicized of these initiatives, appears in many industrialized states (for example, Canada, New Zealand, the Netherlands), in some ‘developing’ states (for example, South Africa, India, Indonesia), and in the protocols of international organizations such as the ILO (International Labor Organization) and the World Bank. The expressed objective of gender mainstreaming programs is to promote ‘gender equality’. Gender mainstreaming is often compared with earlier equality initiatives, such as equal opportunity and positive/affirmative action. Put briefly, organization that mainstream ‘gender’ putatively move beyond these forms of policy because they ensure that every part of that organization becomes gender-inclusive and gender sensitive (Eveline, 2010).

Eveline’s study has shown, taking government policy as an example, the declared goal is sure that each policy produced by a government is examined to see that it treat both women and men fairly. This kind of approach is described as being more comprehensive than equal opportunity policies, which focus on increasing women’s access to existing organizations, and as more transformative than positive action policies, which aim (simply) to increase the numbers of women in certain jobs or positions of influence (Eveline, 2010).

Mainstreaming is the most recent innovation in equality policy, with gender analysis; it’s most common method of intervention. Broadly, mainstreaming is a commitment to guarantee that every part of an organization assumes responsibility to ensure that policies impact evenly on women and men. Gender analysis is a tool for vetting policies to ensure that they pay due heed to the differential location and experiences of women and men. With origins in the development field, mainstreaming and gender analysis have been introduced in key international organizations, including the World Bank, the United Nations and the International Labour Organization (ILO). Versions also appear in many western democracies, including Canada, New

Zealand, parts of Europe and the European Commission itself. There is some debate, as we will see, about whether mainstreaming ought to be considered a victory for feminist reformers, or whether it actually undermines important equality initiatives (Eveline, 2010).

According to Rai (2003) institutionalizing women's interests in all areas and sectors of policy at all levels has been a concern of women's movements worldwide, as well as of international institutions such as the United Nations (UN). Gender mainstreaming has emerged as a strategy for addressing this issue, relevant to all states and public institutions. National machineries for the advancement of women are regarded as appropriate institutional mechanisms for ensuring that gender mainstreaming agendas are implemented and issues of gender equality remain in focus in public policy. Gender mainstreaming and national machineries have found added salience in international public policy through UN-led and national governments' endorsed agreements on these issues, such as the Beijing Platform for Action (1995) and Economic and Social Council Agreed Conclusion (Rai, 2003).

The Federal Democratic Republic of Ethiopia entered into commitment to implement the Beijing Platform for action and a number of international conventions and protocols on women's rights. These international instruments are important tools to tackle the existing gender inequalities. In line with this, gender gaps must be identified to efficient mainstream gender into the goals of development which need the use of gender mainstreaming manual at policy and organizational levels.

The Ministry of Labour and Social Affairs has adapted the National Gender Mainstreaming Guideline and to this effect a task force was formed led by the Women's Affairs Directorate for the preparation of this manual to create enabling ground and enhance the capacity of the implementers to integrate gender issues in the overall activities of Labour and social affairs sector as per the duties and responsibilities given to it (Affairs, 2012).

CARE Ethiopia, as an international humanitarian organization and kin activist of gender mainstreaming; the study intended to assess the contributions of the organization's Gender Equity and Diversity (GED) policy towards the country's gender mainstreaming agenda. The

research also focused on the link between the organization GED policy, the human resource management practice with due reference of the country's accepted principle on gender equality, what efforts made to address the gender balance strategy at the organization level. The study also emphasized how the number of men to women has been growing through time while the organization practicing gender mainstreaming as one of its strategies. Eventually, the study diagnoses the organization's internal and external challenges and tries to depict its findings in the analysis part.

## **1.2. Statement of the problem**

According to the Gender Mainstreaming Manual for Labor and Social Affair Sector (GMMLSA, 2012), as mothers, care takers, producers, farmers and household workers the work of women not only supports their families and communities but also the nation. Yet throughout the world, the poorest people in the community are predominantly women. Women, on the whole, often work for no pay at all, if they are paid, they usually earn far less than men. Their participation and benefits in basic health services and education have actually not reached the desired level.

The manual states that though encouraging work is underway, women are the major victims of social afflictions. They face higher level of violence in their home as well as at work place, based on their sex. To this effect, the Government of the Federal Democratic Republic of Ethiopia (FDRE) has taken different measures to avail the opportunity for women to exercise their democratic rights and to benefit from the fruits of their labor on an equal basis with men in an atmosphere free of outdated male dominance attitude. The FDRE constitution has also created supportive provisions to bring gender equality (Affairs, 2012).

Despite such great commitment to curb the deep rooted problem in Ethiopian women, the statistics shows that the country needs a long way to go to curb the unfavorable situation and inequality of women in the job market with men. According to the United Nations Human Development Report of 2003 cited in Gender Budget Analysis Study (2004), the gender related development index is estimated at 0.346 for Ethiopia and ranked 137 among 144 countries

(UNESCO, 2003). The rank didn't show a significant improvement after nine years in 2012 and the country found one of the few countries having a lower percentage of gender inequality with a percentage of 0.6198 ([www.wikipedia/wiki/global](http://www.wikipedia/wiki/global), 2012).

Besides, the survey made by FDRE Central Statistical Agency (CSA) depicts, employment to population ratio for urban areas of the country is reported to be 48.2 percent in 2010. This means about 48 percent of a total urban population of the country aged 10 and over were working in productive activities during May 2010 survey period. The employment to population ratio for male was 58.5 percent; this is significantly higher than the ratio for females 30.0 percent. The survey clearly shows that the employment ratio of men is closely double that of women (FDRE, The Constitution of FDRE, 1995).

CARE Ethiopia is an activist and consistently promotes gender mainstreaming and highly encourages women in its human resource policy. In this regard, women are prioritized for recruitment for any vacant position and the organization explicitly encouraging them to apply by stating that they will be prioritized for all vacant positions. Some benefits also furnished in the organization's human resource policy to motivate women after employment. However, with all these privileges the current percentage of women is only 20 percent compared with the total number of the organization's employees in the year 2013. Furthermore, the 2013 East Africa CARE office report shows, among the CARE country offices in the horn of Africa, the CARE Ethiopia gender balance ratio was found at the least position. Hence, this research attempts to survey the problem and give critical analysis the reason behind this gender gap and identify challenges that hampered the organization's gender mainstreaming activities.

### **1.3. Research Questions**

- 1) What practices of gender mainstreaming undertaking in CARE Ethiopia context?
- 2) What are the challenges of implementing gender mainstreaming in CARE Ethiopia?

- 3) What are the impacts of gender mainstreaming implementation towards CARE Ethiopia Human Resource Management?
- 4) What are the strategies to curb the gender imbalance ratio in CARE Ethiopia?

## **1.4. Research Objectives**

### **1.4.1 General Objective**

The aim of this study was to assess the practice of gender mainstreaming in CARE Ethiopia and the challenges of mainstreaming implementation strategy on the human resource management, and identify the gaps with possible recommendation that can strengthen CARE Ethiopia gender mainstreaming activities.

### **1.4.2 Specific Objectives**

The following specific objectives were employed which are pertinent to the research:

1. To examine the positive and negative effects of gender relation on the organization's environment while exercising gender mainstreaming.
2. To explore the policies formulated under gender mainstreaming at national level and, its implementation down at the organization level.
3. Review the employment pattern of men and women in CARE Ethiopia in relation to promoting gender.
4. Assess the organization's strategy of equal opportunity, women empowerment, work life balance policy and advancing gender from the perspective of humanitarian development mission.

In addressing these questions the researcher draws an assessment survey and come-up with the findings and as a result helps to reach to the research topic.

## **1.5. Significances of the Study**

One of the key revolutions in industrialized societies over the past years are the shift in women's social and economic position. Improving women's labor force participation brings equality for women and men are in everyone's interests. Gender equality helps to make the economy strong, helps to reduce poverty. On the other hand, gender equality reduces the damage that comes from discrimination. This means that everyone has a fair stake in society as a result leads a better life.

Gender analysis needs to be made a core competence in policymaking bodies in order to move gender equality to the forefront of development interventions. Consultations and discussions on the new aid modalities have highlighted the fact that unequal power relations and hierarchal governance structures have restricted the spaces for gender advocacy and hampered progress in mainstreaming gender into national policymaking processes.

For the country like Ethiopia assuring equal opportunity between men and women is not only a question of right, but it is the nation's development issue through a sustained economy. Hence, it becomes a primary agenda for our globe and most nations strengthen the effort by supports the idea by formulating different policies which ascertains mainstreaming gender. One of the strategies for gender mainstreaming is employment opportunity with men and provides special affirmative actions since women are vulnerable groups of the society have not been equally benefited with men. Although the scope of this study limited with a case study of a single organization, it helps readers to draw similar challenges that could happen for other organizations that encourage them to give due emphasis for the issue. In addition, this research gives an opportunity to researched organization to look for its gaps and take the necessary affirmative actions in its gender policy and human resources management. Besides, the research serves as a spring board for those who are interested to make further or related research in such areas.

## **1.6. Delimitations of the Study**

Conducting a wide range of study usually leads to inefficient management. Hence, due to this fact, the study was conducted only in CARE Ethiopia out of many international non-governmental organizations which are engaged in various humanitarian and gender mainstream activities in Ethiopia.

### **1.7. Limitations of the Study**

Particular constraints of the study was demanding a convenient interview schedule from the program coordinators due to the nature of their job made them on field trips for most of the time and being unavailability in the office were attending different meetings resulted for delay of the data collection. In order to tackle such problems the researcher used other options like interview means of telephone, skype and email communication with the respondents for those respondents couldn't available for the interview.

### **1.8. Organization of the Study**

The study was organized in to five chapters. Chapter one is an introduction part that contains background of the study, statement of the problem, research questions, research objectives, and delimitation of the study of the study. Section two gives a brief overview of the related literature that the researcher used to support the studied subject. Chapter three deals with about the research design and methodology, which contains the research design, research method, data collection instruments, data analysis methods, data collection process, research setting and research ethics. Chapter four is deals with data presentation, analysis and interpretation of the respondents reflection data gathered through interview. Chapter five is the last section of the research paper. This part summarized the finding of the study, draws a conclusion and pointed out specific and general recommendations based on the findings of the study.

### **1.9. Operational Definition of Key Terms**

**Gender:** Gender is different from sex in that it refers to the social characteristics whereby women and men exist and used in this study dominantly women's in the context.

**Gender Mainstreaming:** it is process of assessing the implications for women and men of any planned action, policy formulation, strategies and goals of the organization.

**Sex and Gender:** Sex refers to the biological differences between men and women, Gender refers to social attributes both men and women.

**Empowerment:** Empowerment is about women or men developing their ability; particularly empowering refers from gender perspectives women who have been considered as the disadvantage groups demand support from their communities where they are based.

**Diversity:** is refers to distinction between employees in their sex representation, profession, leadership placement at all levels, values, and combination for the organization human resource inputs.

**Gender Sensitive:** Gender sensitive refers to the organization show commitment for gender balance and equality between men and women in all aspects of the organization operational activities.

**Gender Gap:** the study refers the ratio disparity between women and men in the organization.

## **CHAPTER TWO**

### **2.0 Review of Related Literature**

This section deals with different reflections of literatures in related with the subject of the research gender mainstreaming (GM) and human resource management (HRM) at work from the accepted different literary works point of view, in order to support the analysis part of the study. It begins briefly discussing the concept of gender mainstreaming and it continues describing the need for gender mainstreaming from four perspectives. After brief description of the gender and gender mainstreaming, it gives background information about the INGO, the fact that CARE Ethiopia is an INGO selected for the case study organization of this research. Gender mainstreaming at national level is another important focus area of the literature part; and followed by reviewing the principle of HRM in relation to gender mainstreaming while organizations practicing GM at work. The researcher designed the literature review section in condition that to serve as a reference to the analysis and finding part of research, further planned to create the link a between GM and HRM at organization level.

### **2.1. Basic Conceptual of Gender Mainstreaming**

Institutionalizing women's interests in all areas and sectors of policy at all levels has been a concern of women's movements worldwide, as well as of international institutions such as the United Nations (UN). Gender mainstreaming has emerged as a strategy for addressing this issue, relevant to all states and public institutions. National machineries for the advancement of women are regarded as appropriate institutional mechanisms for ensuring that gender mainstreaming agendas are implemented and issues of gender equality remain in focus in public policy. Gender mainstreaming and national machineries have found added salience in international public policy through UN-led and national governments' endorsed agreements on these issues, such as the

Beijing Platform for Action (1995) and Economic and Social Council (ECOSOC) Agreed Conclusions. Two sets of debates inform this issue — the viability of women’s engagements with the state and the nature of women’s interests. The second theme is about the viability of national machineries as bodies promoting women’s interests - do these institutions command the necessary resources to be able to promote women’s interests? In this context, economic and political are the setting of goals and targets for national machineries, as well as the political environments in which these machineries are embedded. Here, the stability of governance institutions, for example civil society and the relative strength of women’s movements and issues of accountability of the machineries are also important. The third theme focuses on the processes of democratization which a state needs to undergo to mainstream gender effectively the hierarchical nature of state bureaucracies and political parties, the presence or lack of auditing mechanisms within state machineries, leadership commitment to gender mainstreaming and, of course, increasing the presence of women within state bodies at all levels (Rai, 2003).

Eveline stated that to anticipate the transformative potential of gender mainstreaming, it is necessary to reflect further on the meaning of politics and the relative approaches. Politics here includes but extends far beyond governmental institutions to encompass the full range of interpersonal and inter/intra organizational practices, including the discursive practices, that produce gender mainstreaming as particular sort of event. Importantly, less conventional understanding of politics highlights the centrality of meaning-making to these practices – how specific meanings or characterizations are imparted to ‘things’, people and concepts, including ‘gender mainstreaming’ and ‘gender analysis’, in specific locations at particular times. Our perspective emphasizes the contestation that takes place over the meanings imparted to reforms like gender mainstreaming, showing how some meanings have more transformative potential than others (Eveline, 2010).

Gupta and Mehra (2006), in their book *Gender Mainstreaming: Making it Happen* discussed its development, in the decade since gender mainstreaming was endorsed and adopted by countries and institutions, however, it has yet to be fully implemented anywhere. It is not surprising then that the world has also already fallen behind on a key target set for MDG3—eliminating gender disparity in primary and secondary education by 2005. Over the years, the attempt to mainstream

gender in a wide range of development agencies has, however, elicited important lessons, insights, and some evidence. These lessons can now be used to model future success and to achieve the target set for 2015 for MDG3, gender equality, the empowerment of women and to improve development effectiveness overall. This critique examines what it will take to effectively implement gender mainstreaming. It is restricted to implementation issues within development agencies, although in discussing those issues it draws on the experience of countries that have sought to mainstream gender into their policies and programs in order to better address the development challenges facing them (Gupta, 2006).

### **2.1.1 The Need for Gender Mainstreaming**

Today most countries including Ethiopia have accepted Gender Mainstreaming (GM) as a strategy up their local authorities as well as other actors in politics and associations. Hence, the GM becomes a guiding principle in all areas of the administrative policy, that every institutions should obliged to observe the goal of gender in all political, legislative and administrative measures.

Nicolson (1996), reflected his concept on the gender mainstreaming process by saying, mainstream academic psychology focuses upon the individual as a unitary, integral, observable being whose behavior can be measured to provide scientific evidence robust enough to make predictions. In so doing it ignores the interplay between the context and gender-power relations as part of that context. However, a psychological approach per se rather than a sociological/cultural one, is crucial for explaining and contextualizing the experience of women in senior professional and managerial posts. This approach endorses the view that such women are not essentially different from other women and men, but that their desires and sense of selfhood are subjectively experienced and need to be understood discursively. To achieve this, a psychological perspective that is both critical of positivist orthodoxy and patriarchal supremacy should be developed (Nicolson, 1996).

The other conceptual thinking is looking gender mainstreaming from the economic advantage perspective; in this regard, the Ministry of Labor and Social Affairs (MOLSA), gender mainstreaming manual states:

*“...women’s contribution to economic development and the welfare of the society is both significant and multi-faceted, the economical, political and cultural biases against women have hindered them from enjoying the fruits of their contribution, unlike their male counter parts” (Affairs, 2012, p. 3)*

The above statement indicates, women’s share for the division of labor is significant for any economic development like men. However, women are the primary victims of social, cultural economical affiliations, due to the society chauvinist attitudes, they could not be privileged to benefit like men and as a result they are deprived and discriminated.

The manual prepared by the Ministry of Labor and Social Affairs on Gender Mainstreaming states in its part of the socio economic situation of women, their average working day is believed to vary between 13 and 17 hours per day. Actually, women who are involved in farming activities tend to even work longer hours. Most urban women are engaged in labour intensive activities that require time, minimum skill or no skill at all.

Despite the subordinate status they have in the society, and their exclusion from most of the privileges and opportunities availed to their male counterparts, women’s contribution for the survival of the household and economic and social development of the society as producers and reproducers is indispensable (Affairs, 2012).

There are scholars reflected their thoughts gender mainstreaming could be important from the long stayed patriarchic men violence perspectives. In fact, this men dominance attitude is still observed in our globe, particularly on those under developed nations. Parkin, (2001) states violence and violation figure in relation to organizations in many ways. The developing focus on organizations through sexual/gendered violence and violation comes from a number of directions from harassment studies; from feminist work on men’s violence as a major element of men’s social power; from work on violence by organizations, on bullying and physical violence in organizations and on organizational responses to violence, usually men’s violence. Organizations can be seen as sites or structures of violence and violation, and be understood as constellations of

violent/violating, potentially or threatened violent/violating actions, behaviors, intentions and experiences (Parkin, 2001).

As cities have by and large flourished from industrialization and urbanization, most of rural households are migrating to urban areas as well as outside the country in search of wage employment and a better life. The majority of this group are women and young girls who are migrating to cities due to poverty and cultural influences such as early marriage, abduction, rape accompanied by forced marriage, that inequitably affected them, and many of whom end up as domestic servants and also accepting prostitution as a means of survival. Those who couldn't engage in any thing are scampering for help on city streets and in yards of worship to receive alms. Many women in this situation are victims of forced sexual encounters and are vulnerable to social problems (Parkin, 2001).

As could easily be observed inequality between males and females widens as one gets higher in the education ladder. It is to be noted that the higher the educational level, the better the chances for employment, higher positions and other social and economic advantages. Often the majority of the uneducated and less educate are women and tend to be poor have large family and prone to be exposed to domestic violence. Furthermore, women are engaged in works that are traditionally considered as 'women's work', which are often low-wage, low-skilled they tend to concentrate in routine types of jobs and majority of the low-wage earners in the urban areas are women (Affairs, 2012).

The experimental data suggest that women on average are more sensitive to the gender of their co-player than men. If we accept that the magnitude of sex discrimination in population can be measured as the subjects' average sensitivity to the gender signal, then this means that the women are more inclined to sex discrimination than the men. The relative dominance of female to male discrimination is strongest among the American subjects, where almost the whole discrimination effect can be attributed to the female group's tendency to treat other females unfavorably (HOLM, 1999).

In order to ratify all these challenges and strengthen the mainstreaming process, countries should primarily engaged themselves by supporting the mainstream process at conceptual level to the extent of adopting international policies and customized to their own policies which can create positive impact towards the gender mainstream strategy. In this case, the Ethiopian government is signatory to most of the international instruments. It has adopted the Convention on the Elimination of All Forms of Discrimination against Women /CEDAW (1979), Declaration on the Elimination of Violence against Women /DEVAW (1993), the International Conference on Population and Development / ICPD (1994), and the Beijing Platform for Action /BPA (1995). Following this Platform, the international community established gender mainstreaming approach as a key strategy to achieve gender equality. International Labour Standards such as Convention N0.100 (Equal remuneration and Discrimination) and convention 111 (Employment and occupation) that promotes women's right have been ratified. To protect the rights of person with disability and to create conducive situation for their contribution to the economic development of the country the UN Convention (2006) on the Rights of Persons with Disability has been ratified (Affairs, 2012).

### **2.1.2 Gender Mainstreaming Conceptual Links to Organizations**

Organization, singular, refers to the acts and process of social organizing. Organizations, plural, are those particular social collectivities that result from those acts and processes. But organizations are not to be thought of as mere outcomes. Instead they themselves should be understood as social processes that are in a state of becoming something else. Thus organizations, and indeed actions within organizations, are always embodied in social contexts. This context embeddedness means that it is necessary in conceptualizing, analyzing and writing about organizations to bear in mind that attempts to characterize organizations are limited and provisional (Parkin, 2001).

One complication is that organizations are both social places of organizing and social structuring of social relations, whose interrelations are historically dynamic. Another is that organizations are not collectivities formed simply by the individual, intentional action of their founders and members. Rather, organizations always occur in the context of pre-existing (organizational)

social relations. The search for any tabula rasa is in vain. To paraphrase Marx: ‘organizations make history but not in the conditions of their choosing.’ (Parkin, 2001).

The tendency for women and men to work in different occupations is ‘extensive in every region, at all economic development levels, in all political systems and in diverse religious, social and cultural environments’. While there have been significant increases in the proportion of women in higher level jobs, horizontal occupational sex segregation is one of the most enduring features of the US and European labour markets. For example, in Britain nearly half of all employed women work in three typically low-paid occupational groups that are at least two-thirds female (personal service; administrative and secretarial; sales and customer service) (EOC, 2005).

Occupational segregation is conventionally considered to have two dimensions: horizontal and vertical. Horizontal segregation is the tendency for women and men to be concentrated in different occupations. Female dominated and male dominated occupations are the result. Vertical segregation is the tendency for women and men to be concentrated in different jobs within occupations, with advantage running from low to high. Vertical segregation is argued to refer to the element of gender inequality in segregation, while horizontal segregation refers to difference without making a statement about inequality (Kirton, 2006).

Women constitute proportionally a large group of the labour force in various economic sectors. Henceforth, economic development is unthinkable without the participation of women. It shall be an unlawful employment practice for an employer:–

- (1) To fail or to refuse to hire or to discharge any individual or otherwise to discriminate against any individual with respect to his compensation in terms, conditions, or privileges of employment, because of such individual's race, color, religion, sex, or national origin; or
- (2) To limit, segregate, or classify his employees or applicants for employment in any way which would deprive or tend to deprive any individual of employment opportunities or otherwise adversely affect his status as an employee because of such individual's race, color, religion, sex, or national origin (Aguinis, 2005).

To summarize this topic, At this moment in history there is a growing clamor in women's movements for us to rethink our strategies in order to put all women's rights back on national and global agendas. Therefore all engaged with gender mainstreaming on a daily basis but in very different ways and places, to write their honest opinions about what has gone wrong. Gender mainstreaming is a strategy which aims to bring about gender equality and advance women's rights by infusing gender analysis, gender-sensitive research, women's perspectives and gender equality goals into mainstream policies, projects and institutions. Instead of having segregated activities for women, or in addition to targeted interventions to promote women's empowerment, it brings the focus on women's issues and gender equality into all policy development, research, advocacy, legislation, resource allocation, planning, implementation and monitoring of programs and projects.

## **2.2 Leadership and the Role of Gender**

It is been said that since history that leadership is mainly a masculine activity. In one of well-known article "Are we still stereotyping" by (Kolb, 1997) it is stated that if women in an organization are to emerge as leaders, it is important that they perceived as individuals who can influence or motivate others. If we look at the history it will be clear that there was large amount of biases observed with women when it comes to leadership in management. Moreover, these biases are still observed in our society with women. When we reviewed this literature we were struck by the prejudice against women. Research has demonstrated that there are far more similarities than differences in the leadership behaviors of women and men, and that they are equally effective. Still, women are less likely to be preselected as leaders, and the same leadership behavior is often evaluated more positively when attributed to a male than female (Kolb, 1997).

Women, moreover, are rated more harshly than males when they fail to be more responsive than mates to the needs of others. For instance found that when males were in the majority they emerged as leaders 100% of the time. When females were in the majority, females did emerge as leaders but not beyond the expectations one would have on the basis of chance (Kolb, 1997).

These indicate that in no other studies it has been shown that women were chosen to be leaders often than men. Furthermore, several studies have shown that people perceive successful managers to have the characteristics typically associated with men. Though the actual qualities which successful managers possess are mainly the combination of masculine qualities i.e. forcefulness. Self-confidence etc, and feminine qualities i.e. concern for people, feelings, and relationships. Therefore one would say that a man has got the main qualities to be selected as a leader than is a woman of equal qualification. Thus a woman is more often left behind because of her traditional systems i.e. her childhood socialization which discourages the development of some essential qualities and another factor which is the perception of maleness of leadership. In addition to the traditional approach towards female leadership and stereotyping there are also other barriers which is in the way of upward mobility of females into top roles it can be discrimination against them in personnel decisions involving promotions, selection etc, women who cannot attain development when they have job rotation problems, perception of women as outsiders because of their physical differences and many more (Kolb, 1997).

Akhtar further discussed the distinctions features between male and female, studies have shown that males tend to be more tasks oriented and females more relationship oriented. But in actual managerial positions experiences women managers show no differences in leadership abilities from experienced male managers. These women, in fact are more likely to be more competent from their male counterparts. Female tend to adopt more democratic, participative style while men adopt more autocratic, directive , power , and control approach to lead in the organizations. Therefore some authors argue that the female style of leadership is more effective because this feminine style reduces hierarchy, satisfies the subordinates and achieve good result (Akhtar, 2008).

According to Akhtar (2008), there are many numbers of studies which focus on the non-equality of male and female managers. This leads the reader to think that there may be many qualified women who want to achieve the top roles of management but they cannot achieve it because of large number of barriers in their way. Therefore these women have negative effect on their development in their careers as well as social development. These barriers which prevent these women to reach the top levels are referred to as “Glass Ceiling” (Akhtar, 2008).

The most striking observation that follows from everyday life is that there are few women in higher executive positions in large organizations or in major leadership roles in society. These roles are dominated numerically by men. Women's dramatic increase in education and labor force participation has not changed these facts very much when we look at high-level leadership positions. Nonetheless, women have moved into administrative and lower-level management positions in great numbers. In the United States in 1997, the census indicates that 45 percent of managers and administrators are women. This figure can be compared with approximately 18 percent females in this occupational category in 1960 (Institute, 1998).

### **2.3 The Practice Ethiopian Government Interventions towards Gender Mainstreaming**

The concept of gender mainstreaming was clearly established as a global strategy for promoting gender equality in the Platform for Action at the United Nations Fourth World Conference on Women held in Beijing, China in 1995. Gender mainstreaming is a commitment. It is a strategy for making concerns and experiences of women and men to be an integral part of the design, implementation, monitoring and evaluation of policies in all political, economic and societal spheres. The FDRE constitution has properly addressed the issue of gender, equality and human rights in several articles. Particularly, Article 35 separately stated specific needs and challenges of women (FDRE, The Constitution of FDRE, 1995).

The Federal Democratic Republic of Ethiopia entered into commitment to implement the Beijing Platform for action and a number of international conventions and protocols on women's rights. These international instruments are important tools to tackle the existing gender inequalities. In line with this, gender gaps must be identified to efficiently mainstream gender into the goals of development which need the use of gender mainstreaming manual at policy and organizational levels (FCSA, 2009). The Ethiopian government has made different interventions and efforts to strengthen the mainstreaming strategy. Among these interventions such as initiative policy formulation, initiative towards gender equality, initiative towards employment opportunity,

initiative sustainable development and initiative towards the growth and transportation plan (GTP).

The Ethiopian government is signatory to most of the international instruments; among these instruments policy formulation was a primary task of the government. It has adopted the Convention on the Elimination of All Forms of Discrimination against Women /CEDAW (1979), Declaration on the Elimination of Violence against Women /DEVAW (1993), the International Conference on Population and Development / ICPD (1994), and the Beijing Platform for Action /BPA (1995). Following this Platform, the international community established gender mainstreaming approach as a key strategy to achieve gender equality. International Labour Standards such as Convention NO.100 (Equal remuneration and Discrimination) and convention 111 (Employment and occupation) that promotes women's right have been ratified. To protect the rights of person with disability and to create conducive situation for their contribution to the economic development of the country the UN Convention (2006) on the Rights of Persons with Disability has been ratified (Affairs, 2012).

Gender mainstreaming is the core strategy to eliminate gender inequalities and which in turn helps to ensure sustainable development in a given country. In other words, equal rights, opportunities and responsibilities for women and men are practical pre-conditions for sustainable development. The government of Ethiopia has given due attention for gender related issues and there are numerous affirmative action has been taken to extent of incorporating in the country's constitution which will be implemented both at regional and federal level. The Revised Family Code proclamation No. 213/2000 gave many protections and provided additional rights to women amended the previous law spouses to have an equal right during the conclusion, duration and dissolution of their marriage (FDRE, The Revised Family Code, 2000).

Another intervention area of the Federal Democratic Republic of Ethiopia is equality of men and women in all aspects of social, economic, legal and political activities. The constitution has a clear provision that guarantees gender equality in all aspects of the country's development endeavors including employment. In accordance with the provision of Article 25 of the

constitution all persons are equal before the law and discrimination on grounds of sex is prohibited. Similarly, Article 35(8) stipulates men's 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 a remedy to the women's discrimination. Article 42 (1) (d) of the constitution stipulates women workers right to equal pay for equal work ([FDRE, The Constitution of FDRE, 1995](#)).

Creating employment opportunity for women, who have been the disadvantage groups, was another intervention strategy. The MoLSA manual states about the national policy with regard to women in Ethiopia that an explicit recognition to gender issues in Ethiopia can be fairly linked to the Ethiopian Women's Policy issued in September 1993. The objectives of the national policy on women have multi sectorial development strategies, which aim to address the felt needs of women in a holistic approach. The Policy has also spelled out clearly the Government's commitment to abolish all discriminatory laws and regulations as well as creating enabling environment for the full participation of all members of the society in the socio-economic and political sectors, with special focus on the subordinated position of women. Female labour force participation in Ethiopia, as is obviously the case in most developing countries, is mainly in the informal sectors that operate beyond the boundaries of labour legislations. For instance, in 1997(EC), according to a study (labour force survey data) conducted by MoLSA and CSA (Central Statistical Agency) 65% of the informal employment sector in urban settings is occupied by women and 8.9% by male, while 60.1% of the formal employment is occupied by men and 35% by women (Affairs, 2012)

The CSA2010 survey result revealed the government initiative brought a significant impact towards the reduction of the unemployment rate in all the regions. Accordingly, in this year the country was registered 1,116, 512 with an employment rate of 18.9 percent. In April 2004 the reported rate 22.9 percent went down to 20.4 percent in the year of May 2009. The rate had further decline to 18.9 in May 2010. The comparison of this current unemployment rate to that of April 2004 exhibits a decline of 4.0 percentage points over the six years period, while comparing

to that of the immediate year of 2009 survey result has declined by 1.5 percentage point. During the three survey periods, females were more affected with the incidence of unemployment than males (FDRE C. S., 2011).

*“The main objectives of a Gender and Development approach (GAD) are to strengthen the effectiveness of development work in improving the situation of both women and men, and achieving progress towards social and gender equality. The focus is on social and gender equality as an objective, rather than women as a target group” (NAFRI, 2005, p. 39)*

The above quoted idea tried to emphasize gender development approaches focuses that development is not only the issue female; but can only managed with an equal contribution both from men and women in the community and on the unequal relations of power between them. Hence, the objective of gender development should only achieve, if the strategy targets both sexes equally.

In this regard, the Ethiopian government has been striving for change with sustainable development on Plan for Accelerated and Sustained Development to Poverty (PASDEP). PASDEP was one of 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. This strategy is an overruling framework for all policies and programs in the country and is envisaged to address not only the nationally set development priorities but also the internationally set goals such as the Millennium Development Goals (MDGs) declared to address poverty (Affairs, 2012).

The GTP is the 5 years (2010/11 – 14/15) main development plan of the country. In this GTP program the Ethiopian government included in the five year national strategy about the issue of women as a national development concern. The goal of the plan is not only to reduce poverty but also to bring transformational changes that contribute to the fulfillment of MDGs. One of the priority areas of the GTP is addressing the women and youth issues in order to accelerate the economic development. To ensure gender equality the plan has a clear strategy for gender to be mainstreamed by all sectors and has also created accountability on the implementation of the strategy addressing gender issues (Affairs, 2012).

In summary, the Ethiopian government advocates all government bodies to be gender inclusive and the issue to be considered as system and operational level and government organizations clearly state in their goals, objectives, staff balance/HR, policy and guide lines. Consecutive policy formulation has been on process through national wide; however, since the country is still found under economical, social, patriarchal, and technological bondage the country needs to go long way for civilization, the issue of gender has not been reached to its expected stage and all the stereotypes have hinders and deprived the nation from development and gender inequalities still persisted.

## **2.4 International Non-governmental Organizations and Gender Mainstreaming**

### **2.4.1 The Role of International Non-Government Organizations**

*“The term ‘civil society organizations’ is used to describe any type of organizations, other than government or business, in which ordinary citizens come together to advance an interest or concern that they have in common, and about which they feel so strongly that they want to take collective action. They are formal and informal not-for-profit organizations, associations, networks and groups, each with its own issue or area of concern. The more formally organized and constituted ones, usually referred to as Non-Government Organizations (NGOs), often dominate the conversation about civil society, but in fact that are just part of a larger picture, a sub-set of the more general term ‘civil society organizations’ (CSOs)” (Scurrah, 2009, p. 2)*

The above quotation states, civil society organizations are non-profit making organizations basically formed with an objective of providing solutions to individuals or group problems in such an organized manner being passionate and fully interested for social issues. INGOs are one of the organizations categorized under civil society organization primarily engaged in impacting over people’s predominant social problems such as poverty, illiteracy, gender inequality, backwardness etc. Civil society organizations can be established formally with authorizations from the concerned government with license; however, according the above text, CSOs may not necessarily be established formally; there are situation CSOs are working informal ways.

During short- and long-term recovery efforts, NGOs facilitate disaster recovery and are uniquely positioned to advocate for changes that may improve the resilience of communities to withstand future disasters. For example, NGOs can strengthen social networks by enhancing connections between residents and community organizations. Community resilience “occurs when resources are sufficiently robust, redundant, or rapid to buffer or counteract the immediate [after-disaster] effects of a stressor”. NGOs are critical partners because their organizational networks are key to rapidly mobilizing immediate and long-term support services for communities affected by disaster (Acosta, 2009).

Given that NGOs are permanent fixtures in the community, they can also work on an ongoing basis to increase population resilience by developing economic resources, reducing risk, ameliorating resource inequities, and attending to areas of social vulnerability. NGOs’ role in the human service delivery system also positions them to support individuals with acute needs who are affected by disaster as well as those who require sustained human services support prior to and after a disaster. The issues described in the preceding sections regarding government engagement with NGOs in human recovery, the true duration of the need for services, challenges posed by overlapping periods of recovery, and the missed opportunities for NGOs to be a formal part of enhancing community resilience after disaster all merit further investigation and need to be connected with specific policy recommendations (Scurrah, 2009).

In summary, as we understood from the above literature the issue of gender mainstreaming has been formally promoting in Ethiopia after the commitment to implement the Beijing platform and other international conventions. This shows that encouraging work is underway, women’s contribution to economic development and the welfare of the society is both significant and multi-faceted, the economic, political and cultural contributions like their male counterparts.

#### **2.4.2 International Non-Government Organizations in Ethiopia**

There are two important aspects in the evolution of the voluntary sector in Ethiopia that have had an enduring impact on the sector: one was that until very recently the sector consisted of a small number of organizations, and the second that they have operated under difficult and sometimes trying circumstances. Both the Imperial and Derg regimes were unwilling to tolerate independent

citizen activism and to allow autonomous non state organizations. As we shall see further down, both regimes were forced by pressing circumstances, namely environmental disaster and human crisis, to allow INGOs to operate in the country. In the beginning most of these were Northern NGOs and faith based local groups, all of which were expected to engage in activities which were considered “safe”, such as relief and rehabilitation work. The changes since the fall of the Derg and the establishment of the current Federal government have brought with it a degree of liberalization and the opening up of the political space (Rahmato Y., 2008).

The INGO sector began to have active life in the early 1970s as a result of the devastating famine in Wollo and Tigray and the global publicity it received the Imperial regime was forced to open its doors to international and local NGOs to undertake relief and rehabilitation activities (Rahmato, Bantirgu and Endeshaw, 2008). When the Christian Relief Fund, later called CRDA was formed as an umbrella organization in 1973, it drew about a dozen organizations of which the majority was faith-based groups. The equally tragic famine of the mid-1980s saw more NGOs established in the country to engage in the relief effort (Rahmato Y., 2008).

Belshaw and Coyle in dictated in their research work, the number could very well be much higher at present and it is thus safe to suggest that at present there are close to 3000 CSOs/NGOs working throughout the country. The sector today has grown nearly fifty times from what it was in the decade of the 1980s (Belshaw, 2001).

Since 2000, government and private donors have spent at least US\$104 billion on international humanitarian response. Africa has taken the largest share of the funding, and Ethiopia ranks fifth, with US\$4.8 billion (Srivastava, 2012). This funding is mostly channeled through International NGOs in the country. Therefore, the significance of INGOs in the economy of the county holds significant place and their efficient and effective performance is significantly depends on the effective coordination and management of their human resources.

### 2.4.3 The Role of INGOs for Mainstreaming Gender

Atkinson and Scurrah states in their book about NGO's responsibility towards gender advocacy, many NGOs now engage in some level of campaigning and advocacy of gender mainstreaming, many from a rights based approach (Scurrah, 2009).

The fact that the level of gender segregation is higher in the latter set of industries may reflect the inability of organizations in male-dominated industries to capitalize on the benefits of gender diversity, the question of gender balance has become a primary issue for most of the organizations. INGOs are the main activist of gender equality in all the conditions men has been dominant since years including the number taking as one strategy of their intervention. Within work groups, gender segregation in the workplace may also reinforce status distinction between male and female work group members, thereby influencing work group processes such as communications and information sharing, and ultimately group performance (Martocchio, 2007).

Hearn and Parkin explained, many statutes, executive orders, court decisions, and administrative regulations exist that prohibit employment discrimination due to race, color, sex, national origin, religion, or disability. Employment decisions are to be based on merit and job - related qualifications, not on membership in a certain classification. Equal employment opportunity requires employer not to discriminate in the administration and execution of all HRM practices such as recruitment, selection, promotions, training, compensation, career development, discipline, and labor - management relations. In passing the laws, Congress assumed that outlawing deliberate discrimination and punishing employers found guilty of unfair practices would eradicate the vestiges of years of discrimination (Parkin, 2001).

Although passage of these laws meant that overt discrimination was no longer tolerated, women and minorities were still underrepresented in the workforce. A more assertive strategy was needed to correct for past and existing discrimination (Parkin, 2001).

To summarize, a key problem with current approaches to gender mainstreaming is the loss of the primary imperative and the driving force underlying gender mainstreaming. Gender mainstreaming is not simply a point to get to; it is a process. It is a process for ensuring equity,

equality, and gender justice in all of the critical areas of the lives of girls and boys, women and men. As such, it is a moral and ethical imperative as well as fundamental to human rights in all its forms. The roles NGOs can play in this system and the challenges they face in engaging government leaders in long-term human recovery efforts on changing the gender inequalities besides their social development activities and their supports towards human and natural made disasters.

## **2.5 Gender, Organization and Human Resources Management**

### **2.5.1 Gendered Organization**

Both gender relations and organizational dynamics are about the achievement and maintenance of power. The ability to influence and control human and material resources exists in a social and relational context where power and subordination are inseparable. This alliance occurs in professional organizations, and sexual, social and family relationships. It is almost always the case that women are in some way subordinate in these contexts. This project is an examination of the psychological impact of the work setting on professional women, currently entering organizations in increasing numbers. It is particularly concerned with women who have achieved or aspire to professional power, and expressly about the psychological dimension of power for women, men and the organizations in which they work. Work organizations have become a major site of gender politics for professional women and men over the last twenty years. While equal opportunities policies and affirmative action in the selection and training of women in the professions and management have had a qualified impact increased career opportunities appear to have made the psychological context of the organization more stressful for women (Nicolson, 1996).

Increasing globalization has meant that democratic space has shrunk and with it has come the concentration of power in global institutions, global business, and global media, often to the detriment of national governments' sovereignty. Yet at the same time, civil society organizations, including non-government organizations (NGOs), have been able to seize opportunities offered by globalization – the internet, rapid global communications, use of online campaigning technology communications and the role of global media – to increase democratic

space across national boundaries, in ways that compliment national level campaigns and increase the leverage of local NGOs. Many NGOs now engage in some level of campaigning and advocacy of gender mainstreaming, many from a rights based approach. However, we are all at different stages of the process. Moving from a traditional project based focus to integrating global, national and local campaigns and programs, requires major managerial and cultural change, and ensuring that both program partners and donors understand the NGOs rationale for gender mainstreaming (Scurrah, 2009).

Recent research and literature on the gendering of organizations has been strongly influenced by debates in and around feminism. During the 1970s and 1980s, the two most prolific feminist or feminist-influenced sets of literature on gender and organizations have come from Marxist and socialist feminism; and writing on ‘women in management’, especially from North America. As already noted, sexuality was not generally the central focus of interest of these studies. More recently, there have been increasing numbers of feminist and pro-feminist studies on gender, and on particular divisions of labour, in organizations, which in turn address sexuality to a greater or lesser extent. Furthermore, in some radical and anarchist feminism the very idea of organization(s) is held to be dominated by men, and so subject to critical theory and practice (Parkin, 2001).

Parkin further explained in their book, the fabric, texture and existence of organizations, both in their formation in the context of external social relations and in their internal structures, documentations and social texts, are gendered. Thus most organizations are doubly gendered, in the sense that the public domains and organizations within them are dominantly valued over the private domains and that within organizations the structure and processes are themselves gendered. The internal workings of organizations are gendered in both the distribution of women and men, and the distribution of gendered practices. It is important to recognize the gendering of organizations even when they totally or almost totally consist of women or men (Parkin, 2001).

## **2.5.2 Gender and Human Resources Management**

Human resources management (HRM) is the design of formal systems in an organization to ensure the effective use of employees’ knowledge, skills, abilities, and other characteristics

(KSAOCs) to accomplish organizational goals. HRM concerns the recruitment, selection, training and development, compensation and benefits, retention, evaluation, and promotion of employees, and labor-management relations within organization. In public and nonprofit agencies, the greatest expenses and the greatest assets are employees. Unlike many for-profit organizations, which can use technology to automate the production of their products and reduce staff, public and nonprofit organizations typically provide some type of service. Thus, they rely on the professionalism and competence of their employees (Mills, 2002).

Sex is a biological classification of humans into women and men, whereas gender is a cultured knowledge that differentiates them. To understand what gender means is to understand its cultural dimensions. Thus, feminine and masculine genders consist of the values and ideals that originate from culture. The gender classification of men and women, male and female, as a biological or cultural definition is far from easy to handle in research and everyday life. Since the early 1970s a growing body of work has developed a focus on the gendering of organizations and its impact on individual and organizational outcomes. Why this growing interest in gender studies in management research today? There are several reasons for this. Besides the nowadays more explicitly expressed demand in Western societies for equality between the sexes, there is also a need for gender studies that connect the changing conditions for contemporary organizations (Mills, 2002).

‘Gender at work’ is the problematic issue in numerous accounts, among which the relationship between organizational culture and the social construction of gendered identities is of special interest. Sadly, despite the development of extensive scholarship on gender and organizations, the mainstream accounts, including the organizational culture debate, continue to ignore the relationship between organizational arrangements and gender (Mills, 2002).

In particular, this study focused on gender mainstreaming practices at occupation environment with a case study specific organization CARE Ethiopia, an activist of mainstreaming gender in its working environment. The focus of the study is to show the link between the national constitution, policy and manual developed by the country and organization with regard to gender mainstreaming with that of the practice found at the ground in the organization. The literature

review part organized in such a way that how the organization demonstrates gender mainstreams and exercises accordingly and contributed its part to the development. In this regard, the study required reviewing literature concepts on the gender mainstreaming and human resource management from the general accepted principles to the country's specific policy chronologically to serve as a reference for the analysis of the research. Furthermore, the researcher tried to create the link between gender mainstreaming and human resource management managed together at the organization level.

### **2.5.3 Gender and Human Resources Management policy in CARE Ethiopia**

The human resource manual of CARE Ethiopia in its section under 'Gender Equality' clearly depicted as a major strategy of the organization,

*“CARE Ethiopia recognizes the contribution and potential of both women and men towards the fulfillment of its vision and mission. Therefore recognizing that organizational policies have different consequences for women and men, CARE Ethiopia will ensure organizational support to women and men to consistently address strategic gender needs and interests that lead to gender equality”* (Ethiopia, 2012, p. 7).

The above statement asserts how CARE Ethiopia is committed for gender equality and recognized it by depicting in the human resource manual, men and women have an equal contribution for the success of the organization's mission and vision. Besides, CARE Ethiopia respects diversity and within this diversity recognizes gender equality to give an equal support both for men and women in the organization.

The human resources manual further asserts its gender equality clearly stating CARE Ethiopia is an equal opportunity employer. This means that the organization ensures that no one receives less favorable treatment on grounds of colour, creed or religion, race or ethnic origins, political opinion, nationality or national origin, sex, marital status, family responsibility, HIV/AIDS status and disabilities (Ethiopia, 2012).

CARE Ethiopia will ensure that equal opportunity principles are applied in all its personnel policies and, in particular, in the procedures relating to the recruitment, training, development, promotion, transfer, termination, compensation and benefits. It is the responsibility of all staff in

general, and all section heads, and management team members in particular, to build and sustain an organizational environment or culture that is supportive of "Gender Equity" as a programming goal. All staff members must therefore:

- i. Believe in and value women's human potential;
- ii. Be congenial to the growth of and contribution by women;
- iii. Ensure that men are not unfairly treated in the name of gender;
- iv. Consider the gender disadvantage women experience in their ability to form networks, mobilize resources and gain recognition for their contributions;
- v. Establish clear norms and rules regarding equitable distribution of facilities (support services) and opportunities (study visits, etc);
- vi. Challenge unwritten rules that discourage women from availing special facilities for fear of hampering promotion prospects (e.g. women not asking for time off for breast feeding);
- vii. Refrain from any comments or gestures that indicate a prejudicial view about women in supervisory positions as not being merit based and about promotions being seen as linked to personal connections, including insinuations of sexual favors in the case of women;

Understand the intent of the gender policy and other gender equity initiatives (Ethiopia, 2012).

To summarize the topic, gendered NGOs and their human resource management entails, besides to their poverty eradication and development strategy, they have a social justice agenda and respect human rights in their policy for administer their internal environment and in their intervention programs. One of the intervention areas while activating human rights is mainstreaming gender and brings equality among human power in the working environments which have a direct relationship with organizations and nations' development at large. Now a days there have been increasing numbers of feminist and pro-feminist studies on gender, and activists of this agenda and becomes a global issue which the INGOs have a remarkable contribution for this big change. Organizations have been started the issue of gender has become their priority and have been incorporating in their policy manual. The organizations' old men dominant culture started changing and reveals they are gender oriented in all their programs. As many INGOs resided in Ethiopia and have been partner for the country's development strategy

they played a big role impacting on gender equality. CARE as an INGO and have been working more than three decades in Ethiopia's program, all the generation's due consider equality among sexuality and gives greater emphasis in all the program approaches.

## **CHAPTER THREE**

### **3.0 Research Design and Methodology**

This chapter deals with the research design, research method, sampling techniques, data collection instruments, data analysis method, data collection procedure, research setting and research ethics.

#### **3.1 Research Design**

The research followed a qualitative study approach. Qualitative research focuses on phenomenon that occurs in a natural setting and involves studying that phenomenon in all their complexity. In a qualitative research approach, numerous forms of data were collected and examined from various sides in order to construct meaningful picture of a multifaceted situation. A qualitative method used in order to make research by choosing, gathering relevant information, using articles/journals, a books, manuals and information from websites which have been produced on the area of the topic under study. *“In contrast to other designs the qualitative approach includes comments by the researcher about their role and the specific type of qualitative strategy being used”* (Cresswell, 2014, p. 184). This is therefore; in-depth survey was used to get detailed information from the research participants. The nature of qualitative survey demanded descriptive narration and the analysis of the data tried to have a logical relationship and each topic presented according to degree of importance.

#### **3.2 Research Method**

Methodology is a very important while conducting any type of research; it helps to follow how the study can be accomplished. As Creswell depicted, “...*the specific research method that involves the forms of data collection analysis, interpretation that researchers propose for their studies*” (Cresswell, 2014, p. 16).

For such kind of study which requires in depth case study, qualitative research method is an appropriate research method to make detailed analysis and interpretation of data, and finally helps to reaches to key findings the survey as author stated. Hence, this research intermittently used both primary and secondary source of data collection methods prioritizing one another accordingly.

### **3.2.1 Primary Source of Data**

The primary data collection served as a pillar for this research. In this primary source of data collecting method, interview with program coordinators and gender advisors, written questions with the human resource representatives, program operation managers and with some selected staffs found at different levels had been employed. These groups of people were purposively selected in their relevancy of their responsibility regardless of their sex.

### **3.2.2 Secondary Source of Data**

In order to supplement the primary sources of data gathering method, secondary source of information were implemented with due references of published and unpublished books, manuals and magazines. Apart from these materials gender mainstreaming manuals, gender training manual, organization’s gender guide line and other different reports were reviewed. Other secondary sources such as country’s national policies, development strategic documents, yearly national statistical data, academic journals and organization’s international periodical reports were reviewed to fatten the findings of the study and make the research credible.

## **3.3 Sampling Techniques**

The study comprises different categories of respondents found as key informants for the study. Among these key informants of the Program Coordinators who were directly authorized to manage the program budget and their human resource need, the Program Gender Advisors who were expertise on the field of gender mainstreaming and primarily responsible for gender issues in the organization, the Human Resource Manager and Human Resources Officers who were mainly responsible managing the human element and maintain the personnel record, field office Program Operation Managers who had dual responsibility for the operation and human management at field level and some selected staffs who had directly or indirectly linked with the research topic purposively selected by the researcher as good informants. The total numbers of participants included in the study were twenty five in number and all samples were purposively selected by the researcher as key informants due to their position were closely related to the organization’s gender mainstreaming strategy.

**Table 1: Description of Respondents**

<b>SN</b>	<b>Position of Respondents</b>	<b>No. Respondents</b>	<b>Tool used</b>	<b>No Female</b>	<b>No. Male</b>
1	Program Unit	3	Interview	1	2
2	Gender Experts	3	Interview	3	0
4	HR Unit	3	Interview	0	3
5	Filed Office Operations	3	Interview	0	3
6	Other staff respondents	13	Interview	7	6
	<b>Total Respondents</b>	<b>25</b>		<b>11</b>	<b>14</b>

In this study, non-probability sampling was preferred and employed by the researcher. For this reason key informants were purposively selected on the basis of the researcher’s decision considering prior knowledge of the informants’ responsibility in relation of the study. In other words, the researcher used purposive sampling technique, the fact that the study is a case study

research it demands reliable, professional, and up-to-date information collected from the key informants mainly to increase the credibility of the research.

### **3.4 Data Collection Instruments**

In this study, four types of data collection instruments were developed and implemented as a result enabled the researcher to obtain basic information from the respondents. These data collection instruments were structures and semi-structured interviews researcher's personal observation and document review are significant once. To discuss briefly about the four types of data collection instruments used:-

#### **3.4.1 Interview**

The interview basically contains uniformly structured questions for all interviewees which help to gather data on similar subjects. However, since the study is used a qualitative survey and requires in-depth information from the respondents, depending on the situation the researcher raised similar but unstructured question also asked during the interview. The questions purposely were uniform to all the respondents' to gather similar data. For the purpose of analysis the data the interview divided in to three groups of respondents, the senior management group, the middle management group and the non-management group. Each of the respondents from the three groups has given their own code to respect the ethical consideration of the survey and confidentiality of the respondents' reflection. Depending on the position of the respondents and their position from 15 minutes to one hour interview had been allotted for each of interviewee, the fact that the intention of the researcher from this panel was to get genuine reflection of the respondents' opinion, thoughts, practical experiences, and professional comments as a result to acquire substantial information to the study. In some conditions, where the respondents were physically unavailable, the questions were sent through emails and telephone interview were used as an options. In addition, email communication and skye are regular media of communication for the organization, which the researcher also used both with some of the respondents found at the projects.

### **3.4.2 Document Analysis**

Document analysis found very imperative to get realistic information collected in addition to by other methods; besides, it was an ideal means of cross checking instrument data what had been collected through interview. Document analysis mainly helped the researcher issues worth to refer document review such as strategic planning, performance reports, periodical reports/magazine, minutes and personal record data which were unable to get any of the other data gathering instruments. The periodical reports which had been documented by the organization, regional office and head quarter of CARE Ethiopia strongly helped the survey how the organization's documented activities done in relation to gender and related activities.

### **3.4.3 Observation**

Observation through checklist was one of the instruments of the researcher used as a means of gathering information. Through observation it could be easy to reach in a conclusion how the policy had been practicing in each of the units and the entire organization's strategy. It could be easy by observing each unit, how they were diversified in terms of gender equality, sex distribution, leadership responsibility and other issues that required personal acquaintance. Furthermore, the researcher observed personal records and personal visit to the units' and observe male and female staff representation at organizational management levels, organizational working units and organization different committees which enabled to observe how women were part takers of the organization's key management activities. The researcher attended different meetings such as all staff meeting, strategic meetings, different operational activity meetings that the researcher made personal observation how female staffs were represented in all these meetings and working groups.

## **3.5 Data Analysis Method**

With regard to document analysis, after collecting data from the respondents that had been gathered using the above instruments, each collected data segregated orderly according to their priority in a way helped the data presentation and the analysis of the data. Information that had been collected during the interview first checked for its accuracy, completeness and kept

separately according to the respondents' code which was given before the distribution of interview questions to of each respondent. Similar recording strategy employed information gathered through open ended questions; eventually helped the researcher to identify and present the major and minor themes of the study with their logical coherence, and as a result came to the intended purpose of the research findings.

### **3.6. Data Collection Procedure**

In order to collect the required data for the survey, quite a number of offices required to visit sometimes frequently. It required to schedule in advance bureaus visited to find information and in some government offices to get the reference document which had been studied in relation to the study. The same was true for internal respondents, it was demanded to schedule in advance for the interview ahead of time the fact that most of them are strategic leaders of the organization unless scheduled in advance. To this end the researcher found all the visited offices were found cooperative except long appointment due to their condensed work schedule. With related to distributing the open ended questions to the respondents, the researcher had face no problem, the reason that the standard organization's outlook email communication was used by all clerical staff. Besides, the head office and regional field office were networked that made the communication efficient to get information with the respondents.

### **3.7. Research Setting**

CARE is one of the leading independent, non-political, and non-religious international humanitarian organizations working in collaboration with governments, institutions and communities to fight poverty and provide assistance in humanitarian emergencies. CARE works in 87 countries in Africa, Asia, Latin America & Caribbean, the Middle East and Eastern Europe.

CARE started working in Ethiopia in November 1984 in response to severe drought and famine that devastated the population and claimed the lives of nearly one million people. Since then, the organization's activities have expanded to address the root causes of poverty and vulnerability.

Prior to 2010, CARE Ethiopia was employing a project-based strategy to ensure that poor families have access to food, health care and education, agricultural extension services, clean and safe water, improved infrastructure, and family planning and HIV/AIDS education. It also used to have projects on female genital cutting, nutrition as well as emergency preparedness and response. CARE Ethiopia's mission is to work with poor women and men, boys and girls, communities and institutions, to have a significant impact on the underlying causes of poverty.

### ***CARE Ethiopia's Goal***

In mutually supportive alliances, CARE Ethiopia will contribute to economic and social transformation, unleashing the power of the most vulnerable women and girls, honoring their dignity. The Strategic Plan identifies programs around three distinct impact groups: Chronically food insecure rural women; Pastoralist school-aged girls; and Resource-poor urban female youth.

The programs are aligned with CARE International's vision, UN Millennium Development Goals, the Government of Ethiopia's Growth and Transformation Plan as well as CARE Ethiopia's strategic directions. CARE has six projects in Amhara, Afar, SNNPR and Oromiya regions. Currently there are about 325 permanent staff both at Head Office and project offices. CARE Head Quarter is based in Atlanta, USA. Its office in Addis Ababa is located around Hayahulet near Atlas Hotel.

## **3.8. Research Ethics**

Ethical issues are serious issues in any research, particularly in case study research which respondents' opinion and observations are extremely substantial for the study, ethical standard becomes mandatory. Realizing the fact, all forms of data collection begins by explain the purpose of the research to the respondents. The well-being, rights and responsibilities of the respondents were adequately protected and were told how that will be done.

Primarily, permission obtained from the organization under study. Next, permission requested and obtained from participants, avoid deceiving participants and build trust both with the

institution and participants in the process of the study. Finally, the researcher avoids disclosing information that will harm the participants as well as the reputation of the organization under study and clearly communicated such as their reflection will presented in the survey using codes to all informants before invited them for reflection

## CHAPTER FOUR

### 4.0 PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter deals with the presentation, analysis and finding of the survey information obtained through primary and secondary sources using different techniques which employed in the process of data gathering method.

#### 4.1 Data Presentation and Analysis

##### 4.1.1 Profile of the Informants

The below table shows the composition of informants in their sex category, age structure, work experience and educational level participated in depth interview and open ended questions.

(Table 1)

SN	Description	Senior Management	Middle Management	Non-Management	Total
1	<b>SEX</b>				
	Male	5	5	3	13
	Female	3	7	2	12
2	<b>Age</b>				
	25-30	2	3	2	7
	31-40	4	5	3	12
	40-49	2	2	0	4
	50 and above	0	2	0	2
	<b>Work Experience in</b>				

3	<b>CARE</b>				
	2-5	3	4	1	8
	6-10	4	7	4	15
	10 and above	1	1	0	2
4	<b>Educational Level</b>				
	1 <sup>st</sup> degree	2	9	5	16
	2 <sup>nd</sup> degree	6	3	0	9
5	<b>CODE</b>	01 - -08	09 -20	21 -25	

The respondents' basic information such as sex, age work experience and educational level both for interview and open ended questions respondents were reviewed. As we understand from the data male and female numbers of the respondents were nearly equal in their number. As the data showed there was a balanced gender representation from both sexes. With regard to age category majority of the respondents were found in the young age, between 25-40 years. Most of the respondents had experience with the organization more than five years, only eight were served 2-5 years in CARE Ethiopia. The researcher had taken minimum criteria for all respondents to have a minimum of two years' service to the organization to have realistic responses for each of the questions. The other pertinent information about the respondents was their educational status; hence, most of the respondents were found with a second degree and none of the respondents were below first degree.

#### 4.1.2 Data Presentation on Gender Related Categories

Table 2: Number of female and male staffs in the program and support units in CARE Ethiopia.

Job Categories	Male and Female both at Head Office		Categories In the units	program and support
	Male	Female	and Field Offices	
				<b>Total</b>
<b>Program Staffs at Head Office</b>	35	13		<b>48</b>
<b>Support Staffs at Head Office</b>	41	10		<b>51</b>
<b>Program Staff at Field Office</b>	168	22		<b>190</b>
<b>Support Staff at Field Office</b>	28	8		<b>36</b>

<b>Total</b>	<b>286</b>	<b>59</b>	<b>325</b>
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(Source: CARE Ethiopia HR Report December, 2013)

The above table shows the distribution of male and female staff at the Head Office and Project/Field Office level. The entire structure of the organization is functionally divided in to program and support staffs. Program staffs were staffs directly engaged in the programmatic approach activities or involved in the organization’s major program activities of three intervention areas. On the other hand, support staffs were not directly found in the program units but give support for the realization of the program such as administration, finance, general service, public relations etc. The table shows the program staffs found both at Head Office and Field Office are much greater in number than the support staff both at the Head Office and Filed Offices. Furthermore, in each of the four categories the number of females was significantly lower than the male counterparts. Besides, 73% of the staff was found in the field office out of this 58% was staff found in the program units and the rest 15% found at the support units. Among the 73% program and support unit staffs found at the project level only 14% were females from both categories. On the other hand, the balance between program staff and support staff at the Head Office 27%; the female number is only 19 % and 22% respectively in both categories. The total percentage of female at the field office both at program and support categories is only 15% that of female counterparts. It shows that female’s percentage at the field office program unit was only 9% while in the support unit 4%. It vividly seen that majority of the staff number at the project was found in the program unit but the female representation percentage was only 13%. One can conclude from the above data the female number was particularly few in the field office program units in which the majority of the staff found in this category. It is possible to say that the female representation at program level was very minimal.

Table 3: Number of female and male staffs in their levels of management in the organization

<b>Management Levels</b>	<b>Number of men and women</b>		
	<b>Male</b>	<b>Female</b>	<b>Total</b>
<b>Senior Managers</b>	26	9	35
<b>Middle Managers</b>	115	18	133

<b>None Managers</b>	119	38	157
	<b>260</b>	<b>65</b>	<b>325</b>

(Source CARE Ethiopia HR Report June, 2013)

The purpose of the above data was to give illustration how the gender balance looks in the organization which has three structural levels of Senior Managers, Middle Managers and Non Managers of male and female representation in each of the three levels. The female representation percentage in each of the three categories was 35%, 15% and 31% for senior, middle, and none manager levels respectively. Comparing the three levels of categories the senior managers and none manager female staffs are better percentage representation. However, female percentage at the middle managerial level was lower than the other two categories. As shown in the above table the middle managers are quite large number of staffs nearly close to none managers' number; however, It is possible to say females in the middle manager category was very small compared to the other two levels of categories. From this data representation we can observe that the females' number of senior managers' has a better percentage at the top level of the organization structure. The total female percentage from the three categories was as it had been said in the statement of the problem, it was only 20%. Although the organization structure shows high number of staff at the middle manager level which nearly equivalent with none managers, the females' number was very low in the middle manager category.

Table 4: CARE Ethiopia's gender balance status among East and Central Africa Regional Country Offices

<b>Job Categories</b>	<b>Sex and Percentage distribution</b>		
<b>Member Countries</b>	<b>Male (percentage)</b>	<b>Female (percentage)</b>	<b>Total (women's percentage)</b>
<b>CARE Ethiopia</b>	259	65	20%
<b>CARE South Sudan</b>	188	64	25%
<b>CARE Congo</b>	195	53	21%
<b>CARE Uganda</b>	56	42	43%
<b>CARE Somalia</b>	88	65	42%

<b>CARE Tanzania</b>	121	70	37%
<b>CARE Burundi</b>	81	43	35%
<b>CARE Rwanda</b>	53	34	39%

(CARE Atlanta Yearly Report, June 2013)

CARE international Atlanta Head Quarter regularly releases every year gender balance report of each CARE country office status operating around the globe. This report had been categorized under their regional bureau of Country Offices. For CARE’s development operation in Africa there are three regional offices, namely ECARMU (East and Central Africa Regional Management Unit), SARMU (South African Regional Management Unit) and WARMU(West Africa Regional Management Unit). CARE Ethiopia is under ECARMU regional office with the above listed country offices. For the purpose of this survey the researcher extracted the above ECARMU countries gender balance report which CARE Ethiopia is a member country office. The primary purpose of this report is to show how the country offices are progressively working with due emphasis to the gender based general strategy of CARE. Hence, in addition to the countries gender based programmatic approaches, the staff gender balance equally promoted. As the above table shows, in the CARE Ethiopia staff gender balance record, the female percentage was only 20% from male counter parts. This worst percentage record was not only from ECARMU regional countries but also from other two regional offices in Africa and the rest of other CARE operational offices found in another continent. For example CARE Ethiopia gender record was lower than Afghanistan’s CARE Country Office which the country severely deprived from many developments and even the majority of women were not allowed to go school. This mare fact initiated the researcher to make further survey on the area and find out the challenges of the organization why CARE Ethiopia office couldn’t have a better record among East Africa and the rest of CARE country offices.

Table 6: Gender Ratio Balance in Selected INGOs in Ethiopia

INGOs										
SN	CARE Ethiopia	GIZ	CVM Ethiopia	Islamic Relief	Oxfam GB	Farm Africa	Save the Children	CRS	MSIE	Concern
Gender Balance	20%	33.8%	30%	23%	34%	23%	30%	27%	48%	30%

Ratio										
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(Source: INGOs HR network communication media)

These are very few of the international humanitarian organization working in Ethiopia, which are engaged in poverty reduction and development works like CARE Ethiopia. The purpose of the above table is to help for comparison; the GED balance of CARE Ethiopia is still lower than few of the selected INGOs working in the country.

## 4.2. Gender Mainstreaming Program in CARE Ethiopia

### 4.2.1 National and Organizational Policy Awareness and Implementation

The primary question for all the respondents commonly asked how they are familiar with the national and organizational policy towards gender mainstreaming. The researcher found it important to know about the understanding of the respondents, the fact that most of the respondents are part takers of the organization’s gender mainstreaming strategy. In view of these, opinions were gathered both from the interview and open ended question informants.

Accordingly, as the data shows majority of the respondents had better understanding of the organization’s gender strategy. Particularly, those who were found at the senior level management group respondents have good understanding of the organization’s gender policy and the progressive action plan that had been set by the organization. Except one female staff (Code, 24) found at non-management level, all the respondents explained that they have clear information about the existence of gender policy in the organization that give a confidence the researcher to conclude there was good understandings among the staff the concept of gender mainstreaming. One respondent from middle management group (Code: 11) affirmed the above common reflection by saying:-

*Although it has some gaps with regard to implementation, the organization has good gender mainstreaming practices such as encouraging women to compete for various positions.*

On the other hand, the respondents equally requested their knowledge about the existence of gender policy in Ethiopia at the country level. Unlike their organizational policy awareness, most

of the respondents were not sure whether the policy formulated at the national level or not. In fact, respondents like Gender Advisors, Program Coordinators and Program Operations Managers responded that they were familiar with the national gender policy the fact that they had been privileged to know the existence and implementation of gender mainstreaming policy at the national level while they had been exposed during executing of the organizational gender related programs with the government counterparts. Nevertheless, majority of the respondents from the staff group admitted that they were not familiar about the policy formulated at the country level. Among these staff groups who were not familiar to the governments' gender policy, a female respondent found at the middle management group (Code: 18) said:-

*“I don't have clear idea on the subject. I speculate that a gender policy is in place in Ethiopia”.*

Another respondent same from middle management position (Code: 12) explained her idea that:-

*“I believe there is a gender policy at national level even though I am not well aware on the detail policy document”*

The same reflection forwarded from another respondent found at middle management level group (Code: 15) for the same question about his awareness towards the national gender policy and responded:-

*“I am not sure and do not have sufficient knowledge about the gender policy in Ethiopia”.*

As the majority of the respondents' reflection shows, except those who were found at the senior management level positions which had access to know the national policy in their business relationship, many of the respondents either they were not familiar or did not have knowledge about the existence of gender policy at the national level. This can clearly shows that although there were a number of affirmative action which had been taken and remarkable changes made at the constitution level on women rights such as the Revised Family Code, developed Gender Mainstreaming Manual and other activities at the national level, majority of employees did not familiar to the government's affirmative actions; as a result it indicates that there was a

conceptual awareness gap on the majority on the staff though the Ethiopian government had been taking a number of gender mainstreaming actions.

#### **4.2.2 Practices of Gender Mainstreaming in CARE Ethiopia**

The main objective of this research was how CARE Ethiopia practicing gender mainstreaming further formulating policies and depicting it in the mission and vision statement of the organization. In this regard, it was the intention of the researcher to collect feedbacks from the key informants about their awareness and knowledge about the practical activities of the organization in related to gender mainstreaming. Accordingly, except one respondent from non-management group, all the informants were responded they had good knowledge of the organization's gender mainstreaming activities and some respondents from the senior management group further elaborated in detail about the organization's five year action plan strategy.

The researcher made in depth interview with the three Program Coordinators; all of them know they were quite familiar with the organization gender equality and diversity policy and they were participants of the meeting before the document released for implementation and recognized as one policy document of the organization. However, three of the interviewed Program Coordinators put their reservation there was no progressive and continuous activities done to increase the knowledge of the staff about this policy document. They unanimously agreed because of the implementation problem, the policy document couldn't bring the expected understanding since 2012 the gender policy document approved.

One respondent from the senior management level (Code: 2) tried to distinctively describe that the practice of gender is exercised in two ways. CARE Ethiopia is a gender activist humanitarian organization; its prime strategy is to be committed to all its humanitarian activities should be gender oriented. In this regard, the organization give due emphasis for the programs' gender issues the organization has been engaged in the community based development works instead of equally being accountable for gender issues within the organization. She truly believes that the organization's practice of gender sensitivity by far revealed in the program approaches than the

organization's internal gender environment. She tried to exemplify from her common practice of gender mainstreaming program activity and said:-

*“In our program intervention strategy we usually ask how much of the participants are females in each community based training; however, we don't have such concern for any of the meeting we held at the organization level”.*

The above respondent (Code: 2) acknowledges some gender relative activities like awareness creation, assessment on the organization gender environment and others given to the employees during the all staff meeting; however, it was not a regular planning activity and most of the time it was managed by individuals' effort than the organization's action plan. She said, trainings by themselves had their own impact towards the increasing of staff awareness over gender related issues in the working environment. In related to human resource activities, she said there was also a good practice of assigning one gender representative in all the recruitment panel though not consistent, which helps the selection process has given consideration for gender in addition to competences.

Another respondent from the senior management group level (Code:1) believes there were more activities supposed to be done since the organization declares, CARE is a gender sensitive organization; when he justified he stand:-

*“Unless we are good at in the implementation there is nothing to say the organization is gender sensitive; the indicators should be set we have good documentation and clearly defined in our mission and vision statements but we have limitation on the implementation and on the monitoring and evaluation tasks”*

The respondent further described, there were gender related trainings which had been given both at head office and field offices; but it didn't have consistency, such irregularities in the organizational gender issues had got less attention by the management.

#### **4.2.3 The Impact of Gender Advisors on the Organization Gender Mainstreaming Strategy**

CARE as a gender sensitive organization all community based programs are necessarily centered on gender equality and diversity strategies. Some of the programs are uniquely targeted on

women's empowerment; besides, gender mainstreaming strategy should always be included in the yearly action plan of the organization. In order to strengthen the organization's gender strategy, most of the program units have their own Gender Advisors and have regular plan of action. Hence, as one and the major responsibility of these Gender Advisors, a continuous environmental assessment has been regularly made and some monitoring activities have been initiated by the Gender Advisors. The researcher included in its depth interview with the Program Coordinators the impact of these female Gender Advisors towards the issue of staff gender equality. The focus of the interview was the need for assigning Gender Advisor in each of the program unit and how they evaluate the Gender Advisor's responsibility with compared to the entire organization's gender balance commitment. Furthermore, it was the interest of the survey, how could the organization have low percentage of gender balance in the organization having abundant number of gender technical advisors. One of the respondents from the senior management group (Code: 3) reflected his idea from the practice of the unit he was coordinating:

*"I don't have a Gender Advisor the program I'm coordinating, but I have a plan to recruit one in the near future; however, there is no integration of work on the gender mainstreaming activity. We have abundant professionals within the organization, but they don't have integration among them. All the Gender Advisors, deductively working and more accountable to their respective unit/program gender issue than the internal organizations' gender program.*

The above respondent (Code: 3) opinion was closely similar with the previous respondent found at the same senior management group level respondent (Code: 2). The previous female respondent (Code: 2) expressed her thought she was not also clear about the Gender Advisors' role toward their GED responsibility; however, she was certain that the Advisors' professional accountability for their program units was much higher than they give technical support to the organization internal GED issues. She said the reason behind the number of Gender Advisors had been increasing was because of the reason most of the programs were gender oriented. As the study confirmed from the human resource unit, except one, all the other three Gender Advisors had been dedicated for a single project based at Head Office. It was the understandings of the researcher, the purpose of increasing the Gender Advisors number was one of the

strategies to strengthen gender mainstreaming within the organization. The respondent (Code: 2) stands against of the researcher understanding and reflected her opinion:-

*“Increasing the number of Gender Advisors is not because of the organization’s to strengthen the GED strategy, but it is as a result of the organization’s program portfolio has been increased and the programs demanded Gender Advisors for executing community based interventions”.*

In general, the reflection of all the interviewed all the senior management group respondents entail the professional support of the Gender Advisors became significant in each of the project they were representing. Besides, increasing the Gender Advisors number still supportive to the organization’s gendered programmatic approaches; however, they all believed that the Gender Advisors professional support to the organization’s internal gender issues was found very minimal. As all the interviewees agreed, the job description of the Gender Advisors mainly designed to give technical support to the programmatic gender issues than to the organization’s internal gender equity. In other way, organizational staff gender related issues were less prioritized, while having these significant numbers of Gender Advisors in a single organization.

#### **4.2.4 The Link between the Human Resource Manual and Gender Policy**

CARE Ethiopia has a human resources manual the organization and employees administratively governed by its rules and regulation further to the country’s labor law. This manual is one of the bilateral agreements stated in each of the employees’ contract agreement that both parties are abided with its policies and procedures. The human resource manual is different from all other manuals found in the organization, the fact that employees are required to be abided by the organization’s mission, vision, values and equally accountable for all dos and don’ts regardless of positions. Hence, as gender is one of the strategies of the organization, the human resource manual makes all employees of the organization uniformly responsible for the gender policy and the progressive organization’ affirmative action on the mainstreaming strategies.

The research focus area was how the link between the gender policy and the HR manual has been created, the reason that the HR manual has stated certain criteria that should put in to consideration to maintain the organization’s gender commitment before and after employees’ recruitment. Hence, it was important to know how the HR manual entertains the issue of gender

mainstreaming and employees are aware of policies in related to gender written in the HR manual. Different feedbacks were collected from the respondents from the three levels of management informant groups. Here, the issue was not only how much the respondents were aware of the policies stated in the HR manual, but also how the respondents see the implementation of these policies in their daily business interactions. There were different views reflected from all groups of respondents, some recognized the efforts which had been made by the organization and gave their witnessed the HR manual encourages and clearly stated gender related statements in the policy. On the other hand, few respondents had reservations the manual restricted itself only with few policy statements and it had also limitations on implementing these policies. Among the middle management group respondents, one informant (Code: 9) supported the idea that the HR manual has incorporated considerable gender issues and he gave value for the regularly implementation by the organization and said:-

*“CARE openly explains in its human resource manual about the affirmative actions that it will give support and encouragement to attract and retain female staff:*

*Some of the affirmative actions are: as stated in the HR Manual*

- *All advertisement should clearly indicate those females are encouraged to apply.*
- *Education and experience qualifications may be relaxed for women who exhibit high potential for the position.*
- *To encourage breast feeding of babies, CARE provides women staff with additional time-off each day to breast feed until the baby 6 month old.*
- *Expectant mother will not be considered as redundant.*
- *There is a paternity leave which reaches to 10 days”.*

Data collected from the majority of the staff group respondents shows, majority of the respondents both from middle management and non-management group respondents were supported the HR manual gives due attention to gender issues. Some from senior management level respondents still supported the above idea but had their own reservation on the implementation process. Among these respondents (Code: 6) stated her reservation as below:-

*“Yes but not fully. Not in the HR manual but the GED document which was annexed to HR manual. I think there was a fear that affirmative actions forwarded upon by people and they didn’t want this sentiment to sabotage the success of the policy,hence they have avoided using the term. There are no*

*points to rank but women who have equal points with a man will be directly selected. Women who decided to move to FOs will receive 10% raise.*

There were other respondent the same senior management group (Code: 1) who shared the above idea. The last reflection was quite different from the above two; they didn't accept any of the HR manual policy issue and the affirmative action which had been taken by the organization so far. One respondent from the middle management group (Code: 16) absolutely against of neither the HR manual considered gender issues nor its practical implementation policy by saying:

*"No there is no clear affirmative action stated or stipulated in the HR manual. But, as the issue is a cross cutting issue, these days HR and the rest of the organization members are aggressively working to address the bottleneck of the problem".*

One can easily understood from the response, there had not been any action taken except the effort currently doing to bring change in the future. The other respondent who found the same middle management group (Code: 20) shared the above reflection and expressed his perception in his own saying:-

*"... my answer is No. I don't know anything except the need to increase women employees. During vacancy announcement I read the statement that says "Female applicants are encouraged" but I don't really know if there is a different selection criteria for female and men applicants".*

Similarly, one female respondent from the non-management level (Code: 23) also answered the question in short,

*"No, I don't. Because the number of women staff are very limited.*

Hearn and Parkin, (2000) stated in their book, "Gender Sexuality and Violence in Organization", the need to link gender policy in the organization structure was that the fabric, texture and existence of organizations, both in their formation in the context of external social relations and in their internal structures, documentations and social texts, are gendered. It is possible to understand from Jeff and Wendy's statement, the gender related policy needed to be incorporated to the organization's structure and it shall be practiced in the organization system that gender issues are implemented always considered in the organization's regular business activities (Parkin, 2001).

From the majority of the respondents' reflection, it was possible to understand there were considerable gender issues that had been written in the HR manual and these gender related policies were not only benefits women staff but also benefits the organization male staff. On the other hand, practicing gender issues in the organization's daily business transaction had its own limitation as the reflections of some respondents from the three levels of management groups. From Hearn and Parkin's (Parkin, 2001) perspective unless the policy synchronized with the system and internally revealed in the organization daily business activity, it would be difficult to say gender issues are fully practiced in the organization. The majority of the informants' responses indicated it is obvious that the HR manual considered some remarkable gender issues; however, majority of the respondents put their reservation the policies should properly exercise to promote gender mainstreaming strategy.

### **4.3 Gender Imbalance in CARE Ethiopia**

#### **4.3.1 Reason for the Significant Ratio Imbalance between Male and Female Staff**

In this topic the researcher mainly focused on the gender inequality with an emphasis of the number of female staff is much lower than male counter parts at all the organizational structures. The ratio difference between male and female staffs was quite significant as we can understand from the organization's 2013 HR report; females were only 20% from the overall population. This issue becomes the researcher's priority for the survey and as a result it remains the statement of the problem for this research. In this regard, all respondents were requested to reason out why the numbers of females were low while the organization has been advocating gender equality in its policy and various strategic documents. All groups of the respondents given their own reflection and justifications, the reason behind the females' number is low compared to male employees from their own perspectives.

Unanimously, all the three management level respondent groups admitted during the interview the females' number was significantly lower than male staffs. Accordingly, the researcher tried to categorize the respondents' response under internal and external challenges; however, the interest of the study was to focus on the internal challenges. The external reasons were more or

less manifested from the country's existing situation, national policy or some other influences beyond the control of the organization commonly a challenge for all organizations.

Three respondents from the project areas found at senior level and middle management positions (Code: 8), (Code: 10) and (Code:17) commonly reflected identical internal human resource policy related challenges they faced while they were tried to bring new female employees in to the organization such as:-

- (a). At the project level vacancies, the location of the work place are usually found in the remote sites, this could not able to attract female candidates because of their family responsibilities;
- (b). Some female staffs were willing to go the remote areas, but their parents, husbands and other close relatives are not allowed them to go being insecure about their safety;
- (c). Stereotyped attitude was another common point raised by this groups; hiring units preferred male candidates for field works while competent females are on board;
- (d). There was no attractive salary that makes female committed to work at the hardship areas;
- (e). There was no system to reconsider potential female candidates for any other related positions in the future the fact that female applicants are usually very limited in most of the vacancies.
- (f). HR did not have upper-hand on the selection process that enable to influence the panel and empowered to keep the gender balance when recruitment takes place.

These justifications collected from the field office operation area respondents. Most importantly, these group of respondents gave due emphasis for the challenge in related to the web site communication channel that the organization's HR unit usually follows to announce vacancies. One of the discussant found at the senior level (Code: 8) said:-

*“Most of the vacancies are advertised using the new technology (internet) which seems difficult to be accessed by potential women applicants in the rural areas. If they get the opportunity to access, it is also difficult to send their application letters with in the deadline from that rural area to head*

*office. If they overcome all the above challenges, they also faced difficulty to take the written and interview exams in Addis due to financial constraint as well as their social/psychological readiness to move to Addis for the exam”.*

The other problem raised by the respondents was challenges related with the type of vacancy announcement mainly commented on the detailed vacancy content that makes difficult to comprehend for the average readers. Regardless of the level of the positions, the organization used very detailed job descriptions in all vacancies including for lower positions found at the project office. In this case, the respondents complained female applicant may not be encouraged due to its complex nature of the announcement; rather, they lose their confidence considering the positions required high caliber applicants.

Another respondent from the senior management group (Code: 7) gave her feedback on the organization’s gender inequality and she forwarded her own reflection as follows:-

*“As things stand, we may not get 50/50 but the question should be ‘are we moving in the right direction?’. Our ratio is horrible. Even Afghanistan is doing better than us. That’s how bad it is. There are several factors: CARE generally looks at 4 components for successful gender equality work in the organization. These are trust, representation, learning and accountability. I would say the ratio is not what we wanted because somewhere we lack one of the 4 components. For me trust is the biggest component. Trust can be eroded quite easily and also the overall environment in the relationship of employers and employees has an impact. Staffs need to see that there is genuine interest in equality that means attitude of all managers needs to be consistent. In a big organization such as CARE, it is very difficult to know what is happening everywhere. It is a tough job. We also know that the job market generally is influenced more by a pay raise than commitment for an organization. This attitude similarly affects retention of female staff”.*

The respondent tried to see the case in general terms from different angles. She intended to say there was no doubt everyone wants the ratio of females to be half of men; due to the four major components that the organization lacks the females’ ratio became worst to extent of CARE Afghanistan Office, the country needs long way to go for women’s right. The respondents also raised “trust” is the major factor for both parties (employer and employee) that managers’ attitude should be geared in such plat form, which also value adds to the mainstreaming process. The respondent’s last point was about the organization pay structure which can be another reason

made unable to maintain the existing female staff considered by the respondent as a potential reason for small percentage of women in organization.

The respondent raised some other issues which she believed; they could be the cause of gender equality within the organization. Some of them were the organization doesn't have clear motivation and retention strategy, such as less payments for identical positions from similar INGOs. She added, when recruitments made at the project site, it was only targeted for that specific project and there was no future planning to keep female staffs when their contracts come to an end. One of the gender advocator also stated two another challenges with related to the human resource management system, in addition she stated above:-

*“We do not the minimum we suggested such as in recruitment having at least 2 female candidates was a must but no one check this, that is, there was no accountability. We are not clear about competence based recruitment. We are still focusing on education and experience”.*

When she further elaborates her own reflection above, we had been frequently advised to keep as a policy two female candidates should be screened from the large applicants with an understanding of female applicants to get more chance for the final selection; however, she complained that the organization not yet started implementing the Gender Advocator's suggestion. Besides, she also had a reservation on the commonly known recruitment and selection criteria that HR usually follows that mainly focused on the candidates' educational and experience competencies. She challenged the system, women had not been privileged to have an equal education with men both in the urban and rural areas; nevertheless, there were competent women who can fit even to higher position, if they get minimal support from the employers. She said, there were no exceptional considerations for those competent women candidates who didn't have long years' experience though potentially they found to be competent in most of the recruitment panel. She believed, unless the organization get out of this procedural attitude and tried to fill such gaps with high flexibility, it would be difficult to curb the current big ratio gap between men and women in the organization.

Another respondent for this issue was from the senior management group (Code: 1) that the researcher purposively selected as a key informant. His reflection of the issue from the positive perspective by saying gender mainstreaming has become the issue of the nation. Currently,

remarkable representation of women has been observing even at the Ethiopian House of Representatives of the Parliament. He argued that at this time the government policy in related to gender issues is very encouraging though it couldn't able to say it is absolute with the country's stage of development. He said however, for those organizations who give priority for gender mainstreaming, there are conducive environments at national level. He raised one major issue that could be a limitation for the organization's gender imbalance particularly few number of female staff at senior positions. He said,

*“For instance, like my senior positions in the organization, it requires a minimum of ten years proven experience; for those who are in the 40th like me, before 20 years in my university class we were 347 and 5 of them were females only two female students finally graduated. It means sometimes even though we have attractive pay and benefits the market couldn't provide us with such mere fact. In fact, it couldn't apply to all positions; there is still market problem for female staff but relatively much better for middle level and lower level positions. Another factor, I personally suffered to hire females when I was a manager at field office, females' face a problem after they get married and they are not willing to work at field sites far from their family due to their family responsibility, and it also happens today”.*

When the respondent discussed the internal challenges, he raised a number of key points that pull-up the organization strategy on the gender mainstreaming and he took as a primary reasons for the organization's gender imbalance. To mention some his justifications, most supervisors do not trust to give higher responsibility for females. He further discussed, there was no permanent and consistent talent management development program that can empower female staffs for better responsibilities within the organization that could help to retain female staffs. Another point raised by the respondent was a challenge in relation to hasty generalizations and stereotype thinking; if a certain female candidates failed in her job, there was a wrong conclusion of looking other females with the same eye glass. Lack of regular budget for training and development was another limitation factor pointed out by the respondent.

Another female a member of the organization senior management team (Code: 2) gave her own feedback to the same question about the prevalent organization's gender imbalance:-

*“We are petty and blind to it; until we get the data we provided from the regional office that CARE Ethiopia's gender balance is a risk. At this situation,*

*if someone asked me is CARE Ethiopia is a gender activist? I don't have a confidence to say yes".*

She further discussed there were a time the organization was highly committed to bring a significant change to make the male to female ratio closer. She said it should be an ongoing strategy consistently maintained and supposed to be build-up future oriented result. She also added, support for female staff must needed once they are given the position; if not, it would be difficult to bring them to the higher responsibilities otherwise they may fail due to lack of follow-up and technical support. The respondent believed these all were the reason for the current gender inequality though the reasons might not be the primary reasons. She also commented on the job adverts. She appreciated stating in each of the vacancies female applicants has been encouraged to apply; but she believed that additional consideration should be made like stating in the announcement *'two female candidates will be short listed for final selection'*; that could further motivate female applicants from her perspective.

#### **4.3.2 The Effect of Gender Imbalance on the Organization's Leadership**

Rai, 2003, in his book, "Mainstreaming Gender, Democratizing the State?" stated three reasons the needs to undergo to mainstream gender of course, increasing the presence of women within state bodies at all levels. This means the organization has three levels of hierarchy such as the senior level management, middle level management and none management staffs. Bringing gender equality at work place is the first strategy of the organization as a gender activist organization. Besides, the gender balance at all management levels is a second strategy which could be an ideal mechanism to strengthen the bigger plan of male/female ratio balance. As most of the respondents agreed, empowering females to the organization's leadership positions could be a good solution for the organization's effort toward gender equality (Rai, 2003).

CARE regional office 2013 gender report shows, although the overall gender balance is lower than the other county offices found at the regional office, CARE Ethiopia's female representation at the senior management is relatively in a better condition; however, the number of females were lower than male senior management members. The research question tried to include the impact of females' leadership role in the organization and the researcher raised the issue during the interview with three of the Program Coordinators. All the three respondents strongly believed

the need for female leaders is inevitable, not only for the gender balance strategy, but also the entire organization's program success. The female respondent found in a key senior management position (Code: 2) and also has a big leadership role in the organization reflected her idea to the question, how important to empowerment women to the leadership position also shared her experience:-

*“I'm very much encouraged by the management to be empowered and take the leadership position, though there were other people who had a better experience and maturity than me. In fact, I had high negotiation power the fact that my profession and familiarity with the program were not easily replicable, but I still believe I was encouraged by the management decision assigned me in this higher leadership position the time I had limited experience.”*

The same question was forwarded another respondent (Code: 4); he had quite different response for the question. He agreed with idea that the need for females in the leadership position and maintaining gender balance is mandatory from different perspectives, but he argued, we need to give more priority for the program success when we always think of the leadership positions, rather prioritizing gender balance at the top management level.

*“Competence of the person should come first before prioritizing gender particularly at the leadership position; however, either male or female must have good orientation about gender related issues since it is the government and organization's strategy. If someone with a priority of gender than competence, the program unit he/she is leading will be at risk.”*

Another respondent (Code: 7) also reflects his own understanding over the issue of gender representation at the leadership position. He has nearly the same reflection with the first female respondent. He said, the market couldn't provide us as we want more female leaders in our programs; but the intention of the organization is vivid and clearly stated in the organization strategy. He strongly believed through training, coaching and mentoring, it is possible to bring females to the leadership position. He added, we have been encouraging numbers of females to come to the leadership levels though we do not have still enough numbers, that's why empowerment necessarily considered. He was so passionate in his response to see women in the leadership position with all their gaps, instead of having limited female leaders who usually surrounded by males.

There was one common reflection observed from the three respondents, the issue of gender should get due emphasis who ever be placed at the leadership position. The two respondents believed assigning females at the leadership place would have more value to the organization gender balance and other gender related issues than male counter parts. On the other hand, the other respondent argued that unless the person who assigned in the leadership position he/she is gender sensitive, only female representation couldn't achieve the organization's gender commitment.

## **4.4 Organization's Strategy to Change the Gender Gap**

### **4.4.1 Human Resource Management (HRM) Strategy to Change the Gender Gap**

One of the major actions that have been taken by the organization management is acknowledging the gap and appreciating the challenge of the gender imbalance. It was clearly communicated to all stakeholders changing the current worst scenario is a responsibility of each member of the organization but not only given to a certain unit or individuals according to the Country Director message in the 'Landafta' quarterly organization magazine.

Information gathered from the Human Resource unit shows, one of the key methods changing the gender ratio gap was promoting females recruitment in the upcoming organization vacant positions. These vacant positions were mostly found in the program units. In this case, the human resource unit and the program units were the key stakeholders directly involved in the recruitments. Hence, there was a joint meeting held between the Human Resource unit and the Program Management Team (PMT) and had a discussion how to address the challenge and came-up with a list of strategies as the joint meeting minute manifested. According to the minute, the HR and PMT agreed to bring a practical change to the problem; it requires reviewing the old policy and needed to make some amendments on the recruitment procedure.

Among the proposed actions that HR Unit to take as an affirmative action, to give additional access for female applicants especially found at the field office area like posting the vacancies at different places and newspaper, re-advertising until sufficient female candidate received, Use head hunting as an option though the previous policy exceptionally allows, short listing female applicants to the final interview if they scored an average result in the written exam, accepting

female walking applicants and maintain their record for the future position are few of the proposals. The HR unit also has given a responsibility to search for other INGOs practice how they motivate their female staffs. Furthermore, the HR unit has been authorized to negotiate salary with female candidates unlike the organization practice which only allows for exceptional conditions only for senior staffs. With due commitment to effect all the above affirmative actions, the HR unit planned to raise the current female ratio from 20% to 25% at the end of the year June 30, 2014. According to the resource from the HR unit, the percentage has been steadily increasing and reached to 22% in the middle of the year 2014.

#### **4.4.2 Program Management Team (PMT) Strategy to Change the Gender Imbalance**

The other major stakeholders in the recruitment process are the Program Units. The program Units are the one managing many staff in their units than the support units. The hiring units are the one who design the job description, fix number of staff required, decide the place of assignment and avail fund to each of the positions' pay. Among the responsibilities planned to be done by the program units, create awareness within the staff to each of the units they represent, assign one gender representative in each of the recruitment panel, open vacant position in each of the program for female intern staff, focus on upgrading female staffs as a talent management to the leadership positions, allocate budget for female staff for development and consistently support female staff for empowerment, reduce the job content particularly for lower position and make simple to understand are few of the tasks give to each of the program units.

Familiarization of the Gender Equity and Diversity (GED) five year action plan document to their respective staff was also the strategy of the PMT in each of the program unit. The minute defines what are diversity components and benefits in CARE Ethiopia context and decide if it wants to take proactive measure beyond 'non-discrimination. The Program units took an assignment to introduce clear GED strategy and action plan with clear indicators and actions on: trust, leadership, accountability, and representation. Furthermore, work life balance concern was another issue that supports the GED strategy implementation by the PMT. It starts with the staff to understand the meaning for the 'gender balance' and the root cause for work load, systems,

talent management, promotion, project based hiring and firing and other basic components to be practiced to support the GED strategy.

Another assignment to be managed by the PMT was, unlike the head office female representation percentage in the senior leadership team, the Field Office Leadership Team (FOLT) female representation is very low, in some field offices even no single female found in the FOLT; hence, up grading females to the leadership position either developing their capacity through training or hiring female employees at the middle level positions is one of the recommended strategies.

The researcher made his own observation through the support of the check-list how much females were represented in each of the working unit and in different committees such as job evaluation committee, recruitment committee, Recruitment committee, Senior Leadership Team (SLT) and Quarterly All Staff Meeting Program Management Team committee, and Procurement Committee the female representation was very minimal sometimes no female representation found in the committee. For instance, in the PMT meeting only three females were attended in the meeting. There was no female member found in the procurement committee during the researcher's observation to the meeting. The staff has a regular quarterly meeting regardless of position, the researcher observation and the HR attendance record shows 15 females were attended the meeting. In some working places there was no female staff found in the unit. The researcher realized the Gender Advocator's timidity, unless women are represented at all levels, the organization's strategy for mainstreaming gender will face more challenges. Hence, the joint meeting between the human resources unit and PMT strategies for affirmative action could likely have a potential to address the deep rooted challenges on the area.

## **4.5. Organization's Opportunities to Strengthen the Gender Mainstreaming Strategy**

### **4.5.1 National and Organizational Gender Policies**

The issue of gender has become a cross cutting issue across the nations. The government of Ethiopia expressed its commitment by formulating new gender policy strongly supports gender mainstreaming efforts in the country.

*“Policies like the Developmental Social Welfare Policy (1996) put special emphasis on gender issues, such as elimination of all forms of discrimination against women in respect to access to technical training, formal sector employment, and working conditions, as well as access to healthcare services. The policy clearly states measures that are necessary to be taken to protect women from being unduly exposed to social problems and any effort to extricate those who are already exposed to these problems shall be supported and facilitated” (Ethiopia, 2012, pp. 3-4).*

Progressive actions also observed through amending the existed policies in a way to strengthen the issue of gender by giving priority at work and other places. Now a day the number of female representatives in the parliament reached to 25 to 30 percent. This situation helps the issue of gender has got its ownership even at the House of Representatives; the fact that the parliament is the one approves gender and other proclamations in the country. In addition, the government has been pressurizing particularly governmental institutions female representation to the higher organization management has become mandatory. Furthermore, there are different forums organized by the government which can activate the Ethiopian government effort on its gender mainstreaming activities.

CARE as a humanitarian organization there are different right based policies that always stands as the organization principle where its intervention areas are found. CARE policy, mission and vision statements give another opportunity that encourages all the interested individuals or groups to be committed to promote gender in the organization. It is an encouraging activity that CARE Ethiopia has Gender Advisors in most of the program units who can give a technical support for any gender related issues. Beside, at this time the organization developed GED policy which contains a five year action plan which brings practical change on the gender mainstreaming effort. There is an action plan designed to curb the current imbalance ratio by the Human Resource Unit. From the simple strategy to motivate female applicants to join the organization, there are a number of affirmative action plans which would be taking in the future by the organization management; particularly the recruitment system becomes gender oriented.

#### **4.5.2 Staff Awareness for Gender Mainstreaming**

One of the major activities that have been doing by all stakeholders in their strategy of gender mainstreaming is awareness creation. Although there were remarkable efforts done on awareness

creation in the past and have been tried to relive the old men domination gender thinking in all aspects, though it still requires a lot to do particularly at the rural areas. There has been a number of awareness activities done that the issue of equality between genders is the issue of survival for a nation from the political, social and economic perspectives. The government is not only restricted focusing on the formulation of policies, but also creation of awareness within the society the rights of individuals without discrimination of sex equally to be benefited the country's resource have been growing from time to time. Having a spring board the government's gender policy, CARE Ethiopia is committed to formulate its own policy and engaged at different awareness activities. There are individuals in the organization highly committed to bring the gender balance and consistently promote empowerment. Another opportunity is there are quite a number of female students graduated from different universities at different professions unlike the previous times. It would be a good opportunity to have a competent market which has been stayed for a long time male dominated applicants for most of the job vacancies.

#### **4.5.3 Infrastructure Development**

Availability of Infrastructure is inevitably pertinent for any country development; it also directly supports the humanitarian activity further to the country's growth strategy. CARE Ethiopia different community based humanitarian activities are situated in the rural parts of the country. Since the project areas are located in the rural sites, most of the program staffs are assigned to work in these intervention areas. Among the reasons employees' not willing to work in the project site is the unavailability of infrastructures such as road, electricity, telephone, water and the like fully or partially. It is possible to understand from the PMT and HR joint meeting minute, females are highly venerable groups who are primarily affected absence of infrastructure, the fact that they have big share of family responsibility at home, they have security issues and they suffered with natural and manmade problems.

Despite the fact, currently the Ethiopian government primary development agenda is availing infrastructure both rural and urban areas. Hence, it can be taken as a great opportunity there have been a massive road construction in most of the rural area. This could help employees to visit their family on daily or weekly basis especially their family members are found nearby towns.

The telecom networking service distribution to the rural areas is also very encouraging that will get more coverage in the near future; this also another privilege that can motivate females to work in the remote areas. Electricity and water services still a long way to go to reach to address to all rural areas, but remarkable progress have been observed from time to time likely can support female staffs which encourage them to settle and work at the project site

## **CHAPTER FIVE**

### **5.0 SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

This is the final chapter of the thesis and it deals with summary of the findings, conclusions and recommendations of the study.

#### **5.1. Summary of the Findings**

This study was aimed at assessing the practice and challenges of gender mainstreaming while CARE Ethiopia implementing its human resource management in the organization. This study stated in its first chapter the statement of the problem which initiated the researcher to make this study and raised the basic research questions, which the survey expected to assess in the study analysis part.

The study set basic questions which helps to make the assessment, the reason behind the gender imbalance ratio and give analysis, eventually enable to draw the study findings.

1. What kinds of meanings are attached to gender mainstreaming programs, in CARE Ethiopia context?
2. The existing gender balance ratio of CARE Ethiopia shows women are only 20% of men; what are the factors for this huge gender gap?
3. What is the impact of this gender imbalance on HRM activities of CARE Ethiopia?
4. What are the strategies to curb the gender imbalance ratio in CARE Ethiopia? These are the basic research questions the study used as a springboard.

With regard to the study first question in related with the meaning toward gender mainstreaming strategy of CARE Ethiopia, there are two strategies of gender mainstreaming strategy underway. One is gender mainstreaming at the program level and the other one is the focus of this study gender mainstreaming at the organization level. Gender mainstreaming at the program level was look in a good shape there were remarkable results in the organization mainstreaming effort with direct support of the Gender Advisors professional support at the community level. However, gender mainstreaming at the organization level was at risk and the professional input of the Gender Advisors was very minimal. The survey finding shows the organization's effort for gender mainstreaming gave majorly focused and prioritized its programmatic approach than the internal staff gender mainstreaming strategy.

The second research question was targeted to assess and find out what were the reasons behind CARE Ethiopia's worst scenario of gender balance ratio. The study came up with the following findings:-

### **1. Inadequate Gender Policy Awareness and Limited Policy Implementation**

One of the findings the study that the respondents' reflected and could also be a potential reason for the small number of female employees in CARE Ethiopia is policy related issues. Except few senior respondents, majority of the respondents do not know the existence of gender mainstreaming policy at the country level. On the other hand, it was understood from the respondents' response most of them were familiar with the organization's policy written statements in the HR manual and they don't know the existence of the GED policy and it's five year action plan developed in 2012. Sometimes, except being familiar to this organization GED policy most of the respondents do not know the purpose, objective and the entire content of the policy. Unless the policy is exerted into the staff the intent of developing the policy, it would be very difficult to achieve its strategy; developing the policy by itself could able to address the gender issues. Another big gap in relation to the organization's gender policy is the GED policy doesn't have owner who always look after its regular implementation. In addition, some of the gender policies stated in the HR manual are very limited with leveraging some gender related benefits and gender related discrimination issues; but not stated the general concept of gender mainstreaming principles.

## **2. Less Priority for Organizational Gender Issues**

The researcher's data shows that another potential reason for this disparity could be the organization's gender intervention priority for its program based gender issues than the internal organization's gender commitment. Four Gender Advisors are found in the organization; each of them dedicated for a single project. As possible to understand from their job description, the role of these Gender Advisors was mainly linked with the organization's external community intervention program accountability. Most of the Gender Advisors were partakers when the organization's GED policy document prepared; however, their accountability did not allow them to follow-up the implementation and monitor the organization's internal GED policy. In fact, in a rare situation they coordinate gender awareness training to the staff or updates government progressive gender activities where they participated; though still insignificant contribution to the GED promotion. The respondents' reflection shows, only once before three years gender environment assessment jointly done by the Gender Advisors and HR representative.

While observing the respondents' data, there was a big limitation on the gender ownership problem within the organization. Besides, each of the Gender Advisor responsibility didn't count organization's internal gender commitment, eventually which CARE Ethiopia will be evaluated with the other CARE country offices. The survey also identified there was a structural problem when the organization designed duties and responsibilities of the Gender Advisor position; it is solely accountable for the Program Coordinator with the same token the position was accountable to the respected program unit only. The fact that the Gender Advisors were structurally not accountable to give a professional support to the organization's gender issues, the GED balance became low.

## **3. Unfavorable Recruitment Procedures to Gender Mainstreaming**

Reviewing the human resource management recruitment system and other procedures found vital to the finding of the research. There were a number of issues commonly mentioned by the respondents which could be considered as limitations on the organization human resource management potentially hindered the gender mainstreaming activities. Some of the common HRM system challenges were as follows:-

**(a). The HR manual contains limited gender issues:-** CARE has a separate gender policy; this policy have a strategy which would be implemented in five years action plan. This document serves as a guide line rather considered as a policy; it brings no accountability issue on the employees' side. For that very reason some of the respondents commented, it would be more productive if some of the key gender issue to be moved to the HR manual. When they justified their reason, employees entered in to a bilateral agreement with the organization, only to be abided by all terms and conditions polices stated in the HR manual. In other terms, the HR manual enforces employees and the policies should be implemented regularly the reason that HR unit was authorized to follow-up policies stated in the manual. Nevertheless, the HR manual was restricted with limited gender issues such as priority for selection if females were found equal with male candidates, two hours for breast feeding for child mother, paternity leave can only be mentioned.

**(b). Limited motivation on the Job announcement:** - the job announcement is detail and complex to all the positions which could be difficult to understand to the average reader. Another significant limitation observed on this job announcement from the informants' response, were particularly from the project office respondents, the organization only used one communication media for all positions announcement that is website advertisement. It was only viewed for those who have internet access and who were found in the networked areas. As many of the respondents' reflection, it was also against of the organization's principle of motivating female applicants the HR system discriminates from the beginning. The respondents argued, at least one additional media should be used like newspaper as an option and other similar organization used too.

**(c). Unfavorable evaluation criteria:** - Except very few lower positions, most of the positions evaluation managed by the head office, Addis Ababa. Commonly, there were written and interview exams set as a criteria for evaluation, and every selected candidate should physically available to take these exams. As a policy the field offices were not delegated to evaluate such positions because of the organization HR policy restriction. As most of the field office respondents' and also the Gender Advisors' reflection, all candidates from the regions were

disadvantaged because of the cost implication. This could be another major factor demotivates applicants in general, and discouraged female interested applicants in particular.

**(d). Selection dependency on education and experience:** - the organization always motivates in its job announcement females to apply in the vacant positions, those females who were encouraged and gave response to the organization's invitation were treated by the usual selection criteria for first screening by assessing educational and work experience with male counterparts. Most of the time the number of female applicants were very few compared with male applicants. According to the information gathered from the HR unit, the percentage of female applicants was less than 10% in most of the vacancies. This clearly indicated that unless there would be some mechanisms to support female applicants, the competition would be very stiff for females at all times.

**(d). Hiring units' stereotype attitude:** - patriarchic thinking could not be easily relieved from the society, since men had been responsible to shoulder leadership responsibilities for a long time in the country. However, it has been proved in the pre-determined attitude from the panelists by saying 'this kind of job is not managed by female', while females were already on board for competition. Such kind of attitude strongly affected organization's commitment to bring females to the leadership position and the entire gender mainstream activity.

### **5.3. Conclusions**

The outcome of this study is to indicate how the gender mainstreaming activity is vital for the organization the reason that men and women have an equal share of contribution for all the developmental outputs of the organization.

The study came with the following final conclusions, after critically assessed the respondents' responses and thoroughly reviewed the overall activities of CARE Ethiopia in its gender mainstreaming activities.

The overall assessment showed, CARE Ethiopia was a gender sensitive and the survey witnessed the organization's mission, vision, and strategies are geared with gender orientation. All programs were expected to center gender as one component of the intervention areas; besides,

incorporating gender as one component of the project was another value added point that makes the organization gender sensitive. In general, all CARE staffs regardless of their position were found gender oriented; as understood during the interview responses and a single employee was not found who was not familiar about the organization's advocacy on gender equality. In addition to the gendered programmatic approaches, the organization also manifested its commitment by developing GED policy and five year action plan.

Having the national and organizational gender policies, the organization is highly committed for gender balance and it had been continuously promoting gender; however, the female employees ratio found at the worst scenario of only 20% that of male employees in June 2013 . There might be different reasons for this gender imbalance record. Majority of the staff were quite familiar about the organization gender related activities; however, most of them were didn't know what the policy content. This absence of detail knowledge of the policy created lack of commitment to bring the expected gender balance in the organization. Hence, with regard to the gender policy knowledge, most of the staffs were found only at the awareness stage. Absence of detail knowledge of the organization GED policy had been observed.

CARE Ethiopia has been practicing gender mainstreaming in two ways, one is internally within the staff the other is within its program intervention. While assessing the practice of gender within the organization, the survey reached in to conclusions on the organization's pertinent observed gaps. The survey indicated the organization gave big priority for programmatic gender issues than the organization's internal gender commitment. The regular follow-up of donor's monetary and evaluation report, Gender Advisors full commitment to the project gender issues and gender issue incorporated as one component with the other program intervention issue were vividly showed the organization was highly gender sensitive in its programmatic gender approaches than the internal gender equity. On the other hand, the survey ratified except developing the GED policy and included some gender related points in the HR manual, there was no a continuous, regular, and organized engagements to practice the gender mainstreaming strategy from the organization side.

Lack of ownership was another big problem for the gender imbalance as the survey found in its research diagnosis. There were four Gender Advisors in the organization and their number was

quite large to give the required technical support for an organization like CARE Ethiopia. However, the assessment indicated their professional advice was only restricted in their Job description their role to be attached with the program gender responsibilities. The organization had a revised gender policy manual with the five year action plan until to 2016; however, no one was accountable to implement and monitor this action plan being an owner of the work process. Although one of the strategies of the GED policy was increasing the female staff number in the organization, there was no obvious progressive action reported since the plan approved in 2012. Therefore, the survey concluded absence of ownership also contributed its own part for the organization's gender imbalance.

The HR manual was expected to contain some key issues that could give a better understanding about gender, as the same time it put in to a commitment all employees accountable for gender issues. Besides, the HR manual is a collective agreement made between the employee and employer that each party to be abided with the rules and regulations that could be advantage to include some important points from gender policies to the HR manual. While on the survey process of reviewing the HR manual, there was no gender awareness issues found in the HR manual. In fact, there were few gender related issues included in the HR manual, but most of them were linked with staff benefit packages. It is possible to conclude the HR manual is limited itself with insignificant gender issues compared to the CARE's entire gender commitment strategy.

One of the strategies to increase the organization's female ratio could be bringing new female candidates when there would a job vacancy. In this regard, it requires setting a supportive recruitment system, which could give advantage to the disadvantaged female groups. CARE Ethiopia's recruitment system didn't consider such favorable situation to the female candidate. For example, all vacancies were release through website using only one media which seems to target a certain group of applicants that deliberately planned to exclude those who didn't have internet access. Similarly, the HR system selection procedure was not also equally favor all applicants; the reason that in most of the positions regional applicants were required to come to Addis Ababa where the head office situated to take entrance exams.

The other important point the survey reached in to a conclusion was that the organization's official gender promotion motto stating in each vacancy *'female are highly encourage to apply'* found against from the actual practice. As the informants' response indicated, female and male applicants were equally short listed for the exams in their educational and work experience, although female applicants were very few in number most of the time with male counterparts. The HR recruitment practice didn't encourages these few number of female applicants; as the matter of fact, in most cases males were mostly short listed for final selection. Therefore, as most of the respondents were agreed majority of the challenges were resulted from the organization practice of the human resource management system mismatch with the organization's gender commitment. This means that when CARE Ethiopia developed a gender policy, and stated in the short and long term strategies, the key organization's system like HR unit which has a direct impact for gender mainstreaming strategy, the system revision were supposed to be considered for revision before developed and approved the gender policy document.

#### **5.4. Recommendations**

In order to further enhance the gender mainstreaming strategy and strengthen the organization's effort on the area, the following recommendation are advised; and hence, suggested to the attention of the organization's top management to take the necessary action:-

(1). Creating a continuous and regular awareness about gender and its detail GED policy content should be the organization primary action. Starting from the word 'Gender' many staff seen as it was all about women issue; hence, after creating awareness, it needs to make the staff to be engaged for gender issues that requires everyone's commitment to bring change.

(2). Gender mainstreaming is CARE's strategy both at the program and organizational level. The follow-up strategy should not be remains only with the program gender approaches; rather, program units equally accountable for organization internal gender issues. Therefore, one responsible unit assigned to make the regular monitoring and evaluation activities. In addition, it needs to revise the Gender Advisors' job description and make them at least partially accountable for the internal gender issues and give regular professional advice.

(3). It is strongly advised that the organization should look in to its recruitment system and make some amendments in a way to support the gender mainstreaming strategy. Some of the amendments could be include gender awareness issues in the HR manual, newspaper vacancy announcement shall be equally used together with the website adverts, posting the vacancies in the regional public places could also create better opportunity for female applicants. Another advice on the recruitment system is the setting of the evaluation would be more advantageous and save applicants' cost, if it is to be arranged at the project site or nearby CARE project offices.

(4). As all know, women are the disadvantage groups socially, economically and culturally in Ethiopia; as a result, there is a significant difference in their competency and number compared to men in most of job applications. Hence, the organization should revise the evaluation system not only be dependent on the education and experience, but also it needs to set other criteria which can favor females applicants. The organization strongly advised to be flexible for female applicants to make the comparison of first screening within females. In addition, there must be some fixed number of female applicants like 'quota' in each level of the selection stages until to the final short listing. This could help there would be always female candidates representation in each of the vacancies which could have high probability to find females in the final selection.

(5). The organization needs to give great attention to the field office gender balance; the fact that majority of the staffs are situated in the field office where the females' number was also very small. It is advisable to assign gender focal person in each field office and give full authorization to manage the gender mainstreaming program. This gender focal person should serve as a guardian for the organization gender policy and monitor its implementation regularly.

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**Appendix-1**

**Interview Questions**

This questionnaire is prepared research focused on the Practice and Challenges of implementing Gender Mainstreaming in Human Resource Management, in CARE Ethiopia.

You are selected as one of the key informants of CARE Ethiopia staffs that the researcher believes your position and responsibility in the organization found pertinent to respond the below questions to realize the research. Most importantly, the findings and credibility of this research will only be determined by your genuine and factual reflection of your responses; hence, the researcher is kindly requesting your sincere response to each of the questions.

The researcher promises you that all your responses will be kept confidential and only used for the purpose of this study. Appendix

Code No. of the informant \_\_\_\_\_ Sex \_\_\_\_\_ Academic Background \_\_\_\_\_ Field  
of Study \_\_\_\_\_ Current position \_\_\_\_\_ Service  
Year \_\_\_\_\_ Date received \_\_\_\_\_

1. What do you know about the concept of gender mainstreaming?

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2. How is gender related to development? Why it is a crosscutting issue?

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3. What does the current gender mainstreaming practice look like in your organization?

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4. Is there a gender policy in Ethiopia? How about in your organization?

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5. In your opinion, do you think that the existing National Women’s Policy can substitute gender policy? Why?

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6. Is there any element of affirmative action to curb gender inequality stated in the Human Resources manual of CARE Ethiopia you are familiar with? Can you mention some of the affirmative actions?

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7. Do you think the gender ratio balance (men to women) is maintained in your office? If not, why?

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8. CARE Ethiopia is one of the activist organizations of gender mainstreaming in its staffing and intervention areas; however, women ratio was only 20% at the end of 2013; what do you think the problem could be?

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9. The HR unit always announces on its job advert stating in each of the vacancies “*women are highly encouraged to apply*” do you think this is enough? If not, why? If yes, why the female number is very low?

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10. Are women applicants practically encouraged and prioritized for recruitment than men? How?

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11. What do you think CARE Ethiopia has missed but needs to implement to improve the gender composition to be balanced?

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12. Are you in favor of the organization gender policy either at the time of your recruitment or after you joined the organization? What do you think will keep you in CARE Ethiopia?

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13. In which level of CARE Ethiopia structure have better number of female representation (higher/middle/lower)? What do you think be the reason behind?

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14. One of the intervention strategies of the organization is women empowerment; do you think women are empowered and have significant leadership position in the organization? How/why?

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15. Do you think the organization should strengthen its gender strategy and need to formulate further the gender policy? If yes, Why?

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16. What do you understand women empowerment to your understanding? Do you believe having more women in the leadership possible to empower women? If yes, how? Way and why not?

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Note: - (a). You are kindly asked to use a separate paper for your answers.

(b). There is no any limitation, while you are reflecting your ideas.

(c). You don't need to write your name.

(d). Please don't hesitate to approach the researcher, if you need any clarifications.

## **Appendix 2**

**Checklists used to evaluate and extract data from personal records assessment and observation.**

### **1. Number of male and female staffs currently working in managerial and non-manual positions**

No	Levels of Management	Male	Female	Total
1.	Senior Management Level			
2.	Middles Management Level			
3.	No-Management Level			

### **2. Number of male and female staffs currently working in each of the organization units**

No	Working Units	Male	Female	Total
1.	Program Units			
2.	Support Units			
3.	Field Office Units			

**3. Number of male and female staffs engaged at different committees in the organization**

No	Type of Committees	Male	Female	Total
1.	Senior Leadership Committee			
2.	Program Management Unit Committee			
3.	Recruitment and Selection Committee			
4.	Procurement Committee			



