



SAVE THE CHILDREN IN ETHIOPIA PARTICIPATORY GENDER AUDIT



Save the Children

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Abbreviations

BoE	Bureau of Education and
BoFED	Bureau of Finance and Economic Development
BoLSA	Bureau of Labor and Social Affairs
BoWCA	Bureau of Women and Children's Affairs
CO	Country Office
EFSL	Emergency Food Security and Livelihoods
FGD	Focus Group Discussion
FO	Field Office
GBV	Gender Based Violence
GtN	Growth through Nutrition
HR	Human Resource
M&E	Monitoring and Evaluation
MEAL	Monitoring, Evaluation, Accountability and Learning
MoH	Ministry of Health
MoWCA	Ministry Women and Children's Affairs
PDQ	Program Development and Quality
READ CO	Reading for Ethiopia's Achievement Developed Community Outreach Project
SMT	Senior Management Team
WASH	Water, Sanitation and Hygiene

Boxes

Box 1: Hofstede's Onion/Organizational culture exercise

Box 2: Gender Equality Marker/Scorecard

Glossary of Gender Terms

Gender	Refers to the social attributes and opportunities associated with being male and female and the relationships between women and men and girls and boys, as well as the relations between women and those between men. These attributes, opportunities, and relationships are socially constructed and are learned through socialization processes; they are not biologically determined and thus are changeable.
Gender Analysis	The systematic gathering and examination of information on gender differences and social relations in order to identify understand and redress inequities based on gender.
Gender Balance	Participation of an equal number of women and men within an activity or organization. Examples are representation in committees or in decision-making structures.
Gender Based Violence	A violence that is directed against a woman because she is a woman (or against a man because he is a man). Gender Based Violence affects women disproportionately, although also provides a lens through which to understand men's vulnerability to violence committed against them by other men.
Gender Blind/Gender Unaware	Interventions that appear neutral as they are couched in abstract, generic categories but are implicitly male biased. They ignore gender differences and assume women and men have same interests, needs and experiences.
Gender Disaggregated Data	The collection of data on males and females separately in relation to all aspects of their functioning – ethnicity, class, caste, age and location etc.
Gender Discrimination	The systematic, unfavourable treatment of individuals based on their gender, which denies them rights, opportunities or resources.
Gender Division of Labour	Refers to who (women or men, young or old) does what in terms of different types of work: including productive work, such as in factories, offices and on the land; and reproductive, caring work such as cooking, cleaning and caring for family members and participating in community activities such as attending meetings. These roles are often socially assigned.
Gender Equality	The situation in which women and men enjoy the same status and have equal conditions, responsibilities and opportunities for realising their full human rights and potential and can benefit equally from the results – regardless of being born male or female. Gender equality encompasses equality in social relations and equal access to, and control over, resources by women and men.
Gender Equity	Considered part of the process of achieving gender equality. It refers to fairness of treatment for women and men according to their respective needs. This may include equal treatment (or treatment that is different but considered equivalent) in terms of rights, benefits, obligations and opportunities.
Gender Indicator	A Gender Indicator uses quantitative and qualitative measures to capture gender-related changes over time. Signal that reveals progress (or lack thereof) towards objectives.
Gender Mainstreaming	A strategy which aims to bring about gender equality and advance women's rights by taking account of gender equality concerns and building gender capacity and accountability in all aspects of an organization's policy and activities (including policy and programme

	development and implementation; advocacy; organizational culture and resource allocation) thereby contributing to a profound organizational transformation.
Gender Relations	Ways in which a culture or society prescribes rights, roles, responsibilities and identities of women and men in relation to one another – and which tends to disadvantage women.
Gender Responsiveness	Creating an environment that reflect an understanding of the realities of women and men’s lives and address the issues of concern to them.
Gender Sensitive	Recognition of the differences and inequities between women and men’s needs, roles, responsibilities and identities.
Gender Specific	Recognises gender differences and targets women or men specifically, based on their particular needs, interests and experiences.
Practical and strategic gender needs	Practical needs are needs related to daily activities and responsibilities. Practical needs are linked to helping women and men with roles they are given by society. Strategic needs are needs related to changing the relationships, roles and responsibilities of women and men in society.
Reproductive Rights	Reproductive rights rest on the recognition of the basic right of all couples and individuals to decide freely and responsibly the number, spacing and timing of their children and to have the information and means to do so, and the right to attain the highest standard of sexual and reproductive health. They also include the right of all to make decisions concerning reproduction free of discrimination, coercion and violence.
Sex	The biological differences between men and women, which are universal, obvious and generally permanent. Sex describes the biological, physical and genetic composition with which we are born.
Sex-disaggregated data	Gives the number of males and females in a given population.
Sexual Rights	Sexual rights embrace human rights that are already recognized in national laws and international human rights documents. These include the right of all persons, free of coercion, discrimination and violence, to: the highest attainable standard of health in relation to sexuality, including access to sexual and reproductive health care services; seek, receive and impart information in relation to sexuality; sexuality education; respect for bodily integrity; choice of partner; decide to be sexually active or not; consensual sexual relations; consensual marriage; decide whether or not, and when to have children; and pursue a satisfying, safe and pleasurable sexual life.
Transformative Leadership	A social change strategy, which focuses on providing an enabling environment for the actualization of the leadership potential of individuals: influencing others to bring about fundamental change and facilitating the empowerment of others. It includes every act of leadership identified in all arenas, including the home, formal and informal milieus, among others.
Violence Against Women	Any act of gender based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or private life.

I. INTRODUCTION

Save the Children strives for all its programs to be gender sensitive as a minimum standard and gender transformative whenever possible. To help conceptualize this notion, Save the Children's envisions gender equality for a world where all girls and boys are safe from harm, where they are equally heard, and valued, and where they have equitable access and time to devote to education, to work, to rest, and to play. With the realization of the need for addressing gender inequalities to achieve its mission fully, and its duty to meet the standards established by Save the Children, international laws, and donors, Save the Children takes account of gender concerns in its organizational policy, strategic plan, program, partnership, and administrative and financial activities.

To this end, the Save the Children Ethiopia Country Office (CO) carried out a participatory gender audit to assess the current situation of gender sensitivity and transformation in programs and CO management and identify areas where we might bring further systematic changes in the ways staff thinking, plan and work. The audit findings will give the basis for the development of practical implementation strategies and targeted actions and address the specific gender mainstreaming gaps, as well as provide a documented and quantified baseline to measure future progress on gender equality programming.

I.1. Objective of the Participatory Gender Audit

In appreciation of the existing gender mainstreaming considerations, the audit examined the extent to which Save the Children's Gender Equality Policy institutionalization takes effect within the country office operations and identified areas of strength and limitations.

The gender audit had an overall objective of assessing the performance, effectiveness, and appropriateness of Save the Children's organizational structure, systems and processes, and staff capacities, attitudes and beliefs in making gender integral in human resource, program development and quality, program operations and support, and advocacy functions. The audit finding will contribute towards reinforcing the capacities of Save the Children in terms of integrating gender equality in its strategies, programs, and organizational culture.

Therefore, the audit assessed the effective integration of gender equality in two principal areas of organizational practice and programming. At the organizational level, the audit reviewed how Save the Children's policies, systems, and structures embed gender equality. Meanwhile, the audit examined ten programs (six development and four humanitarian response programs) to identify the operation aspects of Save the Children's gender mainstreaming practices. The audit targeted these programs using selection criteria of seven regional representations of operations that were not specific to gender equality or women's empowerment programming. Moreover, the selection criteria considered a variety of sectors including, health, nutrition, food security and livelihoods (FSL), water, sanitation and hygiene (WASH), child protection, education, and humanitarian response. The audit took place in Ambo in West Shewa and in Adama and in East Shewa zone of Oromiya region; in Weliyta and in Hamer Woreda in South Omo Zone of SNNP region; in Dessie and Weldiya in North Wollo Zone of Amhara region; in Mekelle of Tigray region; in Abab'ala Zone of Afar region; and in Dollo Ado and Siti Zone of Somali region.

I.2. Scope of Work

To set the tone for a participatory gender audit, the Senior Gender Specialist developed support from Senior Management Team (SMT) to establish a consistent understanding and agreement with the audit goals, methods, and criteria for working together. To ensure the smooth functioning, the audit formed an audit facilitation team, consisting of the Senior Gender Specialist and four program Gender Specialists. The audit process took two months. The fieldwork took the majority of the work process, which started on 23 October and came to its completion on 22 November. The process used the remaining period for preparation and planning and for the analysis and interpretation of the findings.

1.3. Methodologies and Processes

The audit used mixed quantitative and qualitative methodological approaches. The mission utilized comprehensive primary and secondary data sources. Apart from the listed primary data collection techniques, the analysis also used a desk review of essential documents.

- 1) *Staff Questionnaire*: using Survey Monkey, the staff questionnaire assessed the level of expertise and gender vision of Save the Children staff and their level of knowledge on methods, tools, and procedures for gender integration in their offices.
- 2) *Focus Group Discussions (FGDs)*: the discussion focused on how staff take into account gender mainstreaming within the organization, what they have learnt with Save the Children, what tools or policies they used for gender equality, the challenges they face when carrying out gender equality and the recommendations they have to improve their commitment to gender equality.
- 3) *Gender learning workshop*: To collect information and strengthen participants' level of gender awareness, the workshop used various techniques such as brainstorming, group exercise, plenary, and gender attitudinal tests like the Hofstede's onion exercise on organizational culture.
- 4) *Project site visits*: To shade some light on the programmatic side of Save the Children's gender mainstreaming practice, the audit did additional data collection using field observation and interview of beneficiaries and other stakeholders.

The process adopted the International Labor Organization's Participatory Gender Audit and Interaction Gender Audit tools. The preparatory steps included sharing these tools and the methodologies with the audit facilitation team and the Global Gender Advisor. The data analysis used SPSS or better known as statistical package for the social sciences for the quantitative data analysis. The qualitative data analysis accompanied narrations to the quantitative data findings.

The audit report focuses on the findings of the audit and recommendations for Save the Children's future programming. The report has three main sections. The first section provides an overview of the methodology used to conduct the participatory gender audit. The second section looks at institutional performance specifically in the areas of organization policies, staffing, human resources, financial resources, organizational culture, organizational decision-making leadership and governance, the institutionalization of gender equality and gender equality professional expertise. Additionally, this section addresses programming performance and looks specifically at gender integration through the program cycle: in program design; program implementation; program monitoring and evaluation; and in advocacy, communication and partnership. The third and final section collates and provides concluding remarks and recommendations for Save the Children's future programming.

2. AUDIT FINDINGS

Save the Children's operational definition of gender mainstreaming is strategy that brings about profound transformation both internally within Save the Children's offices and externally through its advocacy, networking and programming work. The data findings presented in this section gives recognition Save the Children's organizational successful gender mainstreaming practices and distinguishes the gaps to address them.

2.1. An Overview of Respondents Characteristics

2.1.1. Staff questionnaire survey

The online survey respondents were 143 of this 32 percent were women, which is considerably higher than the percentage of women employees in the CO (20.5 percent). The median age of surveyed respondents is 37, with 22 and 66 as the minimum and maximum age, respectively. Of these respondents, 66 percent were program staff. Although not representative of the organizations gendered job distribution, of the total 33 percent of women staff surveyed, 17 percent were from program work unit.

2.1.2. Focus group discussion

To triangulate the quantitative data, the audit conducted the FGDs in ten field offices (FOs) and the head office- 4 FOs from South and West area hub, 3 from North and East hub each. Of the total 106 FGD respondents, 35 or 33 percent were women.

2.1.3. Field visit and discussion with beneficiaries and local government officials

The audit interviewed stakeholders (key informants), including program beneficiaries and identified Save the Children's program areas of strength and limitations. The discussion prompted suggestions and recommendations. See the specific audited program reviews in the annex section.

2.2. Institutional Performance on Gender Equality

Generally, there is often a failure to mainstream gender or to develop gender standalone projects in the implementation process of policies and programs, generally due to lack of awareness and commitment. Gender mainstreaming will be effective when organizations meet the following indicators: political will, accountability, technical capacity and organizational culture. The audit assessed these indicators using staff survey questionnaires and audit workshop exercise to gather information. It also used 'a historical timeline exercise,' a trend analysis approach to examine where Save the Children is coming from and where is heading in achieving gender equality. Other than outlining Save the Children's journey, the exercise also assessed staff's understanding of gender equality initiatives at the national and international levels.

The trend analysis revealed that the year between 2012 and 2014 was the most significant period for Save the Children on its work on gender equality. During those years, the former Senior Gender Specialist was hired. There was high level of commitment by the senior management to achieving gender equality. There were three Ethiopian women on the SMT. It was also the time that the Program Development and Quality (PDQ) initiated the gender champion's network and the gender taskforce that consisted of the Senior Gender Specialist and field office focal points. The organizational initiatives included the gender operational plan developed in 2012; the global gender policy and the gender equality program guidance and toolkit that was launched and adopted in 2014; the gender capacity building training organized; and the best practice learning and sharing platform formed. At a personal level, some staff shared their experiences, equating gender equality to a life event. Some said due to the training exposure they got, they changed their perception and attitude towards gender and others said they knew and appreciated human resource (HR) benefits and remunerations when they bared children or added dependents.

Generally, Save the Children has carried out two gender analyses since 2010: one in 2013 and another in 2016. Although the country office should have made progress since then, the policy and commitment evaporation has incapacitated the audit finding operational plans from taking effect. The three years gap it took to replace the Senior Gender Specialist post, which disappeared when the post was carved out of the organization's structure, has contributed to the considerable loss of momentum in steering the gender mainstreaming process.

Nonetheless, this audit bared testimony that the year 2017 has been crucial for Save the Children in reinvigorating its commitment to gender equality. Though it is still in the making, the staff appreciated the organizational initiatives. Foremost, staff appreciated the replacement of the Senior Gender Specialist position. They also cited the revision of the HR policy from a gender and diversity perspective; the initiative of ensuring quality standards on gender equality as a key performance indicator; the intrinsic integration of gender in the quality benchmarks; and applauded the nursing room set up at the head office.

2.2.1. Organizational Political Will

Leadership plays a crucial role in projecting and reinforcing the message that gender equality is necessary to staff capability, and that the full integration of measures to promote equal opportunities and diversity helps Save the Children to achieve its mission. This section assesses the level of communication and the demonstration of support, leadership, and commitment to working toward gender equality within the organization.

2.2.1.1. *Implementation of Save the Children's gender policy*

Save the Children has explicit global Gender Equality Policy, which the country office has adopted since 2014. The degree to which staff are familiar with the policy is an indicator of the effectiveness of the policy. The audit discovered that staff are not well informed about Save the Children's gender equality policy. Of the surveyed respondents, 30 percent have never read the policy. In the focus group discussions held across the field offices audited, for the most part, staff mentioned that they are aware of the organization's Core Policies mainly due to the mandatory affirmation of signing these documents before employment. However, except for HR staff, most staff interviewed were not aware of the existence of the Gender Equality Policy. Neither did staff know about the Gender Equality Guidance and Toolkit and the Gender Equality Scorecard. This indicated inductions and orientation of policies lacking focus on gender. Although the two working documents are available online on OneNet, majority of staff have not accessed these documents, or at least, not as much as they have accessed other documents.

Nonetheless, staff are enthusiastic about promoting gender equality in their work and they perceive that Save the Children is invigorating its commitment and readiness to implementing the gender equality policy. Staff informed that the availability of written gender equality policy gives the affirmation that Save the Children is committed to the issue; however, there are no enforcing procedures, clear strategies and resourced operational plans for its practical implementation. **Without a high level of awareness across the organization, the policy will not be effective. Therefore, all staff need to demonstrate a solid awareness and understanding of the gender policy.**

2.2.1.2. *Integration of Gender Equality Principles in Organizational Policies and Strategies*

Once gender equality is mainstreamed in all policy documents, a specific or separate gender mainstreaming policy may become unnecessary. The incorporation or integration of gender equality in policies and planning indicates that the organization is gender forward.

The majority, 77 percent, of surveyed staff strongly endorsed this, saying Save the Children's strategic objectives manifests achieving gender equality when compared to the 23 percent who do not think so.

Staff believes that Save the Children is inherently integrating gender equality in its programs and core strategies. The majority of staff, 78 percent, also believes that Save the Children implements this vision within the organization. These responses ranged from 52 percent of the respondents that reported Save the Children is 'always' implementing gender equality vision followed by 26 percent that reported 'sometimes' meanwhile, 17 percent said 'rarely' and 5 percent reported not implementing the vision at all. On a similar note, all FGD respondents articulated that gender mainstreaming brings value addition to achieving Save the Children's ambitions and breakthroughs of creating a world where girls and boys have equal right for survival, learning and protection. To ensure this vision, initiatives of inclusive targeting of women and men to enable them participate and make decisions affecting their lives. However, although there are positive and enabling policy environments, the degree to which the organization has put such policies and strategies to effect needs reconsideration. Staff also suggested the same and particularly on the need to reflect on how the organization views girls and women with their inclusion, consultation and participation in its programs.

Comparably, the country strategy of 2012-2015 announces Save the Children's commitment to having a gender sensitive workforce, and being an employer of choice for women. In its programs, by putting girls and boys at the center of its programs, Save the Children strives to ensure that all projects align with and support its mission and that children have equitable access to quality child-friendly services, i.e., with the design WASH facilities to mitigate risks to children, especially girls. The current country strategic plan of 2016-2018, in its contribution to Global Breakthroughs 2030, has clear statements, targets and gender sensitive indicators set forth. However, although there were gender-mainstreaming vitalities in the strategic plan, the activities and targets merely address the practical gender needs of girls, boys, women and men. Therefore, **since the strategic plan is set in motion, each thematic sectors need to have a gender implementation plans designed for the strategic period either integral of a gender strategy or have it incorporated during strategic plan review processes, when such opportunities become available.** Such plans should also amplify responses that address the strategic needs of girls, boys, women and men.

2.2.1.3. Human resource policies and procedures

The audit revealed that Save the Children's HR policies upholds gender implicitly, embraced within the principles of diversity and inclusion. The organization also pronounces equal employment opportunities for women and men candidates during recruitment. The equal opportunities statements extend to training opportunities, salary remuneration and other benefits. The audit assessed the current gender composition of each field office staff, as well as their perceptions towards gender parity.

Gender balance in Staff acquisition

Having an equal distribution of men and women at all staffing levels is one indicator that an organization is committed to gender equality. Save the Children Ethiopia's pronounces this commitment through job advertisements: *"In the selection of its staff, Save the Children is committed to gender balance and diversity without distinction as to race, sex or religion, and without discrimination of persons with disabilities."* Regardless, there is a disproportionate number of women and men staff, which on the overall is 20.5 to 79.5 percent, respectively. Correspondingly, when asked if staff think that gender equality fits into the image of the organization, the majority said 'no' mainly due to the gender imbalance. Save the Children has a long way to go in this regard since neither Save the Children has achieved staff gender balance nor has it translated its other gender equality commitment into action.

Particular to recruitment procedures, yet ineffectual, particularly at field office levels, Save the Children's HR manual requests the allocation of 30 percent quota for female candidates, a "positive discrimination" stipulation. Nevertheless, the staff gender balance throughout the organizational structures shows disproportion in the composition of women to men staff across the organization. Moreover, in its

affirmative action special measure to achieving gender equity, the Labor Law gives guidance to top-up five points for female candidates throughout recruitment phases. Nonetheless, Save the Children applies this only at the screening stage, leaving women to compete equally with men. The FGD participants informed that, before the merger, some Save the Children members' had clear affirmative action policy that supported female candidates with 10 extra points during recruitment. Though not specified in the HR policy, there is a working assumption that female candidates who get a passing mark get the job regardless of men candidate's scores; however, is not the practice across the organization.

Gender equality within organizational system and structures

The CO has the ability, and the mandate, to drive transformative change championing gender equality. Here, the audit assessed organizational structure to determine whether it creates opportunities for, or constraints to, gender equality.

Essentially, the audit looked at the proportion in percentage of women and men within the organizational structure. In view of the fact, there is relatively lower disproportion of women and men staff at the head office when compared to the area Hubs. East Hub has the highest number of staff of 38 percent (6 percent women vs. 32 percent men) followed by south and west Hub of 24 percent (4 percent women vs. 20 percent men). Higher disproportion is seen in North Hub at 16 percent (2 percent women vs. 14 percent).

Confirming the same, the FGD respondents symbolized Save the Children's staff sex ratio shaped like a pyramid, broad at the base and narrow at the top, signifying the high numbers of low-grade positions held by women. There is a high concentration of both staff, particularly women, in cities like Jigjiga, Addis Ababa, Hawassa, and Diredawa.

In assessing gender balance by job distribution, of the 62 percent program staff, only 10 percent are women and of the 12 percent admin staff, 5 percent are women. At the program and admin staff level, there is a higher percentage of men than women. The overall difference is more profound than seen at the senior management level. All of the field offices have more men than women in senior management positions, giving the affirmation that the higher the position, the less likely women are represented. At this point, there are 38 percent women on the SMT at the head office level, but the percentage of women in the SMT decreases in the field offices, or there never are enough women to sit at the table. Similarly, only 10 percent of the national management team (NMT) are women.

However, harnessing gender equality in the workplace and driving women to leadership position not only will require a vertical hierarchical structure, but also an inter-sectoral co-ordination across the organization. Notwithstanding the urban to the rural dissimilarity of women in the workforce and the dearth of women candidate pool at the field level, women remain to assume lesser senior positions like coordinators, managers and specialists across the organization,

Quotes from FGDs

“Save the children’s initiatives should be reflective its gender equality policy commitments. The realizations of such commitments depend on efforts made to create an equal playing field for its male and female staff. As the saying goes, “**Charity begins at home,**” and the organization must strengthen its work on ensuring staff gender balance.”

(FGD with Sponsorship team in Ambo Field Office Staff)

“Having female staff on board is a paramount to addressing gender inequality gaps as an organization. Women staff have significant role in providing gender responsive services, particularly to women and girls.

From experience, female beneficiaries relate better with female staff as they open up to them and freely voice their concerns than they would to men.”

(FGD with Sponsorship team in Ambo Field Office Staff)

especially at field offices. For example, of the 12 percent CO staff holding Coordinator posts, 3 percent are women. Of the 9 percent staff holding managerial positions, 1 percent are women. Of the 0.6 percent of Deputy/Chief of Parties, 0 percent, or one is a woman.

Equivalently, staff did recognize that the gender imbalance inhibits Save the Children's ability to work effectively to achieve gender equality. These findings indicate an overall recognition of the importance of having women in decision-making positions within the organization; however, there is a lack of effective procedures to hire and maintain women in high-level roles. During the focus group discussions, participants cited numerous reasons for the large gender imbalance within the organization. The reasons given were; 'there are few educated women to hire...', that '... women are not able to go or to live in rural areas for extended periods,' and '... educated and experienced women choose to work for international agencies that offer better salaries.' However, no matter how true this may seem, **HR must address the challenges by devising ground-breaking schemes that bring women to the fore. Save the Children should proactively work towards a goal of 40 percent women in senior management positions across the organization by 2020.**

Gender equality within organizational Procedures

The FGD made the realization that there seems to be an incoherent understanding and application of the HR policy across the organization. Therefore, the audit found a lack of transparency within the HR systems, particularly around remunerations. Some respondents claimed there is a 5 percent salary difference between women and men while others claimed this to be the location allowance. The discussions brought up HR department's culpability of often not making efforts to make sufficient information on benefit packages available for staff. Apart from the Core Policy documents that all staff sign up for hire and the contract letter offered, only a limited number of staff interviewed had ever received a one-to-one induction on the HR and the core policies. This implicates the need to rollout inductions on the organizational policies, particularly around staff benefits.

Quotes from FGDs

"The HR policy accords the bare minimum of what the National Labor Law allows. Consideration of extending the parental leave for men is an imperative. It is obvious that the first few weeks of infants' lives determine their survival. If not properly cared for, children and mothers will run the risk of illnesses. Newly mothers will also need psychological and emotional support from their spouses. This is also fundamental in countering the notion of gender division of labor and that care roles are women's roles."
(FGD with Jinka Field Office Staff)

One of the benefits that the audit found consistent across the organization was the application of parental or childcare leaves that includes a maternity leave of three months, which in line with the federal legislation and a paternity leave of 10 working days. In addition to the parental leave, Save the Children also allows nursing mothers to have two hours from the normal working hours for the first six months. This benefit is accompanied by a monthly 500 ETB nursing allowance. Additional to these benefits, there were strong propositions for HR to recognize and resource maternity cover placements during the organizational budget planning process. There was also the indication that the organization needs to rethink the provision of a paternity leave. In view of the fact that if **an organization acknowledges the heavy workload of women and the lack of men involvement in care roles, and yet does not address**

this issue within its organization, it sends the message that it is not committed to making a fundamental change in gender roles.

Comparatively, Save the Children in its HR policy awards special consideration for female staff with 10 percent hardship and 5 percent location allowance top-ups to that of male staff. However, this is

remotely inclusive of all women staff, as the term and condition only apply for staff above salary grade- 4, therefore, creates discriminations even among women staff.

Regarding staff retention, particularly its women workforce, the organization is not doing at least the bare minimum. Although, the staff turnover rate stands at 6 percent, 4 percent lesser than the global alarming rate, staff in most field offices reported an increase in staff turnover. Acknowledging the fact, the HR department has countered this statement as movement within the organization. One similar example found in the audit was in South Omo, three women working in Harmer Woreda transferred to the FO in Jinka. Nonetheless, not to overlook the concern raised by staff, HR must monitor and assess the gender dimension of such adrift within the organization so that it does not affect the existing gender balance. Besides, the FGD respondents identified yet another disparity between Save the Children's and the Government's ways of work and the treatment of women in the workplace. The government gives priority to its female workforce (pregnant women, person with disabilities, women with dependents) during staff restructuring process, which they suggested Save the Children take a worthy lesson. However, there was indeed a report of such consideration in Dollo Ado. The audit in its discussion on organizational culture dialogues also discovered that there is a discrepancy in the application of salary grade across the organization. On a similar note, the discussion identified that recruitment and the job market gives external candidates better salary negotiation advantages over the internal staff, yet posing a potential threat to gender pay gap in the CO.

Relating to capacity development of staff, all the FGD respondents are aware of the education benefit and most are utilizing it to develop their careers. Particularly, the education benefit was one of Save the Children's workforce attractions; however, staff raised issues of interloping with study choices. Junior support staff are at free will to choose any study program, however, for other staff, the study choice needs to match the roles and responsibilities set in job descriptions, to add value to projects and the organization. However, when compared, the utilization of this benefit is higher among male staff than the females, which probably could be due to the disproportionate number. Another probable reason could be female staff insufficient reimbursement demerits. Although the application of the benefit is the same for all, 8% of annual salary, female staff are at a disadvantage mainly because of the junior their position levels within the organization, the lower their salaries and the lower their education benefits.

Similarly, there were members of staff that did not have access to information technologies- access to computers and email. Particular examples were the junior level staff (Officers) working in Sekota and Aba'ala. The staff working in these two field offices has the least access to educational institutions to develop their careers. Moreover, the discussions gave indications of discriminatory practices in the coverage of training and induction plans against support staff particularly, office assistants, drivers and guards. For instance, there are no on-job training for office attendants on health risk exposure and prevention.

2.2.1.4. Gender Resource Allocation

Although it is not always the case, the amount of funds an organization dedicates to address gender inequality either in external programs/projects or within internal structures is an indicator of the organization's commitment to making a positive change towards gender equality. The audit examined the level of the organization's resources budgeted for activities that address gender equality. While doing an analysis of the budgets of a number

Quotes from FGDs

“Resource allocation for gender is a non-negotiable to achieving the gender equality goals. Mindful integration gender- specific indicators in monitoring and evaluation result frameworks and addressing the different and unique vulnerabilities, needs, priorities, and capacities of girls, boys, women and men through rigorous gender analysis are practices that Save the Children ought to improve. (FGD with Aba'ala Field Office Staff)

of projects, other than the percentage of Gender Specialists salaries, it was difficult to articulate the exact amount the organization dedicates to, and the figure or percentage of total budget spent on, gender equality related activities, as budget line items are very general and not well defined.

Moreover, the audit assessed the staff's perception of their organization's funding commitments to gender mainstreaming within internal structures as well as external programs. Some field offices argued that although budget line items are not specific to activities on gender equality, the project design on a whole benefits both women and men equally. Therefore, with this rationale in mind and without a clear understanding of gender budgeting, such field offices stated that their project budgets were gender sensitive.

Still, given the scope, opportunities and the need, **it is an imperative that Save the Children takes a serious action to resource gender mainstreaming processes its internal structures and in its programs.** Gender mainstreaming technical support will need budget allocations to conduct activities such as gender analysis, gender training of staff and beneficiaries, and develop gender sensitive monitoring and evaluation plan. **Save the Children must devise schemes to improve its gender budgeting and expenditure track reporting through earmarking funds and setting minimum expenditure targets for gender equality programming.**

In short, **the senior management needs to show support for gender equality and express its commitment to the gender policy goals in their everyday decisions.** An equal balance of women and men needs to be sought at all staffing levels. In addition, staff who perform well in the area of achieving gender equality results need a recognition for their achievements and given priority in promotion exercises.

2.2.2. Organizational Culture towards Gender Equality

Organizational culture is the environment of the organization how it perceives, thinks, feels about, and responds to situations affecting its purpose, program, and its ways of work. To assess the organizational culture, the audit sought the survey respondents' perceptions and opinions on the managements' commitment to gender equality; the organization's capacity to deal with resistance to gender equality; and the policies that support gender equality integration.

The Hofstede's onion exercise on organizational culture gave a summary of the norm. It is noteworthy that gender audit at times uncovers organizational cultures beyond gender norms. Here is the summary of the discussion.

Box 1: Hofstede's Onion/Organizational culture exercise	
<p>Symbols Although inconsistently applied across the organization, affirmative action considerations during recruitment and commitment to promoting women to leadership positions comes to mind when staff thinks about Save the Children. Staff associates the child safeguarding principle and the logo with Save the Children. The words and phrases selected to describe Save the Children were diversity, creating an enabling environment, livelihood and economic empowerment, and infrastructure. Some of</p>	<p>Champions The Country Director, the SMT, HR, gender advisors and specialists, managers convey messages that promote equal opportunity for all. The gender champions' staff considers exemplary mentioned were: Hiwot Markos (the gender focal point in Hawassa Sub Office) as she conveys messages during training and raises gender to integrate into M&E. Rita Nemro (Field Office Manager) as she uses events to promote child safeguarding and because she values respect, accountability and collaboration. Dr. Hailu (Program Director) as</p>

<p>these images are representative of women than men. For example, there is considerable thought that women are more vulnerable than men. They are deprived, voiceless, assimilated and dependent. However, the few ones that profoundly described Save the Children are orphans and vulnerable children, child protection and safeguarding, equity, child right, health and nutrition care for mothers and children.</p>	<p>he promotes equal employment for women and men, especially for women. Hana Haile (Acting Program Director), rewarded twice as 'employee of the year', for her commitment, her leadership, and her confidence. These champions represent organizational values of ambition, integrity, commitment, and creativity.</p>
<p>Rituals There are organizational rituals of acknowledging women staff on March 8 celebrations. Participation is required and it does not exclude women or men. Another ritual is equal employment opportunity and attractive benefit packages for women staff. Although inconsistent across the organization, social committees are typical of the field offices. Social committee members interact through retreats, email communication and meetings. Social committee is open to all staff and all those interested partake in the social activities organized by the committee. This has resulted in a smooth relationship and good bondage and enhanced teamwork. The most typical jokes within the organization are “save the money”, “Save the boss, kill the driver”, “Children saving organization”, and “Save the children, kill the adult”. This goes to reflect the importance of boosting staff morale if Save the Children is to be an effective organization.</p>	<p>Values The most important organizational value identified were integrity, accountability, collaboration, partiality, innovation, non-discrimination, equal treatment and opportunity, and respecting others. The staff identified all these core values being equally important. The staff had different opinions on the equal treatment of staff regardless of gender, seniority, and nationality. The most similar treatment for staff was the education opportunity benefits, which was equal for all staff. However, some staff made remarks of discrepancies in the treatment of staff. Although the HR and equal opportunity policy applies to all regardless of gender, ethnicity, nationality, and the like, there are discrepancies in the applications of parental leaves among national and international staff. There are as well discrepancies in the application of salary grades across the organization. One staff highlighted the use of the term ‘key staff’ is discriminatory and disempowering to other staff. One of the clearly communicated HR procedures is that of the grievance and complaints mechanisms on mistreatment. The HR policy has grievance section in dealing with a complaint and transparent systems, and all staff knows where to go make complaints, mostly to their line managers. The staff knows about the complaint procedures, but making complaints depends on the individual.</p>

2.2.2.1. Level of knowledge and acceptance of gender equality

In uncovering aspects of the organizational culture that promote or hinder gender equality and women’s empowerment, the audit attempted to pin down beliefs, attitudes, values that are usually invisible. The audit found that there was generally a good conceptual understanding of gender issues among management staff.

The analysis shows that 97 percent of the survey respondents agree with equal pay for women and men in the workplace. The majority, 96 percent, of respondents, opposed the idea that empowerment of women in an organization signifies a loss of power and authority for men. Similarly, 90.5 percent of the respondents perfectly understand that the term gender does not refer to women but it is the social relationship between women and men. However, although not staggering, there is some erroneous gender conception. Similarly, 26 percent of the respondents (12 percent women and 14 percent men) think it is natural for men and women to carry out different tasks and jobs, while 19.6 percent (9 percent women and 10 percent men) said that men and women could never be equal because they are biologically different.

Overall, there are areas of improvement for all staff translating this general awareness into daily work practices, including paying more attention to promoting and advancing gender equality within the organization and in programming.

2.2.2.2. Gender-sensitive management and leadership

The audit paid attention to areas such as how women and men relate to each other and what helps or hinders opportunities for women. Essentially, the audit examined the gender sensitivity of management in reinforcing positive working environment for staff, especially to women.

To break down any barriers to women’s participation, organizational culture and working practices would benefit from management styles that are more inclusive and responsive to differences between and among women and men. Women staff generally feels supported by the

Quotes from FGDs

“I used to think that women were not able to work in hardship areas as men. However, when given the opportunity, I have come to know that they can do anything. In fact, I do not know anyone who is more deserving of opportunities than women, because they always prove themselves worthy and they do not let anyone down.”

(Wubetu Gebrehiwot, SRH Regional Coordinator)

management except in Aab’ala- Afar field office, where they mentioned that there is unequal treatment in the workplace. These staff felt that women and men staff are not working equally and not getting the same remunerations as per what the policy allows- for instance, relocation allowances, leave of absence, and a swift processing of per diems. The female staff suggested gender sensitivity training for their male counterparts, as there are recurrent instances where they expressed “*a lack of biological consideration while deployments, especially during menstruation.*” Some of the female staff assigned in Afdera (56c) and Logia (46c), two of the hottest temperatures from Afar, sometimes risk fainting.

The men staff complemented this notion that there is no enabling working environment for women colleagues in their workstations. There were even times where a pregnant member of staff had to go to Afdera. Overall, the field office staff felt that there is lack of consideration during assigning

staff. They highlighted the challenge of putting women beneficiaries’ interests above women staffs’ comfort. The management also realized that rather than assigning male staffs in very hot areas or Kebeles and exacerbating the contention, it is better to make the working environment conducive for women as well as men, especially in Afdera, Logia and Berhale. The grave living condition in these arid places such as the unavailability of vending stores to buy hygiene materials and clean water is challenging, especially for women.

Although not sexual in nature, female staff in Aba’ala reported sexual harassment due to the gender based discrimination and unequal treatment in the workplace. Moreover, the Aba’ala FGD group made recommendations of empowering and supporting female staff to withstand cultural and institutional barriers through training and support. On the other hand, staff in other field offices more or less agreed that their management creates safe workspaces for its staff, with particular attention to women. For

example, in Dollo Ado, the management makes consideration of constructing guesthouses for its women staff near the camps of their stations. Surprisingly, out of the same consideration, the Aba'ala field office has a similar initiative of constructing houses not to its staff, but for health extension workers in one of its emergency nutrition programs.

In this case, effective gender sensitivity does not usually start with implementing a policy or restructuring an organization, but with a change of attitude. **Save the Children and its staff must be transparent and have a commitment to engage in discussion on gender issues and the readiness for change in attitude towards gender equality. In summary, the human resource policy and procedures ought to reflect gender equality commitment. All newly recruited staff, regardless of staffing level, must get a thorough staff induction explaining the values, appropriate behavior of staff within the organization, policies and practices as laid out in the gender policy.** The CO need to run regular gender equality training to maintain and update staff's skill level.

2.2.3. Accountability

Effective organizations set organizational gender equality targets and benchmark that have a commitment to equality and inclusion in their workplace and usually make their senior leaders accountable for change. This section assesses the mechanisms by which an organization determines the extent to which it is integrating gender equality in its programs and organizational structures.

2.2.3.1. Gender equality objective in job descriptions

Regarding the integration of gender perspective into job performance reviews, the responses to this question ranged from 48 percent that replied 'no' to 52 percent that replied 'yes'. The varied responses were 32 percent that said 'not at all', 26 percent they said 'always', 26 percent that said 'sometimes' and 16 percent 'rarely'. Regardless, there is a lack of inclusion of gender awareness in job descriptions and in job performance objectives.

Save the Children ought to hire staff that are committed to achieving gender equality results, who have experience in gender mainstreaming and conducting gender analysis and who understand the key gender issues in the organization's programming areas. Job descriptions and term of reference need to reflect the organization's commitment to gender equality by including gender mainstreaming as a required knowledge and skill, experience in achieving gender equality results.

2.2.3.2. Expertise on gender equality

There were no gender focal persons in the field office, except for one in Hawassa. Regarding focal person nomination among FGD participants, many were against the idea. Instead, the groups gave a suggestion of hiring a gender expert at field office level to support gender-mainstreaming process. These groups were persistent in their propositions of hiring gender specialists for field offices. The group forwarded suggestions of a mandatory budgeting for such positions at planning and designing stage. This suggestion based its argument on the loss accountability and ineffectiveness of such designation, mostly considered as an 'ad-on'. Henceforth, **Save the Children needs to mainstream gender on a day-to-day basis by building a critical mass of gender-trained staff in each field offices that eventually aim is to provide the necessary policy, technical and financial backup.** Save the Children must set a clear description of roles and responsibilities and reporting lines if it chooses to continue with focal point designation to mainstream gender. Focal points must as well get training and capacity building supports to stir the process at the field level. Adopting the working modality of child safeguarding, participants agreed to select a temporary focal person to track and report each field offices progress on gender mainstreaming.

2.2.4. Gender Technical Capacity

This section assesses the level of ability, qualifications and skills individuals in an organization need to carry out the practical aspects of gender integration for enhanced program quality and level of institutionalization of gender equitable organizational processes.

2.2.4.1. Institutionalization of gender in programming

When asked about the expectancy of staff to integrate gender issues from conceptualization to implementation in programs and projects, the survey respondents gave a largely positive response of 71 percent. Of these responses, 54 percent of the respondents said 'sufficiently' and 17 percent said 'completely' while 25 percent said 'insufficiently' and only 4 percent said 'not at all'. Regarding the frequency of such explicit integrations, 74 percent reported doing so while 26 percent reported no integration. Meanwhile, when asked whether Save the Children has suitably informed and equipped its staff to carry out a gender analysis at different stages of a program and incorporate its findings into its program. The level of competence of the surveyed staff response ranged from 51 percent that reported having the competency and 49 percent not having competency.

Regarding the cross-sectoral gender integration, the discussion from the audit workshop highlighted that though there is a practice of including gender dimensions in sector-specific indicators in health and education, not all sectors give due considerations. Additionally, the monitoring and evaluation system does not monitor and evaluate the gender impact of projects and programs for two major reasons. One, projects/programs design rarely targets to close gender inequality gap and two; monitoring and evaluation hardly encapsulate gender aspects of change. However, as a practice, Save the Children's program gathers and reports on sex and age-disaggregated data.

The above responses show that gender mainstreaming lacks consistency and the integration is not at all levels and all areas of Save the Children's activities, as demanded by the gender equality policy.

2.2.4.2. Accessibility and availability of methodologies and tools

Gender mainstreaming can include many different tools and approaches and ultimately enables us to ensure that we are gender sensitive throughout the program cycle. The audit assessed the organization's expertise in gender equality and gender mainstreaming. When asked how knowledgeable staff are about Save the Children's gender methodologies and tools, 48 percent said they have 'average knowledge', with only 7 percent that said 'very knowledgeable' and 46 percent of the survey respondents explained not being knowledgeable. Similarly, 49 percent of the survey respondents reported not using the available gender methodologies and tools. For those 51 percent that reported using the methodologies and tools, the responses varied between 14 percent that said 'always' and 38 percent that said 'sometimes'.

Concerning having tools to provide adequate feedback to colleagues concerning the implementation of gender equality, 43 percent said 'yes' and 57 percent said 'no'. When asked about the country office making adequate information, sufficient assistance and other gender-related tools for its staff, with only 13 percent said 'yes', 37 percent 'partially' while the majority, 50 percent, reported such support is inadequate.

2.2.4.3. Opportunities for gender capacity building

The analysis shows that 50 percent of surveyed respondents expressed respondents' satisfaction with the opportunities available to build capacity on gender and the other 50 percent expressed dissatisfaction. Particularly, 23 percent felt that such opportunities are rare and inadequate. However, it is important to differentiate capacity-building initiatives organized by Save the Children and by that of other agencies. In the FGD with staff across 10 field offices, there was no gender capacity building training organized in the last three to four years by Save the Children, except under Adama Growth

through Nutrition (GtN) program. The FGD participants also mentioned that all information and knowledge they have on gender is an attribution of their prior exposures than from Save the Children'. Even when such training was available, their contents coverage was brief and insufficient.

While the level of gender awareness is “somewhat satisfactory”, responsiveness to gender is still debatable and vague, leaving aside the whole range of transformational work on gender relations, which is a missing perspective. Most of the respondents attributed the discrepancy to the lack of technical skills on their part and suggested more training and additional support and guidance.

Based on the results of the audit, a number of suggestions are provided to support Save the Children in developing a comprehensive capacity building program for its staff. During the reflection sessions, the staff genuinely appreciated the learning. Those involved in the audit developed an understanding of the depth that gender equality needs to go to in order for an organization to become a positive agent of change.

Given all the capacity and competence constraints versus the urgency to mainstream gender more effectively throughout the cycle, Save the Children should hire a group of committed and experienced gender professionals to solve many of the burning capacity-competence related issues. Moreover, to deepen and instill gender technical skills in staff, high investment on gender capacity development is required.

2.3. Program Performance on Gender Equality

Save the Children’s gender mainstreaming process aims to make girls’, boys’, women’s, and men’s concerns, needs and experiences an integral dimension of the design, implementation, monitoring, and evaluation of all programs and policies. The magnitude of discounting gender mainstreaming - taking into account the specific needs of program beneficiaries in the design, implementation, monitoring, and evaluation of programs - leads to lower-impact interventions and low quality attributions in health and nutrition, protection from violence and exploitation, agricultural production, low quality education, poor outcomes across all sectors including emergency response. This section examines the gender continuum across the program cycle.

2.3.1. Program planning and design

In reference to the 10 project/programs audited, the audit used the Gender Equality Marker to assess the level of gender integration in the project design. As presented in the table below, 40 percent of the audited program/projects met the minimum standard of ‘gender sensitive’ or scored as gender transformative. With the exception of one program, EHF funded program in South Omo, that ranked ‘0’ on the scorecard, five of the programs/projects were gender aware. The two gender transformative programs were READ CO and GtN, whereas the Sexual Reproductive Health and RESET II Programs rated gender sensitive. Despite the effort, there is no systematic and consistent incorporation of gender into program design, which is not in accordance with Save the Children’s gender mainstreaming principle.

#	Category	Frequency	Percent
1	Gender Transformative	2	20%
2	Gender Sensitive	2	20%
3	Some Gender Sensitive Elements	5	50%
4	Gender Unaware	1	10%
Total		10	100%

This incoherence in approach gives the impression that program planning and design are usually donor driven than an institutional ambition of working towards achieving gender equality. Respectively, gender as a key performance indicator stood as low as 11 percent from July to September 2017, with most of the project proposals being below the minimum standard- gender sensitive. The finding exhibits gaps in considering gender concerns in the designing, planning, implementing, monitoring and evaluation of policies, programs, projects, and activities. In addition, lack of clear accountability mechanism and insufficiency of technical capacity of gender experts and other staff members in mainstreaming gender are some of the major challenges encountered. As expressed by many during the course of the audit, Save the Children staff lacks gender capacity for it to be able to carry out its mandated roles and responsibilities more fully. Especially in the context of emergency where gender inequality and gender specific vulnerability to shocks gets multiplied, it is paramount that program design understands the gender dimensions of vulnerability, needs, opportunities and coping mechanisms to appropriately respond to them.

2.3.2. Program Implementation

Despite the diligent use of Gender Equality Markers as a screening tool, specific/targeted gender activities and allocations are at their minimum possible. Additionally, an accountability mechanism for gender equality outcomes or gender mainstreaming processes is not yet in place. There is a working assumption that gender integration that can transpire during program implementation. Program design that does not understand, and responds to, the gender-differentiated vulnerabilities, needs, priorities, and capacities for girls, boys, women, and men inadvertently will reinforce gender inequality. Yet, the gender integration at project implementation level is encouraging. All the projects/programs audited are, at the very least, gender aware. Although none of these projects/programs had a clear gender implementation plan, some of it uses gender-sensitive approaches. Some of the exemplary approaches were the Sponsorship with its 'CHOICE' and 'menstrual hygiene management – MHM'; the 'Stepping Stone manual' from Sexual Reproductive Health Program; and the gender-sensitive curriculum design of READ CO.

Contrariwise, the audited emergency health and nutrition program/projects gender-mainstreaming concept and approach need improvement. It is worthy to note that gender mainstreaming is a process and adding an activity to reach out to girls and women does not necessarily mean that the project/program is mainstreaming gender, or that it will redress gender inequalities. Rather, implementing gender mainstreaming requires identifying, and responding appropriately to, the root causes of gender inequality, is there and why a gender-differentiated vulnerability and so on. Similarly, staff's understanding of Save the Children's gender mainstreaming in projects/programs is a contributor to the empowerment of women and girls, however, there were reservations on the organizations work on changing unequal gender relations. Further, a gender-mainstreamed project would have conducted a gender analysis at the beginning of the project to determine the main health and nutritional issues for girls, boys, women, and men. However, the application of gender analysis and approaches that address the root causes of gender inequality are seldom. For instance, the audit in its discussion with stakeholders has discovered a disproportion in the nutritional status of girls and boys, overlooked due to the unavailability of a gender analysis. There were particular reports of lower nutritional status among girls in emergency nutrition programs: in South Omo-Hamer, Sekota, Afar-Aba'ala, and Diredawa- Siti Zone. A discerning explanation forward in Errer in Siti Zone was that: "Girls do not get nursed the same as boys because they absorb more breast milk and trigger nursing mothers to emaciate." The similar explanation given in Sekota and Aba'ala was due to "son bias" - the discriminatory culture of boys' favoritism over girls. Whereas, in Dollo Ado, there was a misconception of 'boys have stronger immunity than girls' and thus, boys and women were de-prioritized in household food distribution.

Furthermore, in assessing communities perception towards Save the Children, there was variance in response between those of staff that said the organization have a reputation of competence and integrity on gender issues amongst leaders in the field of gender and those who said no. In the eyes of the community, Save the Children has a good reputation affirming gender equality in its program related initiatives of increased targeting and coverage of women within the community it works. If not well thought out, however, the selection of women as beneficiaries will potentially affect the household power dynamics, and therefore, might expose women to intimate partner violence. There were indications of such instances, in the GtN program in Adama, where there were reports of violence due to the targeting. Therefore, as to our 'Do No Harm' principle, programs/project must clearly communicate the intended purpose for men and the community members to prevent and mitigate such risks on women. Even so, staff mentioned about communities high expectation of Save the Children to deliver on such issues. For instance, there were intermittent cases of unmet child safeguarding needs that lacked a response for victim/survival cases reported due to budget unavailability. Staff also indicated that the nonexistence of such mechanisms risks Save the Children implausibility in the eyes of the community.

Regarding cross-fertilization of approaches within Save the Children, there are some gaps observed. For instance, the underutilized gender responsive curriculum of READ CO by other education programs can aid, to say the least, the Sponsorship and Education Integrated with Food Security programs. Likewise, other education programs can utilize Sponsorship program Adolescent Reproductive and Sexual Health (ARSH) girls' friendly and menstrual hygiene management effective approaches. The audit discovered that program design desires such integration, cross-referenced in the narrative; however, this is hardly the case during implementation. Therefore, other than reinventing the wheel, Save the Children programs must feed one another.

2.3.3. Monitoring, evaluation and learning

Gender-sensitive monitoring and evaluation allow a project to track its progress in obtaining gender equality. This uses a gender lens to identify gender-differentiated impacts that occur during project implementation and allows one to adjust programming based on the findings. As a principle, programs, projects, and activities should address the vulnerabilities, priorities, and needs of girls, boys, women, and men. Such projects must target to close gender gaps or inequalities throughout the program cycle. This is possible through a gender analysis or baseline surveys that integrate gender-based problem identification. In this regard, the majority of the findings show that gender needs assessment in programs, projects and activities do not sufficiently take into account the interests, problems, and priorities of girls, boys, women, and men. On the other hand, the findings from the qualitative data indicate that despite the effort specifically in development activities, there is no systematic gender-based needs assessment mechanism. The data attributed this gap to inadequate time, finances and capacity.

Similarly, the key to gender-sensitive monitoring and evaluation is the collection of sex-disaggregated data. Although it requires further strengthening, Save the Children programs collect, and reports on, sex-disaggregated data. This is an important step at the beginning of the project when baseline data is required as well as throughout the project for monitoring purposes. This information is essential in order to track the changes specifically in women's condition and position in the household and community because of the project.

2.3.4. Advocacy, Communication and Partnerships

Collaboration with and building capacity of strategic partners is pronounced in Save the Children's country strategy. In principle, even if a project is not responding to a specific gender inequality, it will contribute to the realization of gender equality because of the strategic consideration of gender across all sector programs. Nevertheless, although FOs engages with the Bureaus of Women and Children's

Affairs (BoWCA), these Bureaus and the Bureaus of Labor and Social Affairs (BoLSA) are not signatory to cooperation agreements as other key government stakeholders as Bureau of Finance and Economic Development (BoFED), Ministry of Education and Ministry of Health. The only transactional partnership with BoWCA or BoLSA were done through Save the Children's Child Protection Program, which takes a small share when compared to the multi-million projects/programs that are running in other thematic sectors.

Save the Children asserts to strengthen and mainstream its internal capacity to work in mutually beneficial partnerships, ensuring harmonized management systems, and to support and strengthen the technical and organizational capacity of its strategic civil society partners, in order to enable them to perform their role as change agents to bring lasting change for girls and boys. Save the Children has been engaging with the Ministry Women and Children's Affairs (MoWCA) particularly on its child protection related initiatives. Therefore, Save the Children must unswervingly engage with not only such national ministries but as well with civil society actors working on promoting gender equality for children- girls and boys and that of women and men. Few of these actors include; Forum for African Women Educationalists (FAWE) working on Education, Young Men's Christian Association (YWCA) working on youth empowerment; Ye Ethiopia Goji Lemadawi Dergitoch Aswogaj Mehaber (EGLDAM) and MujujegwaLoka Women's Development Association working against harmful traditional practices and gender-based violence in Benishagul Gumuz; Women Support Association (WSA) and so many others.

With the review of a gender sensitive communications process, the CO has a communication plan that guides the use of gender sensitive languages, the avoidance of exclusionary forms and the use of generic terms and labels that perpetuate gender stereotypes. The discussion identified the equal portrayal and voicing of girls, boys, women and men in the documentation of case stories and in newsletter publications. The staff in action newsletter particularly tries to stick the gender balance and other intersectionalities. Although it continually needs some improvement, the department takes into account the prevailing gender stereotypes in the design of its written and audiovisual communication materials. The discussion noticed that images tend to be stereotypical in their view of women and men as pictures, graphics and video commonly captures women and men performing their ascribed gender roles.

3. CONCLUSION AND RECOMMENDATIONS

3.1. Conclusion Summary

Here is a summary of the organization's success and limitations on gender mainstreaming at organizational and programming levels. Using a SCOR analysis, the discussion concluded the following.

Success-Save the Children's is successful for its research-based advocacy and has a commendable reputation for its maternal and child health programs and for promoting child rights. It is renowned for its nationwide program coverage and reaches of marginalized and underserved communities located in remote areas. There are emerging positive initiatives of integrating gender programmatically and with the creation of enabling working environments like the initiation of nursing room and maternity allowance.

Concerns-The concerns identified by respondents were the lack of focus on gender and the de-prioritization of organizational commitment to gender. The lack of ownership or responsible personnel to lead the process at field offices and the inadequate resourcing of gender mainstreaming plans for activities and capacity building are other impediments mentioned. Additionally, the unavailability of guiding document to support the implementation of the gender equality policy curtails bringing the agenda to the forefront.

Opportunities-Internally, Save the Children can tap from opportunities of the respectful and cohesive staff social interaction within the organization; the organization's pre-existing system, policies and structures; the acquisition of diverse and skilled personnel; and Save the Children's longstanding experience reaching the underserved and the unreached population. Externally, there are opportunities of the government's attention and donor interest on gender equality; the availability of national policies that reinforces gender equality like the fairness and equal employment opportunity provision on the Labor Law and so forth; the smooth partnership and working relationship with stakeholders; and the availability of high technology for communication, learning and development.

Risks-Internally, the potential risks are deep-rooted negative attitude and social norms within the community and among our individual staff, donor disallowance and low female applicant pool might affect Save the Children's work on gender equality. Additionally, poor quality of program delivery due to the staff gender imbalance.

3.2. Recommendations and Way Forwards

The findings of the audit show that the concept of gender mainstreaming is not fully internalized yet and as a result, gender is not consistently and systematically incorporated in most of Save the Children's program and processes. Presented below are general recommendation. To make these actionable, the audit presents **audit operational plan (2018-2020) alongside this report. It is therefore, the responsibility of the SMT to ensure the implementation of this proposed operational plan. The plan will also serve as a baseline for assessing the organization's performance towards achieving the CO gender equality objectives.**

3.2.1. Effective Gender Mainstreaming in Internal Practice

SMT

- For Senior management, develop a clear and aspiring set of targets for the improvement of staff gender balance and equitable job distribution at all levels of management structures and across the organization;
- Promote an organizational change in perception and attitude towards 'transformative leadership' that addresses the underlying causes and structures of gender inequality, including discriminatory norms, and prejudices and stereotypes;
- Develop/revise specific gender thematic sector strategies to have a clear, measurable gender equality goals, an implementation plan that recognizes differences between girls, boys, women and men in different groups, and a monitoring framework with indicators that measure results;
- Progress towards elevating the current scattered gender unit to a departmental level to give it more advantage in articulating gender issues at a higher organizational level;
- Ensure employment equity is an integral part of the decision-making and business planning of the organization;
- Establish a basket fund pooled from all thematic areas to implement the key findings of the gender audit operational plan and to monitor and easily track progress and expenditure;

HR

- Ensure staff become more familiar with the organizational policies that promote Save the Children as a gender-sensitive and respectful workplace, and make work-life balance for all employees a higher priority;

- HR and Equal Employment Policy integrate a proactive and innovative strategy and develop a gender and diversity action plan to attract and retain women staff, and develop and promote women internally;
- Devise a gender awareness requirement during recruitment in safeguarding progress on gender equality and equal distribution of women and men within the organization;
- Make consistent applications of job descriptions, recruitment policies and practices, and the human resources policies across the organization and reflections of a commitment to gender equality;
- Develop a portfolio of approaches to career development for women and promoting women in leadership positions, and include through training of hiring managers;
- Promote women in leadership positions through identification and training of women with leadership and management skills;
- Revise the HR parental leave to extend the leave days for men staff;
- Take initiatives to place and standardize childcare centers or nursing rooms (a room, baby mattresses, toys and baby utensils, and a caretaker) in all field offices to help men and women staff to diligently perform and not have them worry about primary child care roles;
- Identify and resource facilities improvement (lavatories including toilets, showers, and guest houses) in the field offices;
- Ensure the inclusion of gender mainstreaming indicators in staff job descriptions and annual performance assessments.

3.2.2. Effective Gender Mainstreaming in Programming and advocacy

PDQ

- Ensure program design identifies and is responsive to the gender-differentiated vulnerabilities, needs, priorities, and capacities for girls, boys, women and men as guided by the Gender Equality Marker and with technical support from the Senior Gender Specialist;
- Design programs that are holistic in integrating and addressing the root causes of gender inequality and social norms that discriminate against girls, boys, women and men in sectors of education, food security, nutrition, access to health and services, and protection challenges in the communities SC works.
- Integrate emergency response projects with long-term development programs that addresses discriminatory gender norms;
- Develop programs using the twin-track approaches of gender standalone and gender mainstreaming to empower girls and women;
- Complement health and nutrition program activities with emergency food and income security interventions to reduce household vulnerability to malnutrition and diseases;
- Facilitate training opportunities for staff on gender mainstreaming to build staff technical capacity and change perception and attitude towards the conceptualization of gender, at large;
- Possibly hire gender specialists at field office level to expedite the gender mainstreaming process.

Program Implementation

- Ensure to have transformational changes on gender reflected in all programmes, beyond beneficiary targeting;
- Take action-oriented stand and commitment to gear up interventions towards achieving gender equality throughout implementation processes, with gender balanced beneficiary targeting and simultaneously having a balanced proportion of staff;

- Conduct rapid gender analysis for projects to inform, and appropriately respond to, the gender differentiated vulnerabilities, needs, priorities, experiences, opportunities and capacities of girls, boys, women and men;
- Ensure active involvement of women in awareness creation as trainers and trainees in program operation;
- Contribute to increasing the number of women health clinicians to provide culturally sensitive service delivery;
- Put in place a response and rehabilitation mechanisms and identify referral pathways for survivors of sexual gender based violence;
- Involve boys and men in gender related discussions and throughout the program consultation, implementation and monitoring and evaluation towards changing gender norms that are discriminatory to girls and women.

Monitoring, Evaluation, Accountability and Learning (MEAL)

- Revise and harmonize MEAL tools and methodologies (quality benchmarks, surveys, etc.) to include gender perspectives;
- Hire/assign gender balanced team of data enumerators for an improved and gender responsive data collection practice;
- Develop a shared MEAL M&E frameworks and MEAL data plans to assess the level of gender integration for projects/programs;
- Support with the facilitation of a cross-sectoral gender learning events and gender community of practice to documents success and best practices on gender equality mainstreaming;
- Embed gender perspectives in assessment and evaluations, or preferably conduct standalone gender analysis for programs with lifespan over 3 years, to identify gender differential information for organizational learning and gender responsive programming practice.

Advocacy, Communications and Partnership

- Demand and challenge the reorientation of policies, programs and projects towards eradication of gender inequality – discriminatory gender norms and harmful traditional practices and gender based violence;
- Include articles on gender issues in the organization’s publications and ensure the gender sensitivity of contents including the use of language in written, verbal and visual in communications and publications;
- Promote and invest in campaigns that advocate for achieving gender equality- 16 Days of Activism against gender based violence (GBV), International Women’s Day, International Children’s Day, Human Rights Day, etc;
- Partner for Change- Work in partnership, and proactively engage, with organizations that have good track record and experience working on promoting gender equality;
- Map organizations which are working on gender equality issues at national and sub-regional level and identify those to partner with or build alliances for mutual capacity complementation;
- Make consistent appreciation of the partnership with Ministry of Women and Children’s Affairs (M/BoWCA), these Ministry/Bureaus and Ministry of Labor and Social Affairs (M/BoLSA) as a key stakeholder at the Federal, Regional, Zonal, Woreda and Kebele levels.

Audit Operational Plan (2018-2020)

Save the Children Ethiopia Gender Action Plan	Department	Point-person	Budget in USD
Systematic approach			
Develop a portfolio of internal gender-related best practices/lessons learned	PDQ		-
Develop Gender Equality Policy Paper	PDQ/Sr. Gender Specialist		-
Identify improvements required of facilities in field offices (including toilets, showers, and security protocols) and develop implementation plan/assign budget	HR		-
Identify and assign a network of gender focal points for gender Community of Practice (CoP) and secure a level of effort	FOMs/ Sr. Gender Specialist		-
Ensure organizational leadership, and clear responsibilities for Sr. Gender Specialist and gender focal points	SMT/PDQ		-
Ensure gender is included in new strategic plan as a cross-cutting and standalone area	PDQ		\$2,500
Put in place policy, structure, and process to mainstream gender programmatically and in staffing, from Addis office to field staff	PDQ		-
Ensure a clear and consistent gender sensitive communication in verbal, written, image and audit visual	Comms'/Sr. Gender Specialist		-
Put in place a basket fund for gender (for quarterly trainings and gender action researches)	SMT		\$ 14,000
Human resources			
Review current hiring practices, and adopt external best practices, suitable for women's career development/needs	HR /Sr. Gender Specialist		-
Develop a portfolio of approaches to career development for women, and include in training of hiring managers	HR /Sr. Gender Specialist		-
Train hiring managers on gender, and how to understand gender and recruitment	HR /Sr. Gender Specialist		\$5,000
Ensure the inclusion of gender mainstreaming indicators in staff job descriptions and annual performance assessments			-
Implement the gender and diversity plan to an improved gender institutional performance	HR Director /Sr. Gender Specialist		
Gender capacity building			
Roll-out Save the Children global policies on gender- gender equality and sexual harassment policies	HR /Sr. Gender Specialist		-
Conduct gender training for Addis and field staff	Sr. Gender Specialist/GSCs		-
Monitor changes of the improved facilities in field offices and respond, as needed	HR /Sr. Gender Specialist		\$ 2,500
Establish clear guidelines for gender mainstreaming in program design in all thematic areas	MEAL/Sr. Gender Specialist		-
Ensure that the MEAL framework includes core indicators, and begin measuring gender equality/outcomes for girls and boys	MEAL/Sr. Gender Specialist		-

Revise and harmonize MEAL tools and methodologies (quality benchmarks, surveys, etc.) to include gender perspectives	MEAL/Sr. Gender Specialist		-
Organize a cross-sectoral annual gender learning events and gender community of practice to documents success and best practices on gender equality mainstreaming	MEAL KLM/Sr. Gender Specialist		\$5,000
Establish a gender taskforce initially at the head office level composed of GSC, HR, MEAL, Comms', Partnerships, CGS, CP, PDQ, CRG, and Advocacy & Research.	PDQ/ Sr. Gender Specialist		-
Governed by a clear TOR, organize quarterly gender taskforce meeting	Gender taskforce		\$1,000
Gender Steering Committee (GSC)			
Map organizations which are working on gender equality issues at national and sub-regional level and identify those to partner with or build alliances for mutual capacity complementation	Sr. Gender Specialist/ Gender Specialists		-
Organize events and campaigns that advocate for achieving gender equality- 16 Days of Activism against GBV, International Women's Day, International Children's Day, Human Rights Day, etc	Comms'/Sr. Gender Specialist/ Gender Specialists		\$10,000
Represent Save the Children externally on national gender platforms	Sr. Gender Specialist/ Gender Specialists		-
Total			\$40,000



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