CHRISTIAN RELIEF AND DEVELOPMENT ASSOCIATION

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INVENTORY SURVEY

ON CRDA MEMBER CHURCHES/AGENCIES

IN THE AREA

OF

GENDER ISSUES

(FINAL REPORT)

CCRDA

Christian Relief & Development Association
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EXECUTIVE SUMMARY

I. Background

This inventory survey was undertaken as part of a CRDA exhibition/bazaar/workshop programme on WID that was organized from 28 June to 2 July, 1995 in Addis Ababa. 43 CRDA member churches and agencies and 45 of their affiliates participated in the Exhibition/Bazaar.

Based on the findings of the inventory survey of forty eight (48) member organizations which are implementing activities specific or related to women, strategies were mapped out for common action. The strategies were then further developed by comments and opinions of both experts and participants of the workshop on June 30,1995.

II. Scope of Inquiry and Technique of Data Collection.

Of the existing one hundred and four (104) CRDA member Churches/Agencies working in the area of relief,rehabilitation and development, forty eight (48) member organizations, which are implementing activities specific or related to women, were selected by CRDA to be included in the survey.

Based on the survey objectives, a questionnaire was designed; reviewed and commented upon by the CRDA Gender Working Group before it was finalized and sent to the forty eight (48) members Churches/Agencies through CRDA on April 30, 1995.

Of the forty eight (48) organizations, thirty six (36) or 75% had duly filled in the questionnaire. And of the thirty six (36) members, twenty one (21) or 58% are Indigenous and the remaining fifteen (15) or 42% are International.

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III. Steps Taken

The steps taken for preparing this survey result are:

- Examining facts derived from the filled-in/completed questionnaires/secondary sources and interviews conducted with a number of organization's representatives;
- Making comparative analysis on the basis of Key Gender Issues;
- Selecting key factors of success and unsatisfactory performances;
- Assessing both the remote and operational environment affecting activities of the organizations under study;
- Enriching the analyzed data from the deliberation of the workshop held on June 30, 1995.
- Translating/Analyzing facts derived from the above steps for developing broad, master strategies.

IV. The Content of the Report

This report on the survey result is comprised of three (3) chapters which are:

- The Introduction
- Analysis on Compiled Data and Information and
- Broad Strategies on GAD

V. The Introduction

The first Chapter introduces the TOR and the Organization of the report.

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VI. Analysis on Compiled Data and Information

The second chapter dwells on the analysis and findings of the survey, i.e. based on the ten (10) tables drawn to clearly depict relevant issues in the area of Gender and Development. The major issues portrayed and highlighted under this chapter are:

a. Regional Distribution and Major Area of Intervention by Type of Organization:

- Of the thirty six (36) respondents, nine (9) organizations implement their programs in Addis Ababa, fourteen (14) realize their programs outside Addis Ababa and thirteen (13) avail their services both in Addis Ababa and outside.

- The organizations under study are all involved in more that one activities, the major areas on intervention being income generating/savings and credit, health care and education, water development program, skill/vocational training and adult education, agricultural conservation program, appropriate technology input and advocacy.

- Organization which implement integrated development (both in rural and urban areas)which have more than five (5) or more components are eight (8) or comprise 22%.

B. Demography of Organizations

Out of the thirty six (36) organization under study, twenty nine (29) revealed the percentage of their women staff in their respective organizations, and thirty (30) indicated the level of responsibility given to their women staff.

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- While women constitute from 25% to 50% of the total staff size in twenty six (26) organizations, only less than a quarter are females in the remaining ten (10) organizations. Overall, few women are placed in professional/high profile management position.

- 70% of the thirty four (34) organizations assessed rated their highly placed women staff as competent.

C. Structure Effectiveness

- Of the thirty six (36) respondents only nineteen or little over 50% of the organizations confirmed that they have GAD/WID structures.
- This does not however mean that some of the organizations that do not have a focal point are insensitive to Gender Issues.

d. Planned Training and Staff Development

- Of the thirty six (36)organizations under study twenty seven (27) or 75% of the organizations have planned training and staff development programs. Women staff are given the opportunity to be trained in non traditional areas such as development planning, reflecting the existence of equality of opportunity/access.

e. Gender Sensitization Workshops

- Fourteen (14) or nearly 40% of the organizations have organized gender sensitization Workshops in the past three years. The fact that the workshops were geared to senior staff and those at the middle management level reflects that organizations are on the right direction to institutional capacity building.

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f. Programs, Projects and Activities Implemented by Organizations

- Major areas of interventions are indicated under VI a. What is interesting to note here is that 29 (twenty nine) or 81% of the organizations are involved in the provision of credit and the establishment of income generating activities.

g. Basis of Activity Selection

- Different survey methods including RRA/PRA had been adopted as a basis of activity selection. Since the incorporation of gender perspective in development plans seems inadequate, tool for gender analysis and the application of analytical framework had been suggested for future program/project design and for monitoring and evaluating existing activities.

h. Strengths and Weaknesses

- Some of the major strengths for satisfactory performance indicated by 83% of the respondents are:
  - participatory needs identification, flexibility in implementation, close supervision and follow up,
  - training and awareness raising which enables women to acquire new knowledge and skills,
  - income generation which enabled women to be independent and achieve appreciable standards of living,
  - committed staff and communities working in partnership etc...

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58% of the organizations under study considered the following causes for unsatisfactory/poor performance:

- lack of managerial skill, insufficient fund, inadequate need assessment and follow up,
- low awareness level and lack of empowerment on the part of target groups,
- insufficient fund to run programs with efficiency,
- decline of sales and failure to respond to the market situation etc...

i. Sustainability

With the exception of 4 (four) organizations, 32 (thirty two) of the organizations under study had indicated that target groups are given the opportunity to manage their own affairs through a number of means which include establishment of a structure and placement of women in leadership positions, on the Job Training and proper sensitization.

VII. The Master Strategies

In the last chapter, chapter III, three Master Strategies are put forward to provide basic directions for action. The Master Strategies are:

7.1. Creation of an Enabling Environment for Gender Equality

Organizations may find it necessary to:

- Re-examine their value and broad principles on how to incorporate a GAD approach to development;
- Strengthen their network with international organizations and local women's structure;
- Learn from each other's experience or be motivated and encouraged by the work of other in similar circumstances;

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- Come together, share resources and even establish large scale production centers, market outlets, research and information centers etc...

7.2. Building and Strengthening Institutional Capacity

Organizations may be obliged to:

- Install a Human Resource Policy that reflects gender balance,
- Incorporate gender analysis tools and frameworks to the different survey methods during future project/programs design,
- Apply gender sensitive tools to data collection, monitoring and evaluation, reporting and documentation procedures for making ongoing activities sensitive to gender,
- Diversify approach of development based on need of beneficiary, financial capability and the organization's stand on how to empower women etc...

7.3. Training and Sensitization

Organization should:

- Continue equipping target groups with basic know how related to IG/other activities,
- promote gender awareness both among staff and target groups,
- develop a coherent media policy in order to sensitize the people at large on GAD and other related activities etc...

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ACRONYMS AND ABBREVIATIONS

AT - Appropriate Technology

CRDA - Christian Relief and Development Association

CEVO - Consortium of Ethiopian Voluntary Organizations

FP - Family Planning

GAD - Gender and Development

GAM - Gender Analysis Matrix

GMPP _ Gender Sensitive Monitoring of Project Progress

IG - Income Generation

Mgmt - Management

PRA - Participatory Rural Appraisal

REWA - Revolutionary Ethiopian Women Association

RRA - Rapid Rural Appraisal

S&C - Savings and Credit

SFP - Specialized Financial Institution

TGE - Transitional Government of Ethiopia

UN - United Nations

WID - Women In Development

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I. INTRODUCTION

1.1. Background.

This inventory survey of forty eight (48) CRDA member churches and agencies in the area of Gender Issues is prepared in accordance with an agreement for providing consultancy services signed between the Christian Relief and Development Association (CRDA) and this Consultant on April 4, 1995.

The Terms of Reference (TOR) appended to the agreement spelt out, among other things, tasks that the Consultant ought to undertake as follows :

- Design a survey questionnaire to collect information on activities of organizations under study regarding gender issues,
- Compile and analyze obtained data and information,
- Prepare a report on the findings of the survey and submit the draft to CRDA for review and comment,
- Submit the final report to CRDA for approval,
- Present the outcome of the survey to the workshop and
- Enrich the analyzed data from the workshop and submit the final report to CRDA along with analysis and evaluation of the study .

The survey was carried out for a period of six (6) weeks beginning April 30, 1995, when the questionnaire was sent out to the concerned forty eight (48) organizations that were included in the survey.

The initial phase (April 30 - June 5, 1995) was devoted to the collection of the completed questionnaires from the organizations under study.

Interviews with contact persons/ representatives of some ten (10) organizations for the purpose of additional accuracy were conducted. Conducting interviews with representatives of organizations who had satisfactorily filled in the questionnaire had not been found essential.

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As a result, of the forty eight (48) organizations, thirty six (36) or 75 % which had duly filled in the questionnaire have been included in the study. (Refer to Appendix II. for name of the Organizations included in the Survey Result).

The main steps of inquiry which include the collection, organization, analysis and interpretation of facts and figures enriched by deliberations at the workshop had been applied to come up with an overview of gender promotion activities designed and implemented by the concerned organizations so that a broad strategy that can serve as a guideline for developing action plans by members of CRDA can be drawn up.

1.2 Organization of the Report.

The report is comprised of three (3) chapters including this introductory section. Chapter II, which constitutes the main thrust of the report, dwells on the analysis and findings of the survey. This chapter highlights :

- Regional distribution and major areas of intervention;
- Demography of Organizations;
- Levels of responsibility achieved by female staff;
- Strengths, weaknesses, opportunities and constraints/problems faced by the organizations concerned etc...

The final chapter, Chapter III, recapitulates key findings analyzed in the earlier chapters and puts forward a proposal on broad strategies which can serve as a guideline for developing action plans by those members who had participated in the workshop of June 30, 1995.

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II. ANALYSIS ON COMPILED DATA AND INFORMATION.

2.1. Regional Distribution of Organizations.

(Refer to Table I, Page 6)

Of the thirty six (36) respondents, twenty five (25) percent have their programs in Addis Ababa; thirty nine (39) percent are implementing their programs outside Addis Ababa and thirty six percent (36) or thirteen organizations make their interventions both in Addis Ababa and outside.

This shows that relief, rehabilitation and development activities, especially those implemented by International Organizations, favour target groups who reside outside Addis Ababa where basic goods and services are relatively less accessible to the target communities.

This does not, however, indicate that those organizations that work within Addis Ababa are not working towards the alleviation of poverty. Urban poverty in Addis Ababa, which is growing rapidly and creating unique problems for the poor (the need to rent for shelter and accommodation; pay higher prices for food and seek employment where opportunities are scarce etc...) does require an innovative approach.

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2.2. Major Areas of Intervention.

Table I indicates that all organizations under study are involved in at least more than one activity.

2.2.1. Eighty one (81) percent are involved in income generating activities and in implementing savings and credit schemes.

2.2.2. Forty four (44) percent are involved in activities related to health education, immunization, mother and child health , family planning, building and running health posts and clinics.

2.2.3. Forty two (42) percent are running skill upgrading/ vocational training and adult education

2.2.4. Forty two (42) percent are engaged in water development programs

2.2.5. The eight (8) organizations categorized under integrated development which comprises of twenty two (22) percent implement inter-related components within one program/project site. (Although the definition of integrated development--both rural and urban--differs from place to place, the definition adopted for the purpose of this study assumes that a program/project that is implemented at one site should have five or more components).

2.2.6. Seventeen (17) percent are providing appropriate technology input.

2.2.7. Fourteen (14) percent are involved in agricultural and conservation programs.

2.2.8. Eight (8) percent clearly indicated that they have advocacy roles.

It can clearly be deducted from the information/data compiled from the completed questionnaires and additional information derived from interviews and other secondary sources that the majority of the organizations under study (29 organizations/ 81%) are involved in income generating activities and the implementation of S & C schemes. Next to them are those engaged in :

- health care and education;
- skill upgrading/vocational training and adult education;
- water development;
- integrated development (both rural and urban);
- appropriate technology input;
- agricultural program and conservation; and
- advocacy.

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The fact that the majority of the organizations under study are involved in income generating activities and the establishment of S & C schemes for the poor shows that they have undergone a major shift in emphasis from welfare and relief orientation to a policy centred on income generation and self reliance. Provision of credit to the poor women seems to be one of the mainstays of this policy. If coupled with the other activities of awareness raising, skill/vocational training, health and water programs; IG activities can have a positive impact in addressing practical gender needs in terms of women's self-improvement and self-reliance.

This is because integrated development is taken as a totality of actions and means implemented to intensify the productive capacities of beneficiaries, thereby improving the conditions of life in the target area. **

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I. Regional Distribution and Major Areas of Intervention by Type of Organization.

Particulars / Type of Organization	No. of Org.	Head quarter Location	Major Areas of Intervention.										Regional Distribution		
			Int. Devpt		IG & S&C	Health Care & Ed.	Water devpt/ program	Skill/voc Training & Adult Ed.	Agri. Program & conservation	Appropriate Technology Input	Advocacy	* Other Services	A.A	Outside A.A	Both
			Rural	Urban											
A. **Indigenous**	-		-	-	-	-	-	-	-	-	-	-			-
- Implementing	20	A.A	3	1	14	11	8	11	2	3	2	7	9	4	6
- Implementing and Financing	1		-	-	1	-	-	1	-	-	-	1	-	1	-
B. **International**	-		-	-	-	-	-	-	-	-	-	-	-	-	-
- Implementing	9	A.A	1	-	10	3	6	2	1	2	1	2		5	4
- Implementing and Financing	6		2	1	4	2	1	2	2	1		1		3	3
TOTAL	36	-	6	2	29	16	15	15	5	6	3	11	9	14	13

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* Other activities include managing orphanages, handling rehabilitation program/street children, child support programs etc..

2.3. The Demography of Organizations

2.3.1. General

In general, out of thirty six (36) organizations under study, twenty nine (29) were willing to reveal the percentage of their women staff in their respective institutions and thirty organizations indicated the level of responsibility given to their women staff. By looking at the demography of organizations; i.e. the percentage of women staff working in organizations and where they are placed in the organization structures, the following points came into view:

2.3.2. Percentage of women staff in organizations (Refer to Table II, Page 8)

- of the twenty nine (29) organizations only seven (7) or 24% have women constituting more than 50% of the total staff size. All these are Indigenous Organizations.
- In six (6) or 21% of the organizations, women staff size ranges between 36 - 49% of the total.
- Again in other six (6) or 21% of the organizations the size ranges between 26 - 35% of the total.
- In the ten (10) or 34% of the organizations only less than a quarter of the staff are females.

A possible explanation for this slant in gender opportunity could be due to inadequate opportunities related to:

- recruitment
- promotion and
- training.

Therefore effort has to be made to reverse the existing trend. Equality of opportunity coupled with equality of results should be looked into seriously. **

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II. Degree of Gender Sensitivity by Organizations.

Type of Organization	No. of Organizations	Women Staff as % to the Total				
		0 - 15%	16 - 25%	26 - 35%	36 - 49%	50% +
A. **Indigenous**						
- Implementing	16	1	2	2	4	7
- Implementing and Financing	-	-	-	-	-	-
B. **International**						
- Implementing	8	2	2	2	2	-
- Implementing and Financing	5	1	2	2	-	-
TOTAL	* 29	4	6	6	6	7

* Six (6) Organizations did not attempt to reveal the % of their women staff.

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2.3.3. **Level of Responsibility Attained .**
(Refer to Table III. Page 11 & 12)

Of the thirty (30) organizations which indicated the level of responsibilities given to female staff, only a few are placed in professional/high profile management positions. Some senior positions held by female employees are;

- Deputy Resident Representative 1
- Fund Raiser - 1
- Assistant Manager -2
- Director/ G.M / Ex. Directors - 3
- Administration Head - 2

It is not fair to judge the capability and efficiency of women staff by taking only the job title into consideration. (It is necessary to evaluate the special features of the jobs in relation to the required experience and educational background). Positions such as project supervisor/ coordinator/director/ General Manager/Executive Director, Division Head, Administration Head, may require higher professional educational background for the employee to be successful in her job. Training need assessment may have to be made by concerned organizations which feel the constraint in line with that indicated above.
By preparing a tailor-made position classification manual, organizations may also come to realize the situation better in order to take remedial actions.

As to the contribution and influence of highly placed women staff, thirty four (34) organizations assessed and rated them as follows :

- Very Good - 45.7%
- Good - 22.9%

68.6%

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- Fair - 14.3%
- Poor - 11.4% -- 25.7%
- No Comment - 5.7%

While opportunities for promotion of women to senior positions are fairly narrow, the few who have attained such positions appear to be influential and demonstrate the necessary competence. The inescapable conclusion is that there is a fair chance of women in senior positions demonstrating comparable capacity as their male counterparts.

Organizations may have to tackle the gender bias within their structures in order to become more suitable to implement gender fair policies in their development effort, i.e introducing affirmative action in recruitment, staffing and human resources development may be necessary. **

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III. Female Staff's Level of Responsibility by Educational Status and Terms of Experience.

(In 31 Organizations)

No	Particulars / Position Title	No. of Org.	Level of education			Years of Experience			
			Up to 12th Grade	Semi Professional	Professional	0-5	6-10	11-15	Above 15
1	Accountant	13	-	8	8	7	5	1	3
2	Instructor/teacher	8	4	10	1	12	3	-	-
3	Project officer	7	-	2	5	3	3	1	-
4	Project Supervisor/coordinator	7	1	2	5	4	-	2	2
5	Head, IG/S&C	7	2	4	1	4	-	1	2
6	Secretary	6	5	6	2	6	3	-	4
7	Advisor/Consultant	6	-	2	5	-	5	1	1
8	Project Manager/Director	5	-	1	4	-	-	3	2
9	Nurse	5	-	5	-	-	1	2	2
10	WID Head/GAD expert	5	-	4	1	-	2	-	3
11	Community Development Officer	4	-	-	4	-	3	1	-
12	Department Manager	4	-	1	4	-	2	1	2
13	Health Assistant	3	-	3	-	2	-	-	1
14	Director/GM/Ex. Director	3	-	1	2	-	3	-	-
15	Section Head/Manager	3	-	1	2	2	-	-	1
16	Field Assistant	4	10	1	-	3	7	-	-
17	Division Head	3	-	1	2	1	1	-	1
18	Supervisor	2	-	1	1	1	1	1	-
19	Administration Head	2	1	-	1	1	-	1	-
20	Head, Family Support	1	-	-	1	-	-	-	1
21	Team Leader	1	-	1	-	-	1	-	-

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III. Female Staff's Level of Responsibility by Educational Status and terms of Experience.

(In 31 Organizations)

No	Particulars / Position Title	No. of Org.	Level of Education			Years of Experience			
			Up to 12th Grade	Semi Professional	Professional	0-5	6-10	11-15	Above 15
22	Assistant Manager	1	-	-	2	-	-	2	-
23	Assistant Head of Women's Monastery	1	-	-	1	1	-	-	-
24	Assistant Development Head	1	-	-	1	-	1		
25	Expert	1	-	-	1	-	1	-	-
26	Deputy Resident Rep.	1	-	-	1	-	-	-	1
27	Office Assistant/Clerk	2	2	-	-	1	-	1	-
28	Storekeeper	1	1	-	-	-	1	-	-
29	Legal Expert	1	-	-	1	-	1	-	-
30	Cashier	1	-	1	-	-	1	-	-
31	Librarian	1	-	1	-	-	-	-	1
32	Fund Raiser	1	-	-	1	-	-	-	1
33	Head , Agri. Extension	1	-	1	-	-	-	1	-
34	Information Officer	1	-	1	-	1	-	-	-
35	Doctor (MD)	1	-	-	2	2	-	-	-

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2.4. Structure Effectiveness

(Refer to Table IV. Page 14)

Of the thirty six (36) organisations which responded only 19 or over 50% confirmed that they have Gender And Development/ Women In Development (GAD/WID) structures in their organization of which :

- 11 are Indigenous Organizations and,
- 8 are International; and the majority (i.e 68%) are reporting to Head/Deputy/ Board of the organization.

As for effectiveness of the structure:

Of the nineteen (19) organizations with GAD/WID structure 84% have confirmed that it is effective and has resulted in a satisfactory performance.

Some of the special positive contributions derived from having such a focal point are the following :

- Awareness creation and sensitization among staff,
- proper designing and effective implementation of IG activities,
- enhancement of the participation of women at grass-roots level,
- participation in project cycle to ensure that gender considerations are given due emphasis, etc...

But having a structure that is supposed to strive in promoting the concern of women does not necessarily make an organization Gender Sensitive. There are organizations which do not have a WID/GAD structure where gender sensitiveness is a prime concern of their strategic plan and are at the same time women focused. **

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IV. Organizations with WID/GAD Structure and Level of Effectiveness.

Particulars / Type of organization	No. of Org.	WID/GAD Structure		Reporting Relationship			Effectiveness		Positive Contributions Include.
		Yes	No	Major Dept/ Sector	Head of or Deputy	Ex.Committee/Board	Yes	No	
A. **Indigenous**									- Creating awareness among staff by conducting workshops and sensitizing programs staff in project workshop.
- Implementing	20	11	9	1	7	3	8	3	
- Implementing and Financing	1	-	1	-	-	-	-	-	
B. **International**									- Designing and implementing IG activities - Spiritual ministry, nutrition,FP, etc... - Promoting equal participation of women in church leadership, - participating in the design and implementation of gender active projects/programs
- Implementing	9	4	5	1	3	-	4	-	
- Implementing and Financing	6	4	2	1	3	-	4	-	
TOTAL	36	19	17	3	13	3	16	3	- extending S & C facilities for rural and urban poor women, - strengthing women participation in development - designing women focused development programs - main streaming gender issues - participating in project cycle to ensure that gender considerations are given due emphasis, - organizing social gatherings and raise fund to help the poorest members and neighbours, - conducting the struggle of blind women for their right etc...

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2.5. **Planned Training and Staff Development.**

(Refer to Table V, Page 17)

- Twenty seven (27) out of the thirty six (36) or 75% of the organizations are known to have planned training and staff development programs. This implies that the majority of the organizations under study must have conducted training need analysis and developed training objectives. These actions reflect the commitment of the organizations to continually upgrade and raise the awareness of their women staff.

Areas of training are :

	Subject	No. of participants/women
-	Home Economics and Appropriate technology	120
-	Agricultural Extension	50
-	Management	42
-	IC and S & C	32
-	Development Planning	32
-	WID/GAD	19
-	Health	8
-	Accounting	7
-	Women in Leadership	3

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As one can clearly see from the above findings, all areas of training are relevant for institutional capacity building. The fact that women are given the opportunity to be trained in subject areas such as GAD and Development Planning indicates that improved opportunities through training can give them the self confidence to be comfortable in what they do and even to apply for senior positions.

It is a fact that one of the most important gender issues that has to be tackled by institutions/organizations is the question of lack of self-confidence among women staff. A gender-sensitive or a gender-aware institution is one that provides the

opportunity/access to its women staff to be trained in non-traditional subjects (in order to narrow the gender gaps and remove barriers to women's entry), and also encourage them to be competitive and apply for senior positions.

In order to do this, however, an organization has to formulate a human resource strategy. Such a strategy can empower women through giving them equality of opportunity/access. What the strategy would translate into actions include:

- Vacancy advertisements that encourage women to apply,
- Job descriptions that are gender-fair and gender-aware,(such as preparing TOR or job description that emphasize knowledge of gender and participatory methods, the importance of gender disaggregated data, and participation of different gender groups in planning, implementation and evaluation of activities),
- Improved training opportunities for women.

Actions such as the above can bring about and strengthen an organizational culture that is right for women. **

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V. Training and Staff Development.
(Type of Training by Number of Women Participants).

Particulars / Types of Organization	No. of Org.	Existence of planned T and S Devpt.		Major Areas of Participation by women staff.										Remarks
		Yes	No	Agr. Ex.	IG/ S&C	Women in Leadership	Devpt. Planning	GAD/WID	Health Related	Mgmt.	Accounting	Home Ec/AT	Computer	
A. **Indigenous**														
- Implementing	20	15	5	18	14	3	10	5	8	42	7	26	7	Quantifiable data had not been made available by 1 of the 15 organizations that provided Training and Staff Development related training provided.
- Implementing and Financing	1	-	1	-	-	-	-	-	-	-	-	-	-	-
B. **International**														
- Implementing	9	7	2	32	10	-	8	6	-	-	-	55	-	- Quantifiable data had not been made available by 5 of 7 organizations that provided Training and Staff Development
- Implementing and Financing	6	5	1	-	8	-	14	8	-	-	-	49	-	- Quantifiable data had not been made available by 1 of 5 organizations that provide Training and Staff Development.
TOTAL	36	27	9	50	32	3	32	19	8	42	7	130	7	

Apart from Home Economics/Appropriate Technology, participation of Women in other areas of training should be encouraged to grow in order to minimize the gender gaps and enhance their leadership and management capabilities.

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2.6. Gender Sensitization Efforts by Organizations.

VI. Number of Workshops Organized in the Past Three Years by Type of Organization and Level of Participants.

Particulars / Type & of Organization	No. of Org.	W/S organized by		Number of organizations and the Level of participants.					Remark
		Yes	No	Sr.staff and G.M A	Middle Mgtm. B	Auxiliary Staff C	All Three Categories (A - C)	WID rep. Only D	
A. **Indigenous**									- Out of the 7 organizations that organized GAD workshops
- Implementing	20	7	13	3	3	-	4	-	- 2 organized one workshop each
									- 3 organized three workshops each
									- 1 organized 9 workshops.
- Implementing and Financing	1	-	1	-	-	-	-	-	- 1 organized 5 workshops.
B. **International**									Out of the seven (7) organizations that organized GAD workshops
- Implementing	9	2	7	1	1	-	1	-	- 4 organized one workshop each
									- 2 organized three workshops each
- Implementing and Financing	6	5	1	3	2	-	2	-	- 1 organized 4 workshops.
TOTAL	36	14	21	6	5	-	6	-	

CCRDA

Organizations who provided Gender Sensitization Workshop are fourteen or 38.8% of the organizations under review. Workshops were mainly geared to senior staff and middle management. None of the workshops had been attended by WID/GAD representatives only. This positive trend should be encouraged due its contribution towards institution capacity building. The internalization of gender sensitivity by practitioners is bound to change their implementation capacity of gender fair polices.

2.7. Programs, Projects and Activities Implemented by Organizations (Refer to Table VII, Page 22-25)

As reflected on Table VII, the organizations under study committed themselves to micro-level efforts for supporting livelihood, and income generation of poor women in the country. Thirty one (31) of the organizations under study reported to be catering to the needs of 1.9 million beneficiaries, while five (5) organizations failed to report on their target size.

Broad approaches towards addressing the problem of target groups have been applied. Major activities implemented by surveyed organizations are the following;

- 8 or 22% of the organizations under study applied the integrated/holistic approach to meeting their target's multiple needs within a limited, small geographic area. A wide range of services including training, credit, marketing assistance, agriculture extension, basic education, family planning, health etc.. are provided.
- 29 or 81% applied the "missing piece" or niche focused approach concentrating on one or more constraint, the removal of which allowed beneficiaries to lead a more productive life. As lack of credit is viewed as a significant constraint, provision of credit and establishment of Income Generating (IG) activities coupled with non-financial services such as marketing, skills training and management assistance which are considered essential had also been implemented.
- Most organizations under study considered their women-specific credit projects as satisfactory. Apart from stabilizing income or generating additional income, these projects are said to have contributed to satisfying the practical gender needs of women.

CGRDA

The self confidence of the beneficiaries is also raised and strengthened. But organizations should assess whether the self-confidence is triggered by S&C/IG activities so that remedial action can be taken in case the beneficiaries' self confidence gets affected/reversed if the women concerned fail to make their activities sustainable.

- Other areas of interventions are Skill/Vocational Training and adult education; Health care and education are considered important interventions towards the empowerment of women.
- Interventions such as agricultural extension services and conservation, appropriate technology inputs and advocacy are also being implemented by a number of organizations as reflected in Table VII.
- As the organizations under study are expected to continue to grow and diversify their activities from relief to development, they may also have to be clear on how they approach women's issues in the future (WID vis-a-vis GAD).

As approaches applied by development organizations are not exclusive, a combination of approaches can be effected by organizations. Although it is not reflected clearly by the organizations under study, better performing development organizations elsewhere i.e. in other parts of the world, combine the different development approaches, especially the "missing piece" with the sector-focused approach (the third approach which addresses the most immediate basic economic need moving to more complex, social and political constraints). Examples of organizations engaged in such combination of activities are SEWA (Self Employed Women's Association in India) and BRAC (the Bangladesh Rural Advancement Committee). Both started by providing credit as a "missing piece" but later combined marketing and other integrated activities.

CCRDA

The Sector-Focused Approach needs the commitment of the organizations concerned to improve the livelihoods within one or several sectors. Its interventions focus on the income, business survival and working conditions of the target group. The first step that should be taken is conducting detailed analysis of prevailing constraints (in terms of production, markets, technologies, linkages etc..). Once the most crucial constraint is selected, a program of assistance to address the constraint is developed. Although an organization is likely to choose sectors for intervention based on its concept of empowerment processes for women, targeting non-traditional sectors and seeking to remove barriers to women's entry is considered more empowering. In carrying out a sector focused approach successfully the policy environment at the operational level has to be conducive.

This approach is a more complex one that requires an organization that possesses considerable sophistication and technical expertise. It would be expected to create effective forward and backward linkages advantageous to low income women.**

CCRDA

VII. Project/ Programs/ Activities Implemented by Organizations.

No.	Area of Intervention	Activities	No. of Org	% of the Total	Remarks
1	Integrated Rural Development	Water development; health education and service, extension education and training for food production; environmental conservation (soil, water reafforestation etc...); veterinary service; IG; rural savings and credit; appropriate technology etc...	6	16.6	Development organizations that have five or more components are included in this category.
2	Integrated Urban Development	Health and sanitation (MCH, common disease control, FP, safe water provision, first aid etc..); IG (food processing, soap making, handicraft production) urban saving and credit; physical up-grading (building new houses and repairing the old ones); Community development(capacity building, awareness creation etc...)	2	5.6	components in a project/program clearly indicated under Table 3.2 of the questionnaire are the ones included under this category.

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VII. Project/ Programs/ Activities Implemented by Organizations.

No.	Area of Intervention	Activities	No. of Org	% of the Total	Remarks
3	Income Generation	Handicraft production, food processing, training and sweater production, petty trade, cattle fattening, saving and credit schemes horticultural development, soap making, etc...	29	80.5	- Low productivity due to unskilled and disabled labour, - Rising raw material prices - failure to respond to the market situation - problem of getting land to organize the needy to cooperatives etc... are some of the constraints affecting IG activities
4	Health Education and Care	Maternity and padiatric service, essential drug distribution, provision of health equipment, awareness creation on HIV/AIDS, immunization program, etc...	16	44.4	-

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VII. Project/ Programs/ Activities Implemented by Organizations.

No.	Area of Intervention	Activities	No. of Org	% of the Total	Remarks
5	Training and adult Education	Training of TBAs, CHAs, skill/Vocational training, adult education, sensitization and awareness raising etc...	15	41.6	Lack of employment opportunity for the trained/skilled had been indicated as a drawback.
6	Water programs	Hand dug wells, bore holes, pond construction etc...	15	41.6	Development organization that implement water programs as part of their IRDP are not included in this category.
7	Appropriate Technology input	Grinding mill, fuel conservation (cooking stoves), model bee hives.	6	16.6	"
8	Agriculture programs and conservation	introduction of seedling control and preventation of animal disease, establishment of cereal bank, conservation programs, agricultural implements etc...	6	16.6	"

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VII. Project/ Programs/ Activities Implemented by Organizations.

No.	Area of Intervention	Activities	No. of Org.	% of the Total	Remarks
9	Advocacy	Provision of awareness raising, through various means.	3	8.3	Organizations involved in advocacy are very few in member.
10	Other Services	Day-care-centre, child family reunification, orphanage, child sponsorship, social services for street children, trucking services, hostel service etc...	11	30.5	These are services rendered by a number of organizations; it does not, however, mean that all services are provided by each of the organizations under this category.

ECRDA

2.8. Basis of Activity Selection.

(Refer to Table VIII, Page 28)

The table indicates that none of the organizations have adopted the Blue Print model with an emphasis on careful pre-planning to implement their activities. The Learning Process Approach seems to have been found preferable. The integration of action taking, knowledge creation and institution building into a coherent/learning process is being exercised.

Procedure of selection of activity by organizations appears as follows:

- undertake base-line survey,
- assess needs/prioratization of the felt needs of target group/population,
- conduct feasibility study for each activity to be undertaken,
- set proper planning and clear objective,
- implement plan,
- evaluate (mid term/end term) implementation against plan
- rectify/modify as per the feedback of the evaluation,
- implement rectified plan as pointed out by evaluation.

Differing survey methods including Rapid Rural Appraisal/Participatory Rural Appraisal (RRA/PRA) are used by the organizations under study as a basis for activity selection. But whether a gender perspective had been incorporated into the process was not clearly indicated by most organizations. What was put forward is the fact that most organizations designed their projects, programs and activities by using the participatory/ bottom up approach in problem identification and prioratization of needs. Since few of the organizations had indicated to have or are in the process of formulating their respective Gender Policy, it is safe to conclude that the incorporation of gender perspective in development plans is a relatively new phenomenon to most organizations under study.

CGRDA

It is therefore appropriate to suggest that the adoption of gender analysis to the different survey methods would strengthen the institutionalization of gender issues in the overall development strategy of organizations.

Tools for Gender Analysis are :

a. problem identification through wealth ranking/socio-economic analysis; in-depth household interview (a tool that enables us to look into the internal economy of the family); focused group discussion and participant observation;

b. project design and implementation through gender resource mapping; activities, resources and benefit analysis;

c. Gender sensitive monitoring and evaluation by using gender sensitive questionnaire, gender sensitive monitoring project progress (GMPP) and gender analysis matrix (GAM).

It is suggested that in order to facilitate the application of gender analysis to development, analytical frameworks such as the Harvard Analytical Framework which is being widely adopted can also be used.

Although the framework should be viewed as a flexible instrument rather than rigid format, the fact that an adequate data base can be derived through its three components (Activity Profile, Access/Control Profile and Influencing Factors) has made it one of the popular frameworks. (The Harvard Analytical Framework, Appendix IV.)**

CCRDA

VIII. Basis of Activity Selection.

Selection Method	No. of Organizations	As Percentage to the Total	Remark
A. Prefeasibility Study	23	616	Organizations that based their activity selection on more than one method are 12 (Twelve) or 33.3% of the total. All the Twelve made use of prefeasibility sample survey method and finding of evaluation/assessment.
B. Findings of Evaluations	15	43	
C. Blue Print Model	-	-	
D. **Others**			
- RRA/PRA	5	14	
- Baseline Survey	3	8.3	
E. No response	4	11	

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2.9. Strengths, Weaknesses, Opportunities, Problems and Constraints.

2.9.1. Strength/opportunities of Satisfactory Performance.

Thirty (30) organizations or 83% of the organizations under study considered the following points as strengths:

- Participatory needs identification, flexibility in proper supervision, close supervision and follow-up,
- training and awareness raising which enables women to acquire new knowledge and skills,
- income generation which enabled women to be independent and achieve an appreciable increase in their living standards,
- committed staff and communities working in partnership; relationship built on trust,
- cooperation with government structures for the implementation of projects,
- replicability of intervention in a short period of time through Savings and Credit schemes,
- ability to create job opportunity for the needy women.
- Community's initiative, willingness and ability to participate in development endeavours i.e their contribution to solve their problem and capacity building to develop self reliance,
- opportunity of organizations to mobilize fund,
- meaningful life led by women due to economic empowerment which leads to the strengthening of their decision making roles in the family and at community level,
- market demand for products,
- the ability of the women's group (especially those organized around savings and credit) to control their activities, work together, discuss and share ideas i.e creating of social cohesion/sense of belongingness,
- possibility to create a network support system.

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From the above major points put forward as strengths/ opportunities, it can be deducted that most organizations, had given more emphasis to the following:

- participatory approach to development (40%)
- empowerment of women through income generation activities (23%)
- ability of communities to take the initiative and their willingness to contribute towards solving their problems and develop self-reliance and (20%)
- training and awareness raising (13%)

2.9.2. Causes of Unsatisfactory/Poor Performance (Refer to Table IX Page. 35-37)

Twenty one (21) or 58% of the organizations under study had indicated the causes of unsatisfactory/poor performance to be twenty as tabulated under Table IX.

Assessment of the major causes are presented as follows:

a. 28% of the organizations felt that lack of managerial skill, insufficient fund, inadequate need assessment and follow up are causes for poor performance.

In order to remedy this kind of situation, the following actions need to be taken:

- up-grade the skill of existing staff
- improve the managerial capacity of staff
- recruit experienced professional staff
- propose programs/projects that are attractive to funding organizations
- design projects with adequate participation of beneficiaries using methods appropriate to each circumstance.

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- insure the sustainability of programs/projects taking into consideration the financial, technical, organizational and human aspects.

b. 22% of the organizations considered low awareness level and lack of empowerment on the part of target groups due to cultural barriers, women's household chores and farm activity.

- Awareness raising/conscientization/changing attitude of the target group is a crucial step in the process of empowerment. Preparing a forum of discussion in order to understand problems is critical, for it enables both women and men to move from being beneficiaries to being active participants.

- Coupled with the conscientization process, input of appropriate technology can minimize women's household chores.

c. 17% of the organizations complained that insufficient fund to run programmes with efficiency was one of the causes of poor performance.

- As a project/program/activity should be a planned development intervention to meet a need or to overcome a problem, insufficient fund implies wrong planning at the start. Unless enough fund is mobilized from potential donors, it is advisable not to start with projects/ programs/activities.

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Implementing S & C and IG projects are relatively costly and only reach relatively few women. In order to expand and diversify activities the need to establish a financial institution/bank such as the Grameen Bank, which delivers non-collateral loan to the poor, is increasingly being felt.

In line with this felt need the concerted effort of some NGOs which are working towards the establishment of a "Specialized Financial Institution" (SFI) should be encouraged by all concerned.

d. 11% of the organizations engaged in IG activities found the decline of sales and failure to respond to market situation as one of the constraints that leads to poor performance.

- Possible areas for further investigation in order to take remedial action could be:

  Whether sales promotion effort (both at the domestic and international levels) had been tried out, competitiveness of products in quality had been assessed; wrong products are forced on the market but rejected and the like.

  If the possibility of exporting the goods is there, the respective government body should be approached to acquire proper export permit, possible privilege of tax exemption (tax holiday) and special freight charges.

  The advantage for the government in getting more foreign exchange, and the possibility of using the income from sales abroad for the purchase of goods and

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services without depleting the foreign exchange already earned, should be clearly put forward in an effort to initiate proper dialogue with the government body concerned.

e. 8% of the organizations cited problems of getting land from the concerned government body (especially in Addis Ababa) to organize the needy into cooperatives due to policy as a cause of unsatisfactory performance.

- This is an environmental constraint that should be removed through the coordinated effort of organizations (e.g. CRDA members) faced with similar problems. As a start organizations ought to engage in a dialogue with the concerned government structure.

- Official multilateral and bilateral funders may negotiate that the infusion of additional funds to be dependent on agreement on meeting certain considerations. For this to be effective NGOs should network with these official assistance organizations. Some donors may even be able to engage directly in policy dialogues with the Government. But the political will for change should exist in order to succeed with policy reform.

f. 8% of the organizations considered rising raw material prices caused by change of government tax policy as one of the causes of failure.

To remedy this problem the following actions could be considered:

- If possible asking for tax exemption on imported goods;

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- Adjusting the selling price by producing quality products;
- Substituting with local raw material;
- Closing down the product line.

g. 6% of organizations said that low productivity due to unskilled disabled labour hindered satisfactory performance.

Possible solutions could in this respect be:
- Assessing and rendering proper skill upgrading/ training service; and
- Creating awareness on the advantage of increasing productivity/efficiency.

But difficulty of raising the efficiency of the disabled labour may have to be accepted in line with the objective of establishing the activity which may be welfare oriented.

h. 6% of the organizations cited the lack of moral support from top leadership as a cause of poor performance.

Making these organizations gender sensitive may take a long time. But in time they would be obliged to look at the gender issues in the course of changes that are bound to occur in the environment and when they network with other developmental agencies. Their willingness to be included in this study itself can be taken as a positive sign.**

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IX. Cause of Poor Performance (21 Organizations= 58.3 %)

No.	Cause	No. of Organizations	As % of the Total
1	Lack of Managerial Skill, insufficient fund, inadequate need assessment and follow-up.	10	27.7
2	Low awareness level and lack of empowerment on the part of targets due to cultural barriers, women's household chores etc...	8	22.2
3	Insufficient fund to run programs with efficiency	6	16.6
4	Decline in sales and failure to respond to market situation.	4	11.1
5	Problem of mobilization of resources (especially Land) to organize the needy into cooperatives	3	8.3
6	Rising raw materials price due to change of Government tax policy	3	8.3
7	Low productivity due to unskilled disable labour	2	5.5
8	Lack of moral support from top leadership/men.	2	5.5

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IX. Causes of Poor Performance (21 Organizations= 58.3 %)

No.	Causes	No. of Organizations	As % of the Total
9	Low adoption of cooking stove due to unsuitability to target's cooking habits	1	2.7
10	Lack of strong government structure at the grass root level that caters to women's needs	1	2.7
11	Indifference on the part of Woredas/Kebeles to development activities.	1	2.7
12	Lack of a new approach or thinking on women issues	1	2.7
13	Lack of qualified women willing to work in rural areas	1	2.7
14	Deviligization that had caused poor attendance of beneficiaries in joint activities	1	2.7
15	Lack of employment opportunity for the trained and the skilled	1	2.7
16	Un-properly planned and implemented S and C schemes, and fund allocation too small for the purpose.	1	2.7

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IX. Causes of Poor Performance (21 Organizations= 58.3 %)

No.	Causes	No. of Organizations	As % of the Total
17	Difficulty in getting raw materials	1	2.7
18	Unwillingness of street children to participate in reunification programs (which take time) and their fear of becoming dependent (shelter).	1	2.7
19	Fear of risk to take loans on the part of beneficiaries	1	2.7
20	Insufficient fund for proper study/survey/research activities.	1	2.7

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2.10 Sustainability

X. Sustainablity Indicators.

No	* Reasons for Success After Phase Out	No. of Organizations	As % to the total	Remark.
1	Establishment of a structure and placement of women in leadership position	24	66.6	In-order to make their interventions sustainable, organizations prepared beneficiaries by making use of more than one of the Six (6) means that are enumerated on the left side of this table.
2	On the Job Training	24	66.6	
3	Proper Sensitization	21	57.6	
4	Adequate monetary return to service rendered, or other forms of incentives to ensure sustainablity.	17	47.2	. Four(4) of the thirty six (36) organizations or 11.1 % are in the process of making use of the empowerment means.
5	Other forms of Training	16	44.4	
6	**Others** Using the participatory approach in need identification, need prioritization proper design, implementation and M/E	2	5.5	

* Restructuring control and ownership of activities gives target groups the opportunity to maximize sustainable productivity. This shows that organizations responsible for establishing and implementing projects had redefined their roles from management of resources for the people to strengthening people's/target's capacity to manage their own affairs.

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III. BROAD STRATEGIES ON GAD TO SERVE AS A GUIDELINE FOR DEVELOPING AN ACTION PLAN

The formation of broad strategies encompassing the organizations in the study needs to come out of a proper assessment of external as well as internal factors. External factors include the remote (global and political) and the operational (national and sectoral) environment in which the organizations operate. Internal factors include the institutional (organizational, technical, human) aspects which are inherent to strengths/weaknesses of organizations.

3.1 Environment

3.1.1. Remote

a. General

Even prior to the first UN World Conference of women in 1975, a number of International and Regional meetings and Conferences were held to advance the cause of women. The UN General Assembly passed the Declaration on the Elimination of Discrimination Against Women in November 1967 and by 1972 the International Women's Year was proclaimed by the UN General Assembly.

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b. The UN World Conferences on Women

- The first conference held during the International Women's Year in Mexico, 1975 led to the declaration by the UN General Assembly of the UN Decade For Women (1975 - 85).
- At the second conference held in Copenhagen in 1980, a program for action for the second half of the UN Decade For Women was drawn.
- The third conference which took place in Nairobi, 1985, adopted the Nairobi Forward looking Strategies For the Advancement of Women to the year 2000.

The strategies provided a framework for action at the national, regional and international levels to promote greater equality and opportunity to women. They are based on the three objectives of the UN Decade For Women - Equality, Development and Peace.

- In September 1995 the Fourth UN Conference on Women will be held in Beijing. It is expected to review the progress made so far. A "Platform of Action" which includes key issues related to awareness raising, decision making, literacy, poverty, violence, national machinery, refugees, technology etc... will be looked into. These issues raise fundamental obstacles to the advancement of the majority of women in the world and priorities to be followed in 1996 - 2001 will be determined by the Conference.

c. **The Positive Impact of These Conferences**

The above mentioned conferences have inspired women to take charge of many areas in their lives. As women are the main providers of food, fuel, and water for their families in most of the developing world, they are now being recognized to be at the forefront of environment preservation efforts. The women's movement, bilateral and multilateral organizations, humanitarian organizations/NGOs had played an important role in making development more people/women centred. This is due to the recognition of the major roles women play in the economic and social development in their communities. Gender analysis and gender planning have also emerged as vital tools for development planning at every level.

3.1.2. **Operational**

a. **General**

In Ethiopia, women's issues came to the forefront after the Ethiopian Revolution of 1974. In line with the socialist ideology adopted by the government, equal rights for all

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irrespective of sex, religion, social or ethnic origin had been widely advocated. Beside the establishment of a focal point (REWA) efforts were made to integrate women in development. Major steps to equalize gender roles in production by recognizing women's roles as mothers and paid workers were taken. The provision of child care and maternity leave were also some of the supporting structures which were undertaken.

Ethiopia is also a signatory of many international declarations and resolutions on women, including the convention on the Elimination of all Forms of Discrimination Against Women, December 19,1979.

b. **Recent Policy Reforms**

Presently, a national policy on women has been for the first time introduced in 1993 by TGE. The women's Bureau has been established under the Prime Minister's Office and Women's units, desks and departments are being created in sectoral ministries and administrative regions.

Besides the Constitution of the Federal Democratic Republic of Ethiopia, adopted by the Constitutional Assembly in 1995, other major policy reforms, introduced by the Government, are:

- The Economic Policy which aims at limiting the role of government, promoting greater participation of the private sector;
- The Structural Adjustment Policy,
- The adoption of a National Population Policy, 1993
- The issuance of a new cooperative law in June 1994,
- Issuance of a new monetary and banking proclamation that gave greater autonomy to the National Bank of Ethiopia, including the supervision and licensing of banks and insurance companies by the National Bank of Ethiopia,

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- The adoption of National Disaster Prevention and Preparedness Policy which integrate relief with development etc...

The Constitution and other Policy reforms which are bound to affect women directly or indirectly; should be taken into consideration by organizations/NGOs in order to work towards the development of linkages with national issues and programs.

c. **The Role of Humanitarian Organization/NGOs**

Many humanitarian organizations were established during the famines of 1973/79 and 1984/85. Much of their focus had been on relief and welfare offering temporary alleviation of the symptoms of underdevelopment. Nowadays, more emphasis is being given to rehabilitation and long-term sustainable development. A number of national, non-religious NGOs which were established after 1991 and those which had been established earlier are now in the process of redirecting their attention to sustainable development initiatives linked to national development which is a positive trend (Appendix V).

The fact that the number of NGOs is growing indicates that the country is becoming more conducive to development activities. This does not however mean that these organizations have to lose their emergency response capacity which is still in need due to the existing food deficiency.

d. **Existing Networks**

CRDA which is the oldest network aims to facilitate communication and coordination between its

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one hundred and four (104) members operating in Ethiopia. It provides services in terms of running training courses /workshops on a variety of topics. It also provides funding for a large number of micro-projects and supports institutional strengthening through funding part of the salaries of skilled staff in small indigenous NGOs; and equipments, computers and photo copy machines. A library/documentation centre is also open to its members. There is also another network, Consortium of Ethiopian Voluntary Organizations (CEVO) which was established in 1992 with full membership reserved for national NGOs.

3.2. Towards Strategy Formulation

3.2.1. Vision of Organizations Under Study

A strategy is formulated/determined by multi-dimensional factors comprising:

- Visions, missions and values of the organizations concerned which are reflected in their line of activities and
- The political, economic, social and cultural environment.

As far as the environment is concerned, it has been dealt with under 3.1. What is left now is to bring the fundamental purpose and common features of the organizations under study, despite the delineation of some organizations along religious or ethnic lines.

It is safe to conclude from their general objectives and services they render to the marginalized sector of the Ethiopian society, that the organizations under study are humanitarian organizations and their vision is to enable the poor (poorest of the poor) to overcome poverty and bring about improvements in the quality of their lives.

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3.2.2. Resource Capability and Mobilization

In order to carry out their function of:

- Policy formulation, planning and research
- Project, program and activity implementation
- Administrative and technical capability building

the organizations have to acquire adequate resources in terms of both financial and human resources.

One can generalize that the resource capability and mobilization are relatively less secure to the national indigenous organizations/NGOs compared to the international ones that have a strong and stable funding base.

Even then diversifying the funding base i.e. complementing international funding by local funding (supplementary income) in order to minimize dependence on external donors is an issue which has to be taken up by all organizations/NGOs. Income generation for institutional self reliance carried out by 35% of the member organizations of CRDA should be encouraged. This of course does not mean the organizations should work for self-gain under the guise of self-reliance.

With the mushrooming of a large number of NGOs in other parts of the world including E. Europe, the old partner funding organizations may not meet the demand for growing assistance. This may be due to a high level of dependency and demanding nature of some Southern NGOs which have to come out of the "dependency syndrome" in order to survive.

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3.2.3. Human Resources

The analysis of human resources starts with assessing the number and types of different skills relevant to the functions that are performed by the concerned organizations.

A good administration policy and procedure manual should be in place in order to stimulate the staff to achieve the organization's objectives with satisfactory performance .

The capacity and the commitment of the staff and the management team to positive change are necessary for getting the organization culture right for women. In a situation where equality of opportunity is not visible in most organizations under study (Table II., III.) implementing gender-fair policies in development without tackling the gender bias within organizational structures can prove to be difficult. A commitment to introduce a gender balance in their employment effort is expected by the organizations concerned.

This means that a Human Resource strategy that is gender sensitive/aware should be taken as a priority issue. Giving the existing women staff the opportunity to be trained in non-traditional areas such as Development Planning and encouraging those who are capable of applying for senior positions helps to minimize existing gaps.

The attitudinal change which should be brought about through continuous consciousness raising in women staff themselves, who feel that women bosses are less competent than their male counterparts, must also be tackled by all concerned.

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3.2.4. Programs, Projects and Activities,

a. Focus

About 61% of the organizations under study seem committed to medium-term and ongoing involvement in their areas of interventions. As for the time frame of projects, programs and activities, seven (7) organizations consider their intervention as ongoing; twelve (12) are implementing activities that last 3-7 years; three (3) are intervening for 1-5 years; eleven (11) are implementing activities of 1-2 years while another three (3) were not willing to indicate their time frame.

This means that those with ongoing programs are those that are mostly involved in training (skill/vocational) while others are involved in a number of activities, including those which follow the area-based strategy (integrated development, rural/urban).

Examination of the focus of the development activities exhibits a WID strategy for poverty alleviation and decreasing the work load of women through the introduction of appropriate technology, agricultural extension service, training and self-employment through IG activities and implementation of savings and credit schemes. Such interventions by and large improve the condition of women with minimum impact on bringing change in the gender based division of labour, responsibility, entitlement and change of attitude, social status and position.

This is not to imply that such interventions are not necessary. It is to suggest that other forms of interventions that focus on awareness raising by helping women identify their problems, the cause of the problems and solutions through dialogue and group discussion should go hand in hand and be strengthened in order to enhance women's empowerment.

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On the basis of the survey result, it can be safely concluded that development activities implemented by organizations under study are more or less guided by the WID approach and much has to be done in line with GAD which challenges the existing un-equal gender relations in terms of division of labour, control over resources and benefits and perceptions about women and their capacity. (For differences between WID and GAD in terms of approach, focus, problem analysis, goal,solutions and strategies refer to Appendix VI).

b. **Positive Trends.**

- Participatory approach or bottom-up principle are said to be the basis of their activity design, implementation and follow-up. This can be taken as their strength .

- The concientization process through gender sensitization workshops (Table VI) which can promote effective communication and satisfactory design and implementation of gender sensitive project /programs/ activities can also be considered positive to institutional capacity building.

- Working towards sustainability (Table X), which should be of high practical concern, seems to reflect a satisfactory trend.

c. **Areas of Concern.**

- Although the basis of activity selection used by the organizations under study has been tabulated on Table VIII., the adoption of the most participatory methodology for project appraisal (P/RRA) and gender analysis tools/framework had been mentioned only by

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few organizations under study. The adoption of gender analysis to the different survey methods (including P/RRA) should be of high practical concern to the majority of the organizations under study. This should equally apply to the women focused organizations and those organizations that are managed by women who may or may not have WID/GAD structure.

- Although the participatory approach is said to be used in awareness raising sessions at the grassroots level; whether the consciousness raising starts with the recognition of the triple roles of women should be looked into. Running legal literacy programs through trained paralegals/animators can also be considered.

  Learning about and appreciating one's rights, duties, obligations and responsibilities as a citizen and the immediate rules,laws and governance structure with which one exercises citizenship is the first and fundamental step in development participation that women should have access to.

- Diversifying areas of intervention had been accepted by twenty five (25) or 69% of the organizations. Four (4) organizations did not see the need, while seven (7) were not willing to express their views.

The following areas of intervention are suggested by the organizations themselves as a means of diversification of their activities:

- possibility of organizing women in cooperatives that deal with activities other than handicraft;
- skill training;
- involving beneficiaries in marketing

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- encouraging quality control techniques
- setting mechanisms for quick response to market situation,
- train women in leadership, organize introduce IG activity/S & C schemes in order to increase their role in development.
- introduce S & C and allocate sufficient seed money.
- respond to market situation in order to make activities more sustainable etc...

It can be suggested that innovative approaches or strategies can be applied as a way towards economic diversity. By looking for unexploited market demands, technology transfer potential and the existence of strong forward and backward linkages with industry and agriculture, a sector focused strategy can be applied to development activities that would be undertaken in the future.

Since women are concentrated in activities with inherently less potential to grow and benefit less from industrialization and agricultural modernization, a carefully documented sectoral interventions strategy can be drawn. The inclusion of micro-economic entrepreneurs as a target group i.e. those women who are already self employed or engaged in petty trade and services, can even make the intervention more manageable and cost effective.

Criteria for project selection can include:

- low/small capital investment
- use of domestic raw material
- secured market
- high employment generating capacity
- high value added to be generated
- easy process technology
- projects's backward and forward linkages

(refer to list of project ideas, Appendix III)

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- market outlets to display and sell their products,
- research and information centres to derive information on appropriate technology, marketing techniques etc..,
- advisory service centres to enhance the successful implementation of activities such as S&C,
- large scale production centres that cater to the needs of the community at large, etc...

b. **Building and Strengthening Institutional Capacity**

- install a Human Resource policy that reflects gender balance.
- incorporate gender analysis tools and frameworks to the different survey methods during future project/program design.
- make ongoing projects sensitive to gender by disaggregating data as much as possible i.e. incorporate gender sensitive tools to data collection monitoring and evaluation, reporting and documentation procedures.
- diversify approach of development based on the need of beneficiary, financial capability and stand of organizations on how best to empower women.
- enhance resource capability and mobilization by diversifying funding base.
- allocate enough fund before implementation of programmes/ projects/activities.

c. **Training and Sensitization**

- continue equipping target groups with basic know how related to IG and other activities.
- further promote gender awareness (at the organization and field levels) through workshops or seminars. Incorporate gender training with components related area specific training programs or adult education

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program for target groups. The theme of the training should include analysis of women's position, factors affecting or influencing their condition and position, women's contribution to changing the situation, promotion of self-worth/esteem and training in their legal rights.

- Continue establishing women groups in relation to IG and S & C activities in order to have a forum for sensitizing the women concerned.
- develop a coherent media and information policy and an understanding of how the media works in order to sensitize the public at large on GAD issues and related development activities.

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Terms of reference for a consultant

Inventory Survey of CRDA member churches and

Agencies in the area of Women/Gender Issues

1. Background

At present CRDA has one hundred member churches/agencies working in the area of relief, rehabilitation and development. It supports its members' efforts with the aid and assistance it gets from international donors.

One of the major criteria for such support is gender sensitivity in project proposals submitted to it. Proposals should be shown to be aiming at improving and enhancing the status of women, which make up 50% of the neglected segment of the population.

While CRDA tries to encourage gender sensitivity in the projects it funds, it, at the same time, lends all the support it can to projects especially geared towards the promotion of women's interests.

In this regard, it should also be noted that CRDA has so far given emphasis to conducting workshops and training programmes that would help foster better understanding of women's issues by the NGO community at large. These programme have also sought to address problems of project formulation which, it is felt, should be designed in such a way that they cater to the needs of both men and women equally. As important as these have been, the need for further efforts has also been felt. This is why CRDA has this year, among other things decided to hold a symposium whose main objectives are:

- To familiarize the NGO community at large, other concerned agencies as well as the public at large with the contribution of CRDA member churches and agencies to narrow the gender gap.
- To share experiences, foster cooperation and collaboration as well as strengthening net working.
- To enhance the support of NGO leaders in promoting programmes and projects that would benefit both men and women equally.
- to design guidelines for implementing common strategy.

The symposium is supposed to help bring together those members of the NGO community that are both actively involved in the promotion of women's interests, and those that have shown interest in this kind of work. Such a forum is hoped to, among other things, give insight into the projects so far undertaken by individual member churches and agencies. It has, however, been felt that such a symposium would benefit greatly if the

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services of a consultant were employed in order to collect, compile and process data on such undertakings. This is so because such an information could serve as a basis for coordinating future efforts of the NGO community.

2. Objective of the survey

CRDA's interest in employing the services of a consultant, therefore, is to basically conduct a survey that would help establish the status (nature and type) of the work so far done by CRDA members churches and agencies with regard to the promotion of women's interest.

3. Scope of the survay

The survey will cover Women/Gender promotion activities so far accomplished, gender sensitive projects underway and planned for future use by CRDA member churches and agencies participating in the symposium. The proposed survey is expected to come up with a list of activities, strengths, weakness, opportunities, problems/constraints and make recommendations of workable strategies to be adopted by the members.

4. Description of Tasks

4.1. Based on the objectives of the symposium as well as the programme content, the consultant will design a survey questionnaire to collect information on the activities of CRDA members regarding Women/Gender issues. S/he will then present the survey questionnaire to the Working Group for review and comments.

4.2. Collect relevant* data and information from CRDA members participating in the symposium and other sources regarding Women/Gender activities.

4.3. Compile and analyze obtained data and information.

4.4. Prepare a paper on the findings of the survey and submit the draft to CRDA for review and comments. The paper should contain a broad strategy to serve as a guideline for developing action plans by the participating members.

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* The word "relevant" in this context would imply providing information on:
  - what an organization is doing
  - strategic and practical needs of women
  - constraints faced in the implementation of WID programmes

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4.5. Submit the final paper to CRDA for approval. This should come along with the raw data and completed questionnaires in diskette.

4.6. Present the outcome of the survey to the workshop to be held at the end of the symposium.

4.7. Enrich the analyzed data from the workshop, and submit final workshop report to CRDA along with analysis and evaluation of the study.)

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Appendix II.

List of Organizations Included in the Survey Result.

No.	Name	Type of Organization	
		Indigenous	International
1	Ethiopian Gemini Trust	✓	-
2	Redd Barna	-	✓
3	Action Aid	-	✓
4	Skip	-	✓
5	Selam Children's Village	✓	-
6	Good Shepherd	✓	
7	Jesuit Relief	-	✓
8	Kale Hiwot	✓	-
9	Ethiopian Evangelical Church, Mekane yesus	✓	-
10	Rest	✓	
11	Concern	-	✓
12	Center for International Development	-	✓
13	Oxfam U.K	-	✓
14	Radda Barner	-	✓
15	Ethiopian Aid	✓	-
16	SOS Sahel	-	✓
17	Farm Africa	-	✓
18	CMRS	✓	-
19	FADEP	✓	-
20	MRC- RDP	✓	-
21	Abebech Gobena Orphanage	✓	-
22	Ethiopian Association for the Blind	✓	✓
23	Menonite Mission	-	✓
24	Ethiopian Environmental NGO	✓	-

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Appendix II.

List of Organizations Included in the Survey Result.

No.	Name	Type of Organization	
		Indigenous	International
25	African Developmental Aid Association	✓	-
26	IHA - UDP	✓	-
27	Lay Volunteers Organization	-	✓
28	Africa Village Academy	✓	-
29	EOC/DICAC	✓	-
30	Agri-service	✓	-
31	World Vision	-	✓
32	Food For The Hungry	-	✓
33	Hope Enterprise	✓	-
34	CARE Ethiopia	-	✓
35	DAY	✓	-
36	Women Aid	✓	-
	Sub Total	21	15
	Total	36	

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Appendix III.

List of Project Ideas.

I. Priority List

Project Ideas	Source of Raw Materials	Required Production Process.
I. Food and Allied Products 1. Bread and Biscuits	Domestic (flour, sugar, oil, salt, B.P,etc...)	Weighing of raw material, grinding, mixing, moulding, baking, slicing and packing.
2. Cattle and Poultry feed	Domestic (molasses,deoiled cakes,wheat bran, chalk powder, salt, etc...)	- **Poultry feed** - Grinding,of different food items, mixing,weighing packing. - **Cattle feed -** Blending of molasses, heating molasses, grinding different food items in proportion, mixing the two, pallestising of mixed stuff, weighing and packing.
3. Confectionery	Mostly domestic (sugar,milk, glucose syrup, butter, vanilla, coco powder, etc...	Weighing, mixing, rolling spreading, cutting, packing.

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Appendix III.

list of Project Ideas.

I. Priority List

Project Ideas	Source of Raw Materials	Required Production Process.
II. Textile and Allied Products. 4. Garments	Mostly Domestic cloth, (sewing thread, buttons, elastic tap etc...	Cutting process, sewing, finding, finishing, packing.
5. Fabric Dying	Mostly Domestic	boiling, bleaching, dying, calendering pressing, packing.
III. Mechanical, Automobile and Allied products. 6. Fuel Briquettes	Domestic (sawdust, coffee waste, etc...)	raw material, drying, feeding in briquetting machine, extraction cooling and packing.
IV. Paper Allied Products. 7. Egg Trays	Partly Domestic (waste paper, soluble wax, Aluminum sulphate)	Raw material, water and chemical mixing, moulding, drying and packing.
8. Paper Envelopes	Domestic (Paper products from domestic enterprises)	Cutting, creasing, folding, gleuing, packing.
9. Card-Board Boxes	Domestic (Paper products from domestic enterprises)	Cutting, scoring and creasing, bending, corner cutting, stitching, printing and packing.

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Appendix III.

List of Project Ideas.

I. Priority List

Project Ideas	Source of Raw Materials	Required Production Process.
V. Chemical and Allied Products		
10. Calecium Carbonate (main use fertilizers, sugar and chemical industries)	Mostly domestic (limestone, carbon dioxide, oxygen, furnace oil)	feeding lime stone in kilm burning and impregnating with CO_2/ oxygen, filtration, dying, crushing, segregation, inspection, packing
11. Chalk Crayons	Partly domestic (plaster of paris, quick lime, china clay, colouring oxides, etc...)	Raw material mixing, moulding, dying, inspection, packing.
12. Toilet soaps	Mostly domestic (soap bases, colours, perfumes etc...)	Raw material mixing, milling, bar making, cutting, stamping, inspection, packing
VI. Leather and Allied Products.		
13. Leather purses, hand bags, jackets etc...	Domestic (processed leather)	Design/cutting, skiving, punching, stiching, glazing and polishing, fixing on zips, inspection, packing.

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II. Others

Project Idea	Raw Material	Production Process
1. Hair Pin	H.B wire, spring steel strip, M.s strip,paints	Section rolling with wire, hair pin making, polishing painting, inspection and packing
2. Hand Tools " Do it yourself Kit "	High and low carbon steel squares, flat sections, furnace oil, heat treatment salts, electroplating, chemicals, packing material, rivets, spring steel strips etc...	Strip cutting, blanking, forging and trimming and flush, cutting, broaching, straitening, grinding hardening and tempering, shot blasting furnishing, electroplating packing etc...
3. Paint Brush	Wood, tin sheet, Hair, nails, Glue	Wood cutting, profile cutting hair fixing trimming painting, inspection, packing.
4. pencils	Wood slats, leads, glue lacquer and paints	Preparing of wooden slats, panting, lead laying, fixation of top and bottom slats, pasting, rounding, colouring and stamping.

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II. Others

Project Idea	Raw Material	Production Process
5. Springs (for sofa sets mattresses, beds etc...)	Spring steel of different diameters, sand paper, packing materials	Spring making, knotting of spring ends, setting and packing.
6. Umbrellas	Ribs, fittings, cloth, thread, synthetic fibre	Cloth cutting, stitching fixing of ribs, assembly with central rod and handle, inspection, packing
7. Exercise Books	White writing paper, paper boards, printing ink.	Paper cutting ruling, stiching binding, cover printing gluing pressing, inspection and packing.
8. Rubber Erasers	Rubber PLC, zinc Oxide stearic Acid, white oil, calcium carbonate, white fractics, colour (rubber) sulphur etc...	Mixing and milling, moulding, finishing and printing,

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II. Others

Project Idea	Raw Material	Production Process
9. Safety Matches	Wax, paper, cardboard, sulphate, veneers, Topioca flour, chemical like potassium chloride sulphur, red phosphorus etc...	Box making, splints making preparation of head combination dipping splints in head composition, drying, filling of match sticks into boxes, packing.
10. Horn Buttons	Horn (cow and others) Polishing materials	Cutting in circular shape, hole making finishing and polishing, packing
11. Printing Inks	Alkali refined linseed oil, bitumen alkali syntactic resin, calcium carbonate, caster oil, pigments, driers weighing agents etc...	Weighing, preparation of varnish, mixing varnish with chemicals, testing filling and packing.
12. Scented stick	Sandal wood, black agar leaves and flowers, charcoal, gum powder etc..	Mixing, preparing paste, dipping, drying, checking packing.

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Appendix IV

The Harvard Analytical Framework

The Harvard Analytical Framework is outlined in A Case Book: Gender Roles in Development Projects edited by Catherine Overholt, Mary B. Anderson, Kathleen Cloud, James E.Austin (Kumarian Press,1985).

This framework is a useful data-gathering tool that charts and organizes information and can be adapted to many situations. The information collected can be as general or as detailed and sector specific as required. The Framework can be an effective training and consciousness-raising tool, both within development organizations, and at the community level.

The Harvard Analytical Framework has three main components:

- **The Activity Profile-** identifies all relevant productive and reproductive tasks and addresses the question: who does what?.A Community Work category can be added to complete the information base. Depending on the context, the time, frequency and location of work may also be indicated and additional subgroups can be added (eg: girls/boys, elder women/men).
- **The Access and Control Profile:** Resources and Benefits-identifies and lists the resources used to carry out the work identified in the Activity Profile. It indicates who has access to resources and control over their use. Categories may be added for political and economic resources, and the resource of time. Benefits realized from household(and community) production and use of resources are also identified and listed. Columns indicate whether or not women and men have access to them and control over their use.
- **The Influencing Factors-** charts the factors which affect the gender differentiations identified in the profiles. Identifying past and present influences can

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give an indication of shifts and trends for the future. These factors can also be considered for the opportunities and constraints they present for increasing the involvement of women in development projects and programs.

Activity Profile

	women/girls	men/boys
a. Production activities		
Agriculture:		
activity 1		
activity 2 etc.		
Income generating:		
activity 1		
activity 2 etc.		
Other:		
b. Reproductive activities		
water related:		
activity 1		
activity 2 etc...		
Fuel related:		
Food preparation:		
Child care:		
Health related:		
Cleaning and repair:		
Market related:		
Other;		
c. Community activities		

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Appendix IV.

Access and Control

a. Recources

	access women/girl	control women/men
Land		
Equipment		
Labour		
Cash		
Education/training etc.		
Other		

b. Benefits

- Outside income
- asset ownership
- Basic needs(food, clothing,shelter)
- Education
- Political power/prestige

Influencing factors

	M/F Impact?	M/F Opportunities?
Political		
Economical		
Cultural		
Educational		
Environmental		
Legal		
International		
Other		

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Appendix VI.

DIFFERENCES BETWEEN WID AND GAD

WOMEN IN DEVELOPMENT (WID)	GENDER AND DEVELOPMENT (GAD)
1.The Approach	
• An approach which views women as the problem	• An approach to development
2.The Focus	
• Women	• Relations between men and women
3. The Problem	
• The exclusion of women(half of productivity resources) from the development process.	• Unequal relations of power(rich and poor, women and men) that prevents equitable development and women's participation.
4. The Goal	
• More efficient, effective	• Equitable, sustainable development with women and men as decision-makers.
5. The Solution	
• Integrate women into the	• Empower the disadvantaged and women • Transform unequal relations
6.The Strategies	
• Women's projects • Women's components • Integrated projects existing development process development	Identify/address practical needs determined by women and men to improve their conditions • At the same time, address women's strategic interests • Address strategic interests of the poor through people centred development.

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TERMINOLOGIES

GENDER

The socially constructed roles ascribed to males and females. These roles, which are learned, change over time and vary widely within and between cultures.

GENDER ANALYSIS

The systematic effort document and understand the roles of men and women within a given context. Key issues include a. the division of labour for both productive and reproductive activities; b. access to and control over resources and benefits; and c. social, economic and environmental factors that influence both of the above.

GENDER BLINDNESS

The inability to perceive that there are different gender roles and responsibilities and , consequently, the failure to realize that policies, programs and projects can have different effects on women and men. (The triple roles of women which are reproductive, productive and societal/community managing roles should be considered).

GENDER-SENSITIVE PLANNING

Planning that takes into consideration the impact of policies and plans on women and is sympathetic to women's needs (practical needs of women and their strategic interests).

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