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LARENSTEIN**

PART OF WAGENINGEN UR

**ASSESSING THE OPPORTUNITIES AND CONSTRAINTS FOR
GENDER MAINSTREAMING IN AGRICULTURAL DEVELOPMENT
OFFICE**

**A CASE STUDY IN AGRICULTURAL DEVELOPMENT OFFICE OF DAMOT
GALE DISTRICT WOLAYITA ZONE, SOUTHERN NATIONS NATIONALITIES
AND PEOPLES REGION (SNNPR) OF ETHIOPIA**

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DEDICATION

This research paper is dedicated to my Mother Balote Ganebo and my father Golda Goshana who supported me but they couldn't see my success.

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LIST OF ABBREVIATIONS

AWID- Association of Women's Right in Development

CSA- Central Statistics Agency

DGDADO- Damot Gale District Agricultural Development Office

CICO- Culture, Information and Communication affairs office

ECA- Economic Commission for Africa

EMoWA- Ethiopia Ministry of Women

FDRE- Federal Democratic Republic of Ethiopia

EC- European Commission

CAW- Inter Action-Commission on the Advancement of Women

ILO- International Labour Organization

JICA- Japan International Corporation Agency

MDF- Management of Development Foundation

MoFED- Ministry of Finance and Economic Development

MoWA- Ministry of Women's Affairs

SNNPRBWA- Southern nations Nationalities and peoples Region Bureau of Women Affairs,

SNNPRBFED- Southern Nations Nationalities and Peoples Region Bureau of Finance and Economic Development

SNNPRBADECSA- Southern Nations Nationalities and Peoples Region Bureau of Agricultural Development

ECOSOC- United Nations Economic and Social Council

UN WOMEN – United Nations Women

UNFP- United Nations Population Fund (UNFP)

ABSTRACT

The study revealed that gender inequality has persisted in the studied office despite the fact that various opportunities such as policies, strategies and working guidelines are developed at national and regional levels and gender mainstreaming structures have been established from national to district levels. The objective of the study is to find out the opportunities and constraints for implementing gender mainstreaming in Damot Gale district agricultural development office by assessing the implementation of gender mainstreaming in the organisational elements and to recommend improvements in future implementation. To achieve the objective, total of 1 focus group discussions (six participants), 3 key informants' interviews and 2 department heads semi-structured interviews were administered. The study result showed that the district agricultural office has not been effectively implementing gender mainstreaming despite the fact that the organisation states gender has been mainstreamed in the organisational elements.

The main reasons for not mainstreaming gender by the organisation are that the organisation decision making and technical positions are male dominated, all the heads and experts there don't know how to mainstream the gender concept. This is because none of them get any awareness training on gender mainstreaming and gender equality. In addition, majority of the employees are inherited with patriarchal Culture that gives power to men and subordinates women. Due to patriarchal attitude of the decision makers and their limited understanding towards gender equality as well as unwillingness to gender equality, the gender mainstreaming department in the agricultural office did not have office (place for working), adequate budget, transportation and adequate personnel. Moreover, the district women affairs office that is responsible for gender mainstreaming in the district has not been providing appropriate support to the agricultural development office. As a result in the organisation male employees occupy all highly paid positions while majority of female employees occupied less paid and support positions.

To improve gender equality in the organisation, efforts by district agricultural office and women affairs office towards gender mainstreaming should be made inclusive of all heads and experts in the offices and the district administration. Gender mainstreaming efforts and strategies should be well organised and networked among national, regional level policy makers and the district level implementers. The district women's affairs office and gender mainstreaming sections must have clear responsibility, authority, accountability and decision making powers. And the agricultural office and women affairs office should set time specific joint plan and monitoring and evaluation framework for effective implementation. To bring changes in the inequitable situation institutional transformation is important for the long run periods and for that; as an entry point, local level lobby and advocacy by the district women's affairs office and district agricultural office, awareness raising and skill development training on gender mainstreaming and gender sensitive participatory planning should be given to decision makers and employees of the district agricultural development office.

Key Words: Gender, Gender mainstreaming, Gender equality, opportunities, constraints

CHAPTER ONE

1. INTRODUCTION

This introduction part presents general background of the study, gender related policies, background to the district, problem statement, and the study objective and research questions.

1.2. Background to the Study

In Ethiopia the deep-rooted patriarchal culture of the societies attributed power to men both at home and public spheres. Such persistent attribution of roles to either sex is referred to as gender stereotyping. The gender stereotyping and thereby gender inequality; the inequality of opportunity, right, responsibility, role and access to and control over resources and decision making are characterized by women in the country (UNFP, 2006).

In most part of the country women bear almost all responsibility for meeting basic needs of the family, however, they are systematically denied the resources, and information and freedom of action they need to fulfill this responsibility. Women take great part in every works, however, their contributions are measured by their roles as mothers and wives, but not necessarily as a core part of the economic development of the country. In Ethiopia there is a belief that women are docile, submissive, patient, and tolerant of monotonous work and violence. Less economic status, deep-rooted cultural norms and patriarchal attitude of majority of the society has further intensified inequality among women and men (Hirut, 2004, UNFP, 2006, Norad, 2009).

Since 1990, global efforts had been made to empower and to transform the low social status of women at all levels. In the framework of the general conferences held in Cairo in 1994, and in Beijing in 1995, directions were set and recommendations were made targeting mainly the removal of all the obstacles to gender equalities. The outcomes of these conferences recognized that the integration of gender issue into the general development plan and program of a country is crucial and unavoidable step for overall sustainable development and that needed to get proper attention by governments (UNFP, 2006).

In line with the global declarations, the Federal Democratic Republic of Ethiopia (hereafter called FDRE) has enacted women supportive declarations to improve gender equality. Among the declarations the 1993 National Women Policy which is the first government action regarding gender; aimed to institutionalize political, economic and social rights of women by creating an appropriate structure in government offices and institutions so that the public policies and interventions are gender-sensitive and can ensure equitable development for all Ethiopian men and women ((Jelaludin et al., 2001).

In Ethiopia, in 1993 the National Policy on Women was enacted and the 1994 country's constitution incorporated major women issues in it (UN Women Watch, 2008). It was agreed to mainstream gender mainstreaming in all policies and development programmes and plans in 1995, establishment of Women Affairs office at the Prime Minister office 1996, incorporating affirmative measures in the civil service to benefit women are women supportive measures taken by national government (Norad, 2009).

Since 1995, mainstreaming gender in all country's policy and program interventions has been an important aspect of the gender program in Ethiopia and gender mainstreaming has been emphasized from federal to district levels. However, gender inequality at all levels has been prevailing. Studies indicated that women have low status in Ethiopia; lack of access to education, employment opportunities, basic health services, protection of basic human rights;

Low decision making are some the indicators of the socio-economic marginalization of women in the country (Hirut, 2004 and Mukuria et. al, 2005).

In 2007, survey conducted by Southern Nations Nationalities and Peoples Region Bureau of Women's Affairs (hereafter called SNNPRBWA) carried out to investigate the status of gender mainstreaming implementations by the development sectors. The study revealed that there has been incorporating of the subject gender mainstreaming during planning in major development sectors, but there had been number of inadequacies related to implementation of policy, guidelines, strategies and legal concerns. In addition the complexity of women's roles in socio- economic setting is insufficiently recognized and yet these roles are impacted on formulation and implementation of development programmes.

After identifying gaps in gender mainstreaming in development sectors, in 2007 the SNNPRBWA developed a gender-mainstreaming manual to be used by selected development sectors from region to district levels. Among others, agricultural sector is one in which gender mainstreaming has been carried out from region to district levels. The district agricultural office is responsible to provide different agricultural services and farming skills development trainings to rural female and male farmers. Mainstreaming gender in the district agricultural office is because agricultural office is considered as a channel through which rural women will get better access to agricultural services and other resources. Agriculture is the backbone of the region's economy, where the involvement of women is profoundly high.

Based on the Southern Nations Nationalities and Peoples Regional Government proclamation No. 90/1998, that was declared to determine duties and responsibilities of sector bureaus, the regional agricultural and rural development bureau committed to highlight the equal participation of women and men in the different positions including decision making. In response to the above-mentioned regional proclamation, the agricultural development bureau started its gender mainstreaming activities since 2002 and gradually incorporated the gender focal point in its structures from region to district levels since 2007. The regional agricultural development bureau coordinates the overall implementation of 13 Zones and 133 district offices as well.

1.2. Women policies in Ethiopia

○ National Women Policy

The National Ethiopia Women's Policy that was enacted in 1993 has mapped out the problems of Ethiopian women in all field of development and identifies the patriarchal systems as the root causes that exposed women to political, economic and social discrimination which is reinforced by traditional practices that give credence to culture/religious norms and values over women's human rights.

The policy has indicated the status of women in relation to their roles of sustaining the household that consequently hampers their access to social services, public affairs, access to and control over property. To fight back all discrimination against women and ascertain equality of men and women the policy has established institutional machineries in all government structures up to the grass root level.

○ Federal Democratic Republic of Ethiopia (FDRE) Constitution

The 1994, constitution stress on the importance of gender inequality as a basic requirement for the full realization of all other rights and human freedoms. It has also devoted a separate provision dealing with the rights of women and aiming at addressing the widely prevalent gender biased

attitudes and practices. The country constitution in its Article 35 states about human right. Some of the points in Article 35, which are relevant to this study, are presented as follows:

Article 35

35.1 .Equal enjoyment of all constitutional rights and protection

35.3. In recognition of the history of inequality and discrimination suffered by women in Ethiopia women are entitled to remedial and affirmative measures. The purpose of such measures shall be to complete and participate on the basis of equality with men in political, economic and social life, and to gain access to opportunities in public and private institutions.

35.4. Women have the right to protection by the state from harmful customs. Laws, customs and practices that oppress women or cause bodily or mental harm to them are prohibited

35.5. (a) Women have the right of maternity leave with full pay. The duration of maternity leave shall be determined by law taking into account the nature of the work, the health of the mother and the welfare of the child and family

(b) Maternity leave may, in accordance with procedures prescribed by law, include prenatal leave with full pay.

35.6. Women have the right to participate in the formulation of national development policies, the execution of projects, and to full consultation in the preparation of projects, particularly, those affecting the interest of women

National Plan of Action for Gender –Equality (NAP-GE)

The National Plan of Action for Gender Equality is prepared in congruence to the Plan of Action for Sustainable Development and Eradication of Poverty (PASDEP) development direction hence amenable to be incorporated in the implementation process of PASDEP. During the preparation of this plan the difficulty of women assessed and major gaps are identified. The women difficulties are vulnerability to poverty, lack of access to and control over critical resources and ownership of property including lack of decision making rights; their extended labour time and workload; their vulnerability to traditional harmful practices; low status of women and being considered as subservient to men's needs and interest regardless of the consequences on the health or psychological condition; absences of appropriate and viable institutional mechanism has been recognized as serious constraints to the implementation of policies and has hampered efforts towards gender equality(NAP-GE,2006).

To tackle these and to empower women different strategies are identifies to achieve gender equality. Some of the strategies are promotion of women's participation in development economic policies; improving the lives of women and reducing their workload; carry out massive and systematic training and awareness campaigns on national laws, policies as well as international on gender equality (MoWA, 2005)

- Plan of Accelerated and Sustainable Development to end Poverty (PASDEP, 2005/06-2009/10)

Under chapter four of the strategy document entitled under –cross cutting issue, gender is given a due attention. PASDEP involves liberating women law productivity tasks, and increasing their

participation in the workforce and social and political process of the country. Among other measures to adopt agricultural programmes and technical and vocational training to the needs of women; safeguarding rights are central to the strategy (MoFED, 2005).

Integrating the National Women Policy as well as the NAP-GE is supportive to the promotion of gender equality by relieving women of their burden and promoting empowerment. In this regard mainstreaming gender in all sectors is considered as crucial to improve gender equality at all levels and right of women (NAP-GE, 2006).

- National Machinery Entrusted with Women's Issue

The main national machinery entrusted with women's issue is the Ministry of women's Affairs (MoWA) that was established in October 2005. The MoWA has structured at regional, district and sectors department levels. And the Women's Affairs at the federal level is a member of the council of ministers.

- Structure of Women Affairs

The Ministry of Women Affairs (MoWA) has been established at federal level. Similarly, Women's Affairs Bureaus (WAB) were established at regional level in all the regions in Ethiopia. At Zonal and district, the women's affairs offices were also established. Currently, the Ministry of Women's Affairs is a member of the council of ministries. The regional women's affairs are members of the executive body of the respective regions (MoWA, 2005).

- Ministry of Women's Affairs and Women's Affairs Departments in Federal Offices

The Ministry of Women's Affairs (MoWA) was established in October 2005 and got its force by proclamation No.471/2005. The Ministry is entrusted with the responsibility of initiating recommendations on protection of the rights and interest of women at national level and follow up their implementation; ensuring the gender sensitivity of policies, legislations development programmes of the federal government; enduring the creation of the opportunities for women to take part in development process; identifying discriminatory practices that affect women and submitting recommendations to its effect; subitting of recommendations on the application of affirmative measures; ensuring that adequate attention is given to place women to decision making positions in various government organs are the main ones(Proc.No. 471/2005). The women's affairs departments are entities in ministries, commissions, and agencies or authorizes, whose main function is the mainstreaming of gender in the formulation and implementation of development plans in their respective institutions. The general objectives of the WAD were derived from the national policy on women, and the specific objectives formulated by harmonizing the objectives of a specific institution, with those of the national policy (MoWA, 2005).

1.3. Damot Gale District Agricultural Development Office

The district agricultural development office represents a more operational level in terms of reaching smallholder farmers. The district agricultural development office has different sections such as Agricultural extension, Natural resources management, Food security, Input supply; gender mainstreaming, Planning, Irrigation and Human Resources. These different sections are called work processes that have equal management status and reports to heads of the Agricultural development office. See Appendix 7. In each structure there are qualified male and female employs that who carry out their implementations of the organization on the basis of their responsibility and

accountability. Some of the employees are diploma and others are degree holders. The degree holders are mainly males. The qualification and composition of employees differ from one work process to another. See Appendix 8-10. These departments provide different supports to farmers to enable them improve agricultural production and productivity. Activities such as provision of skill trainings on land and water management, livestock rearing and crop farming, supply of improved seed and fertilizers and issuing of land certificate are some of the activities implemented by the district agricultural development office (DGDAO, 2010).

This office is one of the 133 district offices functioning in the region where gender mainstreaming has been carried out since 2002 and the strategy of gender mainstreaming has been changed since 2007. Gender mainstreaming work process is established since 2008 with the responsibility to ensure the implementation of gender mainstreaming in all the work process and sections in order to address the needs and benefits of both women and men employees (SNNPRBWA, 2007).

Even though gender mainstreaming has been carried out from 2002 onwards, it has not been seen in the community area that the services provided by the agricultural office is gender sensitive. Therefore, this study attempted to find out the opportunities and constraints or barriers for gender mainstreaming by assessing the implementations in the internal organizational elements, inputs and mission. The research focused on gender mainstreaming in the organization's input, mission and in the internal organizational elements which include strategy, structures, style of management, staff and organizational culture.

1.4. Statement of the Problem

Since 1996, gender issue has been main development agenda in Ethiopia. From 2002 onwards the government has given due attention to the implementation of gender mainstreaming in major development sectors from national to district levels. Among the development sectors agriculture is the main, since agriculture is the livelihood means and occupation for about 80% of the total population.

Among other regions in the country southern region (SNNPR) is one where 90% of the population lives in rural areas dealing with agricultural activities for their livelihoods. In this region female who account for 50.3% of the region population, work for around 17 hours a day, spent much of their time in dealing with agricultural works (CSA, 2007). In this region women play great role in agricultural activities such as land preparation, planting, weeding, harvesting, threshing, milling and other post-harvest activities while cooking, collecting fire wood and other domestic chores. During pick agricultural season the women work burden doubles due to their triple roles namely productive, reproductive, and social roles however their benefit from their efforts and their status along the society is very low (Southern Nations Nationalities and Peoples Regional State Bureau of Agricultural Development(SNNPRBADECSA,2009).

In this region there are about 56 Nations and nationalities, residing in 13 Zones and 8 special-districts/woredas. In the region there are 133 districts among which Damot gale is one, found in Wolaita Zone. In this district 82% of the total population resides in rural area with main occupation, subsistence agriculture. In the district, female accounts 51 %. Like other districts in the region, in this district women highly deploy their labour to agricultural practice from land preparation to post harvest management but their labour contribution has not been weighted and they have no right to decide on the fruits of their labour (CSA, 2007).

Southern region bureau of women's affairs gender assessment report of 2007 stated that, despite the fact that gender mainstreaming has been carried out in the agricultural development office in the entire districts in the region, rural women are disadvantaged and they are largely discriminated in access to and control over resources and decision making on fruit of their labour. Moreover, in

Damot gale district, among the farmers that receive services from the district agricultural development office, there is no much proof that gender issues are taken into consideration. In order to do this external gender mainstreaming, it is important to analyse the internal organisation, to see where there are gaps and opportunities. This is because, if an organisation is not gender sensitive it cannot work on gender mainstreaming in their field.

Therefore, it is essential to evaluate the practices of gender mainstreaming in Damot Gale district agricultural office and identify the opportunities and constraints for mainstreaming the gender perspectives by assessing the implementations in the organizational elements. The study would suggest appropriate recommendations to improve the future implementations.

1.5. Objective of the study

The objective of the study is to find out opportunities and constraints for implementing gender mainstreaming in Damot Gale district agricultural development office by assessing the implementations in the internal organisational elements and to recommend improvements in the future implementations.

1.6. Research question

1.6.1. What are the opportunities and constraints for implementing gender mainstreaming in Damot Gale District Agricultural Development Office?

- What policies and strategies are used by Damot Gale District Agricultural development office for implementing gender mainstreaming?
- What are the activities that have been implemented to achieve gender equality?
- What are the output/outcomes of gender mainstreaming implementations in the office since 2008?
- What are the constraints for mainstreaming gender in the organisation?

CHAPTER TWO

2. LITERATURE REVIEW

This part deals with the review of related literatures and presentation of concepts and theoretical frameworks about gender mainstreaming in development organisation. It presents about the international, national and organisational gender policies and strategies, organisational gender mainstreaming practices; and opportunities and constraints or barriers for implementing gender mainstreaming in development organisation.

2.1. Definition of concepts

Gender is the socially acquired notion of masculinity and femininity by which women and men are identified (Mosen, 2010)

Gender Mainstreaming

According to the United Nations Development Programme (UNDP) (2000) gender mainstreaming is “taking account of gender concerns in all policy, Programme, administrative and financial activities, and in organizational procedures, thereby contributing to a profound organizational transformation”. Specifically, it is bringing the outcome of socio-economic and policy analysis into all decision-making process of the organization and tracking the outcomes. These include both the core policy decisions of the organization and the small every-day decisions of implementation.

Principles of gender mainstreaming

As stated in key UN documents, and in those of other major international organisations; gender mainstreaming means:

- Forging and strengthening the political will to achieve gender equality and equity at the local , national regional and global levels;
- Incorporating a gender perspective into the planning process of all ministries and departments of government particularly those concerned with macroeconomic and development planning, personnel policies and management, and legal affairs;
- Integrating a gender perspective in to all phases of sectorial planning cycles, including the analysis development, appraisal, implementation, monitoring and evaluation policies, programmes and projects;
- Using sex-disaggregated data in statistical analysis to reveal how policies impact differently on women and men;
- Increasing the number of women in decision positions in government, private and public

sectors;

- Providing tools and training in gender awareness, gender analysis and gender planning to decision-makers, senior managers and other key personnel;
- Forging linkages between governments, the private sectors, civil society and other stakeholders to ensure a better use of resources.

Source: UNSCO 2000. *A summary review of accomplishments since the Fourth World Conference on Women (Beijing 1995), Unit for the promotion of the status of women and gender equality*

According to the definition of the EC, 1998 report, gender mainstreaming is the (re) organisation, improvement, development and evaluation of policy process, so that a gender equality perspective is incorporated in all policies at all levels and at all stages by the actors normally involved in policy making.

Gender mainstreaming cannot replace gender specific policies which aim to redress situations resulting from gender inequality. Specific gender equality policies and gender mainstreaming are dual and complementary strategies and must go hand in hand to reach the goal of gender equality. Gender mainstreaming can only be developed when some prerequisites are fulfilled. The most important one is the political will to implement this strategy. Moreover gender equality policy must already be in place and gender –sensitive data and statistics must be available. Tools and instruments to put the strategy into practice have to be developed and the people *involved have to be trained* (EC, 2009).

Gender equality

The United Nations Women (UN WOMEN) defines gender equality:

Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are borne male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. Gender equality is not a woman's issue but should concern and fully engage men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centered development (2001).

Opportunities and constraints for gender mainstreaming;

Opportunities are chances for progress or success due to favourable circumstances for certain issues whereas constraints are hindering factors. According to literatures promoting attention to women's concerns within government institutions and development agencies, including the setting up of women's unit and the design of guidelines and action plans on women's issues are integral part of women's advancement and provides opportunities to insert women's concerns into new power configuration; increased women within public institutions (UNRSD, 1995). Policy instrumentalism, inadequate resources and power to the implanters and lack of political will of the decision makers are some of constraints for effective gender mainstreaming (Razavi, 1997).

2.2. General overview of gender mainstreaming policies and strategies

This section deals with studies about the gender policies and strategies from international and national context. Many studies have been carried out in the areas of gender, gender policy, strategies and its implications by different agencies. As stated in literatures, the Beijing Platform for Action has prioritized implementing gender mainstreaming as the mechanism to achieve gender equality (Caroline Moser and Annalise Moser, 2005). To effectively implement gender mainstreaming, policies and strategies have been formulated, declared, and majority of the UN member countries agreed and adopted to their own countries. The gender-mainstreaming concept was established as an intergovernmental mandate in the Beijing Declaration and Platform for Action in 1995, and again in the ECOSOC Agreed Conclusions in 1997. The mandate for gender mainstreaming was considerably strengthened in the outcome of the General Assembly special session to follow up the Beijing conference. Gender Mainstreaming is not being imposed on governments by the United Nations. Member states have been involved in the intergovernmental discussions on the mainstreaming since the mid-1990s and have, in consensus, adopted mainstreaming as an important global strategy for promoting gender equality (ECA, 2009).

As one of the United Nations Member country the Government of Ethiopia (hereafter called GOE) has declared its commitment to gender equality by stipulating the rights of women in its Constitution of 1994; by issuing the National Policy on Women and by formulating the National Action Plan on Gender and Development (2006-2010). More recently, the Growth and Transformation Plan (2010-2015) and the sector development plan for Women and children (2011-2028) further elaborated on the Government's specific commitments to promoting women social, economic and political empowerment (MoWA, 2005).

2.3. Implementing gender mainstreaming in organization

As literatures disclose, it is not possible to achieve a controversial goal, such as gender equality and equity, without a clear strategic plan setting out policies, objective, actions, time frame and resources (Murish, 2004). As stated by Caroline Moser and Annalise Moser (2005) the majority of development organizations have developed and endorsed a gender policy. And the policy developed share the some key Components. The components of gender mainstreaming policy are; a dual strategy of gender mainstreaming combined with targeted actions for gender equality; gender analysis; a combined approach to responsibilities, where all staff share responsibility, but are supported by gender specialists; gender training; support to women's decision making and empowerment; monitoring and evaluation.

With this regard, formulating of gender mainstreaming policies and strategies, and adopting the terminologies are good beginnings in the process of gender mainstreaming. But if it is not properly transformed in to action it is not a guarantee to achieve gender equality. To improve gender equality institutional and operational gender mainstreaming activities are considered as not an 'either/' option. Gender mainstreaming should involve both kinds of activity, and indeed cannot succeed otherwise. Institutional activities address the internal dynamics of the development organization: their policies, structures, system, and procedures while operational activities address the need to change the programmes of work in which the organization is engaged (Johan, 1995).

As studies reveal, gender mainstreaming is a process rather than a goal. Therefore, it is important to identify which aspects of gender mainstreaming are in place with in organisations, and which are the overall constraints to implementing a comprehensive strategy. Gender mainstreaming

implementation comprises both institutional and operational inputs, with the two closely interrelated. The outputs/impacts of the implementation are measured in terms of greater gender equality (Moser, 1995). Other study have identified gender mainstreaming strategies as being relevant in three linked areas that include: in an organization's structure, policies, procedures, and in its culture; in the substantive activity that it undertakes its programmes and in the impact of this work on increased gender equality in the broader community (Shalkwyk, 1998).

Rao & Kelleher (2005) stated that to achieve gender equality changes are needed in inequitable social systems and institutions. The need for institutional change is to address the root causes of gender inequality. This means changing the rule of game. The rule of games includes those of stated and unstated rules that determine who gets what, who does what, and who decides. These rules can be formal, such as constitutions, laws, policies, and school curricula; or informal, such as cultural arrangements and norms regarding who is responsible for household chores, who goes to the market, who decides on the education of children, who is expected to speak at village council meeting. It also means changing organisations that, in their programmes, policies, structures, and ways of working, discriminate against women or other marginalised group.

According to IFAD (2009) the most effective means of maximizing contributions to gender equality and empowerment is to develop an institutional culture that is women-friendly and empowering that manifests these traits in all interaction with clients, and that address the institutional constraints. Underpinning this women-friendly and empowering institutional culture are four main dimensions of a strategy for mainstreaming gender equality and women's empowerment at organization level. The dimensions include; staff gender policy, mainstreaming gender concerns in product and development, structure for participation, effective integration of complementary nonfinancial services and collaboration with complementary services providers.

It is extremely difficult for an organization to promote gender equality if it practices gender discrimination internally. A clear and agreed –on staff gender policy that promotes gender balance within the organization and fosters a culture in which women and men interact on a basis of equality and mutual respect has important benefits, including greater work satisfaction, less stress for women and men employees, and good work relations that make it more likely that all staff members give their best. The evidence clearly links levels of women staff financial services organization with women's access to services and the organisation's contribution to women's empowerment. Evidences also exists that women in senior management positions provide valuable perspectives for product design and implementation. Gender-aware men staff members are central to contacting men within the community and changing their attitude. When men staff members have good relations with women clients, they can increase women's confidence in dealing with men's hierarchies and break down cultural barriers. Gender policy is likely to require quite profound changes in recruitment criteria, organizational culture, and procedures (IFAD, 2009).

2.4. Opportunities and constraints for gender mainstreaming in organisations

Studies revealed that promoting attention to women's concerns within government institutions and development agencies, including the setting up of women's unit and the design of guidelines and action plans on women's issues are integral part of women's advancement and provides opportunities to insert women's concerns into new power configuration; increased women within public institutions (UNRSD, 1995). According to Kusakabe(1999) formulation of national policies, establishing of gender mainstreaming structure including gender focal points, national machinery for gender the advancement of women, gender units, and gender policy are opportunities for mainstreaming the gender perspectives.

In Ethiopia, the national constitution of 1995 has unsolved the age-old discriminatory laws and practices. The constitution in its Article 35(3) took a historic measure on gender equality in a

country where history vexed with traditions and religious and matters made women to suffer due to their sex. Further this provision has recognized women's right to affirmative action and provides special attention to enable competition and participation in all spheres of life as well as exercises their democratic and human rights on equal grounds with men. Regional constitutions that by and large resemble and operate within the general framework of the federal constitution have also addressed the question of gender equality meticulously (JICA, 1999).

The complexity of women's roles in the socio economic life is insufficiently recognized and yet these roles are impacted on development planning. Lack of awareness for implementers about laws, policies and strategies formulated towards gender issues, Lack of adequate resources to create effective organizational structures so as to ensure women's empowerment; that include lack of skilled personnel, lack of sufficient financial services to enhance women supportive activities, deep -rooted belief, low level of women participation in development and decision making areas and lack proper monitoring and evaluation system are major constraints that affect the implementation of gender mainstreaming (SNNPRBWA, 2007).

As explained by Caroline Moser and Annalise Moser (2005), even if policies and strategies developed in certain context and if it doesn't fit with the organizational mandate, this can be constraint from viewpoint of policy instrumentalism. As stated by Rao and Kelleher (2005) challenges of institutional changes on ground, inadequate understanding towards gender and gender mainstreaming, males and females resistance to organization changes and lack of gender disaggregated data are main constraint in gender mainstreaming.

2.5. Conceptual framework of the study; operationalizing gender mainstreaming

In this study gender mainstreaming is operationalized as implantation of gender mainstreaming in the organisational structure, mission\mandate, human resources and culture. It is also about setting of internal monitoring and evaluation system, establishment of a central gender mainstreaming unit and a recognised network of staff responsible for gender equality.

Implementing gender mainstreaming in this case, developing and use of gender sensitive organisational policy and procedures, gender sensitive task allocation among male and female employees, gender sensitive human resources policy and procedures; gender sensitive job description and employee performance appraisal system and gender sensitive decision making. Gender sensitive decision making in this context refers to equal participation of female and male employees in all organisational decision making process that means equal power sharing among male and females in the organisation decision process. Gender sensitivity by itself refers to taking in to account of the difference in social roles, responsibility and interests of both sexes during the organisational planning, implementing and decision making process.

a. Gender mainstreaming from policy perspective

Gender sensitive policy refers to a clear internal policy on its commitment to gender equality, supported by the proactive drive of senior and middle management(political will), and expressed in a written policy or mission statement. It is also about time bounded strategies to implement the policy, that are developed by active participation of staff, and include mechanisms to ensure that staff understand the policy and its implication for their everyday work, and have the competencies and resources required to implement it. In this framework the policy issue takes in to account also the national or regional government policies in addition to the internal policy. It is about the knowledge of the organisations management towards understanding of the policy, how it is being applied and to what extent the employees understand and access that policy for implementation (UNDP 2000, Murison , 2004).

b. Gender mainstreaming from organisational structure perspective

Gender mainstreaming in the organisational structure is about the allocation of tasks and responsibilities, resources, accountability and authority. This means giving equal opportunity to female and male employees based on their skills rather than sex or being female or male. In addition, it is about allocation of resources such as personnel, equipment's and budgeting without discriminating the section, because of being occupied by either sex. It is also about clear accountability and authority for the positions without discrimination on base of sex of the employee (Acker, 1990, Murison, 2004).

c. Gender mainstreaming from human resources perspective

Gender mainstreaming in the organisational human resources refers to that of the dual internal and external function in relation to gender mainstreaming; internally, equitable in its hiring and promotion practices, and recognise the links between the personal and professional responsibilities of staff; and externally, by including commitments and competencies to work for gender equality in job descriptions, terms of references and performance criteria. Many of these strategies, such as recruitment, promotion, and sexual harassment policies, cost little. Although a gender policy many entails some costs, the cost should be compensated by high level of staff commitment and efficiency. Unhappy and harassed staff members are inefficient and change jobs frequently, and training new staff is costly. Areal change requires the following: A profound actual change in organizational culture and systems, requiring that the issue be raised of staff participation in decision-making- a key tenet of best business practice (IFAD, 2009)

d. Gender mainstreaming from organisational culture perspective

Gender mainstreaming in the organisational culture refers to organisational understanding how women and men perceive or how it is conducive or difficult to them, the values, history, ways of doing things that from the unstated rules of the game in the organisation. It is also about understanding about culture as being important in the organisation (often at odds, with official mission). It is also about giving consideration to organisational culture with an understanding that culture can highly influence the implementation of gender mainstreaming (Rao et.al.1999).

e. Gender mainstreaming from internal monitoring perspective

Gender mainstreaming process in this case is about setting gender sensitive internal monitoring system. This is to ensure that the strategic milestones are being reached, and to support both organisational learning and management accountability. It includes monitoring of staff recruitments, and promotion; budget allocation, procurement only from national conventions and implementation of affirmative actions for females; and the performance of managers and supervisors, in discussing and following up on gender equality initiatives(Kusakabe,2005).

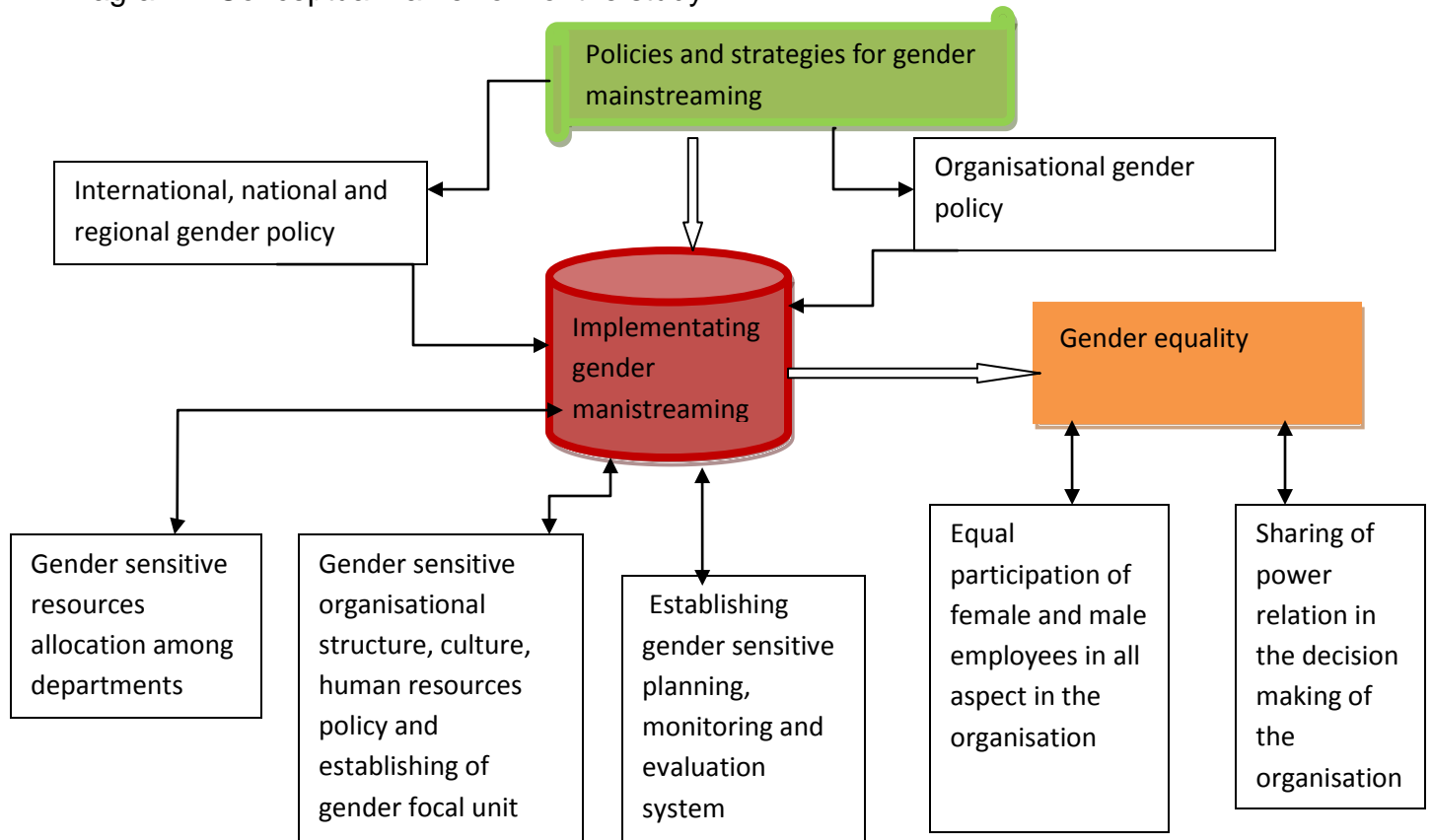
f. Gender mainstreaming from viewpoint of establishing gender unit

The other gender mainstreaming issue in this study is a central mainstreaming unit (gender focal point) with policy responsibility, and a mandate to guide the overall gender mainstreaming process in the office and in the programmes. This is because, when gender mainstreaming is the responsibility of all staff, gender issues can be diluted or disappear altogether (March, et.al, 1999).

Based on the literature review and operationalization of the concepts the following conceptual framework diagram is developed. It takes in to account of the concepts of gender mainstreaming, gender mainstreaming policies and strategies, and implementation of the gender mainstreaming in the organisation to achieve gender equality; which is the ultimate goal of gender mainstreaming.

The relationship of the concepts is that the policies and strategies are basis for gender mainstreaming while effective implementation of gender mainstreaming results gender equality. But if these three concepts are not supportive to each other, in other words without having a proper policy or ill interpretation and unequal understanding of the policy by implementers, it is not possible to carry out gender mainstreaming. Moreover, if mainstreaming is ineffective, gender inequality will continue at all levels and women will suffer from all forms of discriminations.

Diagram1. Conceptual framework of the study



Source: Own insight on the basis of literature review

Key: \longleftrightarrow Shows the elaborative or justification kind of relations among the concepts
 \longrightarrow Flow relations in between the issues
 \Rightarrow Connects main study concepts and their relation

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1. Study Area

Location

This study was conducted in Agricultural development office of Damot Gale district, Wolayita Zone, Southern Nations Nationalities and Peoples Regional State (SNNPRS) Ethiopia. Damot Gale District is located in 370km south to Addis Ababa, the capital of Ethiopia and 153 km west to Hawassa, capital of south region. The district is one of the 133 districts in southern region and 12 districts in Wolaita Zone.

3.2. Selection of the Study Area

Main reason for selection of the study area is that the district agricultural development office wanted to know the status of gender mainstreaming implementation in their office as well as to critically identify the opportunities and constraints or barriers for mainstreaming the gender concern in its organisational elements. In addition, no any related study has been carried out in the area of gender mainstreaming in this office.

3.3. Study design

A case study was conducted by using primary and secondary data. Reason for choosing case study was because case study is particular useful where one needs choice to understand some particular problem or situation in great- depth, and where one can identify cases rich information (Versheuren and Dooreward, 2010). The entire research is qualitative. Literatures were reviewed to strengthen understanding and to establish strong argument on gender mainstreaming. For that purpose; different journals, books and web sites were reviewed. Damot Glæ District Agricultural Development Office's annual plans and reports for years from 2008 to 2010, and strategic plan for 2010-2014 were reviewed. Based on those documents organisational elements, such as mission, inputs, structure, culture, staff, style of management and decision were assessed. To obtain primary data, 2 semi-structured interviews at district agricultural development office, total of 3 key informants interviews 2 at district agricultural development office and 1 at district women affairs office were administered.

3.4. Sampling technique and sample size

During the study purposive sampling technique was used. The reason for using purposive sampling was the researcher believed that the selected units have in depth information and knowledge about their organisation and its entire elements. The study unit (sample) comprised of 3 females and 6 males from district agricultural development office and 1 female from district women affairs office. The selection of the respondents was based on their position and sections where they are assigned.

3.5. Basic information about research unit/ respondents

In the 3 key informants' interview, head district agricultural development office, head gender mainstreaming work process and head district women's affairs offices participated. Whereas head district natural resources management and head Agricultural Extension work process, were involved in the 2 semi-structured interviews. Out of the informants and respondents, head

agricultural development office, head natural resources management office and head agricultural extension work process are male and they hold bachelor degree in agriculture. And the rest 2 are females. 1 female is head gender mainstreaming work process and she holds diploma. The other one is head district women's affairs office and she has bachelor degree. The head district women's affairs office participated in the interview because, the district women's affairs office is responsible for supporting and follows up of implementations of gender mainstreaming by all sector offices in the district.

The focus groups comprised of experts from agricultural extension, input supply, rural land administration and planning work process. The focus group members were 6 comprised of 2 females and 4 males. The reason for less female representation in the group was due to less female experts in the office. Among the 6 experts the 2 females are diploma holders whereas the 4 males are bachelor degree holders. Participation of more males created male dominance over females during discussion. Meanwhile the mediator created balanced atmosphere to enable females to forward their opinion.

Secondary data gathered by reviewing different national, regional and other women policy and gender related documents, DGDAD plans and reports for the years from 2008 to 2010 and strategic plan of the office. In addition, other relevant documents were reviewed as well.

3.6. Methods of data collection

Methods applied during data collection were semi-structured and key informants interviews, focus group discussions, real observation, content analysis and internet searching. Participants in the semi-structured interview were district extension and natural resource management heads while the agricultural development office head, gender mainstreaming work process and district women's affairs office head were involved in the key informants' interview. In addition to that 1 focus group discussion was held with experts from the four work process or departments in the agricultural development office. The purpose of using the above different methods and data source sources for triangulation of methods and sources that was in order to get in depth information about the study subject((Versheuren and Dooreward, 2010) . During the time of data collection the research carried out observation as well. Languages applied during the data collection process were English, Amharic and Wolaita languages and that helped the researcher and the research units to understand the study subject.

3.7. Tools for data analysis

The study results were described and analysed by using qualitative data analysis methods. Gender Integrated Organisation Model (GIOM) was used for describing results of the organisational gender assessment. While Nine-Box Organisational Analysis Framework was used for analysing the organisational gender assessment.

Concerning the analysis tools, like any other models GIOM is a simplification of the complex reality in which so many different aspects all influence each other. GIOM was selected because it emphasises on the interrelation of organisation elements that enable the organisations function optimally and it helps the researcher not to overlook during describing the organisation (MDF, 2000). The Nine-Box organisational analysis framework is a matrix of three rows and columns that helps to understand the organisation deeply. The analysis focused on the three different dimensions of the organisation, which include technical, socio-political and cultural; and the three basic characteristics, which include mission/mandate, structure and human resources (Mukhopadhyay, Steehouwer and Wong, 2006)

3.8. Limitations of the study

The study had some imitations at its different levels. At first place, the study did not cover the entire agricultural development office of Damot gale district that was because of short time frame that was given to curry out the study. In addition, July and August months are peak agricultural seasons in the study area thus; there were difficulties in getting experts and officials at their offices because they were engaged on field works. Moreover, there was a special campaign for the entire officials and employees of the district. Besides, the concept gender and gender mainstreaming had difficulty in getting equivalent words in national and local languages to have during interview and discussions. Small sample size was also another limitation that hindered getting wider range of information than that of obtained.

To minimise the limitations the researcher used different options. The first action was explaining time constraint with the district agricultural development office heads and other officials in order to get more support for the study and to create smooth understandings. After one week repeated visit to the office, the data collection was commenced. Regarding the difficulty on the concept of gender, the researcher used long time for rephrasing the concept and also used different examples with the aim to avoid distortion of ideas and biasness of the research units.

CHAPTER FOUR

4. RESULTS

4.1. Overview

This part presents results of the study on opportunities and constraints for gender mainstreaming in internal organisational elements in Damot Gale District Agricultural Development Office (DGDADO). The result encompassed (1) national or regional gender mainstreaming policies used by the office, (2) Gender mainstreaming activities that have been accomplished in the internal organisational elements (3) outcomes of the gender mainstreaming implementations in the organisations and (4) main constraints for gender mainstreaming in the organisation.

The results were obtained from primary and secondary sources. The primary data obtained from 2 females and 1 male key informants, 2 males semi-structured interview, 1 focus group discussions; with 2 females and 4 males in a group and the own observation. The key informants and respondents were represented from agricultural development office and the district women's affairs office. Detail information about the sources of information is presented in chapter 3.

4.2. Results on overall policies and strategies for gender mainstreaming

The essence of this study with regard to policy and strategies is to investigating the extent the district agricultural development office pursues the implementation of the policies and strategies formulated towards gender mainstreaming and evaluating which of the policies and strategies are translated into working guidelines as well as actions by the organisation. The study considered the level of understanding of district heads and experts towards the content and use of the policy.

According to the head district agricultural development office, the office relies on the country's women policies and strategies. He is aware about the commitments of the national government to improve gender equality at all levels. The incorporation of women rights in the country's constitution of 1995; formulation of national women policy and opening of women affairs office from federal to district levels were efforts of the federal government. He also mentioned that the National Constitution of 1994, Article 35, declared the equality of women to men in all aspects and as a result due attention has been given to gender mainstreaming in their office.

Regarding the roles and responsibility of agricultural development office towards gender mainstreaming, it is stated that improving participation of females in technical and managerial positions is one of their points of attention. However, the organisation did not have specific policy and strategy and working guideline developed and translated to support gender mainstreaming implementations in the organisation.

It was also stated that the office has no experience so far in participating during process of policy formulation. Commonly, the National and regional level government bodies provide finalised policies, strategies and guidelines to districts for implementations. In some rare cases, district level experts and/or officials attend in presentation of final documents. Finally the office head stated that, except some administrative instructions from the regional bureaus, the office did not get any written policy and working guidelines regarding how to implement gender mainstreaming.

Second key informant interview was held with the head district gender mainstreaming work process in the agricultural office. Regarding her status in the organisation, unlike other work process heads she doesn't have political power. During the study, it took two weeks to find her for the interview. It was because she was assigned to facilitate other tasks that have no clear connection with her responsibility. She was in a campaign for that the district agricultural office gave different names; "Yemasfat strategy, gebrehayle, gibre meles" that means "scaling up strategy, task force and command post". The circumstance seemed political directive rather than actions to address need-based of women and men farmers. Even during the interview she was in a hurry. The interview was conducted and the result is presented accordingly.

As an entry point she was requested to explain about her experience. She stated that she worked for district agricultural development office for more than 15 years in different positions. In spite of her long service in the organisation, she had a layoff by the agricultural office during restructuring of the organisation or Business Process Re- engineering (BPR) in 2007 and she was forced to join district women affairs office. After two years stay in district women affairs office, she re-joined the district agricultural office and assigned in the position of head, gender mainstreaming work process in September 2009.

About her knowledge towards gender mainstreaming, she stated that policies and strategies have been developed at federal level to improve the unequal participation and benefits of women at organisational structures. Like other section heads, she has mentioned Article 35 of the country's constitution that stated equal right of women to men in all aspects.

On the availability of policy document that defines the roles and responsibility of the gender mainstreaming work process, she couldn't mention any. But she tried to explain the role of the work process that is to ensure whether gender mainstreaming is implemented in the external and internal organisational elements. In addition, the work process has a responsibility to provide gender related trainings to heads and experts of each work process in the district in order to raise their awareness as well as to improve their skills towards implementation of gender mainstreaming activities. Support and follow up of implementations of the other work process is also part of its responsibility.

Concerning her participation in designing of gender mainstreaming policies and strategies, she replied that she did not have any experience on such circumstances. It is common that policies, strategies/approaches and working guidelines come from top to bottom i.e., from federal or regional

Third key informant was the head district women affairs office. She is the only woman with political position and power among the nine government higher officials in the district. In the district women affairs office, there are 9 employees, composed of 5 females and 4 males. Concerning their education and qualification, there are 2 degree, 5 diploma and 2 certificate holders. Among the two degree holders' one female is head of the office and the other one is male. During the data collection time, there was difficulty to find the head district women affairs office. Because of her being a political nominee she has additional responsibility to supervise progresses of political and related assignments at rural areas apart from her responsibility for overall activities of the office. After 2 weeks waiting, a thirty-minute interview was conducted and her responses and views are presented below.

Regarding the availability of policy, strategies/ approaches and working guidelines on gender mainstreaming, she replied that the office has various documents that their office received from regional women affairs office. The main governing document that women affairs office uses as a reference during implementation of overall activities are the country's constitution. The constitution in Article 35 points out about equal right of women to men at all areas and all levels. The National

women policy, southern regional family law, national women development and change package are other relevant documents that the district women affairs office relies as a guide for implementation of long term and short term activities. She stated that she is not sure whether those documents are available or not in other development sectors in the district.

Regarding participation of the district women's affairs office during formulation of policies, strategies/approaches and developing working guidelines, she responded that the office mainly receives finalised documents through regional bureau of women affairs. Sometimes the region orients office heads and selected experts towards concepts of the policy and strategy documents. levels to districts for implementation rather than for comment or appraisal.

In addition to the 3 key informant's interview, semi-structured interviews were held with other two department heads regarding the gender policies and strategies. The departments/work processes are natural resource management and extension. According to their response they are aware of the formulation of gender related policies and strategies. They mentioned that the country's constitution in Article 35 ensured women equal right for access to and control over properties and services.

With respect to availability of gender policy that defines duties and responsibilities of agricultural development office in general and extension and land use sections in particular, the heads explained about the existence of extension and land use manuals that were developed by regional bureau of agricultural development. They specified that the documents have descriptions about resources and services that the two sections provide to farmers. It does not say anything about gender mainstreaming. Concerning their participation in designing of policy related documents; they responded that none of the district experts or officials participated. They stated that sometimes they attend workshops, about raising awareness of the district level officials and experts on how to apply improved agricultural practices.

Apart from the key informants interview and semi-structured interviews, focus group discussion was also held in agricultural development office. As far as the theme of the discussion is concerned, discussant knew about the formulation of various policies, strategies and working manuals on the areas of gender equality and women right. As they explained, during early periods, women did not have equal chance as compared to men at various aspects. After incorporation of women issue in country's constitution, Article 35, women are granted equal right to men. After the enactment of women policy and proclamation, women participation and benefit are improved in agricultural sector. They stated that women are granted different privileges than males in their organisation. Women are granted maternity leave with 3 month full salary payment and also there are other privileges during recruitment and transfer

Regarding gender mainstreaming, there are information about the availability of women policy, strategy and manuals, to be incorporated in each work processes and sections. They commented that if once policies are formulated, they should be put into practice without any delay. Regarding the implementation of the policy at organisational and community levels, they were reluctant to respond and they did not explained their reason for being reluctant.

4.3. Gender mainstreaming implementations in Damot Gale District Agricultural Development Office

This part presents the research findings on gender mainstreaming implementations by the District Agricultural Development Office. The study focused on implementation for the periods from 2008 to 2010. The organisational gender assessment focused on gender mainstreaming in the organization elements. In this context the elements include organisation's mission, inputs and outputs, strategy, structure, style of management, staff and organizational culture. In the study, the agricultural extension, gender mainstreaming, planning, inputs supply and rural land administration departments/ work process were covered. These parts only covered mainly because of limited time that did not allow assessing the entire work processes or department. In addition, these selected areas of study are potentially preferable to assess the implementation of gender mainstreaming at organisational level.

Two categories of participants involved as sources of data that include 1 office head and other 3 work department heads and 6 experts from those mentioned departments. With regard to their participation; from those heads, 2 participated in key informant interview, 2 participated in the semi-structured interview and the 6 experts participated in focus group discussion. In addition to the interviews and focus group discussion, the organisations operational and strategic plans, working manuals and reports were reviewed for the years from 2008 to 2010. Summary of organisational inputs and outputs are presented under APPENDIXES 11 to 13. And the entire organisational assessment results obtained from primary and secondary sources are described using Gender Integrated Organisation Model (GIOM).

According to the responses, gender mainstreaming has been undertaken in the organisational elements. The results obtained from primary and secondary sources regarding each organisational element are presented in the following sub -topics.

a. Mission

The mission of the office is to improve food and income security of farmers through introduction and expansion of appropriate, environmentally and farmers friendly and easily adaptable technology in a sustainable way. The respondents and informants described the mission similarly as stated in the district office strategic plan document for the year 2010- 2014. But, except explaining the written mission, none of them answered whether it is gender sensitive or not. And they have no understanding about what the gender sensitive mission look like.

b. Inputs

They stated that the organisation's inputs are allocated in line with the organisations' overall plan. The inputs include female and male staff, office buildings, equipment, tools, materials used, information and finance available for generating the products and services of the organisation. In addition to the responses the organisation reports and plans for the years from 2008 to 2010 were reviewed. According to the review, resources allocated to work process vary from one on other. Mainly the resources allocated to gender mainstreaming work process are lower compared to others. According to observation and assessment of documents it was found that the gender mainstreaming work process does not have even basic inputs required for implementation of the day to day activities. Next to the gender mainstreaming work process the planning work process

has also low inputs. The number and qualification of employees have difference among work process. The summary of all inputs for the years from 2008 to 2010 is presented under Appendixes 8-10.

c. Outputs

Regarding organisational outputs they responded that gender has been mainstreamed in organisation's products and services. The outputs include all material and immaterial products and services delivered by the organisation to its target groups or clients. The organisation clients are the employees and community as well. In the case of output, the respondents could not clearly explain how the mainstreaming has been carried out in the organisation's internal and external elements. From review of the reports and plans documents of the office, the organisation included gender mainstreaming work process in to its structure and assigned 1 person for gender mainstreaming work process.

The assessment of internal organisational element concentrated on organisation strategy, structure, staff, style of management and organisational culture for the internal organisational elements in gender mainstreaming. The results from primary and secondary sources are described below.

d. Strategy

According to the heads respond and documents review, the office's strategy mainly focuses on improvement of agricultural production and productivity for farmers through scaling up of best practices that are environmentally friendly; market oriented and diversified agricultural development system. The aim of this strategy is to increase income of households to ensure food security and sustainable livelihoods improvements. The strategy is part of the national agricultural development strategy that includes specialisation, diversification and commercialisation of agricultural production; to prove for the acceleration of agricultural development as well as the development of agro-industry and thereby contributes to the overall growth of the county's economy. According to the finding, the strategy presents the existing structures and other elements of the organisation as it is. Its main focus is improvement of farmers livelihoods. However it doesn't have any plan with regard to internal organisational elements.

e. Structure

The organisation is structured in to 8 work process. Out of the 8, 6 work process heads including the office head are males. All the males are member of organisational management committee. However, heads of the two-work process held by females; namely the gender mainstreaming and planning work process are not members of the organisation's management committee. But the 8 positions are entitled as work "process". In addition, those 6 work processes are having political power but the rest two do not have. Apart from the political power those positions occupied by male have adequately budgeted and the people are highly paid in comparison to that of positions held by females. The respondents justified that the salary variation is due to difference in educational status. In those work processes that are seized by men, there are more number of employees and among them majority are men. Whereas in the work process occupied by females, no any expert except the two heads themselves. For the details about the number of employees with their respective qualification see APPENDIXES 8-10

Allocation of tasks across work processes differs; except the gender mainstreaming work process, the others have relatively clear duties and responsibility. But the gender mainstreaming work process has some ambiguity. For instance, the extension work process is responsible to ensure provision of technical supports, environment friendly technologies and extension trainings to farmers. The input supply work process is responsible to facilitate the provision of improved crop and livestock varieties, fertilizers and various agricultural tools to farmers. The work process is also responsible to ensure the quality of the inputs from viewpoint of its production, environmental friendliness and market demands.

Gender mainstreaming work process is the one where assessment was also carried out. Unlike other work process this work process does not have any clearly stated standards. This section 5 years stayed without any responsible person except the title gender mainstreaming focal point. After frequent structural modifications, in 2009 one female employee assigned for the position. But the assigned person is not quite clear about what is expected from the section. Except the one employee, this work process does not have additional employee. The gender work process head reports to the head district agricultural development office and extension work process as well. But in the organogram the gender work process and extension have similar naming 'work process'. The head of gender mainstreaming work process doesn't have clear cut point towards authority, power and lateral communication with the rest work process.

Rural land use and administration section was other area covered under the study. The section has qualified employees and clear responsibilities. Land measurement, issuing of land ownership certificate and resolving claims associated with land ownership right are the major responsibilities. The work process is accountable to head district agricultural development office and technically also reports to the same body.

Planning work process was also part of the study. In the work process like gender section, only one female employee was assigned. The difference here from that of the gender section is that she reports to head district agricultural development office only. For further insights about the structural arrangements of the entire office see APPENDIX 7.

f. Gender focal point/ gender mainstreaming department

Concerning the establishment of the gender unit, the head stated that the name gender focal point was incorporated in the organisational structure 2005, like fulfilling the requirement as demanded by the national and regional governments; however, the position was not staffed till the year 2009. After five years structural reform, the government instruction was tightened and hence the position was upgraded to gender mainstreaming work process (department). In 2009 one woman was assigned for the gender mainstreaming position. The work process has a responsibility to support and facilitate the implementation of gender mainstreaming in the entire organisation; at organisational and programme levels to insure whether the gender mainstreaming dresses the needs and interests of females and men at all levels.

g. Staff

The results revealed that there are affirmative actions for female employees. Female employees are privileged in case of recruitment for new positions and transfer from place to place or positions. During placing new employee for technical positions, the recruitment process takes place by regional bureau of agricultural development. Whereas, appointing for political positions such as head of office, heads of some work process, the district administration involves. Regarding opportunities for trainings and development the organisation does not have any plan for females as

well as male employees. During the case of advertising for new jobs, the sector puts the word 'qualified females are encouraged to apply'. Actions towards promotions or demotions of employees are highly associated political attitude of the employee.

As a whole, in the organisation women are granted 10% extra points during competing for recruitment transfer and further education. Women have three months paid maternity leave during birth. These are the affirmative actions declared by in the county's constitution. But in case of employees' performance appraisal and job description gender concern is not included. The employees job description is like a template designed by the federal civil services agency.

With regard to implementing gender mainstreaming, she has acquired knowledge & experience during her stay in district women affairs office. She stated that she has gender related documents that were developed by regional bureau of agricultural development. Among the points in the document, participating rural women up to 30% in agricultural development services and providing 10% additional points to females during recruitment for new jobs and promotions as well. To verify this information she was requested about the working manual, but she responded that one of the livestock section experts locked his drawer with the document and went for 2 months summer study. She also stated that the work process doesn't have office, chairs, tables and shelf to keep relevant documents and reports of the section.

h. Style of management

Concerning style of management the organisation has combined focuses. Sometimes there is emphasis for external relations while some other times highest attention is given to individual relation more than that of performance. Some other cases performance quality gets more attention and other times quantity is given attentions. Other aspect of style of management is decision making. Organisation management committee members make organisational decisions. The management members are politically nominated rather than technically placed and all of them are males. The management decisions are not free from external influence such as district administration and Zonal as well. The two work process represented by females which includes gender mainstreaming work process and planning do not have decision making power. Since the number of females is very low in the office their voice does not have favourable environment to be heard by other members and the management as well. Therefore, females are totally the decision takers whereas majority males are the decision makers.

i. Organisational culture

About the organisational culture there are different reflections. Some of the organisation employees do not share the value of the organisation. Those who have political power, respect, appreciate and share the value of the organisation. The organisation's cultures are listening to the idea of heads or respecting boss (top down approach), being on time at work places, respect to clients, respect to each other, staying overnights in rural areas during cropping season and others. But experts, who do not have political membership and power, do not entirely share the value of the organisation. In case of respect to different work process, both female and male employees do not give equal respect to the gender mainstreaming work process because the section head is female. Male employees do not accept the contribution of female employees as equal as that of males do.

It is common that every employee greets each other during morning time when coming to the offices. All the employees use the same local language as medium of communication even though it is not working language. Sharing of ideas and resources among male and female employees is mainly reflected as culture in the organisation and it is a long lasted practice as identified from the

study. Some of the resources that the employee share in the organisation are motor Bicycle for field work, stationary, chairs and tables, computers and other personal properties such as borrowing money. But as observed during the study, majority of male employee come together, seat in cafe near to their office but females do not do that. And females do not go together with male employees.

When the organisation is seen as a whole the cultural of the organisation very much related to the behaviour of leaders and entire employees where they brought up. As identified during the study the entire employee of the office are originated from the same background which is wolayita. In Wolaita, like other parts of the country patriarchal culture is predominant.

4.4. Outputs/ outcomes of the gender mainstreaming implementations since 2008

According to the responses from different sources and assessment of organisational documents the major activities that have been achieved were incorporation of gender mainstreaming work process and assignment of one employee for the work process. As per the findings the term gender mainstreaming work process developed from gender focal point that was initiated before 2008. The organisation heads stated that the office has been giving 10% additional points during recruitment and promotion or transfer. They added, there is three month maternity leave with full payment.

Majority of the participants stated the gender mainstreaming activities that are designed for community level implementations. However, the key informant from the gender mainstreaming work process stated about the inevitability of implementing gender mainstreaming activities at organisation level. Until the time of the study, the organisation did not prepare any future plan except those two actions stated in the above paragraph. As per the observation, the main focus of the office is implementation of the program activities rather than organisational development. The programme activities are those provisions of different resources and trainings to rural farmers in the district.

Finally head of the office stated that there has been orientation and instructions from the regional and Zonal Women's affairs offices about strengthening the gender mainstreaming work process and including of the gender mainstreaming work process representative in the office's management committee member. But still the office did not take any action on that and the head could not give any reason for that rather he said they will fulfil in the near future.

For further triangulation of information and better understanding towards the organisation's gender mainstreaming practices, one focus group discussion was held with the group members stated at the first section of result. During the discussion on organisational elements such as mission, inputs, outputs, structure, staffs, style of management and culture were discussed. The mediator briefly clarified the concepts of external and internal organisational elements and the participants understood. When the participants were asked the question; how gender mainstreaming has been taking place within the stated organisational element? All of them laughed. When they were asked about the reason for laughing, they answered as follows:

" the main issue for agricultural office is to bring food security at household level. There is women affair office that is responsible for gender issue. In our office, Grumnesh is responsible for such thing. Grumnesh is a representative for the gender mainstreaming work process."

None of them reacted on organisational gender mainstreaming, but few of them tried to explain the existence of some activities. For instance the planning section is responsible for checking of plans of all work processes disaggregated by sex. The extension work process provides technologies and services to farmers, input supply work process provides different kinds of improved animal and crop

varieties and the land use section provides ownership certificate.

In the meantime representatives from extension work process replied that gender-mainstreaming activities accomplished in their section are incorporating the need of women and men farmers in the programmes from planning phase to reporting. The representative from land use section replied that their section gives attention to gender consideration from planning, land measurement and issuance of land certificate to land owners. The participants replied that they have been implementing different activities in their sections based on the agricultural development manuals. However, they did not get any gender related implementation manual and technical support from the gender mainstreaming work process. But the agricultural development office has gender focal point, which is assumed as responsible for enduring incorporation of gender issues at all levels. All of participants in the focus group discussion repeatedly replied that they did not get any training related to gender equality and gender mainstreaming.

The participants stated that they are expecting some change in the gender aspect in their organisation. With that regard, they were thinking that gender section would provide training on gender equality, gender mainstreaming and gender sensitive planning. But since the assignment of the personnel for the position, nobody get any support from that section and they were wondering about reason for the existence of the gender mainstreaming work process. Majority of the participants raised that they did not have knowledge regarding function of the gender unit while one female (planning section) raised her understandings as that, the unit maybe assigned to ensure that whether the organization apply the affirmative action's during recruitment. During that moment some others forwarded that they heard about the existence of some privileges to women, however they are not very clear about what it is and how it is applied.

With regard to organisation gender mainstreaming, two experts raised that the district agricultural development office has been applying affirmative action such as provision of 10% additional point to females during employee recruitment and transfer. In case of transfer female employees have more advantage than males to be assigned in accessible sites. But they did not hide that majority of the experts in the office did not know why women are privileged separately. One male expert explained the affirmative action situation as in the following box:

"I haven't seen any female employ benefited from what we call affirmative action. Majority of the experts and section heads as well as relatively highly paid are males. In government office we do not feel any shame about what we talk. The existence of policy, procedures and guidelines doesn't surprise me at all and I will not believe its existence as a guarantee to practical action"

The head gender mainstreaming work process explained that since her assignment for the position in 2009, she did not get any chance to begin the actual work such as evaluating the organisations' status regarding gender mainstreaming at all levels. She added, even though providing awareness raising training to all organisational members is crucial to get support from the heads, the situation is challenging to get them even for brief orientations. In this blind situation it is difficult to mainstream gender perspective in the organisation's elements.

The district head women affair office was interviewed about organisational gender mainstreaming by the agricultural development office. She responded that there is no frequent communication among the two offices; however, the district women affairs office is responsible to ensure effective implementation of gender related issue in the entire development and legal sectors in the district. As far as her answer is concerned the district women affairs office has not been providing any supports to the district agricultural development office. In her statement she emphasised about the belief of the agricultural development office that women affair office has more responsibility to

women issue than their office, but which is not correct. Finally she stated that agricultural office have obligation to report gender related performances to women affair office.

4.5. Opportunities, constraints or barriers for mainstreaming gender

This section focuses on opportunities, constraints/ barriers for gender mainstreaming. The focus is from viewpoint of translating policy to practical guidelines and implementing gender mainstreaming. And it also emphasises those issues supports or hinders implementing gender mainstreaming activities within the organisation towards improving gender equality.

a. Opportunities

The district head agricultural development office, head natural resources management, extension and head gender mainstreaming work process stated the establishment of women affairs office from federal to district levels and formulation of different women policy as an opportunity for the improvement of women situation in the district and other areas. They added, about significant changes that have been observed during the last couples of times regarding gender equality and women rights especially at higher levels. Government has created good ground for women to participate in all social, economic and political spheres even though it is top down. The head district agricultural office stated that government has been giving special attentions to strengthen gender mainstreaming work process to support the organisations implementation of gender dimension to effectively achieve the desired results both at organisational and community levels.

The head district women affairs office stated that government has given due attention to gender issues in all development sectors and established gender mainstreaming work process and focal points in different development activities and organisations' structures. The women policies ensured equality of women and men at all levels that can be considered as opportunities.

According to the focus group participants, incorporating of women right in the country's constitution and formulation of national women policy is an opportunity to women advancement in the long run. They raised the provision of different affirmative advantages to women during recruitment are an opportunity that strengthen their confidence and motivates other females. They pointed out that the existence of the two female work process heads among other males in the district agricultural office as a good beginning.

b. Constraints or barriers

Concerning constraints and barrier from different sources different information were obtained. For instance, the head district agricultural development office, natural resources office and extension explained that the main constraint as lack of sufficient budget, vehicle and sufficient number of employees. However, gender mainstreaming work process explained that insufficient budget is not due to lack of budget but it is due to inadequate attention has been given to gender issue. She explained that the section does not have any budget to follow up implementations at community levels. On top of that the section does not have vehicle for field works, no office and office furniture as well as no any stationery materials.

During focus group discussion it was raised that however gender related policies have been formulated, women did not get fair representation on decision-making positions both at their office and community levels as well. In addition, lack of workable policies documents, strategies and procedures along implementers are other constraints for implementing gender mainstreaming. Moreover, from view point of rising awareness of men and women at all levels in the organization

and community levels, no sufficient activities have been carried out. The organization policy and program documents did not have clear standards on how to address the need of women during different phases and their benefit from various development interventions. The prevailing slight focus is directed to provisions of resources. But tracing to ensuring the women benefit from resources allocated is not yet considered as fundamental.

As some of the participants explained, limited awareness of office heads and negative attitude of majority males towards gender equality is some of barriers for the implementation of gender mainstreaming. Some people do not believe that women deserve equal access to different benefits and decision making. In addition, majority men's resistance to accept gender equality and belief of some women about the superiority of men to women is other constraint. The resistance of men and women towards women right and gender equality is mainly due to the influence of patriarchal societal system.

CHAPTER FIVE

5. ANALYSIS AND DISCUSSION

This part presents the analysis and discussion of the study findings. Tool applied for analysing organisational gender assessment is Nine Box organisational analysis framework. Tables and other qualitative analysis methods including description were applied. The analysis and discussion is structured and presented as follows.

5.1. Overall policies and strategies for gender mainstreaming

The study revealed that, in Ethiopia there are women supportive policies, such as National Policy on Women, National Action Plan for Gender Equality (NAP-GE). And also there are gender-mainstreaming approaches and working guidelines at higher government structures. However, the lower level implementers particularly the district officials, experts and community did not have clear insight about the existence, content and importance of the policy and strategies including the guidelines.

They had no surprise about their strangeness for the presence or absence of the policies, strategies and guides in their offices. And during the interview and discussions, instead of answering the questions most male participants were referring to the gender mainstreaming work process i.e. they were referring to the gender section as if gender issue is sole responsibility of section and they expect policy related documents found in that section.

As identified during the study, different bodies have different understandings, opinions and feelings about the gender policy, strategy or approaches. Majority of male participants have negative feelings. They feel that knowing more about women, gender issue and giving focus for it may reduce their masculinity status and they will be considered inferior among their colleagues. In addition, they feel that if majority women know their right, it would be burden to males, because the situation may create opposite social structural arrangements. On top of that if the women agenda gets more public attention, women will be proud of their advantages, to feel and behave superior of men and they will not do their household duties.

They mentioned that many educated women are main examples for difficulties would happen regarding family life and household roles. They said that those women who have highly paid jobs and some sort of political power, they stay out of their home equally with their male counterparts likewise in rural area if women were given equal right over economic resources they would give up their reproductive role. Since males believe that they are created superior to females, they consider ideas that are emerging against their belief are epidemics to the society.

As stated in the result, even though majority males have similar views towards consequences of gender policies and strategies, their understandings vary from one person to the other. Two heads in the agricultural office among the three interviewees, mentioned some policy issues superficially. That means they could not explain the contents of some of the policies, except that of mentioning the name of the article. Some of them interpreted it from own outlook with. In common almost all of the heads repeatedly mentioned a statement that “women are given equal land right to men as declared in Article 35 of the country’s constitution”.

As stated in the result, even though heads stated that their organisation relies on the same gender policy, strategy and working guidelines documents for implementing gender mainstreaming, they couldn’t show those documents during the interview or it was not possible to see in their office. Except mentioning the some vague terms of the policy, they do not have full understanding about

its contents. Apart from lack of ambition for the implementation of the policy concepts, they are not clear on how to apply it. Furthermore, they could not distinguish differences in responsibility of their offices from the district women affair office. As it was realized from responses and actions of the heads, they took gender mainstreaming as some extra job for their organisation unlike important jobs. Jobs considered as important were extension, input supply and land distributions and food security. There is a considered gender-mainstreaming activity as the sole duty of the gender mainstreaming section for which they assigned only one female employee.

Experts' focus group discussion also revealed that almost all experts did not have knowledge on the gender concept since they did not get any training. In the office there is a trend of sharing ideas regarding different agricultural implementation but none of the staff share their knowledge and experience even from different sources such as, friends and media.

Among others, the head gender mainstreaming work process has better understanding towards gender issue, but she has not been given opportunity to train, train and orient her understanding or she couldn't get any positive environment due to biased attitude of officials towards gender concerns. As explained in the above parts, the district agricultural development office head and other work process heads has given priorities to agricultural extension, food security, and natural resources management. The reason for discriminating of the gender mainstreaming work process did not have any logical background. The discriminations were characterised by less budget allocation, no vehicle, no office, and no equipment for the gender mainstreaming work process. On top of that only one employee was assigned. See Appendixes 8-10.

The district women's affairs office head has better understanding towards the availability policy, strategies and its contents as well. But she did not consider communicating of the existing documents as responsibility of her offices. She expects other development offices like agricultural office perform women supportive jobs and submit reports to the women's affairs office. Negligence of the district women affairs office has been contributing to the low commitment of agricultural development office and other development sectors in the district.

From this, one can understand that the district offices and representatives including experts are not sure about what policy document are available in their office for implementing gender mainstreaming. In one hand the gender mainstreaming policies are in place at national and regional levels, but that are not translated and communicated among responsible implementers at lower government structures. Thus, that doesn't have importance for females in the organisation. Studies conducted in the government organisations in Thailand, Cambodia and Laos explains similar truth (Kusakabe, 1999) and termed such condition as "*evaporation*" (Longwe, 1995). In other word formulation of policy and having understanding of people at higher levels, doesn't have guarantee for lower level structures and community unless creating opportunities for equal understandings at all levels.

As it was understood from the result, the district agriculture office considered the incorporating of the gender mainstreaming work process in to its structure and assigning of one person for gender mainstreaming as achievement. There have been no further commitments and action plans to identify the inequalities situation among female and males at organisation.

As the study revealed that district women affairs office has some of women policies, gender mainstreaming strategies and working guidelines better than other development organisations. It is understood that the district women affair office has higher responsibility among others in the district. However, the office has not been exerting its responsibility properly. This shows that even though the district women affair office has clear policy and responsibility at hand, no significant actions have been taken place. From this one can understand that existence of policy alone is not enough

unless it is properly applied and ensured through critical follow up by concerned authorities at all levels.

Concerning participation of district level office heads and experts in the process of gender policy design, it was revealed that none of them were involved. They explained that sometimes heads attended workshops after the policy document and guidelines are development. Since the implementers, the district level experts they did not participate in such cases, they don't feel equally responsible to apply the policy. Thus, in case of the gender policy the heads and majority experts did not give much attention.

This shows that, if implementers did not participate in the process of designing of policies and strategies and not oriented about application, their commitment and attention to that matter would not equal to that a person participated. Thus, this affected the implementation of gender mainstreaming in the office.

5.2. Gender mainstreaming in the organisational elements

The existence of policies, strategies/ approaches and working guidelines can only be effective when there are properly planned activities and implementation. According to the assessment of internal and external organisational elements in extension, natural resource, input supply, gender mainstreaming and planning work process, no any gender mainstreaming activities have been planned and accomplished.

The following table presents the analysis of gender mainstreaming in the organisational elements that are described by using GIOM under 4.3 of result section. This nine box organisational analysis frame work is adopted from Mukhopadhyay, Steehouwer and Wong, 2006.

Table 1 Analysis of Damot Gale District agricultural office organisational gender mainstreaming

Dimension	Organisational Characteristics		
	Mission / mandate	Structure	Human resources
Organisational			
Technical Dimension	Policy and actions <ul style="list-style-type: none"> The organisation mission stated about bringing improvements in agricultural production and productivity. But none of its parts stated gender issue. The mission is translated to strategies, action 	Tasks and responsibilities <ul style="list-style-type: none"> Gender mainstreaming work process established since 2008 and one employee assigned for the position in 2009 Among the five-work process covered by this study (<i>Extension, Input supply, gender mainstreaming, natural resources management and planning, work process</i>), women were 	Expertise <ul style="list-style-type: none"> Number of experts varies during different years. For instance, in the year 2010, there were 5 females and 24 males in the studied work process and the difference existed in years 2008 and 2009 as well. All the 5 female employees are diploma holders Gender issue is not included in job description and appraisal checklists for all

	<p>plans, and approaches. However it's translation did not have connection with gender</p> <ul style="list-style-type: none"> • No monitoring and evaluation manual at the work processes covered under this study • The human resource policy stated affirmative action for women: 10% points for women during recruitment, women are granted paid maternity leave and other benefits. Women have advantages during transfer and promotion. But except the maternity leave no any report on other actions. • Human resources policy document was designed by federal Civil Service Agency, adapted by the regional and provided to the district office. Thus, majority of the employee did not understand the concept of policy. 	<p>assigned in two positions while males hold the rest three.</p> <ul style="list-style-type: none"> • Even though the positions have similar naming i.e., the positions are called "work process"; positions occupied by males have more political power whereas those occupied by women do not have. • The gender mainstreaming work process has similar position name on paper, but in practice its head reports its accomplishments to extension work process instead of reporting to the district agricultural office like other work process with similar position names. • Tasks and responsibilities were allocated based on political attitude of persons. Males were assigned on positions where adequate budget and human resources placed whereas positions occupied by females did not have budget and human resources except the one representative themselves. • Diploma holder female occupies gender-mainstreaming position whereas males who hold bachelor degree occupy the rest work process. 	<p>employees.</p> <ul style="list-style-type: none"> • Only one gender expert is responsible for the whole gender related concerns at organisation and programme level • Except one gender expert, no other experts and heads of the work process trained on gender concepts and practice • Except a few persons the majority staff do not have clear understanding towards gender concepts and practices • The organisation considered knowledge on gender concept as not important to experts assigned for technical and administrative positions.
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Socio-political	<p>Policy influence</p> <ul style="list-style-type: none"> • The district doesn't have its own policy except policies designed and provided by the ministry of agriculture and regional southern region bureau of agriculture. The national politics influence and direct the policies and strategies district office. In a few cases the opposition parties influence policies of the country and the district office as well. • Some donors (EU, USAID and others) put some pressures on the overall policy, which in turn influence district level operations. • Majority of the experts did not have any influence on the policy that was delivered to the district office. 	<p>Decision making</p> <ul style="list-style-type: none"> • Decisions are made based on political orientations • Decisions that made at each work process are in line with politically supported cases • District administrator influences all decisions of the office • The organisation management that is represented by males only, decides on common technical issues and small amount of budget. However the district administration decides on the budget. • Women are not assigned in any decision making areas in the office 	<p>Room for manoeuvring/ innovation</p> <ul style="list-style-type: none"> • There has not been no any innovation and rewards related to gender but for other performances there is some. • As principle employees follow standards set by regional bureau of agriculture. The standard has no gender issue. Therefore, there was no room for innovation beyond that standard. • Procedures has been changing; employees receive frequent orientation from regional or Zonal officials however employees do not have any opportunity to provide comment or new idea • There have been frequent structural changes; forming of new structures dissolving the existing ones, merging and separating departments are common for the district office. In most cases a position that has more women supportive activities were subjected to dissolving and merging. For instance, the 2007 BPR, abolished position that was named as rural women. But when gender issue got political attention it was re-established at the same year.
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Cultural	Organisational culture <ul style="list-style-type: none"> • As a norm; positions such as secretary, cleaner, office messengers has been considered as given to females whereas positions such as organisation head, technical, driver and security guards has been males position. • Male employees consider that increase in female employee in the organisation is a sign of diminishing quality and status of organisation. • It is believed that women do not have capacity to lead agricultural development organisations and programmes. 	Cooperation and learning <ul style="list-style-type: none"> • Cooperation and supports among staff is based on individual interest and relationship rather than organisation's value. • Cooperation is based on specific situation and political power. If someone has political power all employees cooperates up to the maximum limit. But in case if the same person politically demotes nobody cooperates even for the same purpose. • Employees network with kinship, clan, religion, their areas of origin and political attitude. • Learning from employees is not visible within the work processes. • Employee who is responsible for one task doesn't care whether other tasks are accomplished or not. 	Attitude <ul style="list-style-type: none"> • Almost all male employees behave that they are more capable for all technical positions than female employees. • Males believe that females can't drive Motor bicycle, can't travel in farmers' fields, they can't convince farmers as well as agricultural development agents at Kebele level. • Male employees behave that they are more important to the organisation than that of females. • The organisation did not recognise whether female employees have different needs and interests than that of males • The organisation's management doesn't consider individual needs and interest for both female and male employees. • Both male and female experts do not feel comfortable because of higher political orientation of the office than technical one.
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As presented in the table above, in the district office two activities such as incorporating gender-mainstreaming work process in to the structure and assigning of one employee were undertaken since 2008. But specific to the five work process assessed, gender has not been mainstreamed in its plans and accomplishments. The assessment of external and internal organisational elements revealed that the organisation did not have plans, thus there was no significant implementation except those mentioned. The elements analysed in the above nine box are elaborated below.

Policy and action

Regarding organisational policy, the district office did not have organisational gender policy but tries to apply some of the affirmative actions which are stated in the constitution of 1994 as:

" (a) women have the right of maternity leave with full pay. The duration of maternity leave shall be determined by law taking into account the nature of the work, the health of the mother and the welfare of the child and family (b) Maternity leave may, in accordance with procedures prescribed by law, include prenatal leave with full pay and women have the right to participate in the

formulation of national development policies, the execution of projects, and to full consultation in the preparation of projects, particularly, those affecting the interest of women ”.

In this office the heads understood that gender mainstreaming was concern of the gender mainstreaming work process. Due to government imposition from national and regional levels, the district office assigned one gender expert for the whole organisation. Except assigning of the expert the organisation did not allocate any materials and finance for the position.

According to Murison, 2004, for organisation to be able to contribute sustainability to gender equality would have a clear gender policy on its commitment to gender equality, supported by the proactive drive of senior and middle management (political will), and expressed in a written policy or mission. Time –bound strategies to implement policy that are developed in broad consultation with staff, and include mechanisms to ensure that staffs understand the policy and its implications for their everyday work, and the competencies and resources required to implement gender mainstreaming effectively. However, the district agricultural development office did not give any attention and efforts to get to the policies and strategies that are developed at national or regional levels. In addition the office does not have internal gender policy and the political will of the office heads is not clearly identifiable as well.

From this it is possible to conclude that, for the time being the office did not give attention to the implementation of gender mainstreaming. And even though there are policies at different levels it may require some times to be available in the district level. In general, since the need for gender mainstreaming is believed at higher government structures, there is a probability to be implemented in the long run.

Tasks and responsibilities

Concerning allocation of tasks, those tasks and positions considered as important for the organisation; that include agricultural extension, food security, natural resources management and input supply, are granted to males whereas tasks less considered such as gender mainstreaming are given to female employee. The gender mainstreaming work process reports to many structures so she doesn't know who is her real supervisor or boss. Besides, she is not very clear about her authority, power and relations with other staff and work processes. According to Rolinsson, 2008, such structural subjectivity and deficiencies can adversely affect the effectiveness of the organisation, motivation and moral of employee. This is mainly because of absence of standard rules result in decision inconsistency and arbitrary. In addition, it slows decision making; due to inadequate procedures, conflict and lack of coordination as well as failure to innovatively to changing.

To sum up, in this office the allocation of tasks and responsibilities are discriminatory to the gender mainstreaming work process. Since the gender mainstreaming work process did not get equal attention among others in the organisation, the work process did not accomplish any task.

Expertise

As stated in table 1 above, the organisation did not include gender issue in the employee's job description and performance appraisal. Thus, except the one female assigned for gender mainstreaming work process, other employee do not think about gender issue. This situation affects the work off gender mainstreaming section. In this case literature points out two dimensions that include putting responsible person or sharing among others. In case of sharing the responsibilities of gender issue, there is a probability for the gender issue to be diluted and on the other hand if the gender expertise is assigned, there is a probability that the expertise can be marginalised (March et.al, 1999). In many male dominated organisations gender commitment in job description are not

wisely pursued (Wallace, 1998). The concept of the literature directly reflects situation common to the studied office.

Decision making

In the office all decision makers and major technical positions holders are males. But females are not member of the organisation management. With regard to knowledge on gender concepts, the office doesn't consider this as important to employees. As a result gender related trainings have not been provided so far. Thus, employees in the office did not have awareness on gender concepts and practices.

Room for manoeuvre

The overall atmosphere of the organisation doesn't give any encouraging condition or room for manoeuvre (innovation) towards improving gender mainstreaming implementations in the organisation to improve the gender equality.

Organisation Culture

Male employees consider themselves more important to the organisation than females. This is because, like many males who brought up in a patriarchal social system, the male employees have such a patriarchal mentality, and they feel superiors over women. As research revealed that some of the patriarchal culture of Ethiopia are that; the society keeps women in a subordinate position. Other literature states about the existence of beliefs that consider women are docile, submissive, patient, and tolerant of monotonous work and violence (Hirut, 2004).

Mainly Ethiopian society is socialised in such a way that girls are held inferior to boys. In the process of upbringing, boys are expected to learn and become self-reliant, major bread winners, and responsible in different activities, while girls are brought up to conform, be obedient and dependent, and specialise in indoor activities like cooking, washing clothes, fetching water, caring for children, etc. (Haregewoin and Emebet, 2003; UNFPA, 2006).

This is a widespread understanding of heads as well. As norm females perform lower profile jobs such as secretary, cleaning, messenger, record keeping, tea and coffee servants.

According to literatures an organisational culture which is male- biased in terms of attitudes, recruitment, working conditions, structures and procedures, 'discriminates against female staff. Organisational culture was mentioned as constraint (Wallace, 1998).

Attitude

As far as this study is concerned, the office did not have a person who is wilfully, authorised and with legitimate power to lead the implementation of gender mainstreaming in the organisation. There were several misunderstandings about implementation of gender mainstreaming. The misunderstanding was that heads and some experts perceive gender mainstreaming activities as independent activity like food security or other agricultural activity. Some other experts understand that males are discriminated because of the additional points given to women during competitions for positions or transfers. Furthermore some others understand that the maternity leave during giving birth, and 10% additional point for females during recruitment, as if the office brought by its efforts. And also some experts and heads as a performance of the organisation considered it. Particular example, when the head was asked about gender mainstreaming implementation, he said; "our organisation provides paid maternity leave to females, we give 10% bonus to females during recruitment or transfer".

5.3. Evaluation of gender mainstreaming implementations of the district agricultural office

According to the study, the district agricultural development office doesn't have clear gender mainstreaming plan at the organization level. However, there were some implementations that are carried due to the government orientation and instruction from national to regional levels. The following table presents the evaluation of the district implementation status on the basis of the regional gender mainstreaming standard set for the agricultural development offices.

Table 2 Evaluation of implementations from 2008-2010

Gender guideline developed in 2007	Implementations since 2008	Justifications /reasons
Promote the use of PRA and tools to mobilize the participation of women and men in problem analysis and priority setting and to tap their knowledge and experiences	Not planned and accomplished since 2008.	<p>Training on use of tools have not been provided at district level and the activity is not budgeted</p> <p>The district women affair office doesn't provide support and follow up however the district women affairs office is responsible for support and follow up of gender activities by other development sectors</p>
Carry out gender analysis in order to identify problems, constraints and opportunities for enhancing gender in the division of labor, access to resources and decision making and for improving the position of women	The organization doesn't apply gender analysis for it organizational and community development plans as well.	<p>The organization's planning and reporting formats are not gender aware; in all formats units of measurements are hectares, Kilograms, seedlings</p> <p>It doesn't mention people and sex. Reason for that is formats come from region to districts therefor, the office has obligation to report based on that (top down).</p> <p>No any training has been given to employees how to carry out gender analysis.</p> <p>District women affair office doesn't support and follow up works related to gender issue</p>
Identify and support women and men farmer innovators and dissemination from innovator farmers to other farmers	In most cases males participate in such occasions. Currently women get opportunity to join their husbands and also in the areas of vegetable production and garden management women are given motivation awards.	Women are considered effective in gardening and homestead farming that that of men.

Undertake gender awareness Programmes at community level to influence change cultural values and attitudes that support gender inequality and hinder women's participation in decision-making.	The office did not accomplish yet, no future plan and budget as well.	The office considers such activities a responsibility of women affairs office however the district women affairs office doesn't give any support
Undertake gender sensitization Programmes for development agents from farmers' Training Centers	Not accomplished	Gender mainstreaming work process doesn't have budget. No support and follow up from district women affair office
Review training manuals of farmers' training Centers from the gender point of view	There is no any plan to review the manual however the manual is considered as important for scaling up strategy of the agricultural sector.	Manuals comes from region there for district office doesn't have such responsibility In addition to that district office staff did not get training on concepts of gender so they do not have knowledge to review the manual No support from district women affair office
Together with the target communities, develop procedures and guidelines to ensure women's and men's participation in all agricultural development activities	There are practices of scaling up on which some farmers participate but not all. Its main focus is on improving agricultural production and productivity.	The office prioritizes enhancing of production to ensure food security therefor gender issue did not get as such attention. The district women affair office doesn't give support and follow up
Implement gender awareness Programmes among the communities to influence change of negative socio-cultural values that affect women's access to decision making over productive resources	In this area the office oriented some elites, who are all male. No sufficient awareness raising action has been taken place	Land administration section gives more attention to measurement and distribution of land. In addition there is no adequate budget for awareness trainings of the entire community
Develop procedure and guidelines that would guarantee women's and men's equal participation in planning and implementation process	The organization uses its conventional agricultural development approaches. No any change has been seen since 2008	As mentioned above the office uses guidelines developed by regional bureau of agriculture and Finance. The district women affair office doesn't provide such guidelines even though the office is responsible to follow up and support implementations of gender activities by other

		development sectors
Provide gender awareness and analysis training to staffs	Except few development agents no other staff has got training	No budget for training; no commitment of the office and no support and follow up from district women office
Conduct gender awareness training for decision makers and staffs at all levels	Not planned and accomplished yet	Since all decision makers are males, they do not have much interest on it. In addition the district women affairs office did not have any support and follow up

NB: The analysis in the above table is in comparison to key issues of Gender Mainstreaming Guideline of Southern Nations Nationalities and Peoples Region, Bureau of Women Affairs 2007. Hawassa, Ethiopia

Given constitutional supports, policy initiatives and working guidelines in place for implementing gender mainstreaming, the implementations so far are not in line with all the initiatives. The district agricultural office has not been using the gender mainstreaming guideline for implementations in the organizational. The only activities that have been accomplished are incorporating of gender unit and assigning of one employee for the position. The implementations did not have significant contributed to improvements in sharing power relation among females and male employees in the organization. That is there are no significant improvements in gender equality in the organization.

As identified during the study, there have been many interlinked reasons for failures in implementing gender mainstreaming. At first place, the office did not assign adequate and qualified personnel for gender mainstreaming department. There is only one female assigned for the position and she has a diploma in home economics. Besides to that the section doesn't have budget, vehicle, office (room), equipment and furniture. The reason for assigning of inadequate personnel, financial and other materials is because the district office gave less attention to the section.

Discrimination of the gender mainstreaming department by the district agricultural development office is because all the decision makers of the office are males who grown up in the patriarchal societal system. According to Hadjipateras (1997) states such situation a resistance from senior management and cultural resistance. The other reason for failure in implementation is that the district women affairs office that is responsible for supporting and follows up of implementation of gender mainstreaming in different development sectors, doesn't exert its responsibility. This in turn is because the district women's affairs office doesn't have adequate and skilled personnel, limited financial and none financial resources, and above all lack of legitimate power to allocate tasks, monitor implementations of other sectors and to take corrective actions in those offices.

In the district, the women's affairs office is the marginalized one among other similar offices. But with the whole discriminatory resources allocation, the women's affairs office is responsible to ensure effective implementation of gender mainstreaming in the district. But this office has less qualified staff; there are 9 employees comprising of 5 females and 4. Except one female, head of the office, others have diploma and below. They have less capacity to facilitate and to support the implementations of the agricultural development office.

In general, implementation of gender mainstreaming has been subdued by layered reasons. All the layers are due to the existence of male dominance at the district administration and in the agricultural office as well. Males dominated all political, managerial and technical positions and they want to maintain power at male's hands.

Even though the organization's implementation is small, Sandler (1997) argues that, gender mainstreaming is a process rather than a goal. The author emphasizes on the importance of identifying the aspects of gender mainstreaming, the opportunities overall constraints to implement a comprehensive strategy. Likewise, it is possible to consider the implementation of the district office as potential beginnings since there have been no gender unit and gender personnel in the office before.

5.4. Opportunities and constraints or barriers for Damot Gale district agricultural office for implementing gender mainstreaming

The following table presents summary of opportunities and constraints or barriers for implementing gender mainstreaming.

Table 3 Opportunities and constraints or barriers for Damot Gale district agriculture office

Opportunity	Constraints or barrier
<p>Concerning policy and structures</p> <ul style="list-style-type: none"> • The government of Ethiopia is one of the signatories of the Beijing Plat for Action of the 1995, for the advancement of women • Formulation of Ethiopian National Policy on Women in 1993 • Declaration of women right in Article 35, of the 1994 constitution of Ethiopia and equal right of women regarding property ownership including land • Establishment of Women affairs office from Federal to district levels (from 2004 onwards) • Developing of National Gender Action plan for Gender Equality (2006) • Developing of Regional gender mainstreaming Guideline • Establishment of gender mainstreaming units in major development and legal sectors and assignment of gender officer/focal person 	<ul style="list-style-type: none"> • Policy, strategy and working guidelines are not clearly understood by district office heads and other experts • Design of policies, strategies and working guidelines are not participatory: district office heads and experts did not participate during policy design process-it is top down approach • Strategies and working guidelines are not translated practicable manuals at district level • Lack of awareness on women of their rights • The policies and strategies are not properly delivered to district office for implementation • Lack of institutional capacity of district women's affairs office • Maltreating the justice system towards women • Organisation mission doesn't address the managerial skill development for females • Decision making positions are male dominated and females are limited at low level jobs
<p>Implementations</p> <ul style="list-style-type: none"> • Indicators are developed at national 	<ul style="list-style-type: none"> • Lack of budget (zero budget) for gender mainstreaming work process

and regional levels for measuring performance	<ul style="list-style-type: none"> • Insufficient number and less qualified of employee • Lack of office and equipment • Lack of awareness among officials and experts on gender issue • Weak organisational structure for monitoring and evaluation of performances • Lack of gender sensitive planning and implementation trend • No gender training to the entire employees and mangement
<p>Socio-Cultural</p> <ul style="list-style-type: none"> • There is a possibility for changes in social norms and cultural taboos when improvements in women and men education and economic empowerment. In this case more women will understand their rights and duties. In addition males will change attitude and take will play their roles. 	<ul style="list-style-type: none"> • Patriarchal attitude of male employees • Male oriented organisational culture that gives superiority to male employees • Deep rooted beliefs and cultural influences which led women to give less status for themselves and by the community as well • Low educational status of female employees in the office

To summarise and conclude the points of the above table, the formulation of women policies, strategies, working guidelines and structural arrangements are an opportunity for implementing gender mainstreaming. But limited instrumentality of the policies and strategies, imposition of the policies and strategies from national and regional to the district level, lack of close collaboration between district women's affairs office and agricultural office, inadequate resources allocated to gender mainstreaming unit, marginalisation of the unit in the entire office and patriarchal attitude of male decision makers in the office are main constraints that hampered the implementation. In addition, lack of commitment of the decision makers in the office, powerlessness of the gender unit, limited understanding and unwillingness of the office heads and experts towards the concept of gender mainstreaming, and lack of gender sensitive planning, monitoring and evaluation systems towards gender mainstreaming are also constrained from using those opportunities. The work of Hadjipateras (1997) states related situations about the opportunities and constraints in implementing gender mainstreaming.

CHAPTER SIX

6. CONCLUSION AND RECOMMENDATIONS

6.1. Conclusion

The objective of the study is to find out opportunities and constraints for implementing gender mainstreaming in Damot Gale district agricultural office by assessing the implementation of gender mainstreaming in the organisational elements and to recommend improvements for future implementation. The research revealed that government at federal and regional levels created good opportunities such as formulating policies, strategies and working guidelines as base and an instrument to be applied to support the implementation of gender mainstreaming. However, limited instrumentality of the policies, strategies and guidelines, and limited understanding of the office heads and experts towards implementing gender mainstreaming backed by males resistance and influence of patriarchal culture altogether hindered the effective implementation and thus, gender inequality is persisting in the office.

This conclusion is drawn from findings of the study in which methods and sources of information were triangulated. The triangulation encompassed secondary data collected during desk study and primary data that are collected systematically from district agricultural office and district women's affairs office. The conclusion is made by ensuring all the research questions that are answered by the study.

The study revealed that there are various gender policies, strategies and working guidelines that have been developed at federal and regional levels. And the policies are in line with the international declarations that can be able to improve gender equality in the focused area. Among others, Article 35 of the 1994 country's constitution, The National Policy on Women of 1993, The National Action Plan for Gender Equality of 2006, The National Machinery which Entrusted with Women's Issue, and Southern Nations Nationalities and Peoples Region gender Mainstreaming Guideline of 2007 are the major ones.

However, the district agricultural development office heads and experts at large do not have clear understanding about those policies and its application at the ground. This is because the policies and strategies are imposed by the higher-level structures without involving the district level implementers. As presented in the result part of the study, none of the district office heads and experts participated in the policy design and they are not well oriented on how to apply those policies and strategies. In addition, the policies documents are not available at the office.

The district agricultural development office does not have organisational gender policy and gender sensitive monitoring and evaluation system. In addition the organisation's mission and strategy doesn't have any gender concern.

The district agricultural office did not get any technical and follow up supports from the district women affairs office, despite the women affairs office is responsible for ensuring the effective implementation of gender mainstreaming by all development sectors in the district. In addition, even though the district women affairs office is responsible for communicating policy documents and implementation reports with those sector offices, the district agricultural office did not get any policy document from the women affairs office.

The district women affair office by itself is the most marginalised office in the district. It doesn't have adequate human power and other resources and decision power over those development sectors in the district in order to be able to monitor their implementation. According to the study, the district women affairs office doesn't have capable technical person to support and follow up the gender mainstreaming implementations at the entire district.

As the study revealed, the gender mainstreaming activities that have been undertaken by the district agricultural office were incorporating gender mainstreaming work process in to the office's structure and assigning of one employee for that position. However, as stated in the policy documents, working guidelines and other literatures, gender mainstreaming activities are not only incorporating of the work process and assignment of person but also include different activities like raising awareness of women and men stakeholders towards gender equality and improving women participation in decision making in the organisation as well.

The office has not been effective in mainstreaming the gender perspectives in its organisational elements. The organisation considered putting the gender mainstreaming work process in to organisations structure and assigning of person for that position as a greater gender mainstreaming implementation. This is because the organisation's heads and experts don't have clear understanding about how to mainstream gender into organizational elements because of lack of the necessary training and awareness on gender mainstreaming.

The mission, inputs and outputs are not gender sensitive or gender has not been mainstreamed in these elements. In allocating organisational inputs such as financial and none financial resources, gender mainstreaming department is discriminated. This is reflected in the study, as gender mainstreaming department doesn't have office, budget, vehicles, equipment's and furniture.

Moreover, gender mainstreaming has not been carried out in the strategy, structure, staffing, style of management, and organisational culture. The organisation strategy did not have gender specific component. It focuses only on improvement of agricultural production and productivity. Concerning structure, all the decision makers are males. And positions occupied by male have high payment rates whereas positions occupied by females are less paid. Only one diploma holder female is assigned for gender mainstreaming department.

However, in the other similar positions much more number of employees with higher qualifications (who have Bachelor degree) is assigned. The representative of gender mainstreaming unit is not a member of the organisation's management committee. She doesn't have clear understanding about her supervisor and as a result she reports to different bosses. She doesn't have clear terms of references with regard to working relation with other work processes in the office. Totally the gender mainstreaming work process doesn't have any authority regarding the implementation of gender mainstreaming in the entire office.

Formulation and availability of different policies on women and strategies for gender mainstreaming are opportunities for gender mainstreaming. In particular, opening of women's affairs office at district level, incorporating of the gender mainstreaming work process in to the organisation's structure and assigning of person for the section is an opportunity for gender mainstreaming. And these are potential steps for implementation of gender mainstreaming in the future.

The main constraints in mainstreaming gender in the office are low attention given by the office head to gender issue, limited practicability of the gender mainstreaming policy and strategies, lack of office, equipment, vehicle, inadequate budget, and inadequate number of employ for the department. Reason of less attention given to the section is because the office is male dominated, lack of gender related training for the experts and heads of the organisation. Lack of awareness on gender issues and patriarchal attitude of the heads in the office are also the main driving factors to unsuccessful implementation.

Moreover, the organization policy and program documents did not have standards for gender mainstreaming which do not adequately guide on how to address the needs of female and male employees starting from planning phases to outputs and benefits mainly sharing of power among female and male employees in the office.

On top of that, majority males do not believe that females deserve equal power at any place. Men resist accepting gender equality. And also some women at the office level believe that men are created superior to women. The resistance of females and males towards women right and gender equality is predominantly due to the influence of patriarchal societal system prevailed in the study area.

6.2. Recommendations

To improve gender equality in the organisation, the effort on implementing gender mainstreaming should be made inclusive of all relevant stakeholders. Gender mainstreaming efforts and strategies should be well organised and networked. The district women's affairs office and office should have close collaboration in implementing of the gender mainstreaming activities; and gender mainstreaming sections must have clear responsibility, authority, and accountability and decision making powers.

Designing of policies, strategies and working guidelines by higher government structures and imposing of those policies to the lower level structure will not bring the required changes in sharing of power relation in the office. Based on the study, the following recommendations are forwarded: At first place the higher government structures should actively involve district level officials and experts in the process of policy, strategies and working guidelines instead of imposing those policies and guidelines from top to bottom. The following recommendations are forwarded to district administration, district women affairs office, district agricultural development office and gender mainstreaming department in the agricultural office; and the period for commencing actions is dependent on the organisations readiness.

- Development of joint implementation action plan and monitoring and evaluation framework by district women affairs office and district agricultural office to set specific standards for measuring the performances
- To successfully mainstream gender in development interventions and translate this concept into practical implementation, clear political will, adequate budget and human resources should be allocated by the district administrator and agricultural office heads,
- Communicating the gender related policies, strategies and guidelines in between district women affairs office and district agricultural office,

- In agricultural office gender auditing in creating awareness where gaps are observed in achieving gender equality and to set standards and terms of references for future implementations towards gender mainstreaming,
- Investigate traditional barriers and harmful practices which hinder or limit the full participation of women on decision making in the agricultural office.
- Setting clear responsibility and accountability to heads, district women affairs office, gender mainstreaming work process and agricultural development office experts by collaboration of the district administration, women affairs office and agricultural office
- Adequate personnel and other resources to district women affairs office and gender unit of the agricultural office by the district administrator, women affairs office and agricultural office,
- Persistent attention towards achieving gender equality should be provided in all planning cycles by women affairs office and agricultural office
- Establishing and maintaining effective information flow among relevant stakeholders at higher structures and district levels by the women affairs and agricultural office
- Trainings by district women's affairs office to heads and experts of the agricultural office to raise awareness and skill development on gender equality, gender mainstreaming and women's human rights
- Trainings by women's affairs office to district experts and heads on gender analysis and planning, participatory need assessment and gender disaggregated data collection and reporting,
- Well-organised advocacy by district women's affairs office and by agricultural office at district level against the patriarchal culture and prejudice against women right,
- Improve relationship with development partners and integrate and coordinate planned activities and resources (e.g.. district finance office, agricultural development office and women affairs office),
- Up-grade the career of women who are already assigned on decision -making positions and encourage women to have equitable leadership roles with men,(e.g. Placing in management positions and training them) in the agricultural office
- Ensure equality between women and men in decision making in the office

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APPENDIX 1.

Interview questions for Damot Gale district agricultural office department heads & experts focus group

Concepts	Dimensions	Indicators	Interview questions for data collection
1. Formal Institutions (Laws, policy and strategies)	At organisational level Employee recruitment, organisation structure, reward system, Knowledge, skill	<ul style="list-style-type: none"> No. of policy and strategy formulated Role and responsibilities of agricultural and rural development office Term of references for implementation and performance measurement Participation of female and male employee of the office <p>Decision making</p> <ul style="list-style-type: none"> % of female employees to male employees % of female experts, to male, % of female section heads and organisation heads % women representative to men in community development committee, land management committee, credit committee and in other development activities 	<p>I. Policy and strategies</p> <ul style="list-style-type: none"> Do you have any information about policies and strategies on gender mainstreaming? At international, national, regional and organizational levels? Which one of the gender policy documents defines role and responsibility of agricultural and rural development office regarding gender mainstreaming? What are terms of references for gender mainstreaming in agricultural and rural development office? Did your organisation participate during formulation of the gender mainstreaming policies? How did you participate? Who (female or male) represented your office during policy formulation?
2. Implementation of policy and programmes	Implementation of activities in reference to: Translating policy to actions and developing methods	<p>No. and category of documents produced,</p> <p>No. of documents translated to actions, methods and work manuals at organisational and community level</p>	<p>II. Implementation</p> <ul style="list-style-type: none"> What are the activities that have been undertaken in the organisation to achieve gender equality since 2008? To what extent the policy and strategies developed are translated to practical methods and manuals?

2.1. Women and men's consciousness	<p>and manuals for implementation</p> <p>Awareness raising on gender equality</p>	<ul style="list-style-type: none"> • Types of activities undertaken to improve employees on gender issue • No. of gender awareness rising training provided • No. of female and male participated in the training • Tools developed to evaluate outcome of the training 	<ul style="list-style-type: none"> • Does your organisation have internal gender policy? • Did your organisation make any changes in the internal and external organisational elements?
2. Formal Institutions: laws, policy, structure	Organisational policy, programme, structure	<p>Organisation's policy, mission, objective, programme, structure, employment</p> <p>Assigning focal person (point)</p> <p>Budget allocation</p> <p>Monitoring and evaluation system</p> <p>Formal reporting system</p>	<p>2 . At organisation level</p> <p>2.1. Mission/ mandate, structure and human resource</p> <ul style="list-style-type: none"> • Is your organisation's mission gender sensitive? • Who participated during organisational policy design? • Do you have any procedure for preparing annual and other operational plans? • Is there gender focal point in your organisation? • What is the role of the gender focal point? • How many experts are there in the gender focal point? • What is the educational qualification of gender focal point? • How the gender focal point (representative\head) participates in decision-making in the organisation? • Does the gender focal point have budget? • For what purposes the gender focal point use the budget? • Does the gender focal point have its own office, office equipment's and transportation means?

			<ul style="list-style-type: none"> • To whom the gender focal point reports? • What are the opportunities, constraints and barriers in mainstreaming gender at organisational level?
3. Informal culture	Organisational culture, cooperation among each other, learning and attitude	Image, women friendliness, reputation, support, willingness to change, belief, gender stereotype, open discussion among male and females about gender issue	<p>3. Organisational culture</p> <ul style="list-style-type: none"> • Does your organisation promote teamwork, involving both women and men and gender expert? • Do employees in your organisation support each other in problem solving and identification of challenges related to gender mainstreaming? • Whom do you think the most important employee (hero) in your organisation? • Is there any ground for gender expert to bring new idea and method to mainstream gender? • What are the opportunities, constraints and barriers for gender mainstreaming from organisational culture perspective?

Date July 20, 2011

APPENDIX 2- Checklist for district agricultural office key informants

Name-----

Education Background-----

- What do you understand about gender?
- Have you ever participated in any training related to gender?
- Who organised the training, when? For how long? Where?
- What do you understand about gender mainstreaming?
- Do you know any policy on gender and gender or gender mainstreaming?
- Does your organisation mainstreaming gender?
- How is the gender mainstreaming process going on?
- Does your organisation have monitoring and evaluation system?
- How does your organisation monitor and evaluate gender related performances at organisation level?
- Does your organisation have internal gender policy?
- How does your organisation participating in policy design?
- What is the role of your organisation in gender mainstreaming?
- What opportunities are there for your organisation to mainstream gender?
- What constraints/barriers did your organisation face in implementing gender mainstreaming?
- What changes do you propose for the future improvements?

APPENDIX 3

Checklist for district head women's affairs office

Name -----

Education-----

- How is gender mainstreaming going on at district level?
- What are the opportunities for mainstreaming gender at district level?
- What are the responsibilities of your organisation towards gender mainstreaming?
- How do you exert your responsibility towards gender mainstreaming in agricultural development office in the district level?
- Do you have any follow up mechanism towards implementation of agricultural development office regarding gender mainstreaming?
- What are the main results found after gender mainstreaming carried out?
- What constraints and barriers faced during implementation?
- How did you overcome the above-mentioned constraints/constraints?

Date 26, July 2011

APPENDIX 4 -Checklists for agricultural development office gender work process head

Name-----, Education-----

- Which gender policy, strategy and working guidelines do the gender work process uses for the gender mainstreaming?
- What is the role and responsibility of gender mainstreaming work process?
- To whom the gender focal point reports to regarding administrative and technical issues?
- How does the gender focal point coordinate the activities with other work processes?
- How does gender mainstreaming going on in agricultural development office?
- What activities have been accomplished at organisation levels to improve gender equality?
- How does the agricultural development office support the work of gender focal point?
- Do you get any support from district women affairs office?
- How does the gender focal point monitor the implementation of regarding gender mainstreaming?
- Is there any change that comes after 2008 towards gender equality?
- What are the opportunities for your section to mainstream gender?
- What are the barriers and constraints for mainstreaming gender?
- What changes do you propose to improve gender equality than before?

APPENDIX 5

Format for secondary data collection- organisational inputs

Format for data collection

Damot Gale district agricultural development office: organisation elements

External components

Year _____

Descriptions	Female				Male						
	Diplom a	Degre e	Master	Total	Diplom a	Degre e	Mast er	Total			
II. Other resources											
Resources	Work process										
											Remarks
	Unit	QTY	Unit	QTY	Unit	QTY	Unit	QTY			
1. Vehicles											
2. Motor Bick											
3. Computer s											
4. Office											
5. Budget											
Total											

APPENDIX 6

Format for secondary- organisational out put

Format for data collection

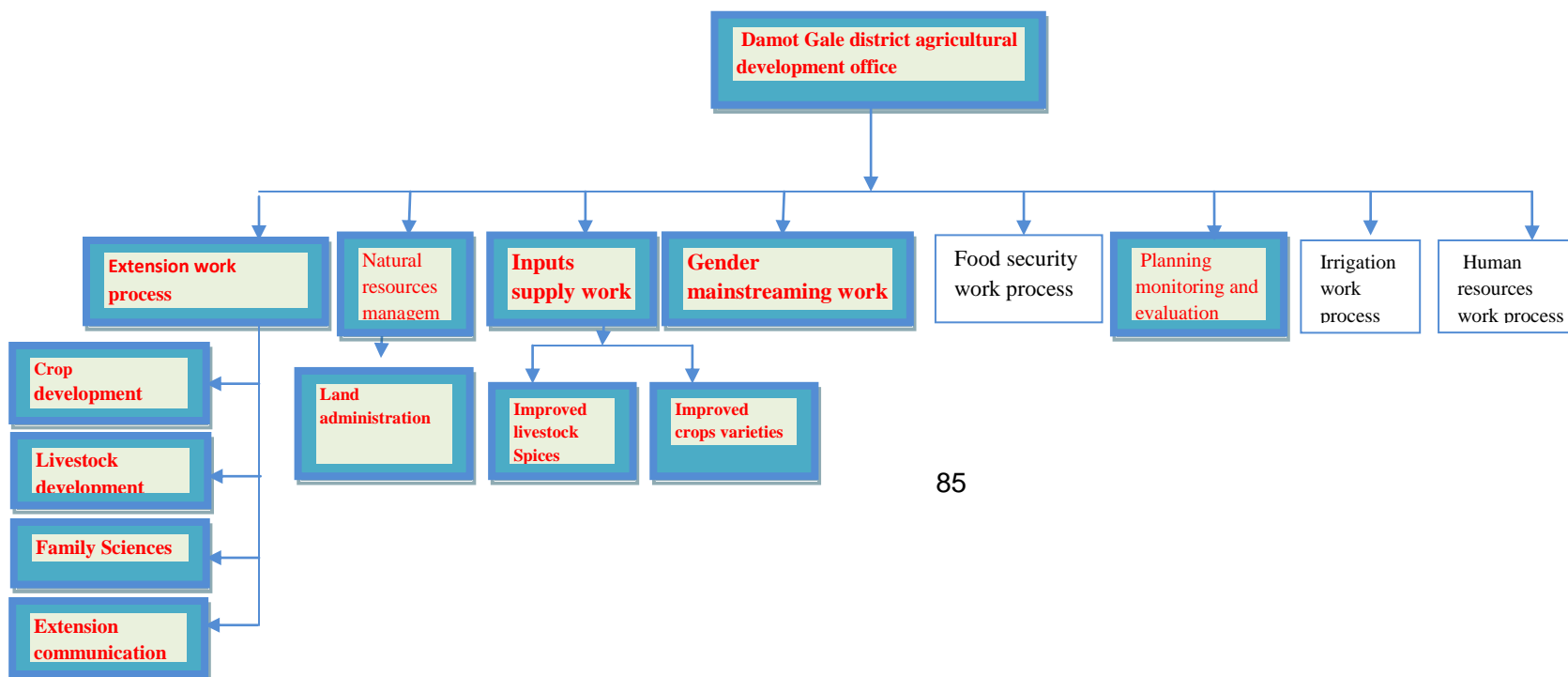
Format for secondary data collection from Damot Gale district agricultural development office

Outputs for the year _____

Work processes					Remarks
	Unit	Plan	Achievement	Variation	

APPENDIX 7

Figure 2. Damot gale district agricultural office organogram



85

Source: Damot Gale district agricultural development office revised strategic plan for the years 2010-2015.

NB. Out of the boxes the research focused only on blue colour shaded ones

APPENDIX 8: Inputs

Table 4 Damot Gale district agricultural development office organisational inputs year 2010/11

Description	Female				Male						
	Diploma	Degree	Master	Total	Diploma	Degree	Master	Total			
I. Staff											
1. Extension work process											
• Crop development sector	1			1	2	1		3			
• Livestock development sector					5	3		8			
• Extension communication sector											
• Family sciences sector	1			1							
2. Natural resources management work process											
• Land use and management sector					1	5		6			
3. Improved input provision Work process											
• Improved livestock varieties					1	1		2			
• Improved crop seed varieties	1			1	1	4		5			
4. Development plan monitoring and evaluation work process	1			1							
5. Gender mainstreaming	1			1							
Total	5			5	10	14		24			
II. Other resources											
Resources	Work process										
	Extension		NRM		Input		Planning		Gender mainstreaming		Remarks
	Unit	QTY	Unit	QTY	Unit	QTY	Unit	QTY	No.	-	
6. Cars	No.	1	No.	-	No.	-	No.	-	No.	-	
7. Motor Bick	No.	5	No.	4	No.	1	No.	-	No.	-	
8. Computer	No.	1	No.	1	No.	-	No.	-	No.	-	
9. Office	No.	5	No.	3	No.	1	No.	1	No.	-	
10. Budget	ETB	20,000	ETB	12,000	ETB	8000	ETB	1000	ETB	-	This budget is designated for operational expenses

Source: Dmaot Gale district agricultural development office

APPENDIX 9: Inputs

Table 5 Dmaot gale district agricultural development office inputs for year 2009/10

Description	Female				Male						
	Diploma	Degree	Master	Total	Diploma	Degree	Master	Total			
I. Staff											
1. Extension work process											
1.1. Crop development sector	1	-		1	2			2			
1.2. Livestock development sector	-			-	3	2		5			
1.3. Extension communication sector						1		1			
1.4. Family sciences sector	1			1							
2. Natural resources management work process											
2.1. Land use and management sector	-	-	-	-	4	5		9			
3. Improved input provision Work process											
3.1. Improved livestock varieties					1			1			
3.2. Improved crop seed varieties											
4. Development plan monitoring and evaluation work process	1			1	-	1		1			
5. Gender mainstreaming	1			1	-	-		-			
Total	4			4	10	9		19			
II. Other resources											
Resources	Work process										
	Extension		NRM		Input		Planning		Gender mainstreaming		Remarks
	Unit	QTY	Unit	QTY	Unit	QTY	Unit	QTY	Unit	QTY	
11. Cars	No.	1	No.	-	No.	-	No.	-	-	-	
12. Motor Bick	No.	7	No.	4	No.	1	No.	-	-	-	
13. Computers	No.	1	No.	1	No.	-	No.	-	-	-	
14. Office	Room	5	No.	3	No.	1	No.	1	-	-	
15. Budget	ETB	13,605	ETB	4,535	ETB	7,256	No.	907	-	-	This budget is designated for operational expenses

Source: Damot Gale district agricultural development office

APPENDIX 10: Inputs

Table 6 Damot gale district agricultural development office organisational inputs year 2008/09

Descriptions	Female				Male						
	Diploma	Degree	Master	Total	Diploma	Degree	Master	Total			
I. Staff											
1. Extension work process											
• Crop development sector	1			1	2	-		2			
• Livestock development sector					4	3		7			
• Extension communication sector						2	-	2			
• Family sciences sector	1			1							
2. Natural resources management work process											
• Land use and management sector	-	-	-	-	-	-	-	-			
3. Improved input provision Work process											
• Improved livestock varieties	-	-	-	-	2	-	-	2			
• Improved crop seed varieties	-	1	-	1	-	2	-	2			
4. Development plan monitoring and evaluation work process	-	-	-	-	-	-	-	-			
5. Gender mainstreaming	-	-	-	-	-	-	-	-			
Total	2	1	0	3	8	7	0	17			
II. Other resources											
Resources	Work process										
	Extension		NRM		Input supply		Planning		Gender mainstreaming		Remarks
	Unit	QTY	Unit	QTY	Unit	QTY			Unit	QTY	
16. Cars	No,										
17. Motor Bick	No.	10	No.	4	No.	2	-	-	-	-	
18. Computers	No.	2	No.	1	No.	-	-	-	-	-	
19. Office	Room	5	Room	3	-	1	-	-	-	-	
20. Budget	ETB	7,230	ETB	5122	ETB	4512	-	-	-	-	The budget is allocated for operational expenses

Sources: Damot Gale district agricultural development office

APPENDIX 11 : Outputs

Table 7 Organisational outputs for the year 2010/11

Work processes	Unit	Plan	Achievement	%	Variation	Remarks
1. Extension work process						
1.1. Crop development						
• Cereal	Hectare	2617	2880.5	110	+ 10	
• Pulses	>>	2827	3354	118	+ 18	
• Grain	>>	2760.65	3586	129	+ 29	
• Roots	>>	23145	2803	12	88	
• Vegetables	>>	212.5	146	68	32	
1.2. Coffee and spices						
• Preparing hall	Hall	2260500	226000	100	100	
• Planting	No.	3,140,000	1883559	83.3	16.7	
• Composting	M3	5250	5213	99	1	
1.3. Livestock development						
• Crossbreeding and improved milking bred	No.	7150	8920	124	24	
• Fattening oxen	>>	7360	10128			
• Sheep	>>	3087	4195			
• Goat	>>	600	983			
• Fodder development	Seedlings	85000	95000			
• Fodder distribution	Seedling	85000	95000			
• Area closure	Hectares	300	381			
1.4. Extension communication						
• Awareness creation	People	789	789	100		
• Forming extension group	Group	789	789	100		

• Field day for good practices on crop protection	Male farmers	120	268			
	Female farmers	20	17			
• Post-harvest technology training	Farmers	25353	18250			
• Family package training for experts and DAs	No	400	312			
• Introduction of improved technology to FTC for demonstration	No	29	31			
• Modular training in FTC	Male farmers	1800	60			
	Female farmers	60	0			
• Motivation reward						
○ Reward at kebeles level	Male Farmers	62				
	Female Farmers	33				
○ Reward at Zonal level	Das	3	3	100	0	
	Experts	2	2	100	0	
2. NRM						
• Land measurement	Mhh	265	265			
	Fhh	125	125			
• Land measurement in hectares	Mhh	174	174			
	Fhh	56	56	100		
• Land ownership certificate	Mhh	204	204	100		
	Fhh	120	120	100		
• Awareness raising training						
• Development agent	No.	31	93			
• Experts	No.	3	3			

• Land use committee	No.	100	110			
• Farmers training	No.	350	400			
• Distribution of leaflets	No.	500	500	100		
• Formation of land administration and use committee	No.	100	115	155		
• Participatory land use planning training	No.	93	93	100		
3. Input supply						
3.1. Improved livestock variety						
• Three months hen	No.	2600	1752	67		
• Forage distribution (elephant grass)	Cutting	2,500,000				
3.2. Improved crop seeds						
• Maize	Quintal	500	364	72.8		
○ Wheat	Quintals	63	547.7	77.8		
○ Teff	Quintals	466	55.45	18.5		
○ Beans	Quintals	223	30.65	13.9		
○ Vegetables	Quintals	7.1	5.70	81		
○ Spices and coffee	Quintals	10	7.92	79.2		
○ Potato	Quintals	298	323	108		
4. Gender Work process						
• Awareness rising training for DAs	Session	120	34	28		
• Awareness raising training for farmers	Session	300	200			
• Follow up and monitoring of on gender mainstreaming by each sectors	Follow up	4	4	100		
• Follow up on farmers extension services	Follow up	4500	2000	0		
• Women time and energy saving technology	Technology	150	70	46		

• Income generation activities for women	Activities	30	30	100		
• Ensuring rural women participation in cooperative	Members	1500	1300	86		
• Livestock and crop development package	Package	200	200	100		<ul style="list-style-type: none"> - Focusing on recurrent/daily routine works - Shortage of vehicle - Time shortage

Source; Damot Gale district agricultural development office

APPENDIX 12: Outputs

Table 8 Organisational outputs for the year 2009/2010

Work processes	Unit	Plan	Achievement	%	Variation	Remarks, constraints and barriers
3. Extension work process						
3.1. Crop development Cereals, grains, pulses, roots, vegetables coffee and spices	Hectares	29282.37	29267.15	99.95		
3.2. Livestock development						
• Crossbreeding and improved milking bred	No.					
• Fattening oxen	>>					
• Sheep	>>					
• Goat	>>					
• Fodder development	Seedlings					
• Fodder distribution	Seedling					
• Area closure	Hectares					
3.3. Extension communication						

• Awareness creation	People					
• Forming extension group	Group					
• Field day for good practices on crop protection	Male farmers					
	Female farmers					
• Post-harvest technology training	Farmers					
• Family package training for experts and DAs	No					
• Introduction of improved technology to FTC for demonstration	No					
• Modular training in FTC	Male farmers					
	Female farmers					
• Motivation reward						
○ Reward at Kebeles level	Male Farmers					
	Female Farmers					
○ Reward at Zonal level	Das					
	Experts					
4. NRM						
• Land measurement	Farmers					
• Land measurement in hectares	Farmers					
• Land ownership certificate						
• Awareness raising training						

○ Development agent	No.					
○ Experts	No.					
○ Land use committee	No.					
○ Farmers training	No.					
○ Distribution of leaflets	No.					
○ Formation of land administration and use committee	No.					
○ Participatory land use planning training						
5. Input supply						
4.1. Improved livestock variety						
○ Three months hen and cokes	No.	1854	520	28	72	
○ Poultry feed	kg					
4.2. Improved crop seeds						
• Maize	Quintal	800	472	59	41	
• Wheat	Quintals					
• Teff	Quintals					
• Beans	Quintals					
• Vegetables	Quintals					
• Spices and coffee	Quintals					
• Potato	Quintals					
5. Gender Work process						
• Awareness raising training for DAs	Session					
• Awareness raising training for farmers	Session					
• Follow up and monitoring of on gender mainstreaming by each sectors	Follow up					
• Follow up on farmers extension services	Follow					

	up					
• Women time and energy saving technology	Technol ogy					
• Income generation activities for women	Activitie s					
• Ensuring rural women participation in cooperative	Member s					
• Livestock and crop development package	Package					<ul style="list-style-type: none"> - Focusing on recurrent/daily routine works - Shortage of vehicle - Time shortage

Source: Damot Gale district agricultural development office

APPENDIX 13: Outputs

Table 9 Table Damot Gale district Agricultural development office outputs 2008/2009

Work processes/section	Unit	Plan	Achievement	%	Variation	Remarks
General						
Awareness raising for farmers and experts on scaling up of agricultural practices and democratic leadership	Experts	160	160	100	0	
	Kebel e administrators	217	217	100	00	
6. Extension work process						
<ul style="list-style-type: none"> Crop development: Cereals, grains, pulses, roots, vegetables coffee and spices 	Hectare	29282.37	29267.15	99.95		The report presented cumulative plan and accomplishment.
2. Livestock development						
<ul style="list-style-type: none"> Crossbreeding and improved milking bred 	No.					
<ul style="list-style-type: none"> Fattening oxen 	>>					
<ul style="list-style-type: none"> Sheep rearing 	>>					
<ul style="list-style-type: none"> Goat rearing 	>>					
<ul style="list-style-type: none"> Fodder development 	Seedlings					
<ul style="list-style-type: none"> Fodder distribution 	Seedling					
<ul style="list-style-type: none"> Area closure 	Hectares					
6.1. Extension communication						

• Awareness creation	People					
• Forming extension group	Group					
• Field day for good practices on crop protection	Male farmers					
	Female farmers					
• Post harvest technology training	Farmers					
• Family package training for experts and DAs	No					
• Introduction of improved technology to FTC for demonstration	No					
• Modular training in FTC	Male farmers					
	Female farmers					
• Motivation reward						
○ Reward at kebeles level	Male Farmers					
	Female Farmers					
○ Reward at Zonal level	Das					
	Experts					

7. NRM						
• Land measurement	Farmers					
• Land ownership certificate						
• Awareness raising training						
○ Development agent	No.					
○ Experts	No.					
○ Land use committee	No.					
○ Farmers training	No.					
○ Distribution of leaflets	No.					
○ Formation of land administration and use committee	No.					
○ Participatory land use planning training						
8. Input supply						
5.1. Improved livestock variety						
○ Three months hen and cokes	No.	1854	520	28	72	
○ Poultry feed	kg					
5.2. Improved crop seeds						
• Maize	Quintals	800	472	59	41	
• Wheat	Quintals					
• Teff	Quintals					

• Beans	Quintals					
• Vegetables	Quintals					
• Spices and coffee	Quintals					
• Potato	Quintals					
6. Gender Work process						
• Awareness raising training for DAs	Session					
• Awareness raising training for farmers	Session					
• Follow up and monitoring of on gender mainstreaming by each sectors	Follow up					
• Follow up on farmers extension services	Follow up					
• Women time and energy saving technology	Technology					
• Income generation activities for women	Activities					<ul style="list-style-type: none"> - Focusing on recurrent/daily routine works - Shortage of vehicle - Time shortage

Source Damot Gale district Agricultural Development office