



Eshet Children and Youth Development Organization  
(ECYDO)

**Gender Policy and Implementation Guidelines**

**June, 2018**

## Foreword

HIV/AIDS is a major development challenge that threatens to reverse the development gains of the last few decades. The global pandemic is being attacked as a multi-sectorial concern at both national and international levels rather than only as a public health concern. According to UNAIDS, one of the key lessons learned from the fight against HIV/AIDS is the need to address gender inequality, which is “a contributing factor to the epidemic and needs to be addressed in the long term.” Thus, approaching HIV/AIDS programming from a gender perspective would improve the effectiveness of national HIV/AIDS control strategies and international actions in support of national strategies.

Gender is a cross-cutting issue and the implementation of the Gender Policy will require the commitment, participation and contribution of every staff member. Our commitment to integrating gender perspectives will need to be reflected in work plans and budgeting. This ECYDO Gender policy offers practical examples of how to strengthen HIV/AIDS programs by integrating a gender perspective. As such, it will be useful to ECYDO program and administrative management teams at all level, members of the association, as well as stakeholders.

I urge the management and staff of ECYDO to use this Gender policy document as a guide to mainstreaming a gender perspective, and to promote a gender perspective in collaboration with our partners, thereby advancing gender equality and women's rights in all of ECYDO's interventions. I wish to say again the call for collective responsibility in this effort. This Policy should cause positive change at individual level for the realization of Gender equality for all.

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## Acronyms and Abbreviations

AIDS	Acquired Immune Deficiency Syndrome
BPA	Beijing Platform for Action
CBO	Community Based Organization
CEDAW	Convention on the Elimination of Violence Against Women
CIDA	Canadian International Development Agency
DEVAW	Declaration on the Elimination of Violence Against Women
DHS	Demographic Health Survey
ECYDO	
EWLA	Ethiopian Women's Lawyers Association
FDRE	Federal Democratic Republic Ethiopia
FGM	Female Genital Mutilation
GAD	Gender and Development
GBV	Gender Based Violence
GTP	Growth & Transformational Plan
HAPCO	HIV/AIDS Prevention and Control office
HIV	Human Immune Deficiency Virus
HSDP	Health Sector Development Program
ICPD	International Conference on Population and Development
ILO	International Labour Organization
MDGs	Millennium Development Goals
MoH	Ministry of Health
MoWA	Ministry of Women's Affairs
MoWUD	Ministry of Work and Urban Development
NAP-GE	National Action Plan on Gender Equality
NGO	Non-Governmental Organization
NPEW	National Policy for Ethiopian Women
SADD	Sex and Age Disaggregated Data
SNNP	South Nation Nationality People
PASDEP	Plan for Accelerated and Sustained Development to End Poverty
UNDP	United Nations Development Program
UNFPA	United Nations Population Fund
UNMD	United Nations Millennium Declaration
VAW	Violence Against Women
WAO	Women's Affairs Office
WID	Women in Development

## **Executive Summary**

ECYDO recognized that gender is a cross cutting issue and a key factor shaping both the HIV epidemic and the national response to it. Gender refers to the holistic experience of being male or female, which is only partly determined by an individual's biological sex. Gender roles are based on what a society expects, are learned (not set by nature), and vary according to culture and context. The biggest single factor affecting a person's risk of contracting HIV, and the consequences of infection, is gender.

ECYDO Gender Policy uses a gendered approach to HIV and AIDS, which ensures that the different needs of males and females (adults, youth and children) are identified and addressed in the design, planning, implementation, monitoring and evaluation of all HIV and AIDS related project activities. It requires also the full involvement of both sexes as participants and the reduction of gender inequalities which affect the spread and impact of the epidemic. Since women are disadvantaged in many ways relative to men, more interventions for women are needed, many of which will also involve men.

This executive summary provides an overview of the content of the Gender Policy. The Gender Policy document is comprised of thirteen (13) chapters. These are: Introduction (Chapter 1); Definitions of concepts(Chapter 2), Legal and Policy Context (Chapter 3) ;Situational Analysis and Problem Statement (Chapter 4); Rationale for the development of ECYDO Gender policy (Chapter 5); Goal, Objectives and Guiding Principles (Chapter 6); Policy Strategies (Chapter 7); Policy Scope (Chapter 8); Policy Priority action areas (Chapter 9); Organizational arrangements for implementation (Chapter 10); Framework for ECYDO Gender policy (Chapter 11); Monitoring and Evaluation (Chapter 12); Budget and Resources (Chapter 13); and annexes including ECYDO implementation Guideline .

## 1. Introduction

Eshet Children and Youth Development Organization (ECYDO) (formerly known as Eshet children and Youth Unity Association Ethiopia (ECYUA/Ethiopia)) was established in 2001 as Youth NGO with strong initiative of those young women and men living in the area, where in which the organization is currently operating. The dire social, economic and health situation of children and young people living in the area were among the major reasons that provoked the founders to establish the organization.

Gender is one of the heart development objectives, indispensable for the recognition of human rights and key to effective and sustainable development outcomes. No society can develop successfully without providing equitable opportunities, resources, and life prospects for males and females so that they can shape their own lives and contribute to their families and communities. Accordingly, The National Policy on Women (Women's Policy) formulated in 1993, aimed to create appropriate structures within government offices and institutions to establish equitable and gender-sensitive public policies. The policy allows ECYDO to develop organizational specific Gender policy and it intends to eradicate and eliminate all gender related problems within ECYDO's employees and beneficiaries.

Accordingly, this Gender policy and Implementation Guideline document is developed in line of the National Policy and Guideline at large and ECYDO Gender related activities in particular.

## 2. Definition of Concepts

**Gender** is used to describe those characteristics of women and men, which are socially constructed, while **sex** refers to those which are biologically determined. People are born female or male but learn to be girls and boys who grow into women and men. This learned behavior makes up gender identity and determines gender roles.

**Gender analysis** identifies analyses and informs action to address inequalities that arise from the different roles of women and men, or the unequal power relationships between them and the consequences of these inequalities on their lives, their health and well-being. The way power is distributed in most societies means that women have less access to and control over resources to protect their health and are less likely to be involved in decision making.

**Gender equality** is the absence of discrimination on the basis of a person's sex in opportunities, in the allocation of resources and benefits or in access to services.

**Gender equity** refers to fairness and justice in the distribution of benefits and responsibilities between women and men. The concept recognizes that women and men have different needs and power and that these differences should be identified and addressed in a manner that rectifies the imbalance between the sexes.

**Gender mainstreaming**, is a conscious approach of an organization to take into account gender equality concerns in all policy, program, administrative and financial activities as well as organizational structures and procedures.

**Gender planning** – process of integrating women development planning on equal terms with men by meeting women’s needs arising from the gender relationship

**Gender roles** – activities ascribed to men and women on the basis of perceived gender differences. Women have triple roles: productive roles, reproductive roles and community management responsibilities.

**Policy:** A framework set of principles that provide guidance in making certain decisions.

### **3. Legal and policy context**

ECYDO Gender Policy will be guided by existing statutes and regulations for responding to Gender issues at International and National level relevant legal and regulatory provisions include the following:

The National Policy on Women (Women’s Policy) formulated in 1993, aimed to create appropriate structures within government offices and institutions to establish equitable and gender-sensitive public policies. The Government of Ethiopia in 1995, under its new constitution, renewed its commitment towards this policy. It recognizes equality between women and men. Specifically, it provides for gender balance and fair representation of marginalized groups; recognizes the role of women in society; accords equal citizenship rights, freedom from discrimination, and affirmative action in favor of women; and articulate specific rights of women including outlawing customs, traditions and practices that undermine the welfare, dignity and interests of women. Gender issues have also been incorporated by the Government in different national policies including health, education and training, HIV/AIDS, population and other sector policies. The formulation of the National Action Plan (NAP) on Gender and development ensures that gender is fully considered and incorporated in all the annual work plans.

Ethiopia is a signatory to international conventions promoting gender equality, such as the Millennium Declaration and the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW). More recently, encouraging progress has been made in reversing discriminatory laws and policies in favor of women, as well as introducing new legal provisions that promote women’s concerns. Recent accomplishments in Ethiopia include revision of the family law, the penal code, and the women’s development and change package. In addition, the Women’s Affairs Office has been upgraded to Ministerial level, reflecting the importance given to girls’ and women’s status. As well, integration of the National Action Plan on Gender Equality (NAP-GE) into the PASDEP has effectively made gender a priority.

Ethiopia’s national development framework, Plan for Accelerated and Sustained Development to End Poverty (PASDEP) states “unleashing the potential of Ethiopian women” is one of the key areas identified in the fight against poverty. According to PASDEP, promoting gender equality is an essential part of the development strategy that aims to enable all people – men, women, boys, and girls - to escape poverty and improve their standard of living.

This policy paper reaffirms the commitment of the ECYDO to promote gender mainstreaming and equality audit report as a means of fostering HIV/AIDS prevention, care and support, poverty reduction, economic development and gender equality in Ethiopia. The focus of the policy is on gender equality as a development goal rather than on women as a target group. The achievement of this goal requires ECYDO to examine all of its policies, programs and projects for their actual and potential impacts on women and men.

#### **4. Situation Analysis and Problem statements**

The major causes of female deaths in Ethiopia are HIV/AIDS related diseases; other opportunistic diseases. In addition to the existing factors (like cultural influences) that negatively affect the socio economic situation of women population in our country, HIV/AIDS more aggravates the lives of this group. Furthermore their biological nature makes them more vulnerable for infection than males. As a result many women become the victim of the problem and found in complex situation. Therefore, ECYDO will focus more to benefit HIV positive and household head women over the past two decade.

Considering the importance of gender at all level of the association project implementation process, ECYDO has made significant progress in the advancement of gender equality and empowerment of women.

The expressed need for gender policy flows from the following findings emanated from the developed ECYDO Gender mainstreaming guideline and Equality audit report.

- The board is usually predominantly male and there is a shortage of skills among new potential members;
- Women and children are targeted as beneficiaries, yet they are poorly represented in decision making level;
- Women have not been exposed to management. Those in managerial positions do not always get sufficient training and support for their work;
- Although women usually carry the burden of care of children who are affected by HIV/AIDS and its impact, children also need the care and support of men as father figures;
- Provision of care for the HIV/AIDS infected and affected is usually seen as a woman's responsibility.

#### **5. Rationale for the development of ECYDO Gender policy**

While there has been emphasis by ECYDO on promoting gender equality in all aspects of its work, evaluations point to clear gaps in promoting gender policy.

- ECYDO Gender mainstreaming guideline and Equality audit report revealed a startling lack of organizational clarity on how gendered power shapes HIV/AIDS, and how we should respond. One of the key recommendations that resulted from the reports is the need to clarify and commit to organizational policy framework, and then accountability systems to drive it;
- A number of gender documents that have developed ECYDO Gender related activities call for the development of a Gender policy that will allow ECYDO to play a more visible role in promoting gender-responsive development. Within ECYDO, there is a requirement to operationalize the Vision, in which gender is identified as a priority cross cutting issue. At the international level, the agenda for women's development has given a renewed emphasis on the critical areas of concern and expanded the area of focus;
- Changes in the dynamics of the HIV/AIDS pandemic have prompted ECYDO to scale up its response and to pay particular attention to mainstreaming a gender dimension into HIV/AIDS programming through developing Gender policy.

So far, there has been no formal ECYDO Gender policy to guide staff to address HIV and AIDS issues. There is therefore, need to develop a clear, consistent, coherent and harmonized gender policy on Gender for all ECYDO employees.

## **6. Goal, Objectives and Guiding Principles**

### **6.1. Goal**

- The goal of ECYDO's gender policy is to support the achievement of equality between women and men to ensure access to and control over resources and benefits.

### **6.2. Objectives**

The objectives to develop ECYDO Gender Policy and Implementation Guideline are:

- To explicitly state the organizational commitment towards Gender;
- To provide a direction towards building Gender related Agenda;
- To provide a frame work for effectively integrating Gender concerns into the organizational agenda and policy domain;
- To create equal opportunity and a conducive environment for women and men at workplace;
- To promote equal representation and participation of women in decision making at professional/ programmatic and Administrative levels.

### **6.3. Guiding Principles for the implementation of ECYDO Gender Policy**

The policy is founded on principles of equality of all persons particularly women and men as a principle enshrined in the Constitution. This principle of equality should promote integration of women in both

the workplace and in program interventions of the organization. Equality of women and men is critical for the successful implementation of programs by organization. Serious attention should be paid to addressing gender inequality at the levels of board, staff, program design, and programs beneficiaries.

Implementation of this policy is guided by the following principles

- **Gender equality.** Gender equality is an integral part of national development processes and reinforces the overall development objectives in the country. This policy emphasizes ECYDO's commitment to elimination of gender inequalities and empowerment of women in the development process.
- **Gender cuts across all sectors and levels.** Attainment of the gender equality goal will depend on the extent to which ECYDO engage both women and men as providers and or producers and beneficiaries of services.
- **Integrate gender equality and female empowerment into ECYDO's work.** This policy will be implemented by integrating approaches and actions to advance gender equality throughout the ECYDO's Program Cycle. ECYDO will also make strategic investments to promote gender equality and female empowerment.
- **Build partnerships across a wide range of stakeholders: ECYDO** will partner with Federal, Regional and Local governments, civil society, the private sector and other donors to ensure that its efforts are coordinated and build on the skills and initiatives of local actors, and reflect country priorities.
- **Gender sensitive language usage in means of Communication.** Language plays a central role in the way human beings behave and think. Through careful selection of gender-fair language we can promote fair treatment of women and girls, men and boys.
- **Multi-sectorial Approach and Partnerships.** Gender is a crosscutting issue and therefore, the success of ECYDO Gender policy relies on the strategic and balanced partnerships across all sectors with emphasis on bridging the public/private divide that has allowed the entrenchment of negative gendered power relationships.
- **Participatory Approach.** A participatory approach is necessary to enable all stakeholders to offer meaningful contribution to this national engagement with gender equality and therefore the design, implementation, monitoring and evaluation must have built-in mechanisms to invite and welcome participation from all. Realization that effective and results focused policy implementation demands a cooperative interaction of all stakeholders.

## 7. Policy Strategies

- Sensitization on gender issues at all levels and promoting community dialogue to address gender issues at household level;

- Ensuring that the gender policy shall be disseminated, translated, understood and implemented by ECYDO;
- Promoting appropriate education, sensitization and creation of awareness on the responsibility of all ECYDO staffs in each department to address the specific gender inequalities within the department. This shall entail consultation with both women and men in specific areas of relevance to identify gender inequalities;
- Ensuring gender responsive development planning at all levels namely, community, district and national;
- Promoting a holistic and integrated approach to development planning to ensure that gender issues common to different ECYDO projects are adequately analyzed and addressed;
- Promoting and carrying out gender oriented research in order to identify gender inequalities;
- Establishing gender responsive monitoring and evaluation mechanisms for development;
- Promoting a gender sensitive approach to technical co-operation among the various actors in the development arena;
- Advocating for gender equity and equality at all levels.

## **8. Scope**

This policy describes specific commitments, implementation mechanisms and common standards for ECYDO to ensure gender equality is fully incorporated in its work. The applicability of the policy will be limited to employee of ECYDO, their staff and volunteer workers. It is anticipated, however, that it will also be relevant in broader terms within the organizations and institutions of business and of civil society.

This policy describes specific commitments, implementation mechanisms and common standards/guiding pre for ECYDO to ensure gender equality is fully incorporated in its work. It calls on to work in a collaborative way towards the goal of gender equality in all aspects of our work, as well as urges individual members to strengthen their own actions to ensure the human rights of women; girls, boys and men are equally promoted and protected.

## **9. Policy Priority action areas**

The priority interventions and action areas are arranged into four major ECYDO project areas. The interventions and proposed strategies are derived from the situation analysis section.

For each Focus Area, a summary of the gender issues affecting it is given. More detail on each of the issues can be found in this section. Since women and girls are more vulnerable to being infected with HIV, are more adversely affected by HIV and AIDS, and are less able to protect themselves than men, a

gender equitable approach requires a greater strategic emphasis on reducing the disadvantages affecting women and girls.

### **9.1. Focus Area 1: Treatment, Counselling, Care and Support**

Gender Issues:

This Goal addresses both the bio-medical treatment and psycho-social needs of men and women living with HIV or AIDS. Strategies need to recognize the gender-related barriers to equitable care which exist in the communities where people live as well as in the health and other services providing treatment and care. Examples are:

- ❖ The high prevalence of wife-beating affects treatment and care for HIV and AIDS by making women afraid to:
  - ✓ access VCT services;
  - ✓ return for their results;
  - ✓ reveal a diagnosis of HIV and/or an STI to their husband/partner;
  - ✓ seek medical treatment for HIV or preventive treatment (PEP) for HIV and STIs after being raped;
  - ✓ use medication and other evidence-based methods to prevent transmission to their unborn babies;
  - ✓ Insist on adhering to ART, once started.
- ❖ Blaming attitudes and high stigma against women and girls by community members and health workers limit their willingness to access VCT or STI services;
- ❖ Women and girls access to health services (including ART, STI and VCT) are limited by gender-linked barriers: their lack of money for fees or transport, heavy domestic workload, need for male permission, and danger of rape and sexual assault when traveling;
- ❖ Gender differences in literacy, education, stigma and mobility mean that targeted methods are needed to inform men, women, youth and other vulnerable groups about options for treatment and care;
- ❖ The burden of caring for the sick traditionally falls disproportionately on women and girls, and is not valued or supported;
- ❖ Men who become sick are cared for by their wives; women who become sick are more likely to be neglected, sent back to their families of origin, or abandoned.

**ECYDO Strategic Objective 9.1.1:** Provision of enhanced medical and nursing care to reduce HIV morbidity and mortality and optimize the quality of life to all members of the association

Gender Strategies:

- Set sex-specific targets for ART that ensure equal access for males and females, including women outside their reproductive;
- Monitor the progress and impact of ART to identify and address gender and age differences and barriers in adherence to treatment;

- Scale-up HIV testing of pregnant mothers, prevention of parent-to-child transmission, and greater involvement of fathers in ante and post natal care;
- Use sex- and age-specific targeted methods to ensure that all types of risk groups, and the health care providers who serve them, have accurate and up-to-date information about treatment options;
- Actively encourage couples to be tested and receive their results together, to reduce blame and negative consequences.

**ECYDO Strategic Objective 9.1.2:** To increase access for people living with HIV throughout MENA to STI/HIV community based care and support services

Gender Strategies:

- Develop criteria, materials and training for gender-sensitive and age sensitive care, based on research carried out under Focus Area 4;
- Support linkages between women’s and children’s organizations and women and children living with HIV or AIDS;
- Establish programs for income generation and food security for infected and affected families, especially female-headed households;
- Provide support to the families of females as well as males infected or affected by HIV through community and home based care programs, including the provision of economic assistance and appropriate technologies.

**ECYDO Strategic Objective 9.1.3:** Provision of Care and Support for PLHIV, their dependent families, and AIDS orphans

Gender Strategies:

- Ensure equitable participation for people of both sexes living with HIV or AIDS in training for leadership and communication, providing additional supports to females;
- Ensure equitable participation for people of both sexes living with HIV or AIDS in care programs.

**ECYDO Strategic Objective 9.1.4:** Provision of legal support and protection of human rights or PLWHIV, their dependent families, and AIDS orphans to ensure equal access to information, services:

Gender Strategies:

- Include information about gender discrimination, gender violence and human rights;
- Lobbying or advocating the national &/or local government administrations to integrate the HIV/AIDS, and gender issues with their development plans and policies;
- Monitor the application of the Legal support protection to ensure that females living with HIV or AIDS are not victimized.

## 9.2. Focus Area 2: Education and Prevention

### Gender Issues:

Prevention of new infections is key to controlling the epidemic. Providing appropriate information to the general population and to groups at special risk is essential, but it is not enough to create behavior change. Women and youth, and married women in particular, usually lack the power to make decisions about safer sex (such as using condoms if the husband's dependability is in question).

Strategies need to address attitudes and practices which increase the risk to vulnerable groups, introduce new norms of healthy, coercion-free sexuality, and work towards the long-term transformation of biased gender relations which make women dependent for their protection on choices made by men.

Various issues are relevant to the development of methods to strengthen the ability of men and women and male and female MARPs to protect themselves from infection:

- Lack of control over their own lives of women and girls, especially married women, which prevents them from acting on the ABC prevention messages of Abstaining from sex or delaying first sex, or using Condoms;
- Men's greater access to money, through formal employment, business, resource royalty payments and sale of cash crops, allowing them to finance sex with multiple partners and other risky behaviors, such as alcohol and drug abuse;
- High risk extends to the regular partners of people who practice high risk behaviors;
- Men's exposure to risk through working conditions which require them to be away from home, often in isolated environments;
- Lesser access to information for women and girls due to lower enrolment in schools and lower literacy rates, and fear of being labeled immoral if they seek information

### Objectives and Strategies:

**ECYDO Strategic Objective 9.2.1:** Provision of enhanced Behavioral Change Interventions through Behavior Change Communication (BCC), and reduction of vulnerability among children, youth and women.

### Gender Strategies:

- ❖ The information, education and communication program shall take into account gender aspects as they relate to HIV/AIDS;
- ❖ Ensure that materials and trainings support the equal rights of women and girls to sexual and reproductive health and to make their own choices about protecting themselves from HIV;

- ❖ Raise awareness about the links between GBV and HIV, and specify violence-free sex as a safer sex practice in all BCC materials and trainings for the general population (male and female);
- ❖ Set criteria for awareness raising methods and materials to ensure that all funded activities, including under the Grants Scheme, are consistent with gender equality and human rights requirements;
- ❖ Minimize stigma to women by recognizing that both parents are usually involved in transmission of HIV to babies (Parent to Child Transmission rather than Mother to Child);
- ❖ Promote discussion among men and women, male and female youth, and boys and girls about transforming male and female gender norms and supporting more equal sexual relationships.

**ECYDO Strategic Objective 9.2.2:** Promote behavioral communications for community level prevention and control of HIV/AIDS for the reduction of stigma and discrimination

Gender Strategies:

- ❖ Use targeted and gender-sensitive programs for BCC relevant to specific male and female risk groups;
- ❖ Address information and interventions also to the regular partners of people practicing high risk behaviors;
- ❖ Raise awareness about the links between GBV and HIV, and specify violence-free sex as a safer sex behavior in materials and trainings for groups at particular risk;
- ❖ Ensure both sexes are represented in decision-making bodies for programs addressing high risk settings, even for single-sex target groups.

**ECYDO Strategic Objective 9.2.3:** Prevent primary HIV infections in risk populations and the general population

- ❖ Promote the use of female as well as male condoms among the general population, and use distribution methods that take account of the particular privacy and confidentiality needs of women and youth.
- ❖ Train women and (married and unmarried) in negotiating for safer sex, using methods developed by participatory processes involving women, men and sex workers. Target male and female in-school and out-of school youth with safer sex education that promotes gender equality, human rights and violence-free sex.
- ❖ Promote more open discussion of sexuality by using mixed-sex as well as single sex groups.
- ❖ Conduct awareness with adults and youth (males and females) about the risks of early marriage, age mixing in relationships, physical and sexual violence against women, sexual harassment in schools and workplaces, child sexual abuse and exploitation, incest and polygamy.
- ❖ Provide life-skills training for male and female youth that supports the development of self-esteem and the creation of sustainable livelihoods.

- ❖ Address contextual factors that increase women's vulnerability to HIV (e.g., economic dependency, schooling, etc.)

### **9.3. Focus Area 3: Enabling communities manage their own prevention and control of HIV/AIDS initiatives**

Gender Issues:

ECYDO acknowledges the climate of fear, stigma and discrimination that surrounds the epidemic and the gaps in existing care and support measures for people living with HIV or AIDS. The focus is on increasing access to services, building a supportive environment, respecting human rights and supporting orphans and vulnerable children. It is estimated that there will be 2100 AIDS orphans in ECYDO by 2011, and another 620 children living in AIDS-affected families who are at risk of being orphaned. Relevant gender issues are as follows.

- ❖ Women and girls are less likely to disclose their HIV+ status because they face more severe stigma, discrimination, violence and abuse due to the sexual double standard.
- ❖ Women with HIV or AIDS may be abandoned by their husbands and be too far away to receive care from their own kin (since women usually move to their husband's place on marriage).
- ❖ The extra burden of caring for the sick and for orphans falls on women and girls in both home based and community based care.
- ❖ Girls are more likely than boys to be kept away from school to help with care tasks.
- ❖ Orphans and children in families affected by AIDS, particularly girls, are at greater risk of sexual abuse and exploitation.

**ECYDO Strategic Objective 9.3.1:** Community's empowerment to managing the prevention and control of HIV/AIDS at that level – take their own responsibility at a community level.

Gender Strategies:

- Ensure that criteria for identifying orphans and vulnerable children recognize the special vulnerability of girls to sexual abuse and exploitation.
- Build capacity of CBOs (including women's organizations) and women living with HIV Association to identify and register OVCs in their communities, and to address the increased risk of sexual exploitation of children, especially girls, in HIV affected families.
- Promote equitable access for girls and boys to community based trust funds and education support.

### **9.4. Focus Area 4: Increasing the organizational execution capacity of ECYDO**

Gender Strategies:

- Facilitating staff capacity building processes and trainings to enhance perspectives and conceptual clarity on Gender issues (for all the staff members). It will be an important component of the induction program.
- Ensuring that all trainings (internal and external) facilitated by the organization are gender-sensitive.- a) training content/methodology/mode of facilitation b) logistics part - time/location of venue/crèche facilities/other logistics/first-aid kit
- Conducting Gender trainings for both men and women; and ensuring participation of women in all the field level meetings and trainings

### **9.5. Focus Area 5: Monitoring and Evaluation**

Gender Issues:

Tracking of the gender aspects of the epidemic and of the impact of the national response requires the development of sex-specific and gender-sensitive indicators for process, outputs, outcomes and impacts. Some progress on this has been made at ECYDO by the introduction of sex-disaggregated databases on participation in training, but not yet on meetings, and committees.

Objectives and Strategies:

**ECYDO Strategic Objective 9.5.1:** To develop database and instituting a strong monitoring and evaluation system

Gender Strategies:

- Provide training on gender issues and gender-sensitive monitoring and evaluation for all personnel involved in developing monitoring and evaluation systems;
- Establish gender-sensitive indicators and tools for the different levels of Monitoring and Evaluation, and ensure that these are incorporated into ECYDO data collection and analysis systems;
- Incorporate training on gender issues and gender-sensitive monitoring and evaluation into consultations with all stakeholders involved in the design, implementation and analysis of monitoring and evaluation activities on HIV and AIDS;
- Develop research proposal guidelines to promote gender-sensitive research design and methodologies;
- Monitor the Grants Scheme (at national, provincial and district levels) to ensure that men, women and youth benefit equally.

**ECYDO Strategic Objective 9.5.2:** Developing a clear and functional human resource management: including human resource development

- Making all HR systems and policies gender-sensitive and responsive, and integrating gender indicators into staff performance appraisal systems;

- Developing gender-sensitive standard human resource development system at ECYDO;
- Recruiting adequate women staff and ensuring the balance also at senior levels; with an objective of achieving a numerical gender balance in all posts at all levels;
- Ensuring equal opportunities among male and female staff for personal growth, in promotion benefits, training and working conditions;
- Ensuring equitable representation and participation of men and women in the Board of directors, senior management committee and in various functional committees of the organization;
- Ensuring that staff access to and use of information technology is gender equitable;
- Making all HR systems and policies gender-sensitive and responsive, and integrating gender indicators into staff performance appraisal systems.

#### **10. Organizational arrangements for implementation**

- Successful realization of this policy will require consistent and active participation by all staff at ECYDO.
- Senior management will take the necessary steps to ensure the policy is translated into action in both technical and management aspects of ECYDO programs. They will transmit the policy to technical and administrative staff and monitor its consistent and effective application throughout the work for which they are responsible.
- This policy applies to all work throughout the Organization: research, program planning, implementation, monitoring, evaluation, human resource management, and budgeting. Effective implementation of the policy will require senior level commitment and validation, organizational support for activities to advance the knowledge and skills of staff for efficient gender analysis in their area of work.

#### **11. Framework for ECYDO Gender policy**

Over the time, it was realized that ECYDO should have its Gender policy formally written, approved and publicized so that it not only gives direction for the organization in practice, but also holds the organization accountable. It also comes from the understanding that, inequality between men and women is deep rooted and it is manifested in discrimination against women in different forms. To whatever extent, one might be sensitive; it needs conscious and continuous efforts to achieve a balanced environment both at organizational level and also in work with the partners at field level. Framing a Gender policy is a commitment towards those efforts. The overall effort is to provide an enabling environment for women within the organization, various partners and the communities with whom ECYDO are working and strengthen the gender sensitivity among all.

The ECYDO's gender policy will be pursued within the context of its stated mandate, which is "to see a society that cares and supports PLHIV and AIDS orphans and a generation free of HIV/AIDS". HIV/AIDS Prevention, care and support will provide the broad framework within which strategic actions to achieve gender equality will be taken and due account will be given to the critical areas of action for women's empowerment.

The main drive of the proposed strategy is to promote Gender Policy in ECYDO programs and projects as well as all policy documents. ECYDO recognizes that inequitable gender relations cannot be addressed by focusing on women in isolation. The practical needs and strategic interests of both women and men have to be considered, as do the opportunities and constraints emanating from the local & national context in which they live.

ECYDO policy framework suggests that women and men need to have equal opportunities to work together in partnership to achieve gender equality. Implementing ECYDO Gender Policy will be multi sectorial. It is premised in the acknowledgement that the pursuit of gender equality and women's empowerment is a responsibility for all sectors in the development arena. All actors in the public and private sectors have a role to play in the implementation of this policy. Various GOs and NGOs are expected to identify entry points and opportunities for networking and collaboration to ensure synergy and maximum impact in addressing gender inequality.

This matrix outlines the generic roles and responsibilities for all actors at all levels in the implementation of the ECYDO Gender Policy.

Actors	Roles and responsibilities
Beneficiaries/Clients	Engaging in Gender policy decision-making Process to ensure that Gender policy reflect patient and caregiver needs, preferences and capabilities
Federal, Regional and Local Government	Monitor the implementation of Gender policy that promote gender equality and women's empowerment;
	Ensure that the local government development plans, programs and budgets benefit women, men, boys and girls;
	Provides framework (social, economic and political for implementation of MENA Gender policy
Staff and management	Active participation of the employees for its effective implementation, monitoring and evaluation of Gender Policy
	Employees are required to adhere to the national laws and regulations

	All employees shall comply with Gender policy of the association and negotiate during recruitment, employment period and terminations with terms and conditions stated in the national and organizational laws and policies
	The association staff members shall contribute to and support Gender policy interventions
	Shall support with material and financial resources for the successful implementation of the Gender Policy interventions
	Work with their employer and share knowledge and skills gained to other staff members
	Ensure that the staff is obtaining every benefit incorporated in the policy
	Build the capacity of beneficiaries to enable them be well-informed and effective PLHIV representatives and advocates
	Shall have a leadership role in the implementation of the policy
Donors Partners	Develop and communicate policies that are consistent and transparent to help promote PLHIV voice effectively

**12. Monitoring and Evaluation**

For effective implementation of the policy, ECYDO developing gender policies will give policies a three-year implementation period. During this period ECYDO will conduct bi/annual assessments where they will be monitoring the progress of the plan. These will be reported on during Annual Reports and Annual General Meetings. A comprehensive evaluation will be conducted at the end of three years, detailing the whole implementation of the policy.

Monitoring and evaluation shall be an essential strategy for the delivery of MENA Gender Policy. Appropriate tools, templates and modalities shall be developed to facilitate annual gender policy performance review. The Policy’s Monitoring and evaluation components shall aim at:

- Assisting stakeholders to operationalised the Policy as it relates to their specific sectors and/or organisations and generate gender sensitive indicators for assessing performance and progress towards policy goal;

- Facilitating coordination and regular system-wide assessment of impact of gender mainstreaming initiatives and activities for compliance with policy prescriptions and congruence with planned policy targets;
- Ascertaining levels of efficient and judicious use of resources, behavioural and value changes occurring over time and
- Measuring the long-term impact of policy on women and men, and the extent to which policy has helped to close the gender-gap, and enhanced social justice.

### **Overall Evaluation indicators**

Indicators to measure the outputs of programs and projects should always be developed in programs and projects in order to be able to follow-up and review their impact on gender equality. These should include both quantitative as well as qualitative data from the operational activities and should routinely be followed up in the framework of programs and projects.

The following overall indicators, among others, will be used to assess the extent to which the purpose of the policy is achieved as well as evaluate impact of the policy on gender equality and women's empowerment:

- Proportion of women in decision-making;
- Proportion of women in leadership positions by level;
- percentage of staff that guide their work in accordance to the policy statement;
- percentage of job descriptions, assignments and personal development plans that incorporate roles and responsibilities regarding gender issues;
- percentage of ECYDO staff members who mastered tools and techniques for effective implementation of gender-sensitive projects;
- Percentage of staff use gender sensitive frameworks and tools, disaggregated by sex;
- Percentage of internal material (e.g. working papers) that is gender sensitive, as compared to the previous year;
- Increased percentage of technical cooperation programs and projects are gender sensitive;
- Increased percentage of databases is gender-sensitive, as compared to the previous year. Measured by the degree of desegregation by sex;
- Increased percentage of staff use gender sensitive language guidelines, as compared to the previous year;
- Increased number of women and men making use of Gender policy;
- Percentage of HIV/AIDS budget targeting gender-sensitive measures;

### **13. Budget and Finance**

Policies have an impact on budgets and /vice versa. It is therefore imperative that gender is considered in developing budgets.

Budgets need to:

- Incorporate and reflect gender sensitive strategies and implementation plans
- Enable the design of specific means to help overcome identified barriers to women's participation
- Consider the inclusion of specific means to ensure equitable participation and control by women and men over activity outputs
- Enable the development of gender sensitive indicators including impact indicators for monitoring and evaluation
- Be guided by the commitment to implement gender policies in budget design, implementation and monitoring
- Be informed by gender sensitive consultation at all levels and stage

ECYDO will make every effort to secure fund to finance the implementation of provisions stipulated in this policy documents. The following strategies shall be used to mobilize resources.

- The association will establish HIVAIDS fund where the staff shall contribute funds on regular bases. Guideline and procedure on the utilization of the fund will be developed in the due courses;
- The association will make every effort to secure additional funds from donor agencies. It will make sure that resources required for the implementation of the policy have been well incorporated in the project proposals and subsequent agreements;
- Work with the Gender Committee to develop a work plan and budget;
- Revisit its administrative and lending procedures for a more effective and gender responsive lending and budgeting;
- Include cost of gender expertise (staff or consultants) in project administrative budgets;
- Allocation of a specific budget-line for gender activities and for gender promotion;
- Introduction of a gender perspective in the budgeting process;
- There is a need for specific budgeting/funding for operationalization and implementation of the gender policy, gender mainstreaming and gender equality activities in the organization and its interventions. There is a need for specific budget for staff capacity building on gender and its effects on the organization and activities.

## **Annexes**

### **Annex 1: Implementation Guideline**

#### **1. Introduction**

Gender in all societies is an important criterion in assigning roles and rights and in shaping women's and men's access to and control over resources. These in turn reflect cultural values and norms which accord women a low status in society. Without identifying gender differences, it is not possible to devise programs/projects that meet the specific needs of men and women and address existing inequalities. Looking at gender differences thus entails identifying the distribution of tasks, activities and rewards associated with the sexual division of labor as well as the relative positions of women and men.

In keeping with changing approaches, most multilateral organizations have incorporated Gender issues in their mandates. Successful realization of this policy will require consistent and active participation by ECYDO. Responsibilities and actions will require collaboration and effective linkages across Departments and all levels of ECYDO in practical application of the implementation guideline.

The guidance tool contained in this gender policy implementation is intended to provide step-by step support for all, particularly ECYDO and its partners, who in order to facilitate gender issues throughout their programs and activities.

It is hoped that this guidance tool will contribute to building the capacity of those who are committed to achieving ECYDO Gender policy Goals, and particularly to promoting gender equality and empowering women, and to halting and reversing the spread of HIV and AIDS.

#### **2. Objective**

##### **2.1. General objective**

- To enhance and ensure effective gender policy implementation guideline in ECYDO's all programs and projects in order to ensure equal participation and benefit of women with men.

##### **2.2. Specific objectives**

- To produce gender policy guideline that can serve as a directive and reference document for use at different levels by ECYDO programs on gender equality and women's empowerment issues;
- To enable ECYDO regional offices to get references to develop their respective gender policy implementation guideline on the basis of their specific needs and priorities;

- To facilitate the effective gender policy in all ECYDO programs and as well as the implementation of the formulated policies, laws and regulations;
- To contribute to the ECYDO goal of reaching gender equality in staffing, particularly in higher management positions.

### **3. The Need to develop a gender policy implementation Guideline**

ECYDO should have a clear objective, explicit strategy and consistent approach, which are essential to implement gender policy. This will help to:

- To provide guidance on gender policy in ECYDO project activities addressing HIV issues for a wide range of stakeholders, especially ECYDO beneficiaries , governments, and employers' as well as ECYDO staff and partners;
- Establish and strengthen linkages and synergy of the objectives of the organization with other government and donors regarding its mandate in particularly addressing gender equality issues;
- Develop mechanisms to ensure that different work processes in the ECYDO address gender issues;
- Develop monitoring and evaluation mechanisms for proper implementation of gender policy implementation guidelines.

### **4. Scope of applicability**

#### **4.1. Gender policy Guideline implementation at ECYDO Policy/ Program/ Project levels**

- Gender issues should be key variables at each stage of ECYDO policy/program/project planning cycle. Gender relations in ECYDO context are characterized by women having less power, fewer resources at their disposal and limited influence over decisions. Effective policies, programs, and projects that meet needs of all beneficiaries and benefit them equally could be materialized when due attention is given to gender issues in all stages of the planning cycle. Gender components that have been added at the end of policy/program/project formulation are likely to be ineffective and run the risk of facing budget cuts and other resources such as human, material, time and technological inputs that contribute to the realization of program/project goals.

##### **4.1.1. Policy level**

- Policy is a general directive that gives direction to implement an organizational mandate. Policy formulation at all levels requires a clear understanding of root causes of gender inequality such as gender roles, gender division of labor, the socialization process, gender power relations and etc. In addition, it is essential to identify different needs of men and women, and access to and control over resources between men and women and how these differences affect women and

men disproportionately. ECYDO various policy documents should have to be incorporated the following key gender policy issues:

- ✓ Include gender focal persons/departments/sections in the formulation and/or review of policies;
- ✓ Strengthen gender focal departments in terms of human and financial resources, as well as training and capacity building to enable them become active players in identifying policy ideas that will address women's problems;
- ✓ Design a data gathering instrument/format to collect information that will capture gender gaps;
- ✓ Conduct assessment to identify needs, priorities and problems of women and men
- ✓ Conduct consultation and advocacy on the policy with different sectors of the population including community based organizations, women's associations, community members, their leaders, religious leaders, etc. to ensure community ownership of the agenda;
- ✓ Ensure participation of all stakeholders in the formulation/review of policy;
- ✓ Collect sex disaggregated data/gender statistics;
- ✓ Secure and allocate the required human and financial resources;
- ✓ Explicitly show gender issues in the goal, objectives and strategies of the policy;
- ✓ Conduct gender awareness sessions among planners, policy makers, and other stakeholders to ensure formulation of gender responsive policies.

#### **4.2.2. Gender Policy at Organizational level**

- ECYDO will be well aware about gender disparities and factors contributing to inequalities and takes action to address them. In order to ECYDO become a gender transformative organization it seeks to understand and address causes of gender inequality by taking effective strategic actions to transform the unequal power relations between men and women; resulting in improved status for women and hence gender equality. The following factors are important to implement gender at ECYDO level: Implementation of ECYDO gender policy guideline can be effective where the below mentioned preconditions are fulfilled.
- **Gender Expertise with sufficient budget and strategic position**  
ECYDO should be staffed with sufficiently qualified people dedicated to the task of promoting and coordinating gender equality. The gender units should be provided with adequate financial, human and material resources and decision making /strategic position to fulfil their responsibilities of ensuring achievement of objectives derived from ECYDO. ECYDO prioritizes, integrates, acts upon, monitors, evaluates, and reports on implementation of the policy. The Expertise must be clearly and effectively linked to the organization's structure and processes with defined responsibilities and clear accountability. The Expertise roles will be at policy and program design, implementation, monitoring and evaluation, and reporting should be framed

on the basis of agreed mechanisms and should show clearly how and when their contribution is needed in the process.

- **Shared responsibility for gender equality**

Implementation of gender policy approach could be successful when gender issues are inherent in all ECYDO's policies; programs and planning and implementation processes at all levels and in all projects. It is also crucial to engender job descriptions of all staff members at different levels to ensure effective and efficient implementation. ECYDO Board of directors and senior management staffs should be aware of the important links between gender equality and development. They should also be aware of the importance of gender policy as the most effective approach in order to achieve gender equality. There should be clear roles and responsibilities for all actors. It is important that staff know what is expected of them in relation to the new task or how to do the old tasks differently. Hence roles and responsibilities should be specific, relevant, and realistic, included in staff's performance plan, and should be reviewed to ensure achievement.

- **Need for an Organizational Change Plan**

ECYDO's and its units within the organization need a clearly defined and agreed gender mainstreaming strategy so that actions could be coordinated and progress measured. A strategic organizational change plan that guide implementation of a gender policy looks at how organizations work and build gender responsive work practices and procedures. Conducting gender audit of an organization is a good starting point for gender mainstreaming strategy in the organization.

- **Staff composition/representation**

- ✓ Recruiting adequate women staff and ensuring the balance also at senior levels; with an objective of achieving a numerical gender balance in all posts at all levels
- ✓ Ensuring equal opportunities among male and female staff for personal growth, in promotion benefits, training and working conditions
- ✓ Ensuring equitable representation and participation of men and women in the management committee, Board of directors and in various functional committees of the organization

- **Workplace**

- ✓ Providing a safe and secure workplace for women staff, free from sexual harassment with a Gender Complaints committee to look into specific concerns.
- ✓ Providing an enabling and friendly work environment where both men and women enjoy and actively participate in work. This includes providing flexible working hours and allowing working from home, wherever possible

- ✓ Extending work related concessions and relaxations for women staff depending upon the situations and requirements; e.g. providing secure transport facilities when they work late hours; giving relaxation over travel time for the next day for those in the field; ensuring security measures along with minimum basic facilities for women staff traveling in the field.
- ✓ Reviewing the organizational structure, functioning, problems in relation to gender imbalances among staff and the work environment time to time and taking definite steps to address the same
- ✓ Strategic orientation to staff in the field based programs and advocacy initiatives towards increasing women's access, control and ownership over the natural resources.
- ✓ Placing Gender in existing committees: A woman employee who has put in 3 months of service after confirmation shall be entitled for 4 months of Maternity Leave on full pay and under probation, she will be eligible for leave without pay for the same length of period.
- ✓ Men employees when their spouses have children shall be entitled for 30 days of leave either immediately after child birth or fifteen days before child birth and fifteen days after child birth for primary parenting and child nurturing. In case of miscarriage / abortion, women staff can avail 2 weeks of Maternity Leave with full pay and spouses are entitled for one week's leave.
- ✓ Making efforts to develop infrastructure for childcare facilities in the office premises in order to ensure that the parents can bring their children in circumstances in which the child cannot be taken.

- **Staff capacity building**

- ✓ Facilitating staff capacity building processes and trainings to enhance perspectives and conceptual clarity on Gender issues (for all the staff members). It will be an important component of the induction program.
- ✓ Ensuring that all trainings (internal and external) facilitated by the organization are gender-sensitive. - a) Training content/methodology/mode of facilitation b) logistics part -time/location of venue/crèche facilities/other logistics/first-aid kit.
- ✓ Conducting Gender trainings for both men and women; and ensuring participation of women in all the field level meetings and trainings.

- **Organizational policies and systems**

- ✓ Making all HR systems and policies gender-sensitive and responsive, and integrating gender indicators into staff performance appraisal systems.
  - ✓ Incorporating and explicitly mentioning gender sensitivity as an essential element in the tasks/job profiles in all terms of reference, including TORs for external consultants.
  - ✓ Ensuring that the conceptual clarity and sensitivity on gender issues will be one of the important selection criteria in recruitment processes and capacity building efforts of staff.
  - ✓ Initiating and building the advocacy around gender balance and making efforts to integrate gender concerns into the scaling up and mainstream developmental programs.
- **Staff benefits**
    - ✓ Following all statutory requirements related to maternity and paternity leaves.
    - ✓ Ensuring that staff access to and use of information technology is gender equitable.

#### **4.2. Basic understanding of the gender policy implementation guideline**

- It is important to know what gender equality and inequality mean in practice, the role of power relations between men and women and its impact on gender inequality, how gender in equality contributes to and has an impact on Health especially HIV/AIDS , poverty reduction and socio-economic growth.

##### **4.2.1. Strong, committed leadership**

- Leadership commitment is important, as they can oversee cross-cutting nature of the issue across various management structures and areas of an organization. Committed leaders provide signals about the relative priority assigned to gender policy efforts through making demands on staff for analysis, information and updates on progress.
- Committed leadership is expected to apply the following:
  - ✓ Acceptance of the existing gender inequalities and disparities and commitment to achieve gender equality;
  - ✓ Willingness to take responsibility and accountability towards gender equality achievements as well as failures;
  - ✓ Incorporate gender equality issues in speeches and statements to draw attention in all aspects of work;
  - ✓ Promote measures towards gender equity and equality within the organization;
  - ✓ Ensure that adequate resources are allocated to achieve gender equality goals including a gender responsive budget or ear- marked budgets;

- ✓ Supervise staff; keep records, updated information on ideas and actions on gender equality;
- ✓ Give recognition to staffs for their innovation and achievements on activities related to gender equality and give rewards or incentives to motivate best performers and take actions on violators.

#### **4.2.2. Availability of Adequate resources**

- Assignment of trained and qualified human resources, sufficient material, financial and time resources are crucial for any organization in order to be gender responsive. Thus, the following issues should be considered for adequate resource allocation:
  - ✓ Ensure that the budget process is gender sensitive and participatory;
  - ✓ Set a monitoring system with necessary resources;
  - ✓ Make sure that women and men equally benefit from the budget allocation;
  - ✓ Assign full time and qualified staff for gender mainstreaming and gender responsive budgeting;
  - ✓ Plan continuous capacity building programs on gender to upgrade all staffs and stakeholders;
  - ✓ Allocate all the necessary materials and equipment for effective implementation of gender programs.

#### **4.2.3. Administrative Accountability Procedures**

- Staffs at all levels need to be held accountable for working in a gender responsive manner and for achieving set gender equality outputs and outcomes. It is important to institutionalize gender mainstreaming, accountability and transparency through development and implementation of regulations, procedures, and guidelines. These tools should inform workers, planners and program managers to ensure that they address gender issues in their day to day work.

### **5. Implementation of Gender policy at Program/project level**

The implementation of the gender equality policy has to address the entire project cycle:

1. when projects ideas are developed by the potential project promoters
2. when the beneficiary state government makes their prioritization of the projects
3. when the projects are appraised by donors
4. when the grant decision is made
5. when the project is implemented and monitored

This gender policy must therefore be implemented in all parts of the project cycle based on the following principles and activities:

- This policy is an integrated part of the grant policy adopted by the donors and they will thereby be committed to include gender equality assessment as an important decision criterion;
- The Gender policy and guide will be referred to in next revision of the application form and its user guide;
- Other measures to make the policy public in the beneficiary states will be considered.

### **5.1. Program/Project Identification**

A program is a set of projects put together under the overall framework of common objective/goal. A program is implemented through various projects. Thus, a project is an undertaking which starts and ends within a given period. It has its own management, staff and other resources that go along the project life. Ideally, project management becomes part of the normal management when the project phases out. It is a process of identifying health, psycho- social and economic problems to be addressed by the program/project and the needs and interests of possible beneficiaries and stakeholders. In this process, the problems and most realistic and effective interventions are analyzed, and ideas for programs/ projects and other actions are identified and screened. During project identification, key assessments required to help ensure relevance and feasibility of a project are:

- (i) Problem analysis including scope of cross-cutting issues (governance, environment, and gender analysis);
- (ii) Assessment of policy and programming framework;
- (iii) Stakeholder analysis, including institutional capacity assessment;
- (iv) Preliminary objectives and strategy analysis;
- (v) Preliminary assessment of resource and cost parameters;
- (vi) Preliminary assessment of project management, coordination and financing arrangements;
- (vii) Preliminary assessment of economic/financial, environmental, technical and social sustainability issues; and
- (viii) Assessment of other ongoing and planned initiatives and assessment of lessons learned.

### **5.2 .Program/ Project Design**

It is a process of confirming relevance and feasibility of the proposed project idea. Identification of problems, noting down management and coordination arrangements, setting action and financing plans, risks/assumptions, M&E and auditing arrangements are carried out at this stage.

- Incorporate gender in the vision, mission, goal and objective(s) of the project;
- Set out the time frame or schedule for the project including the phasing in and phasing out stages by consulting women and men;
- Confirm participation of women and men boys and girls depending on the nature of the intervention on equal basis;
- Include gender personnel with clear job descriptions, job titles and salary scale;
- Establish means and methods for monitoring and evaluating gender mainstreaming;
- Ensure that adequate budget is allocated for gender policy.

### **5.3. Program/Project Appraisal**

During project appraisal, it is crucial to:

- Ensure inclusion of gender issues in a manner that will bring about concrete results and meaningful Review the project design from a gender perspective;
- Review sustainability and feasibility from a gender perspective;
- Review outcome and impact of the project in relation to gender;
- Include (if there are any) overlooked gender issues; and
- Ensure presence of gender personnel/advise/ technical personnel, in the preparation of the project/program.

### **5.4. Program/Project Approval**

It is a process of ensuring that all financial rules and regulations are adhered to; that the project is substantively and technically sound and that the proposal fits into priorities and programme objectives. Project approval is the process where the higher officials check the project proposal.

During project approval it is crucial to:

- Ensure that the number of men and women are equal and that they have equal say during the approval process; and
- Ensure that the composition of the approval team involves gender personnel/advisor(s).

### **5.5. Project Implementation**

It is a process of carrying out activities to deliver expected results for the accomplishment of project objective(s). It also includes managing available resources, monitoring and reporting on projects.

During project implementation it is crucial to ensure:

- That women and men are equally participating and represented;
- That gender knowledge and experience is one of the criteria during project staff selection;
- That men and women are represented at the decision-making level;
- Those women aren't overburdened or inequality is not perpetuated during the process.

#### **Service Level**

- Ensure accessible and affordable quality service for both men and women;
- Help members, volunteers and the staffs to understand the inter-linkages of gender inequality
- Encourage women, men and the community members and encourage discussion on gender issues;
- Facilitate safe environment for both men and women can talk freely and access comfortably information and services on gender issues;
- Create awareness on how women can negotiate sexual matters with their partners and gain greater control over their sexual lives;
- Link interventions with community based programs that promote cultural, social as well as individual behavioral change towards gender equality;

- Strengthen activities that enhance male involvement on gender issues.

### **Community Level**

- Increase community capacities of community based organizations (CBO), particularly those working on gender issues;
- Raise community awareness on gender and HIV/AIDS issues. This will help to strengthen community support to enhance program impact and output of the association;
- carry out community mobilization campaigns among religious leaders, women, and youth groups;
- Use innovative media channels to generate discussion and dialogue among members of different community groups. Propose strategic community actions to promote gender equality and eliminate gender discrimination;
- Link gender issues services with women's empowerment projects, such as income generating, HIV/AIDS and other development projects operating at the community level;
- Establish community gender networks that strengthen efforts of the association towards gender equality.

### **6. Users of the gender policy implementation Guideline**

- Users of these gender policy implementation guideline is ECYDO beneficiaries, staffs , experts at different levels, stake holders, local governmental office working with ECYDO, CSOs, FBOS groups or individuals working in areas of gender. This guideline is designed to be used as frame of reference for MENA in mainstreaming gender in development endeavors. Users need to adopt the guidelines to their specific situations before implementing it.