

Strategic Roadmap:
**GENDER EQUALITY AND
WOMEN EMPOWERMENT
IN EASTERN ETHIOPIA
UNIVERSITIES**



October 2018

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Introduction

The Strategic Roadmap is a framework for gender mainstreaming and women empowerment in Eastern Ethiopia universities and within the communities they serve through the 'community outreach. It is an outcome of:

- (1) the assessment of national regulation and governance that the universities obliged to comply as well as internal rules and regulations from gender perspective;
- (2) training workshop where approximately 70 participants from HU, JJ, DDU and representatives of GOs and NGOs from eastern Ethiopia regions were participated;
- (3) FGD and job training of 30 participants from the support process (e.g. humanresources and ICT) of HU, DDU and JU;
- (4) validation with the top-level management of the universities, gender directors, gender experts and other selected staff.

The roadmap is intended to be a tool to support gender mainstreaming activities in teaching and learning, research and technology transfer and community engagement activities of the three eastern Ethiopia universities. It also complements the existing best practices of the universities. In addition, the roadmap shows Eastern Ethiopia universities' commitment to change. This will help to increase gender equality within the universities and within the communities they serve. Such change includes strengthening the women's agency; enhancing the gender sensitivity of the institutions; improve knowledge to address lack the ability to reflect on own gender-biased behaviours and skills to integrate; and building sector-wide commitment to achieve gender equality. Accordingly, it has four strategic directions

Strategic Direction 1: Strengthen the women's agency (collective and individual)

Strategic Direction 2: Enhance the gender sensitivity of the institutions (rules, social norms and practices)

Strategic Direction 3: Improve gender related knowledge and skills

Strategic Direction 4: Build sector wide commitment to achieve gender equality

Moreover, the roadmap will not duplicate the roles of the already established responsible bodies for gender equality and women empowerment in eastern Ethiopia universities. But It will instead play an important role to ensure that all staff at all levels will take full responsibility to deliver their part toward gender equality and women empowerment in the universities and community they serve.

The Mission and Vision of the roadmap

Mission and Vision of the roadmap to gender equality and women empowerment include:

Mission: To create gender sensitive working environment and empower women in eastern Ethiopia Universities AND within the communities they serve.

Vision: Eastern Ethiopia universities known for their excellence in gender equality and women empowerment within the universities AND the communities they serve by 2025.



Strategic Direction 1: Strengthen the women's agency (collective and individual)

| Goal | Objectives | Activity | By whom? |
|--|--|---|---|
| 1 Increase number of female students in universities to parity by the end of 2020 | <ul style="list-style-type: none"> - Improve female students' life skills, physical and emotional fitness and ability to exercise their rights - Increase the number of female role models - Decrease negative peer pressure | <ul style="list-style-type: none"> - Life skill, leadership and reproductive health trainings - Motivate female students for extracurricular activities - Coordinated mentoring program for first year female students - Gender-specific guidance and counselling (e.g. female counsellor for female students) - Involve religious institutions to address negative peer pressure and use of drugs - Establish female only sport centre/program - Experience-sharing forum/award female role models - Raise awareness of community and religious leaders, community members and youth on women's (legal) rights and ensure support | <ul style="list-style-type: none"> - University top management - Girls' unions - Gender directorate - Female academic staff and guests - Psychology department - Religious institutions - University Sport Office - Mass communication department - University clinic |
| 2 Increase number of female students and faculty who are well-equipped and know their rights to achieve equal positions to men | <ul style="list-style-type: none"> - Strengthen women's agency - Improve work-life balance - Enable women to claim their rights | <ul style="list-style-type: none"> - Conduct household gender analysis and follow-up to findings - Promote participation of men and boys in household tasks - Support technology development for household work - Training for female staff to address challenges to accessing their rights - Train paralegals to promote and protect women's right - Establish/equip legal counselling & aid centres in target communities - Create access to legal documents on gender equality both at personal and institutional level; - Conduct awareness /training on women's rights and gender equality for both men and women university staff | <ul style="list-style-type: none"> - Gender Directorate, Gender and Development Department - Outreach Community Engagement Directorate - Women's Affairs Office - Prosecutors' Office - Police commission |
| 3 Increase number of women in leadership and academic positions by at least 20% by the end of 2020 | <ul style="list-style-type: none"> - Increase number of women with appropriate capacity in leadership positions - Increase number of women with appropriate capacity in higher academic ranks - Create pool of future women leaders | <ul style="list-style-type: none"> - Assessment on factors affecting women's involvement and potentials in leadership in the eastern Ethiopian Universities (EEUs) - Establish female staff mentorship centre/initiatives? - Training on leadership, women's rights, gender and leadership, negotiation skills, advocacy and research methods/publications - Organize exchange forum for female staff and leaders both locally and internationally | <ul style="list-style-type: none"> - Research v/president - Gender office and department - Top management - Colleges/department/schools - Female staff - Universities Sport Office |
| 4a Increase number of female students in natural sciences and technology (NST) by at least 20% by the end of 2020 | <ul style="list-style-type: none"> - Strengthen motivation and attractiveness for women to join STEM/NST - Strengthen women's participation through establishing entrepreneurial centre for female students | <ul style="list-style-type: none"> - TOT for elementary and high school educators: teachers and institutions to enhance female students' interest in STEM /NST - Provide space and facilities/facilitators for female students to engage STEM issues - Create mentor-mentee relationship between senior and new female students in STEM/NST departments - Awareness raising- motivating female students to choose STEM/ NST - Tutorial classes for female students with a particular attention to STEM female students; - Promote and support (financially and technically) the effort of Female STEM students | <ul style="list-style-type: none"> - College of Natural sciences and institute of technology - female students' union, - gender directorate - university enterprise, - Top management, - Education bureau/high school and elementary - Science and Technology ministry; - American and Sweden Embassies |
| 4b Increase number of female academic staff in research and technology transfer engagement by at least 20% by the end of 2020 | <ul style="list-style-type: none"> - Strengthen women academicians (in)formal networks; - Ensure conducive working system for women academician - Increase number of women with research related knowledge/skills - Strengthen the existing female's only research grant | <ul style="list-style-type: none"> - Continuous training for women researchers on academic writing, data analysis, research proposal design, methodology, publication - Strong mentorship link between women and senior research professionals both in house and elsewhere - Advocate with research directorate to ensure equal number of female members on the evaluation committee - Advocate for enlarging and promote women's research grant - Conduct needs assessment for conducive environment for female academicians and implement recommendations | <ul style="list-style-type: none"> - Gender Directorate - Research Directorate - Existing or new associations - Gender focal persons - Thematic area coordinators - University (vice) presidents |
| 4c Increase number of female students & staff in community outreach activities by at least 20% by the end of 2020 | <ul style="list-style-type: none"> - More women know opportunities of community outreach activities - Women's work in community outreach is known and acknowledged - More women benefited from community outreach engagement | <ul style="list-style-type: none"> - Raise awareness of women participants on opportunities in outreach community engagement - Promote and acknowledge women with history in outreach community engagement activities and document case studies - Provide technical assistance to women engaging in community engagement activities - Ensure women's safety while travelling and staying in field | <ul style="list-style-type: none"> - Gender Directorate, Gender and Development Department - Outreach Community Engagement Directorate - Women's Affairs Office - Police and security bodies |
| 5 Strengthen women's voice through enhancing networks' power | <ul style="list-style-type: none"> - Organizational and functional capacities of women's groups and associations strengthened | <ul style="list-style-type: none"> - Mapping of existence and strengthening women's associations - Revisit women's associations bylaws to promote gender equality - Establish/strengthen female staff association in EES - Build leadership capacity of elected members of women's networks and associations - Engage community/community leaders for support to networks and associations | <ul style="list-style-type: none"> - Community members and leaders - Gender Directorate - Law schools/institutes, - Prosecutors' offices - NGOs focusing on women's participation |
| 6 Increase women's participation in income generation | <ul style="list-style-type: none"> - Economic empowerment of women ensured - employment opportunities created ad sustained | <ul style="list-style-type: none"> - Conduct situation assessment on the employment market inside and outside the university including remuneration - Update remuneration to ensure equal pay - Raise awareness of and guide women to job opportunities at their level - Discuss outcomes outside universities at community level including leaders and youth | <ul style="list-style-type: none"> - Community engagement directorates - Government sector offices: (MSE) - Saving and credit institutes - NGO working on economic empowerment of women; - Women's affairs - Gender directorates/offices - Community leaders, youth |



Strategic Direction 2: Enhance the gender sensitivity of the institutions (rules, social norms and practices)

| Goal | Objectives | Activity | By whom? |
|---|--|---|--|
| 1 Increased enrolment rate, participation and performance of female students and female faculty | <ul style="list-style-type: none"> - Societal attitude towards female education improved - postgraduate opportunities for female students increased - postgraduate funding made gender sensitive - study environment is gender friendly ensured - mainstreaming gender in high school curriculum as well as inclusion of gender as a subject per the MoE education policy advocated and enforced - the gender sensitivity of education materials is consistently monitored | <ul style="list-style-type: none"> - Raise community awareness on girls' education - advocate and engage the MoE to make education material and curricula gender sensitive and introduce gender subject at high school level and beyond - provide technical assistance to senior staff for project grant development aiming at postgraduate opportunities for women - Provide postgraduate scholarships for women: undergraduate students, government employees and universities' administrative staff - Improve basic services (e.g., toilets) for female students around class/dormitory - Establish a well-organized library for female students and monitor its utilization and facilities (location, books, (quantity and quality) and service time - Awareness raising to address men's fear of losing power and/or not being considered in the institutional framework - Developing guidelines on fair and equal treatment in enrolment, scholarship, economic and other supports - Assess the gender aspects of ICT use and ensure women's access to and build capacity of women on ICT utilisation | <ul style="list-style-type: none"> - Universities' top management - Gender directorate - Gender and development department, - HR department - Community-based education directorate - MoE, education and regional education bureaus - Female staff associations - Government and non-government organizations - Media/FM radio - ICT directorate |
| 2 Gender based violence (GBV) minimized significantly in universities in eastern Ethiopia by 2020 | <ul style="list-style-type: none"> - Pre-emptive mechanisms put in place; - GBV cases are given due attention and expedited - clear structure developed for ease and confidential reporting of GBV put in place. - the revised family code of FDRE and Oromia region understood and enforced | <ul style="list-style-type: none"> - Update anti-harassment policy based on needs assessment - Develop reporting guidelines for GBV cases and make these accessible to students and female staff using the universities' media - Document GBV and harassment cases and monitor and disseminate measures taken - Organize biannual awareness creation sessions on GBV - Create a female social media group on GBV and share experience - Create awareness about the revised family code of FDRE and Oromia region - Engage men in the fight against violence on women - Involve men celebrating women's day white ribbon day - Encourage men to establish to organize men's group on gender equality - imitative men to celebrate men's international day (Nov.25) - Develop and implement a gender responsive code of conduct | <ul style="list-style-type: none"> - Gender directorate/ offices - Big Sisters, student and female student union - Staff and student discipline committee - Top level management, ICT - Law enforcement agents - Law schools and prosecutors - EWLA and NGOs working on women's right promotion and protection |
| 3 Women and men can exercise equal rights in universities in Eastern Ethiopia | <ul style="list-style-type: none"> - Ensure institutional rules and guidelines are gender sensitive and operational - Make recruitment, selection and placement process gender sensitive - Improve gender sensitivity of universities' leaders - Ensure gender mainstreaming in outreach community engagement - Develop goal-oriented affirmative action practices | <ul style="list-style-type: none"> - Establish task force to review gender sensitivity of institutional documents and working environment; - Revise rules, regulations and guidelines (incl. recruitment guideline) from gender perspective; conduct yearly gender audit - Allocate budget and human resources to gender related activities - Increase representation of female staff in the recruitment committee - Involve gender expert in recruitment, selection and placement process - Develop gender sensitive job descriptions - Present evidence-based reports on gender to the universities' leaders - Develop gender sensitive M&E system and train relevant staff - Make gender disaggregated M&E and reporting mandatory - Facilitate universities' leaders to share best experiences on gender sensitivity within and outside the country - Conduct situation assessment on work-life balance - Develop/implement strategies improving female staff work-life balance - Develop women empowerment guideline and checklists - Assign gender focal persons to oversee the gender responsiveness | <ul style="list-style-type: none"> - Universities top management - Gender directorate - Outreach community engagement directorate - Human resources department - Gender and development department - Senior officials |
| 4 Curricula, research and teaching approaches are gender sensitive by 2020 | <ul style="list-style-type: none"> - Integrate gender in course content, objectives, and teaching methodology - Integrate gender in formulation of research methodology and approach - Make teaching staff gender sensitive - Create all-inclusive teaching-learning environment | <ul style="list-style-type: none"> - Include gender as a common course in all programs - Assess teaching learning environment from gender perspective - Developing checklists and indicators for monitoring gender sensitivity - Involve gender experts in curriculum development - Adjust curricula to become more gender sensitive - Train teaching staff on gender sensitive curriculum development - Ensure gender equality in curriculum development team - Create awareness of management and administration on implementing gender sensitive laws, policies and practices - Involve women in developing/implementing strategies and indicators | <ul style="list-style-type: none"> - Universities' top management - Gender directorate, focal person - Education and behavioural sciences college - Gender and development department - Research office MoE - Ministry of women and children affairs |
| 5 Gender related research and technology transfer has a firm place in the institutions by 2020 | <ul style="list-style-type: none"> - Establish system to support gender related research - Change university management attitude on gender related research - Ensure gender related research and technology transfer are mainstreamed in academic programs | <ul style="list-style-type: none"> - Conduct assessment to support system on gender related research - Develop strategies and policies for system on gender related research - Develop and use implementation guidelines for gender related research and technology transfer - Increase awareness among the university management and wider community on gender related research - Encourage and acknowledge publication of gender sensitive research - Conduct assessment to identify gender related research opportunities - Revise thematic areas to effectively include gender related topics | <ul style="list-style-type: none"> - Gender office - Gender department - Research directorate and office - Academic staff - University management - Media - Community |
| 6 Gender equality in outreach community engagement activities achieved by 2020 | <ul style="list-style-type: none"> - Ensure gender issues in outreach community engagement activities are adequately addressed - Establish gender equitable community service for women and men | <ul style="list-style-type: none"> - Develop gender guidelines and checklist for outreach community engagement directorate - Build staff capacity to mainstream gender in outreach community engagement activities - Conduct gender analysis and a gender sensitive needs assessment in target/catchment areas and communities - Establish a system to monitor implementation and document outcomes | <ul style="list-style-type: none"> - Gender directorate - Women affairs and outreach community engagement directorate - Gender and development department |



Strategic Direction 3: Improve gender related knowledge and skills

| Goal | Objectives | Activity | By whom? |
|---|--|--|---|
| 1 Knowledge and skill gaps on gender related issues have been eradicated by 2020 | <ul style="list-style-type: none"> - current gender related knowledge explored/assessed - staff, students, and university management members knowledge on gender and related issues improved; - the staff skill to integrate gender in their course content, objectives and teaching content ensured | <ul style="list-style-type: none"> - Conduct assessment on gender related knowledge and skills - Trainings, on-the-job guidance, panel discussions, experience sharing forums on gender equality and sensitivity for various target groups - Allocate budget to increase gender resources (books, teaching materials, online databases); make accessible for university community - Create social media platform for university staff to discuss and share ideas on gender related issues - Develop and publish a concise gender equality leaders' handbook - Develop gender guideline and checklist for field staff and experts | <ul style="list-style-type: none"> - Universities top management - Gender directorate - Gender and development department - Women and Children Affairs - Universities ICT directorate - NGOs and GOs Universities staff - (Female) student union - School of Law |
| 2 Gender biased concepts, approach and ideologies gradually minimized decreased by 2020 | <ul style="list-style-type: none"> - research and technology transfer and utilization to decrease gender biased concepts and ideologies conducted - Gender mainstreaming in research and curriculum ensured | <ul style="list-style-type: none"> - Conduct gender sensitive research and disseminate the finding to beneficiaries - Organize awareness raising workshops/seminars/conferences on gender biases and how to address and avoid these at all levels - Provide training to academic staff on gender mainstreaming in research and curriculum | <ul style="list-style-type: none"> - Researchers - Thematic area leaders - Research directorates - Gender departments and offices - Consultants where needed |
| 3 Perception and attitudes to women capacity in household and public domain improved | <ul style="list-style-type: none"> - Barriers to gender equality in household and public life removed - gender practice/ perception of practitioners and target women challenged/ reoriented - women's right and role in development acknowledged - patriarchal/socio-cultural norms and values towards gender equality reoriented - Women's work burden eased /shred | <ul style="list-style-type: none"> - Organize a reflection session on gender story and gender observation for male and female staff to be deployed in outreach community engagement activities - Organize orientation sessions on women's right legal provisions (national, international and regional) - Organize forum to reflect on and critically assess attitudes and practices in day- to-day life, in the community and public engagement - Organize small group discussions to discuss and challenge norms and values that reinforce and perpetuate gender inequality - Facilitate and support the acquisition of time and energy saving kitchen utensils - Review the editorial policy and programs of university media (FM (community radio, website and print media) on gender sensitivity - Ensure males' (boys and adults) participation in household activities | <ul style="list-style-type: none"> - Outreach community engagement - Gender and development department - Gender directorate - Media - Community directorate - International relation directorate - Women and children affairs offices, NGOs working on women economic empowerment - Private and government MSE institutions |



Strategic Direction 4: Build sector wide commitment to achieve gender equality

| Goal | Objectives | Activity | By whom? |
|--|---|---|--|
| 1 Commitment to gender equality in universities strengthened and ensured | <ul style="list-style-type: none"> - students and staff to committed to achieving gender equality encouraged - Ensure the support of university leadership - ownership on gender in research and technology transfer across different disciplines and sectors built - Partner organizations' accountability to gender equality ensured | <ul style="list-style-type: none"> - Conduct a quick scan on leaders' knowledge on strategic gender issues - Continuous M&E of gender sensitivity in teaching-learning environment, recruitment, budgeting and fund allocation - Mainstream gender in corporate objectives and mandates of universities - Set up a working group/ task force to work on gender mainstreaming in all colleges - Organize workshops on gender issues and sharing best practices on gender equality for government, NGOs and community leaders - Organise workshops for leaders on strategic gender equality instruments - Develop formal agreements framework, where reflecting roles and responsibilities related to gender equality is mandatory for partners - Develop and publish concise document on strategic gender instruments for leaders - Share best practices on gender equality through media | <ul style="list-style-type: none"> - University management - Gender Directorate - Planning Office - Gender and development - (Vice)President, senate - Women youth and children affairs office - Outreach community engagement - Media |
| 2 Centre for Women Empowerment (CWE) established | <ul style="list-style-type: none"> - To build institutional capacity and the willingness to implement gender equality and women empowerment activities - To facilitate the implementation of roadmap to gender equality and women empowerment - To organize trainings in leadership and management for women and female students, management and leaders; - To advocate gender equality and women empowerment in eastern Ethiopia and beyond - To organize workshops and seminars on feminism, gender equality, women empowerment and best experience sharing - To conduct assessment on gender equality and women empowerment related issues | <ul style="list-style-type: none"> - Mobilize multi-disciplinary team for CWE - Develop a proposal to establish CWE - Develop strategic document for WEI including business model - Mobilize resources for CWE - Build capacity of CWE team - Organize launching workshop to lunch CWE - Use media to promote CWE - Create network between CWE and key stakeholders and likeminded organizations | <ul style="list-style-type: none"> - University Management - Gender and Development department - Gender directorate - Public and international relation directorate - Colleges /departments/schools |

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GENDER EQUALITY AND WOMEN EMPOWERMENT IN EASTERN ETHIOPIA UNIVERSITIES

Strategic Roadmap



1 STRENGTHEN WOMEN'S AGENCY (COLLECTIVE AND INDIVIDUAL)

- Increase number of female students in universities to parity by the end of 2020
- Increase number of female students in faculties where are well-marginalized and know their rights to achieve equal positions to men
- Increase number of women in leadership and academic positions by at least 20% by the end of 2020
- Increase number of female students in natural sciences and technology by at least 20% by the end of 2020
- Increase number of female academic staff in research and technology transfer engagement by at least 20% by the end of 2020
- Increase number of female students and staff in community outreach activities by at least 20% by the end of 2020
- Strengthen women's voice through enhancing networks' power
- Increase women's participation in income generation



4 BUILD SECTOR-WIDE COMMITMENT TO ACHIEVE GENDER EQUALITY

- Commitment to gender equality in universities strengthened and ensured
- Centre for Women Empowerment established

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2 ENHANCE GENDER SENSITIVITY OF THE INSTITUTIONS RULES, SOCIAL NORMS AND PRACTICES

- Increased enrolment rate, participation and performance of female students and female faculty
- Gender based violence minimized significantly in universities in Eastern Ethiopia by 2020
- Women and men can exercise equal rights in universities in Eastern Ethiopia
- Curricula, research and teaching approaches are gender sensitive by 2020
- Gender related research and technology transfer has a firm place in the institutions by 2020
- Gender equality in outreach community engagement activities achieved by 2020

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3 IMPROVE GENDER RELATED KNOWLEDGE AND SKILLS

- Knowledge and skill gaps on gender related issues have been indicated by 2020
- Gender based concepts, approach and ideologies gradually minimized decreased by 2020
- Perception and attitudes to women capacity in household and public domain improved

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