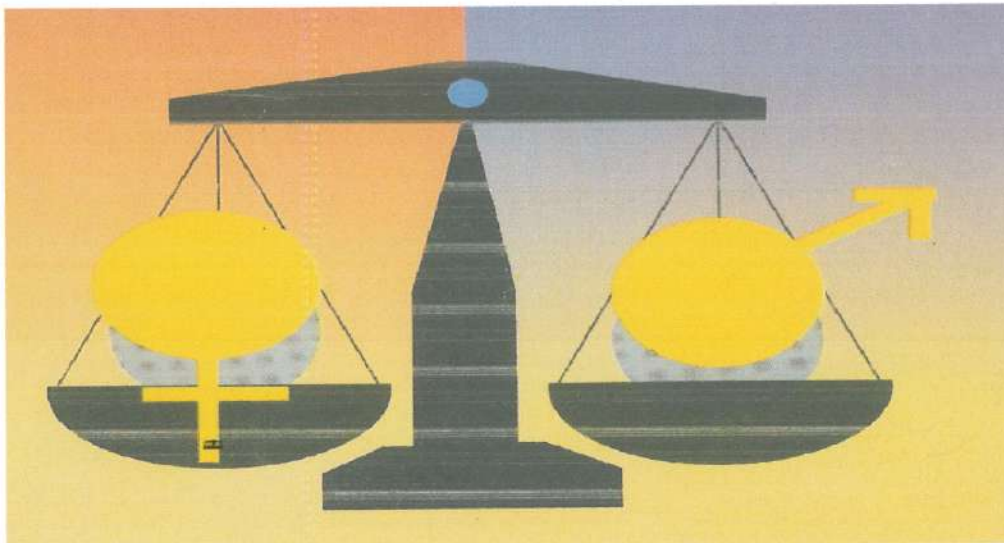




**ORGANIZATION FOR SOCIAL SERVICES HEALTH &  
DEVELOPMENT (OSSHD)**

**GENDER POLICY AND IMPLEMENTATION GUIDELINE**



*Everyone at all levels in OSSHD is responsible for working towards gender equality*

January 2024  
Addis Ababa

## Contents

Part I: Background and Rationale .....	1
1. 1 Background and Rationale .....	1
1.2. Policy Statement.....	1
1.3. Key Principles .....	2
1.4. Scope of the Policy.....	2
Part II: Policy Goal and Objectives .....	3
2.1. Policy Goal .....	3
2.2. Policy Objectives.....	3
Part III: Contents of the Policy.....	4
3.1 Organizational .....	4
3.2 Programming .....	5
Part IV: Policy Implementation Strategies.....	7
4.1 Gender Strategies that OSSHD Needs to Focus upon.....	7
4.2 Strategy to Implement Gender Policy.....	8
4.3. Commitment of Leadership.....	8
Part V: Institutional Implementing Strategies.....	9
5.1 Institutional Mechanisms.....	9
5.2 Organizational Structure.....	9
5.3 Responsibility and Accountability.....	9
6. Budgeting and Resource Mobilization.....	12
7. Monitoring and Evaluation .....	12
8. Plan of Action to Implement the Gender Policy of OSSHD.....	13

The bottom of the page features several handwritten signatures in blue ink. A large, circular purple stamp is prominently displayed in the center. The stamp contains the text: "ՀԱՅԱՍՏԱՆԻ ՀԱՆՐԱՊԵՏՈՒԹՅԱՆ ԱՍՏՆԱԿԱՆ ԳՆԱԿԱԿԱՆ ԿԵՆՏՐՈՆԻ ՍՈՑԻԱԼԱԿԱՆ ԵՎ ԿՈՆԿՐԵՏԱԿԱՆ ԿՈՆՍՏՐԱԿՏԻ ՎԵՐԻՄՈՒՄԻ ԿՈՄԻՏԵ" (Committee for the Better Future (OSSHD) of the Ministry of Health and Development of the Republic of Armenia). Below this, it says "FOR THE BETTER FUTURE (OSSHD)" and "Organization for Social Services, Health and Development (OSSHD)". There are also some smaller handwritten marks and initials scattered around the stamp.

## Acronyms

AIDS	:	Acquired Immune Deficiency Syndrome
CEDAW	:	Convention on the Elimination of All Forms of Discrimination Against Women
HIV	:	Human Immune Deficiency Virus
M&E	:	Monitoring and Evaluation
MDG	:	Millennium Development Goals
MV	:	Means of Verification
OSSHD	:	Organization for Social Services Health & Development



## DEFINITIONS

**Gender:** refers to the social attributes and opportunities associated with being male and female and the relationships among and between women, men, girls and boys. These attributes, opportunities and relationships are socially constructed and are learned through socialization processes.

**Gender equality:** refers to equal rights, responsibilities and opportunities of women, men, girls and boys. Equality does not mean that women and men will become the same but that rights, responsibilities and opportunities of women and men will not depend on whether they are born male or female. Equality between women and men are seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centered development.

**Gender equity:** means fairness of treatment for women and men, according to their respective needs. This may include equal treatment or treatment that is different but which is considered equivalent in terms of rights, benefits, obligations and opportunities. In the development context, a gender equity goal often requires built-in measures to compensate for the historical and social disadvantages of women.

**Gender mainstreaming:** is the process of assessing the implications for women and men of any planned action including legislation, policies or programs, in any area and at all levels. It is a strategy for making the concerns and strategies of women and men an integral part of the design, implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres, so that women and men can benefit equally, and inequality is not perpetuated. The ultimate goal of gender mainstreaming is to achieve gender equality.

### Part I: Background and Rationale

#### 1. 1 Background and Rationale

Organization for Social Services for AIDS (OSSA) as a first and pioneer organization in Ethiopia was established in 1990 to combat the spread of HIV/AIDS and also to provide care and support services to the Ethiopian people who were infected and affected by the virus. The



goal of OSSHD is to contribute to the national effort of prevention and control of the spread of HIV/AIDS and realization of community based care and support towards self-reliance.

Gender has a fundamental bearing on the course, pace and impact of HIV infection. The different attributes, roles and expectations that societies assign to men, women, girls and boys, affect an individual's ability to protect themselves from HIV and cope with its impact. It is important to recognize that gender is a complex concept as it includes gender roles which transgress the notion of what is traditionally seen as male and female.

Therefore; OSSHD recognizes that the culture of the society, societal norms and biased stereotypes related to gender has a great impact on the achievement of its goal. These situations impede women from equally enjoying and exercising equal advantages and opportunities not only by affecting organizational culture but also by fueling the prevalence of HIV/AIDS primarily among women. Moreover; mostly this results in women's at the disadvantaged position since they are the most affected and infected. Therefore; OSSHD understands gender biases and disparities undermines all of its efforts towards prevention and control of the spread of HIV/AIDS and realization of community based care and support towards self-reliance. OSSHD is also committed to provide access to information and resources, promote gender-sensitive education, dismantle stereotypes, encourage gender equality from early age and work towards making society equitable for women.

## 1.2. Policy Statement

To fulfill its mission and vision, OSSHD is committed to advancing gender equity within the organization and in all its programs. The organization recognizes that in our societies, biased stereotypes and social norms prevent women and men from exercising their free choice and from taking full and equal advantage of opportunities for individual development, contribution and reward. The organization is dedicated to enhancing gender equity within the institution through the management of human resources and the organizational culture, and within the communities served through programs and projects.

The policy is inspired by national, regional and global norms, standards and commitments on gender equality/equity and women's empowerment in general, and in relation to the fight





- ❖ Women participation and empowerment is central to achieve gender equality;
- ❖ Gender equality is critical to address HIV and AIDS. Male involvement in promoting gender equality is critical to reduce the vulnerability of women and girls to HIV infection.
- ❖ Non-discrimination, whether by race, religion, nationality, or sex.
- ❖ Protection of children and upholding the rights of girls and boys, and
- ❖ Protection and assistance to the poor and marginalized.

#### **1.4. Scope of the Policy**

This policy describes specific commitments, implementation mechanisms and standards for OSSHD to ensure that gender equality is fully incorporated in its work. It calls on OSSHD to work in a collaborative way towards the goal of gender equality in all aspects of its work, as well as urges individual employees to strengthen their own actions to ensure women, men, girls, boys and key populations equally promoted and protected within and outside their workplace.

### **Part II: Policy Goal and Objectives**

#### **2.1. Policy Goal**

The goal of this policy is to guide the achievement of equality/equity between women and men and key populations within OSSHD as well as in its programs

#### **2.2. Policy Objectives**

The objectives of this policy are:

- ❖ To explicitly state the organizational commitment towards gender;
- ❖ To provide a direction towards building gender related agenda;
- ❖ To provide a framework 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 work place;

The bottom of the page features several handwritten signatures in blue ink. A prominent circular official stamp is located in the lower center, containing the text: "FOR THE BETTER FUTURE" and "Organization for Social Health and Development (OSSHD)". The stamp also includes Amharic text: "ግንባርን ለግንባር" and "ግንባር ለግንባር".

- ❖ To promote equal representation and participation of women in decision making at the professional/ programmatic and administrative levels and to address the existing gap between women and men within the institution;
- ❖ To empower OSSHD to address the disparities between men and women in prevention of HIV/AIDS, access to treatment, care and support programs/projects;

### **Part III: Contents of the Policy**

#### **3.1 Organizational**

##### **3.1.1. Gender Balance in Organizational Structures**

- 3.1.1.1 In OSSHD's Management Board, members shall nominate male and female candidates. It is compulsory that management board is comprised of 50% women by 2016.
- 3.1.1.2 About 50% of the management members shall be women by 2030.
- 3.1.1.3 About 40% of senior position and 50% of technical staffs shall be women by 2030.

##### **3.1.2. Administrative Procedures**

- 3.1.2.1 OSSHD shall review the job descriptions of staffs and shall ensure that job descriptions are gender sensitive to ensure gender accountability of the staff members. This practice shall be applied with any of positions to be created/ advertised.
- 3.1.2.2 Job descriptions of managerial posts and responsibilities of the Board shall be revised to include responsibilities for gender mainstreaming. This is to ensure that accountability exists and responsibilities are understood at all levels.
- 3.1.2.3 Policies and procedures including Human Resource Manual and recruitment procedures shall be reviewed in light of the Gender Policy. Any discriminatory policies and procedures shall be amended. Measures necessary for facilitating and promoting the increased participation of women shall be identified and implemented.

##### **3.1.3. Accountability Mechanism**

- 3.1.3.1 In the absence of accountability mechanisms, gender commitment can easily slip out. Therefore, OSSHD shall establish a system or a strategy to ensure the accountability.


 The bottom of the page contains several handwritten signatures in blue ink. A large, circular purple stamp is also present, featuring the text: "FOR THE BETTER FUTURE (OSSHD)", "Organization for Social Services, Health and Development (OSSHD)", and "FOR THE BETTER FUTURE (OSSHD)". The stamp is partially obscured by a signature.

### 3.1.4. Gender Capacities

3.1.4.1 Training on the basic gender concepts and higher levels or tailor made trainings shall be organized for the staff as well as for the partners and stakeholders at the community.

3.1.4.2 All capacity building efforts/training undertaken by the various OSSHD projects must ensure that gender dimension is included in all areas of capacity support.

3.1.4.3 OSSHD shall invest in building the gender capacity of its entire staff on priority bases.

### 3.1.5. Gender Mainstreaming Tools

3.1.5.1 Gender sensitization of the staff and the incorporation of gender responsibilities in their job description will not automatically lead to the implementation of gender mainstreaming, as it requires technical skills. Therefore, OSSHD shall provide clear guidelines, gender mainstreaming tools such as checklists for the project management cycle (PMC), gender analysis, gender planning, gender sensitive monitoring and evaluation frameworks, gender impact assessment, gender audit sheets, and manuals etc. to equip its staff to work in a gender responsive manner.

### 3.1.6. Conducive Working Environment

3.1.6.1 Efforts shall be made to establish an enabling environment where women feel comfortable to work and are free to express themselves.

3.1.6.2 OSSHD shall establish a system to handle gender-related issues.

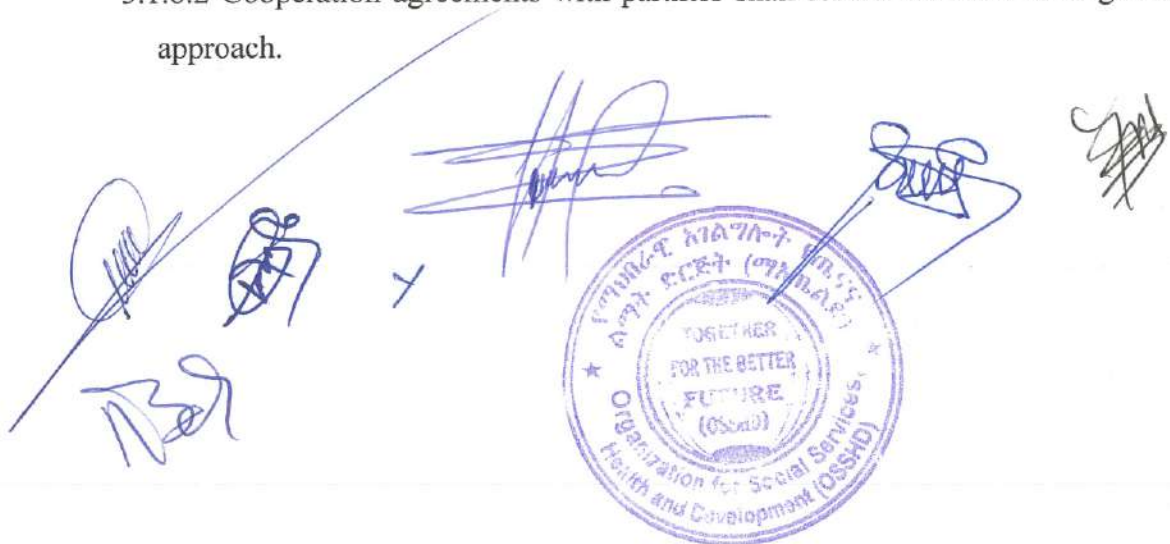
### 3.1.7. Childcare Responsibilities

3.1.7.1 The present entitlement of 120 days leave for maternity and 5 days paternity shall be continued.

### 3.1.8. Partner Organizations

3.1.8.1 OSSHD shall work with partner organizations that are gender competent,

3.1.8.2 Cooperation agreements with partners shall reflect the need for a gender sensitive approach.



The bottom of the page features several handwritten signatures in blue ink. A prominent circular official stamp is located in the lower center, containing the text: "Organization for Social Services, Health and Development (OSSHD)", "FOR THE BETTER FUTURE (OSSHD)", and "TOGETHER". The stamp is surrounded by a decorative border. To the right of the stamp, the number "9" is printed, indicating the page number.

### 3.2 Programming

- 3.2.1 Age and sex disaggregated data is critically important for an effective gender mainstreaming. Such information can feed the project with facts on the main achievements, gaps and needs. Therefore, OSSHD shall engender all programs/project by collecting, compiling and analyzing sex and age segregated data.
- 3.2.2 Based on analyzed age and sex disaggregated data, strategies shall be developed to improve the programmatic/project interventions for gender equity/equality in various OSSHD programs/projects.
- 3.2.3 Gender issues shall be incorporated in all stages of program/project like need assessment, project design, planning, and implementation; monitoring, supervision and evaluation to mitigate negative impact as well as to ensure the practical and strategic needs of women are taken in to consideration.
- 3.2.4 Gender issues shall be taken in to consideration during reporting, training, communications materials like posters, leaflets etc.
- 3.2.5 OSSHD shall explicitly state gender equality results and include relevant and feasible gender sensitive indicators for every stage of planning, implementation, monitoring and evaluation.
- 3.2.6 Based on the results of gender aware analysis women or men specific measures shall be initiated by OSSHD.

## Part IV: Policy Implementation Strategies

### 4.1 Gender Focused Strategies of OSSHD

Addressing gender issues will be among priority and major agendas of OSSHD. The following strategies are used in order to meet the objectives of the policy.

#### 4.1.1 Ensuring Equal Participation

- 4.1.1.1 Advocate and implement holistic and integrated approach to increase women's representation as well as affirmative action or quotas to increase women's representation at every level of OSSHD.



The bottom of the page features several handwritten signatures in blue ink. A prominent circular official stamp is located in the lower center, containing the text: "TOGETHER FOR THE BETTER FUTURE (OSSHD)", "Organization for Social Services, Health and Development (OSSHD)", and "AMT SCKT (THAI)".

4.1.1.2 Special measures shall be taken to enhance the capacity of women staff members so that they can be successful for decision-making positions.

4.1.1.3 Interview, selection processes and promotion shall be gender-sensitive.

#### **4.1.2 Developing technical capacity**

4.1.2.1 OSSHD shall have senior gender advisors in order to provide more specialist and technical input while making everyone equally responsible for integrating gender at whatever level they work. The role of the gender advisors shall be as a catalyst and to keep everyone on the track to ensure gender remain as central to the organizational work.

4.1.2.2 Develop and revise procedures, guidelines, and manuals in gender in a sensitive way.

4.1.2.3 Develop gender mainstreaming tools.

4.1.2.4 Promote gender issues through organizing different workshops, trainings and experience sharing programs at the head office as well as at branch or project levels,

4.1.2.5 Carry out gender awareness and sensitivity tailor made training to generate understanding in common concepts of gender, the use of gender analysis, gender statistics, gender budgeting, gender auditing, etc.

4.1.2.6 Provide assertiveness, leadership, self esteem and self confidence building training for female staffs in order to increase the capacity of female staffs.

4.1.2.7 Training programs on gender also include decision makers or management members at all levels.

#### **4.1.3 Establish accountability mechanisms**

4.1.3.1 Gender performance shall be included in the performance appraisal forms of the staff. During the evaluation of staff members' performance, the supervisor will comment the staff members' commitment and actions with respect to gender issues.

4.1.3.2 Management shall incorporate gender performance in all progress reports that are submitted to the Board.



## 4.2 Strategy to Implement Gender Policy

OSSHHD shall design a strategy to implement gender policy effectively. The major strategies to implement gender policy effectively are:

- 4.2.1 OSSHD shall allocate budget and assign workforce to familiarize the gender policy at head office as well as the branch office or the project levels.
- 4.2.2 OSSHD shall facilitate favorable environment for policy implementation.
- 4.2.3 OSSHD shall revise the existing procedures and guidelines and develop gender mainstreaming tools.

## 4.3. Commitment of Leadership

The following strategies are the major strategies that will be accomplished by the management for the effective implementation of the gender policy.

- 4.3.1 OSSHD shall make sure that all program/projects cycle are gender sensitive.
- 4.3.2 OSSHD shall allocate budget and qualified human power for the implementation of the gender policy.
- 4.3.3 OSSHD shall provide enabling environment for the policy.

## Part V: Institutional Implementing Strategies

### 5.1 Institutional Mechanisms

There is need to put in place institutional mechanisms and processes for the effective and successful implementation of the gender policy. OSSHD shall be capacitated through availability of resources (financial and human) and requisite skills to ensure the effective implementation of the policy. All structures to enhance gender mainstreaming within OSSHD should have clear responsibilities and job descriptions and resources to undertake their duties.

### 5.2 Organizational Structure

While the responsibility for promoting equality is shared throughout the organization, there is also a need for special resources and organizational structures to be put in place. These include hiring Senior Gender Advisors and shall be seen on the organizational structure.

The bottom of the page features several handwritten signatures in blue ink. A prominent circular official stamp is located in the lower right quadrant. The stamp contains the text: "TOGETHER FOR THE BETTER FUTURE (OSSHD)" in the center, and "Organization for Social Services, Health and Development (OSSHD)" around the perimeter. There are also some illegible handwritten notes and scribbles to the right of the stamp.

## 5.3 Responsibility and Accountability

The effective and successful implementation of this policy lies in clearly articulated responsibility and accountability processes and mechanisms at all levels of the OSSHD's structure. The ultimate responsibility and accountability for the implementation of the policy rests with the Board.

### 5.3.1 Role of the OSSHD Board

- ❖ Provide overall leadership for gender mainstreaming and women's empowerment within OSSHD;
- ❖ Ensure that all mandates, policies, strategies and programs of the OSSHD mainstream gender.
- ❖ Ensure that reports from all levels of OSSHD reflect gender and women's empowerment.

### 5.3.2 Role of the Executive Directors

- ❖ Ensure that the gender balances in staffing within the OSSHD are addressed;
- ❖ Require that all policies, strategies, programs, projects and activities of OSSHD mainstream gender and provide for women's empowerment.
- ❖ Ensure inclusion of responsibility and accountability for gender in all staff job descriptions.
- ❖ Ensure an enabling environment to promote gender mainstreaming and women's empowerment.
- ❖ Ensure that departments and coordination reports at all levels reflect progress made on gender mainstreaming and women's empowerment.
- ❖ Ensure that budgets of the OSSHD at all levels provide for gender mainstreaming and women's empowerment.
- ❖ Establish accountability frameworks which ensure that the gender policy is implemented.
- ❖ Ensure equal participation of men and women in the OSSHD structures.



### 5.3.3 Role of Management

- ❖ Oversee the mainstreaming of gender and women's empowerment in their respective strategies, programs and activities in relation to the response to HIV and AIDS;
- ❖ Managers of Program and Projects collaborate to strengthen staff's capacity in gender mainstreaming and women's empowerment in their respective areas of responsibility;
- ❖ Ensure regular monitoring and evaluation of gender mainstreaming in their respective programs and projects; and
- ❖ Ensure the collection and utilization of sex disaggregated data and information in their respective programs/projects.

### 5.3.4 Role of the Program Manager

- ❖ Ensure that all program strategies and activities capture and address gender dimensions and women and men's issues systematically and consistently;
- ❖ Strengthen management, all staff and partners capacity to work with gender and women's empowerment through sensitization and training;
- ❖ Develop and use gender mainstreaming and women's empowerment materials and tools to strengthening organizational capacity to mainstream gender and women's empowerment within OSSHD;
- ❖ Develop and disseminate gender mainstreaming and women's empowerment monitoring and evaluation tools and guidelines for use at all levels of the OSSHD;
- ❖ Develop and use gender benchmarks and indicators for use in monitoring and evaluation processes;
- ❖ Review the policy to maintain its relevance to prevailing social, economic, political and development environment.

### 5.3.5 Role of Senior Gender Advisor

- ❖ Act as a catalysts for gender mainstreaming at all levels of the OSSHD;
- ❖ Follow up the day-to-day activities of OSSHD for the purpose of checking on the situation that, the issue of gender is integrated;



- ❖ Assess on allocation of budget according to activities listed in plan of action;
- ❖ Strengthen gender mainstreaming capacity at their respective levels;
- ❖ Oversee gender mainstreaming and women's empowerment; and
- ❖ Facilitate monitoring and evaluation of the implementation of the gender policy.

### 5.3.6 Role of OSSHD staff

- ❖ Be responsible for mainstreaming gender and women's empowerment in their areas of responsibility and work and this will be reflected in their job descriptions and duties;
- ❖ Report on gender and women's empowerment as contained in their job descriptions; and
- ❖ Commit to behave and act in a way that promotes the attainment of gender equality and equity and women's empowerment.

## 6. Budgeting and Resource Mobilization

- ❖ Gender budgeting should be mainstreamed into OSSHD budgeting processes at all levels;
- ❖ OSSHD should provide adequate resources (human and financial) for mainstreaming gender in all programs and at all levels of OSSHD; and
- ❖ Mobilize resources from partners to integrate gender issues at all levels.

## 7. Monitoring and Evaluation

- ❖ Develop and use benchmarks necessary to create baselines on gender and women's empowerment within OSSHD
- ❖ Develop and use gender and women's empowerment indicators to be used for monitoring and evaluation of the implementation and impact of the policy
- ❖ Review the gender policy to align it with prevailing conditions
- ❖ Ensure availability of human and financial resources necessary for monitoring and evaluation of gender mainstreaming and women's empowerment within OSSHD.



Table 1: Plan of action for the implementation of Gender policy

Expected outcomes	Indicators	Target/ Means of Verification	Time line				
			2024	2025	2026	2027	2028
<b>1. Increased gender balance in the organizational structure of OSSHD</b>  <b>Activities:</b> - recruitment and promote more female staff, -advise partner organizations to nominate female board members -Encouraging women to apply for new positions	- Percentage of Female board members	50%	50%	50%	50%	50%	50%
	- Percentage of Female management members	35%	20%	25%	30%	35%	35%
	-Percentage of Females in senior position	40%	20%	25%	30%	35%	40%
	- Percentage of female technical staffs	50 %	42%	42%	45%	45%	50%
		MV- OSSHD reports					
<b>2. Increased capacity of female Staff members</b>  <b>Activities:</b>  Organizing trainings for female staffs on leadership, assertiveness and other issues relevant to their Work	- Number of leadership, assertiveness and other related trainings provided to women in the organization	-at least 2 trainings every year  MV- OSSHD reports	-	2	2	2	2
<b>3. Improved administrative procedures that incorporate gender issues</b>							

Expected outcomes	Indicators	Target/ Means of Verification	Time line				
			2024	2025	2026	2027	2028
<b>Activities:</b> - Reviewing the job descriptions of all staff, managerial posts and the roles and responsibilities of the board - Revising the existing Human resource manual and other policies and procedures in light of the gender policy	- Percentage of Job descriptions revised inorder to make them gender sensitive and assume accountability of the staff members	- All	50%	80%	100%	100%	100%
	- Percentage of vacancies that are advertized which explicitly indicate that women with the required capacities are encouraged to apply	- All	100%	100%	100%	100%	100%
	- Percentage of policies and procedures revised in light of the gender policy	- All MV- OSSHD reports	100%	100%	100%	100%	100%
<b>4. Improved accountability mechanisms in place in order to measure gender accountability and results thereof</b>  <b>Activities:</b> -Establishing a gender accountability strategy - Conducting gender audits -integrate gender performance in reports	- An accountability strategy in place (criteria for performance appraisal)  -Gender Audits carried out	- at least one accountability strategy is developed and applied  - Gender	-	X	X	X	X



Expected outcomes	Indicators	Target/ Means of Verification	Time line				
			2024	2025	2026	2027	2028
	gender performance integrated reports	audits carried out at least once a year  -reports integrated performance related to gender  MV- OSSHD reports	-  100%	X  100%	X  100%	X  100%	X  100%
<b>5. Enhanced gender capacities in OSSHD</b>  <b>Activities:</b> - tailor made trainings organized for staffs, partners and stakeholders at the community level  - Ensuring that capacity building efforts undertaken by OSSHD projects include a gender dimension (checklist)	- Number of trainings provided for staff members on gender mainstraming, common concepts of gender, the use of gender analysis, gender statistics, gender budgeting, gender auditing etc  - Checklist developed to measure inclusion of gender dimention	- At least three trainings every year at all levels  - Check list developed and used  MV- OSSHD reports	-  -  -	X  X	X  X	X  X	X  X

Expected outcomes	Indicators	Target/ Means of Verification	Time line				
			2024	2025	2026	2027	2028
<b>6. Enhancing OSSHD's gender responsiveness through developing Gender mainstreaming tools</b> <b>Activities:</b> - Developing guidelines, checklists and other gender mainstreaming tools that can be used in the project management cycles	- Tools in place and utilized	- All tools are in place  MV- OSSHD reports	-	60%	100%	100%	100%
<b>7. Conducive working environment created in OSSHD</b>  <b>Activities:</b> - Establishing a system to handle issues like sexual harrassment and other types of violence	- Code of conduct established that clearly states the penalties for such behaviours and is communicated effectively to the staff members	- A code of conduct and other systems developed and effectively communicated to the staff members  MV- OSSHD reports		X			









Expected outcomes	Indicators	Target/ Means of Verification	Time line				
			2024	2025	2026	2027	2028
<b>8. Gender mainstreaming is effectively incorporated in all Programme activities of OSSHD</b>  <b>Activities:</b> - collecting, compiling and analyzing sex disaggregated data for all programme/activities - developing strategies based on sex disaggregated data collected for all project activities - Incorporating gender issues at all stages of programme/project cycle i.e Need assessment, project design, planning, implementation, monitoring, supervision and evaluation -Inculcating gender issues in reports, trainings, communications materials like posters, leaflets etc.  - Including relevant and feasible gender sensitive indicators for every stage of planning, implementation, monitoring and evaluation  - Taking women or men	- Datas collected are sex and age disaggregated	- All	100%	100%	100%	100%	100%
	- Sex and age disaggregated data are analysed and strategies are developed based on the analysis	- All	100%	100%	100%	100%	100%
	-All programme stages incorporate gender perspectives in to them	-All	100%	100%	100%	100%	100%
	- OSSHD reports, trainings and communications reflect the gender issues that are evident	-All	100%	100%	100%	100%	100%
		Developed	X	X	X	X	X



Expected outcomes	Indicators	Target/ Means of Verification	Time line				
			2024	2025	2026	2027	2028
specific measures based on the results of the gender aware analysis conducted	<p>- OSSHD has developed gender sensitive indicators for measuring the results of its programmes</p> <p>- Measures taken based on the gender sensitive analysis</p>	<p>indicators</p> <p>-designed gender specific projects/ interventions</p> <p>MV- OSSHD reports</p>	X	X	X	X	X


  
 Several handwritten signatures in blue ink are present. A prominent circular stamp in the center contains the text:
   
 "ሕግግግግ ለግንባር (ግንባር)"
   
 "ሕግግግግ ለግንባር (ግንባር)"
   
 "TOGETHER FOR THE BETTER FUTURE (OSSHD)"
   
 "Organization for Social Services, Health and Development (OSSHD)"