

Internal Factors Influencing Gender-Responsive Monitoring in Non-Governmental Organizations: A Case of Norwegian Church Aid – Ethiopia

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Submitted 3rd June, 2023, Accepted 9th June, 2023 and Published 21st June, 2023

ABSTRACT

Studies have shown that there is no information on gender-responsive monitoring systems in non-government agencies and that such systems leverage the realization of sustainable goals, outcomes and impacts of programs. A study was conducted at the Norwegian Church Aid Ethiopia (NCAE) to assess the internal factors influencing gender-responsive monitoring in organization. Data were collected from the staff of NCAE using a questionnaire that was administered on 30 technical staff and interviews with the senior management team. The results revealed major internal factors which the staff of NCAE perceived to be influencing gender-responsive monitoring in the organization, including mainstreaming gender in the strategic plan; mainstreaming gender in budgeting processes; mainstreaming gender norms and gender awareness concerns in day-to-day employee supervision; and mainstreaming gender in situational analysis, assessments and research. The results revealed that the major internal challenge faced by NCAE in promoting gender-responsive monitoring was gender-based stereotype. The study recommends NCAE to adopt the internal factors which the employees perceived to be key in influencing gender-responsive monitoring in the organization mainly mainstreaming gender in the strategic plan; mainstreaming gender in budgeting processes; mainstreaming gender awareness in day-to-day supervision; and mainstreaming gender in situational analysis, assessments and research. The study recommends NCAE to address the major challenge of gender-based stereotypes faced in promoting gender-responsive monitoring within the organization.

Key Words: Challenges, Gender-Responsive Monitoring, Internal Factors, Non-Governmental Agencies, Program Monitoring.

I. INTRODUCTION

Globally, mainstreaming gender in monitoring of development or humanitarian programs is an internationally accepted approach for promoting gender-equality (United Nations Women (UNW), 2012). Mainstreaming gender in monitoring of programs considers ensuring that gender perceptions and responsiveness to the goal of achieving gender-equality (Alobaid et. al., 2020; Bester, 2016) thus mainstreaming gender in monitoring of programs is only a strategy, not an end result. According to the United Nations Sustainable Development Goals Resource Center, global efforts to promote gender-specific and gender-sensitive development programming is critical to all countries (Segone, 2014). In the United Nations (UN) system, monitoring is looked at from the perspective of monitoring and tracking results within the concept of results-based management (Bester, 2016; Rogers, 2014). The UN system adopts results-based monitoring across all the UN Agencies, Funds, and Programs aiming to improve the organization's effectiveness and accountability (Segone, 2014) and The United Nations Evaluation Group ((UNEG), 2011, 2014). UN agencies like UN Women (UNW) and various non-governmental agencies are continuously promoting gender in programming their (UNW, 2012). At continental level, Agenda 2063 of the African Union Commission (AUC) puts emphasis on achieving gender-equality through gender-inclusive government policies, strategies, programs, project, and actions. AUC anticipates that by 2063, Africa will have full gender-equality in private and public sectors (AUC, 2015). At national level, in 2020 the Government of Ethiopia endorsed its Ten Years Perspective Development Plan (2021-2030). The plan aims to addresses development and poverty issues, and one of the pillars (inclusive prosperity) is prioritizes achieving gender-equality in Ethiopia.

In addition, studies have shown that gender-responsive monitoring systems leverage the realization of sustainable goals, outcomes and impacts of humanitarian and development programs. Thus, the need for this study, which focuses on assessing the factors influencing gender-responsive monitoring in non-government agencies. The Government of Ethiopia, multilateral agencies including the UN, bilateral agencies like USAID, and non-governmental agencies like World Vision International have adopted a gender-responsive approach to monitoring of their strategy, programs and projects. In addition, studies show that development and humanitarian agencies are making efforts to build and adopt gender-responsive monitoring systems. Non-government agencies that have monitoring systems which are not gender-responsive are struggling to show gender-responsive evidence of their contribution to inclusive development. There is very limited empirical research on factors affecting development of effective gender-responsive monitoring systems in non-governmental agencies, hence the need to do research into these factors.

II. METHODOLOGY

A. Research Design

The study adopted a descriptive research design that aimed to accurately and systematically describe factors influencing gender-responsive monitoring in Norwegian Church Aid Ethiopia (NCAE). Data was collected from the data sources once using a quantitative approach. The independent variables of the study were as follows: internal factors influencing gender-responsive monitoring (policies, finances, human resources, and systems) and the intervening variable was internal challenge faced in promoting gender-responsive monitoring in NCAE. The dependent variable of the study was gender-responsive monitoring in NCAE, which was operationalised as inclusivity in the organization and organizational effectiveness.

To achieve the study objectives guided by the research proposal, the researcher developed a data collection and data management plan and research work plan. The researcher determined the target population of the study; developed and adopted a suitable sampling framework and plan; prepared and tested the data collection tool (questionnaire); acquired and installed in the laptop all the necessary data analysis instruments; sought all the main approvals; collected data from the respondents; received, coded and cleaned the raw data; analysed the data and interpret results; wrote the study report; addressed all the comments from the researcher’s supervisor; and then finalized and presented the study report. This was followed by publishing the report according to the guidelines of Mount Kenya University (MKU). Before collecting data, the research sought approval from the Ethical Review Committee of MKU.

B. Study Population and Sampling

The study was conducted in Addis Ababa because this is where the researcher was living at the time of the study. Addis Ababa is a federal capital city of Ethiopia located in central Ethiopia. The study was conducted in Addis Ababa because this is where the researcher was living at the time of the study. Addis Ababa is a federal capital city of Ethiopia located in central Ethiopia. The study adopted a multistage sampling method. Firstly, the study used purposive sampling to sample the employees who are mainly involved in monitoring activities of NCAE (i.e. the technical and senior management departments). Secondly, the Census method of sampling used to sample all the 30 employees in the technical and senior management departments as the respondents of the study because of the small target population that is determined by the existing small number of employees working directly monitoring activities in NCAE and who are relevant for this study (30 out of 51).

C. Ensuring Validity and Reliability

Piloting the questionnaire was done on 5 respondents from World Vision Somalia while piloting of the interview schedule was done on 3 senior managers still in World Vision Somalia. The Cronbach’s alpha coefficient was used to measure internal consistency of the study tools by testing the degree to which the research instrument produces stable and consistent results.

III. RESULT

A. Internal Policies

Table 1:

Internal Policies and Gender-Responsive Monitoring in NCAE

Internal Policy Factors	n	SD	D	Not sure	A	SA	Mean	SD
Core values reflect commitment to gender-responsive monitoring.	30	0%	0%	20% (6)	36.7% (11)	43.3% (13)	4.23	0.774
Gender is mainstreamed in the strategic plan.	30	0%	0%	6.7% (2)	46.7% (14)	46.7% (14)	4.40	0.621
Gender is mainstreamed in internal policies.	30	0%	0%	6.7% (2)	50% (15)	43.3% (13)	4.37	0.615

Source: Primary data from author’s field work

The majority of the respondents concurred with the variable “NCAE’s core values statements reflect organizational commitment to gender-responsive monitoring” (Mean = 4.23, SD = 0.774). Whereby, those who strongly agreed were 43.3%, followed by those who agreed at

36.7%, those who were not sure at 20% and 0% disagree and strongly disagree. The study results show that most of the 30 respondents concurred with the variable “gender is mainstreamed in NCAE’s current strategic plan” (Mean = 4.40 and SD = 0.621). Whereby, those who strongly agreed were 46.7% same as those who agreed at 46.7%, then those who were not sure at 6.7% and 0% disagree and strongly disagree responses. Most of the respondents concurred with the variable “gender is mainstreamed in all NCAE’s internal organizational and program policies” (Mean=4.37 and SD= 0.615). Whereby, those who agreed were 50%, followed by those who strongly agreed at 43.3%; then those who were not sure at 6.7% and 0% disagree and strongly disagree responses.

B. Finance Management

Table 2:

Finance Management and Gender-Responsive Monitoring in NCAE

Financial Factors	n	SD	D	Not sure	A	SA	Mean	SD
In NCAE, gender is mainstreamed in budgeting processes.	30	6.7% (2)	3.3% (1)	10% (3)	30% (9)	50% (15)	4.13	1.167
In NCAE, there is a specific budget or budget lines allocated to monitoring.	30	3.3% (1)	13.3% (4)	23.3% (7)	16.7% (5)	43.3% (13)	3.83	1.234
In NCAE, gender is mainstreamed finance management procedures.	30	6.7% (2)	10% (3)	36.7% (11)	26.7% (8)	20% (6)	3.43	1.135

Source: Primary data from author’s field work

Most of the respondents concurred with the variable “In NCAE, gender is mainstreamed in budgeting processes” (Mean=4.13 and SD = 1.167). Whereby, 50% of the respondents strongly agreed, followed by those who agreed at 30%; then those who were not sure at 10%; those who disagreed at 6.7%; and lastly, those who disagreed at 3.3%. Most of the respondents concurred with the variable “In NCAE, there is a specific budget or budget lines allocated to monitoring” (Mean = 3.83 and SD = 1.234). Whereby, 43.3% of the respondents strongly agreed, followed by those who were not sure at 23.3%; those who agreed at 30%; then those who disagreed at 13.3%; and lastly, those who strongly disagreed at 3.3%. Most of the respondents concurred with the variable “In NCAE, gender is mainstreamed finance management procedures” (Mean = 3.43 and SD = 1.135). Whereby, 36.7% of the respondents were not sure; followed by those who agreed at 26.7%; then those who strongly agreed at 20%; those who disagreed at 10%; and then those who strongly disagreed at 13.3%.

C. Human Resources Management

Table 3:

Human Resources Management and Gender-Responsive Monitoring in NCAE

Human Resource Factors	n	SD	D	Not sure	A	SA	Mean	SD
Gender norms and gender awareness concerns are mainstreamed in NCAE’s staff recruitment processes.	30	3.3% (1)	3.3% (1)	30% (9)	46.7% (14)	16.7% (5)	3.70	0.915
Monitoring duties and responsibilities specified in job descriptions have gender-orientation.	30	6.7% (2)	16.7% (5)	23.3% (7)	26.7% (8)	26.7% (8)	3.50	1.253

In NCAE, gender norms and gender awareness are mainstreamed day-to-day staff supervision.	30	0%	0%	6.7% (2)	50% (15)	43.3% (13)	3.40	1.102
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Source: Primary data from author’s field work

Most of the respondents concurred with the variable “Gender norms and gender awareness concerns are mainstreamed in NCAE’s staff recruitment processes” (Mean = 3.70 and SD = 0.915). Whereby, 46.7% of the respondents agreed; followed by those who were not sure 30%; then those who strongly agreed at 16.7%; then those who disagreed strongly disagreed at 3.3% each. Most of the respondents concurred with the variable “Monitoring duties and responsibilities specified in job descriptions have gender-orientation” (Mean = 3.50 and SD = 1.253). Whereby, 26.7% of the respondents strongly agreed, 26.7% agreed, then 23.3% not sure, 16.7% disagreed; and lastly 6.7% those who strongly disagreed. Most of the respondents concurred with the variable “In NCAE, gender norms and gender awareness concerns are mainstreamed day-to-day staff supervision” (Mean = 3.40 and SD = 1.102). Whereby, 50% of the respondents agreed, 43.3% strongly agreed, and then 6.7% not sure, and 0% for disagreed and strongly disagreed.

D. Program Systems

Table 4:

Program Systems and Gender-Responsive Monitoring in NCAE

Program Systems Factors	n	SD	D	Not sure	A	SA	Mean	SD
In NCAE, gender is fundamentally mainstreamed in situational analysis, assessments, and research.	30	0%	0%	16.7% (5)	33.3% (10)	50% (15)	4.33	0.758
In NCAE, gender is mainstreamed in the theories of change and intervention logic statements (i.e. inputs, activities, outputs, outcomes, and impacts statements).	30	0%	3.3% (1)	13.3% (4)	50% (15)	33.3% (10)	4.13	0.776
In NCAE, logical frameworks contain clear gender-specific or gender-sensitive indicators.	30	0%	3.3% (1)	23.3% (7)	56.7% (17)	16.7% (5)	3.87	0.73
Monitoring activities generate gender data needed in NCAE.	30	0%	3.3% (1)	33.3% (10)	36.7% (11)	26.7% (8)	3.87	0.86
Gender data that is generated through NCAE led monitoring is disaggregated by sex.	30	0%	10% (3)	33.3% (10)	30% (9)	26.7% (8)	3.73	0.98
Gender data that is generated through NCAE led monitoring is analyzed with gender lens.	30	3.3% (1)	3.3% (1)	26.7% (8)	43.3% (13)	23.3% (7)	3.8	0.961
Gender data that is generated through NCAE led monitoring is utilized by the manager or decision-makers in NCAE.	30	0%	6.7% (2)	26.7% (8)	36.7% (11)	30% (9)	3.9	0.923
NCAE’s monitoring systems identify gender concerns in the organization.	30	0%	6.7% (2)	33.3% (10)	53.3% (16)	6.7% (2)	3.6	0.724

Source: Primary data from author’s field work

Most of the respondents concurred with the variable “In NCAE, gender is fundamentally mainstreamed in situational analysis, assessments, and research” (Mean = 4.33 and SD = 0.758). Whereby, 50% strongly agreed, 33.3% agreed, and then 16.7% not sure, while 0% disagreed and

0% strongly disagreed. Most of the respondents concurred with the variable “In NCAE, gender is mainstreamed in the theories of change and intervention logic statements i.e. inputs, activities, outputs, outcomes, and impacts statements” (Mean = 4.13 and SD = 0.776). Whereby, 50% of the respondents agreed, 33.3% strongly agreed; 13.3% not sure; and lastly 3.3% disagreed, while 0% strongly disagreed. Most of the respondents concurred with the variable “In NCAE, logical frameworks contain clear gender-specific or gender-sensitive indicators” (Mean = 3.87 and SD = 0.73). Whereby, 56.7% of the respondents agreed, 23.3% not sure; 16.7% strongly agreed, and then 3.3% disagreed and 0% strongly disagreed. Most of the respondents concurred with the variable “Monitoring activities generate gender data needed in NCAE” (Mean = 3.87 and SD = 0.86). Whereby, 36.7% of the respondents agreed, 33.3% who were not sure; then those who strongly agreed at 26.7%; and lastly those who disagreed at 3.3%, while 0% strongly disagreed. Also, the study results show most of the respondents concurred with the variable “Gender data that is generated through NCAE monitoring is disaggregated by sex” (Mean = 3.73, SD = 0.98). Whereby, 56.7% agreed, 33.3% not sure, and then 10% disagreed, while 0% strongly disagreed. Most of the respondents concurred with the variable “Gender data that is generated through NCAE led monitoring is analysed with gender lens” (Mean = 3.80 and SD = 0.961). Whereby, 43.3% agreed, 26.7% not sure; 23.3% strongly agreed; and then 3.3% disagreed similar with 3.3% who strongly disagreed. Most of the respondents concurred with the variable “Gender data that is generated through NCAE led monitoring is utilised by the manager or decision-makers in NCAE” (Mean = 3.90 and SD = 0.923). Whereby, 36.7% agreed, 30% strongly agreed; 26.7% not sure; and lastly 6.7% disagreed, while 0% strongly disagreed. Most of the respondents concurred with the variable agreed that NCAE’s monitoring systems identify gender concerns in the organization that need to be addressed (Mean = 3.60 and SD = 0.724). Whereby, 53.3% agreed, 33.3% not sure; 6.7% strongly agreed; and lastly those who disagreed at 6.7%, while 0% strongly disagreed.

E. Challenges Faced in Gender-Responsive Monitoring of Programs

Table 5:

Internal Challenges Faced in Promoting Gender-Responsive Monitoring in NCAE

Internal Challenges	n	SD	D	Not sure	A	SA	Mean	SD
Program employee have inadequate gender-responsive monitoring skills.	30	36.7% (11)	23.3% (7)	13.3% (4)	13.3% (4)	13.3% (4)	2.43	1.455
Inadequate number of employee responsible for monitoring programs.	30	20% (6)	26.7% (8)	20% (6)	26.7% (8)	6.7% (2)	2.73	1.258
Inadequate funding for monitoring programs.	30	16.7% (5)	33.3% (10)	20% (6)	23.3% (7)	6.7% (2)	2.70	1.208
Weak monitoring systems and mechanisms.	30	10% (3)	40% (12)	16.7% (5)	23.3% (7)	10% (3)	2.83	1.206
Inadequate gender data.	30	20% (6)	36.7% (11)	13.3% (4)	16.7% (5)	13.3% (4)	2.67	1.348
Gender-based stereotypes at office/workplace.	30	3.3% (1)	20% (6)	13.3% (4)	36.7% (11)	26.7% (8)	3.63	1.189

Source: primary data from author’s field work

Most of the respondents did not concur with the variable “Program employee have inadequate gender-responsive monitoring skills” (Mean = 2.43, SD =1.455). Whereby, 36.7% of the respondents strongly disagreed, 23.3% disagreed, 13.3% not sure, 13.3% agreed, and 13.3% strongly disagreed. The majority of the respondents were not in agreement with the variable

“Inadequate number of employee responsible for monitoring programs” (Mean = 2.73, SD = 1.258). Whereby, 26.7% of the respondents disagreed, 20% disagreed, 20% not sure, 26.7% agreed, 6.7% strongly agreed. The majority of the respondents did not concur with the variable “Inadequate funding for monitoring programs” (Mean = 2.70, SD = 1.208). Whereby, 33.3% disagreed, 16.7% strongly disagreed, 20% not sure, 23.3% agreed, and 6.7% strongly agreed. The study results also show that the majority of the respondents did not concur with the variable “Weak monitoring systems and mechanisms” (Mean = 2.83, SD = 1.206). Whereby, 40% disagreed, 10% strongly disagreed, 16.7% not sure, 23.3% agreed, and 10% strongly agreed. The study results show that the majority of the respondents did not concur with the variable disagreed with the variable “Inadequate gender data” (Mean=2.67, SD=1.348). Whereby, 36.7% disagreed, 20% strongly disagreed, 13.3% not sure, 16.7% agreed, and 13.3% strongly agreed. On the contrary, the majority of the respondents concurred with the variable “Gender-based stereotypes at office/workplace” (Mean=3.63, SD=1.189). Whereby, 36.7% agreed, 26.7% strongly agreed, 13.3% note sure, 20% disagreed, and 3.3% strongly disagreed.

IV. DISCUSSION

A. Internal Policies

Most respondents believed that NCAE’s core values statements influences organizational commitment to gender-responsive monitoring in the organization. This finding is in line with the finding by Taiwo et al. (2016) that, if the mission and core values statements are well phrased and operationalized, they can influence the employees towards working hard to achieve program goals. Most respondents believed that mainstreaming gender in NCAE’s current strategic plan influenced gender-responsive monitoring in the organization. This finding is in line with the assertion by Taiwo et al. (2016) that, if the strategy is well phrased and operationalized, it can influence the employees towards working hard to achieve program and gender-oriented goals. Most respondents believed that mainstreaming gender in all NCAE’s internal organizational and program policies influenced gender-responsive monitoring in the organization. This finding is in line with Wright (2020) who, in his study on the gender gap in Ethiopia, asserts that the organizational policies carry a lot of potential for fostering gender-responsiveness monitoring.

B. Finance Management

Most respondents believed that mainstreaming gender in the budget influenced gender-responsive monitoring in NCAE. The finding is in line with study findings by Nair & Moolakkattu (2018) that gender-responsive budgeting in development programs is critical to effective gender-responsive monitoring. Most respondents believed that having a specific budget or budget lines allocated to monitoring influenced gender-responsive monitoring in the organization. This finding concurs with Asmamaw (2017), Lanctôt (2017) and Hinrichsen et al. (2014). Lanctôt et al. (2017) asserts women and girls should be involved in monitoring activities for programs that target them, and there should be a budget to facilitate their participation. Most respondents believed that mainstreaming gender in NCAE’s finance management procedures influenced gender-responsive monitoring in the organization. The finding collaborates with Maramba & Bamberger (2001) and Ibeawuchi (2009). They assert that the success of community driven development projects does not only depend on good planning and implementation strategy but also adequate financing at all the stages of the project cycle.

C. Human Resource Management

Most respondents believed that mainstreaming gender norms and gender awareness in employee recruitment processes influenced gender-responsive monitoring in the organization. The finding is in line with Akyeampong & Fofack (2013) who observed that deeply rooted societal norms and behaviors hinder efforts aimed at promoting gender-responsive monitoring programs in Africa. These study showed that most respondents believed that monitoring duties and responsibilities in job descriptions having a gender-orientation influenced gender-responsive monitoring in the organization. The finding collaborates with the findings by Cislighi & Heise (2020) who asserted that in any organization, how women and men attach their minds to gender concerns of women and men influences how they engage in promoting gender-responsive monitoring of programs. Moreover, Kaushik et al. (2014) also observed that for effective gender-responsive monitoring to happen, it is fundamental to put in place a gender-oriented human resource body. Most respondents believed that mainstreaming gender norms and gender awareness in employee recruitment processes influenced gender-responsive monitoring in the organization. The finding is in line with Kyeampong et al. (2013) who observed that deeply rooted societal norms and behaviors hinder efforts aimed at promoting gender-responsive monitoring programs in Africa.

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D. Program Systems

Most respondents believed that mainstreaming gender in situational analysis, assessments and research influenced gender-responsive monitoring in the organization. The finding is in line with Hugh et al. (2001) who assert in their study on monitoring programs on keeping young mothers in school that mainstreaming gender in the program policy, including strategy, should be based on thorough gender-based situational analysis and assessments and research. Most respondents believed that mainstreaming gender in the theories of change and intervention logic influenced gender-responsive monitoring in the organization. This finding collaborates with the finding by Espinosa (2013) that gender-responsive monitoring frameworks for development programs must explain how gender is mainstreamed in the design and as well as in monitoring activities. Most of the respondents believed that logical frameworks which contain clear gender-specific or gender-sensitive indicators influenced gender-responsive monitoring in the organization. The finding is in line with the finding by Bahiru & Mengistu (2018) who asserts that understanding the interests of women and girls in the program facilitates systematic incorporation of gender indicators in the logical framework of the program; hence, realizing gender-responsive monitoring of this program. These study showed that monitoring activities generating gender data

needed influenced gender-responsive monitoring in the organization. This finding collaborates the finding by Segone (2014) that inadequate gender data and research impact on gender-responsiveness of program activities.

These findings showed that disaggregating monitoring data by sex or gender influenced gender-responsive monitoring in the organization. This finding supports the assertion of UN Women (2012) that the major challenges hindering gender-responsive programming, institutional policy and action revolve around the lack of gender-disaggregated data. These study showed that analyzing monitoring data with gender lens influenced gender-responsive monitoring in the organization. The finding aligns with the assertion by Sanga (2008) that having adequate gender data informs gender-oriented methods for measuring and monitoring the program with a gender lens. These study showed that utilizing data that is generated through monitoring influenced gender-responsive monitoring in the organization. The finding challenges the assertion by Patton (2008) who encourages the adoption utilization-focused evaluation of programs but did not emphasize utilization of gender data which is generated through monitoring. The study showed that a monitoring system that identifies gender concerns in the organization which need to be addressed influenced gender-responsive monitoring in the organization. The finding is in line with the finding by Ng et al. (2012) that a good program monitoring system should be able to regularly generate knowledge of program performance. The finding is also in line Maramba et al. (2001) and Ibeawuchi (2009), who stress that the success of community driven development projects also depends on how well the program plan is implemented and monitored.

Most of respondents believed that mainstreaming gender norms and gender awareness concerns in day-to-day supervision in NCAE influenced gender-responsive monitoring in the organization. The finding is in line with study findings by Alexander & Welzel (2011). Alexander et al. asserts that strong organizational understanding of the relationship between employee beliefs in gender-equality and advancement of effort for empowering all people in supporting the realization of all performance expectations. These study showed that most respondents believed that mainstreaming gender norms and gender awareness in employee recruitment processes influenced gender-responsive monitoring in the organization. The finding is in line with Kyeampong et al. (2013) who observed that deeply rooted societal norms and behaviors hinder efforts aimed at promoting gender-responsive monitoring programs in Africa.

E. Challenges Faced in Promoting Gender-Responsive Monitoring in NCAE

This study showed that NCAE was not facing the challenge of employees not having adequate skill and knowledge of gender-responsive monitoring. When the organization lacks organizational skill and knowledge to integrate gender in all stages of the program cycle, it can be technically difficult for them to ensure gender-responsive monitoring. Hence, the finding is in line with the finding by Bahiru & Mengistu (2018) who asserted that a key driver to achieving gender-responsive monitoring in the organizational systems and processes, is developing employee analytical skills in a gender perspective. These study showed that NCAE did not have a problem of inadequate employees responsible for monitoring programs. This could have been because, monitoring roles are mainstreamed in other employees' job descriptions. This finding contradicts the finding by Şener & Karaye (2014) who asserted that most organizations have under-representation of female employees in corporate leadership.

This study showed that NCAE did not have a problem of inadequate funding for monitoring programs. The finding collaborates with those of Nair & Moolakkattu (2018) who argued that gender-responsive budgeting in rural development programs is critical to effective gender-responsive monitoring. This study also showed that NCAE did not have weak monitoring systems

and mechanisms. Similarly, findings by Ng et al. (2012) showed that a good monitoring system should be able to generate knowledge about program performance on a regular basis. Moreover, Mamo et al. (2014) and Bahiru et al. (2018) assert that monitoring systems are critical to effective monitoring of programs in Ethiopia. The study showed that NCAE did not face a problem of having inadequate gender data; which is in line with Segone (2014) who asserted that inadequate data and research all have an influence on gender-responsiveness of program activities. The study showed that NCAE faced a problem of gender-based stereotypes in the office/workplace. The finding is in contrary with Bahiru et al. (2018) who argued that workplace discrimination, perceptions on gender, and inadequate access to education should not be allowed in the organization if gender-responsive monitoring of programs is to be achieved.

V. CONCLUSION

The results of the study revealed that there are specific internal factors influencing gender-responsive monitoring of programs in NCAE. These four key factors are in organizational areas of internal policy (organizational strategy), finance management (budgeting processes), staff management (day-to-day supervision), and program systems (situational analysis, assessments and research). Regarding internal challenges, “gender-based stereotypes at office/workplace” is a major internal challenge faced in promoting gender-responsive monitoring of programs in NCAE.

VI. RECOMMENDATIONS

This study recommends NCAE to adopt and institutionalize the strongest internal factors revealed by it which majorly influence gender-responsive monitoring in the organization: i.e. mainstreaming gender in NCAE’s strategic plan, mainstreaming gender in NCAE’s budgeting processes, mainstreaming gender norms and gender awareness concerns in day-to-day supervision, mainstreaming gender in situational analysis, assessments and research. This process should include raising employee awareness of these factors and how they can be mainstreamed into the organization’s policy, structure, processes, and operations. It is recommended that the Board and Senior Management Team provide technical support and leadership on this. Regarding internal challenges, the study recommends the management and staff of NCAE to address the challenge of “gender-based stereotypes at office/workplace” in promoting gender-responsive monitoring of programs in NCAE. This study also recommends the challenge of gender-based stereotypes at office/workplace be addressed.

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