

# Capacity Building for Results

**The Challenge for Women in Public Sector**

# CBR at a glance

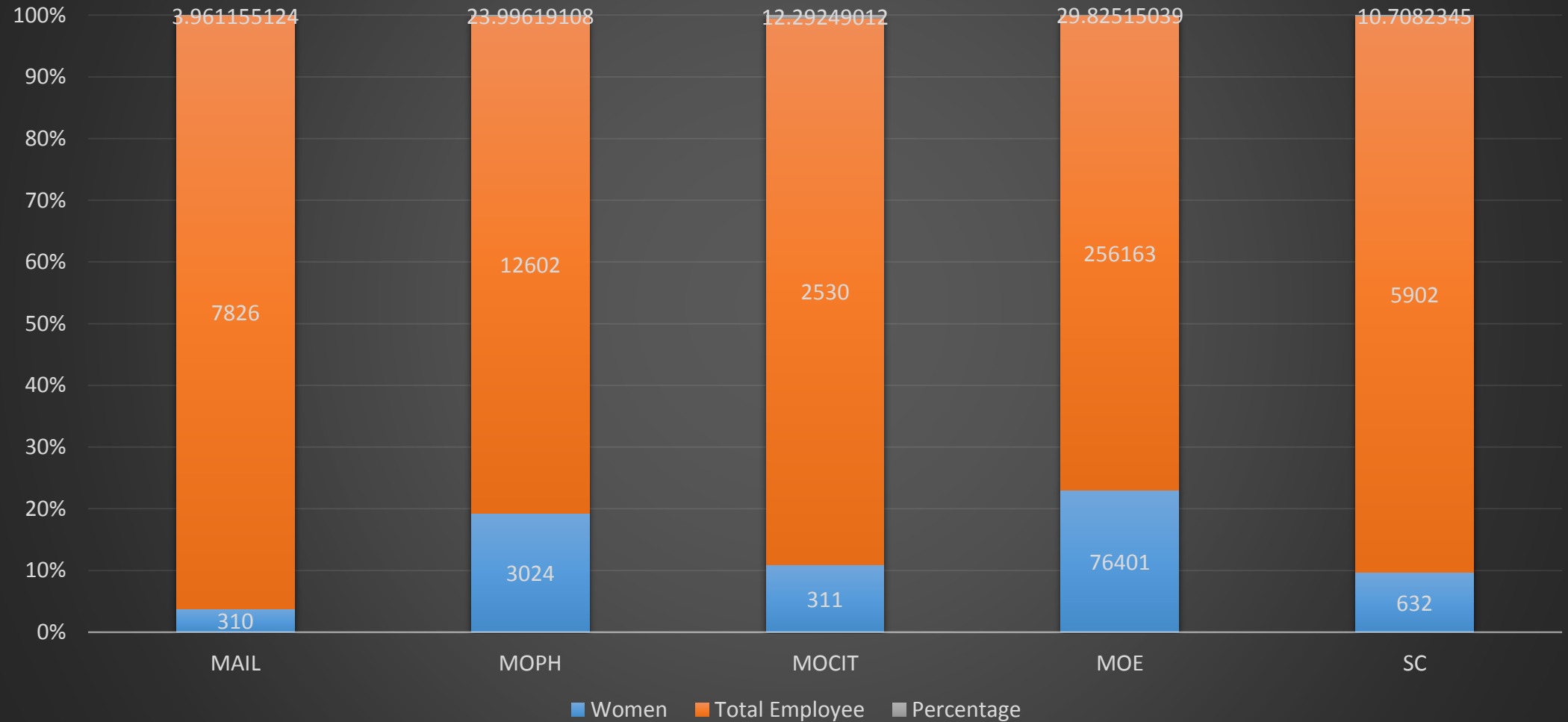
- Six-year \$350 million (100 million Grant Signed) GoA program to improve the capacity of selected line ministries and service delivery, financed through the ARTF
- Government implemented, on budget: Ministry of Finance with IARCSC
- Demand Driven: Ministries must apply, and develop comprehensive reform plans in order to receive support
- Results Driven: Ongoing support depends upon achievement of results in the comprehensive results framework
- Coordination function: Designed to bring together various investments in a ministry in a ministry led, harmonized effort to achieve results
- Differentiated support levels: Depends on ministry performance to date and reform commitment: Tier 3 and 2 Ministries able to recruit staff into key positions on elevated pay scales. Creation of professional groups in Tier 3.
- Common Function Senior Management staff in all ministries (Tier 1)

# Women in Public Sector

- Of 388,056\* civil servants in 2013-14 93,671 were women (24.13%)
- Of 93,671 female employees around 64% are in provinces and 34% in center
- % of women in higher ranks get worse than the lower ranks
- Provincial differences exist; Herat has the highest and Khost and Paktya the lowest % of women employee
- The Government target is having 30% women in public jobs

\* CSO 2013/14 data

## Women as a % of the total Employees in a few critical ministries and Supreme Court



# CBR intends to:

- Improve gender mainstreaming in public sector through better civil service and civil servants related gender policies
- Increase number of women in Senior Management of the Civil Service and in other CBR-funded civil service posts at lower grades (grades 3-5)
- Ensure participation of female employees in targeted civil servants capacity building trainings
- Support Government initiatives to better prepare women for senior management and leadership positions in the public sector

# CBR's Gender Indicators

- Major challenge in the recruitment of women in CBR Senior Management positions, a CBR project indicator.
- Only 4 of 104 CBR-funded Senior Managers (grade 1&2) were woman; 1 of the 4 is no longer in the position
- The Civil Service Commission is to hire both a gender advisor and a CBR-funded civil servant to manage the gender unit to review and improve civil service related gender policies. This has been in process now for over a year.
- The Government has not developed and delivered any targeted trainings to better prepare women in public sector for senior management and leadership positions

# How can CBR meet its gender goals?

- The new Government has shown a renewed commitment for improving the status of women in public sector
- In the civil service recruitment process, women are given 5 additional points, which has resulted in the hiring of one of the 4 Female CBR SMGs
- 30% quota has been given to women in middle management development program
- All ministries entering CBR at tier 3 are required to have gender strategy

# The larger women representation issues in Afghan Public Sector

The challenge to recruitment of women in the public sector are not unique. They include:

- Cultural constraints
- Challenging working environment for all gender but more so for women
- Early Marriages and shorter in-between births space
- Women worse affected by more than 3 decades of conflict both from education and work opportunity perspectives
- Restricted ability to move around
- ...



# What can be done

- Improve working environment including child care facilities, transportation for women and robustly applied and monitored abuse policies
- Targeted capacity development programs preparing women for senior and leadership positions in the Government
- Civil service recruitment process giving extra points to qualified women candidates for senior grades. Ongoing and should be strongly supported.
- Quota of a minimum percentage of women in different ranks in a Government entity
- Using incentive programs and other mutual accountability mechanism such as TMAF to make sure the Government is sticking to its gender goals in public sector
- Mandatory training of male senior managers in terms of gender sensitivities