WORKPLACE OBSTACLES: ANALYSIS AND RECOMMENDATIONS

IDENTIFYING THE WORKPLACE OBSTACLES FOR WOMEN IN GOVERNMENT

A FOLLOW-UP ASSESSMENT

September 22, 2018

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CONTENTS

ACRONYMS

WIG	Women in Government
WOAR	Workplace Obstacles: Analysis and Recommendations
MoWA	Ministry of Women's Affairs
MAIL	Ministry of Agriculture, Irrigation and Livestock
MoCI	Ministry of Culture and Information
MoCN	Ministry of Counter Narcotics
MoD	Ministry of Defense
MoE	Ministry of Education
MOEC	Ministry of Economy
MEW	Ministry of Energy and Water
MOF	Ministry of Finance
MOHE	Ministry of Higher Education
MOI	Ministry of Interior
MOIC	Ministry of Information and Culture
MOCI	Ministry of Commerce and Industries
MOJ	Ministry of Justice
MOLSAMD	Ministry of Labor, Social Affairs, Martyrs and Disabled
MOMP	Ministry of Mines and Petroleum
MOPH	Ministry of Public Health
MOPW	Ministry of Public Work
MOU	Memorandum of Understanding
MRRD	Ministry of Rural Rehabilitation and Development
MUDH	Ministry of Urban Development and Housing
MOIA	Ministry of Interior Affairs
MOBTA	Ministry of Borders and Tribal Affairs
MORR	Ministry of Refugees and Repatriation
NAPWA	National Action Plan for The Women of Afghanistan
USAID	United States Agency for International Development
AILA	Afghanistan Independent Land Authority
ACAA	Afghanistan Civil Aviation Authority
AOP	Administrative Office of the President

IGDK	Independent General Directorate of Kuchies
	Kabul Municipality
IARCSC	Independent Administrative Reform and Civil Services Commission
ACSEN	Afghanistan Civil Society and Election Network
ACSI	Afghanistan Civil Service Institute
AIHRC	Afghanistan Independent Human Rights Commission
ANDS	Afghanistan National Development Strategy
CSO	Central Statistics Organizaton
HR	Human Resource
IARCSC	Independent Administrative Reforms and Civil Service Commission
IEC	Independent Elections Commission
AGO	Attorney General's Office
NEPA	National Environmental Protection Agency
ANDMA	Afghanistan National Disaster Management Authority
IDLG	Independent Directorate of Local Governance
ToT	Training of Trainers

EXECUTIVE SUMMARY

The USAID Promote: Women in Government (WIG) project is pleased to present the Workplace Obstacles: Analysis and Recommendations (WOAR) follow-up report. This report is the culmination of three years of research, analysis, and collaboration with the Afghan government. The report that follows not only identifies the key barriers to women's participation in the Afghan civil service, but also demonstrates the progress of government institutions over time as they have realized their commitment to gender empowerment and equity. Based on this analysis, the report provides timely and culturally appropriate recommendations to the Afghan government, based on lessons learned and best practices from top-performing ministries and independent agencies.

The first WOAR report (WOAR I) was released in 2015 and assessed government protections and accommodations for female staff across policy, culture, and infrastructure in 20 Afghan government ministries and independent agencies. After a period of one year, WIG conducted a WOAR re-assessment (WOAR II) of these 20 government agencies across the same set of factors to determine the degree of improvement.

35 ministries and independent agencies assessed

162 government representatives surveyed/interviewed

15 out of 20 re-assessed agencies improved policies for women over the period of one year

5 out of 20 ministries improved infrastructure accommodations for women in government

All **35** ministries and independent agencies have upgraded security measures

The findings show that 15 out of 20 re-assessed agencies have brought positive changes in policies that favor women. These changes occurred across 10 key policy areas that safeguard women in the workplace as identified in WOAR I. The re-assessment also shows that since 2015, the top two cultural obstacles—safety and freedom of movement and negative public opinion toward women—have remained as the biggest challenges to women working in the government. In terms of infrastructural accommodations for female staff, the WOAR assessed 12 facilities under three categories: welfare facilities; healthcare facilities; and safety and security. In the WOAR re-assessment, only five of the 20 government agencies inspected achieved improvements in infrastructure.

In addition to the 20 ministries re-assessed in 2017, the project expanded the WOAR report to 15 more ministries/independent agencies (WOAR III). The findings of the assessment show that the political will for workplace-related policy reforms have increased significantly. Overall, the findings of this report show clear improvements in the political will supporting women's work in government. Yet there remain significant hurdles to implementing policies, cultural changes, and infrastructure improvements that allow women to fully participate as equal members of the government workforce.

INTRODUCTION AND BACKGROUND

Afghanistan ranks near the bottom of virtually every index measuring gender equality and empowerment. Women continue to struggle for basic rights, including gender parity in health care, education, economic opportunities, social inclusion, and political participation. Amidst a deteriorating security situation, political instability surrounding upcoming nationwide elections, and economic volatility that is a product of both, it is increasingly important that women become active participants in public life.

This is particularly true within the government, where women are still significantly underrepresented. According to Afghanistan's Central Statistics Organization (CSO) 2016-2017 annual report, the total number of civil service employees is around 399,574, of which 77.5 percent are male and 22.5 percent are female.[1] Despite notable progress and initiatives from the Afghan government and the international community since 2001, this represents an overall decrease of 0.3 percent from the previous reporting period. Creating an enabling environment for women in the civil service is necessary if Afghanistan is to fulfill its commitment to the international community to reach the established target of 30 percent women in the government workforce by 2020.

To reach this target, the government must enforce existing policies that actively reduce the cultural and infrastructure barriers preventing women from working in governmental organizations and implement new policies to encourage supportive work and family environments for women. The Afghan government requires the intellectual and human capacity resources of both men and women to ensure long-term political stability and economic growth in a period of pronounced uncertainty.

BACKGROUND

In August 2015, USAID Promote: Women in Government project assessed 20 Afghan government ministries and independent agencies to identify the obstacles to women's inclusion and empowerment as civil service employees. In 2016, in coordination with the Ministry of Women's Affairs (MoWA), the project released the findings as the Workplace Obstacles Analysis and Recommendations (WOAR) report. WOAR I analyzed the obstacles and factors limiting women from working within the public sector across three broad thematic areas, including the policy, culture, and infrastructure. This report served as a baseline for analysis. In 2017, the project conducted the WOAR II re-assessment of the same 20 ministries and independent agencies (Annex B) to measure their progress according to the factors considered in the initial assessment. At the same time, at the request of Afghan government partners, the project expanded the assessment to include 15 additional ministries and

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[1] Afghanistan Statistical Yearbook 2016-2017 (Civil Service Employees), Central Statistics Organization

independent agencies (Annex C) under the WOAR III. The WOAR III assessment of the 15 additional government entities will serve as the baseline for a subsequent follow-up report—to be conducted by MOWA—in 2019.

> "This is not a favor, it is our responsbility to provide a safe and sound environment for our female colleagues".
>
> — HAMID HAMDARD, HUMAN RESOURCE DIRECTOR, MINISTRY OF ECONOMY

WOAR I – INITIAL ASSESSMENT

The data collected during the first phase of WOAR was completed through three different survey questionnaires targeting policy, culture and infrastructure areas. During the assessment, the project interviewed 178 individuals—113 of them women—from 19 ministries and one independent agency. Respondents also included representatives from universities, civil society organizations, and high-level government officials to develop a well-rounded understanding of the challenges faced by women seeking to join the government workforce as part of the baseline.

Over the course of the following year, the project used the findings of the initial assessment to encourage government entities to improve their standing and provided technical assistance as these entities began to institute significant reforms. The WOAR report was also used as a reference during the first Conference on Policy Reforms for Women in Government held in February 2017. During the conference, participants from 35 ministries were divided into five groups based on previously defined five thematic areas, including Education, Recruitment, Policies, Cultural and Infrastructure Obstacles. Each group discussed the challenges faced by women in one thematic area and suggested reforms to remove those challenges.

WOAR II – FOLLOW-UP ASSESSMENT

After a period of almost one year, the project conducted a WOAR re-assessment (WOAR II) in the same 20 government agencies to determine the degree of improvement in policy, cultural and infrastructural aspects that had occurred. This time the project interviewed 84 individuals, of whom 56 were women. The re-assessment required intensive technical discussions with government staff responsible for policy, cultural, and infrastructure improvements at the relevant ministries and independent agencies. As such, the survey population for the WOAR II was more targeted than the initial WOAR, which incorporated feedback from academia and civil society.

The WOAR II provides specific outcomes of the government's efforts to create a more hospitable work environment for women in government over the course of the year. With the WOAR II data, WIG is able to identify the top performers in terms of policy, cultural, and infrastructure improvements that support increased women's representation in the civil service.

WOAR III – EXPANDED ASSESSMENT

At the same time as the WOAR II, the project expanded the scope of the initial assessment to include 15 additional ministries and independent agencies, at the request of MOWA. This assessment, the WOAR III, included 72 interviews, of which 45 were with female government staff. MOWA plans to conduct a reassessment of these 15 ministries in 2019.

The launch of the first WOAR report by MoWA and its dissemination to all government stakeholders pushed all government ministries to bring changes in policy, culture, and infrastructure to their ministries and independent agencies. As a result of WIG's training programs and MoWA's awareness raising activities around the WOAR I, the majority of the newly assessed ministries already knew about the obstacles that WIG had identified and many had already begun to make improvements based on recommendations provided under WOAR 1. For instance, both the Ministry of Economy (MoEc) and the Independent Administrative Reform and Civil Service Commission (IARCSC) made substantial improvements to their infrastructure accommodations for female employees after being briefed on the WOAR I results at WIG's Conferences on Policy Reform for Women in Government hosted in February and December 2017.

WOAR II RE-ASSESSMENT FINDINGS

OBJECTIVES

The re-assessment was conducted to measure the degree of progress among government ministries and independent agencies in adopting or initiating reforms to address policy, cultural, and infrastructure obstacles since WOAR 1 in 2015. 20 ministries and independent agencies involved in the initial WOAR were re-assessed to identify notable progress, failures and make recommendations for next steps toward more gender inclusive workplaces. The report is organized according to the three main thematic areas: policy, culture, and infrastructure.

METHODOLOGY

The same research tools implemented in WOAR 1 were used in the re-assessment to measure progress among the 20 original ministries. WOAR II surveyed 89 individuals, of whom 52 were women.

POLICY FINDINGS

The WOAR II findings show that 15 out of the 20 original ministries have made improvements in adopting or implementing the top ten key workplace policies outlined in the text box at right, while five ministries—Ministry of Agriculture, Irrigation and Livestock (MAIL), Ministry of Counter Narcotics (MoCN), Ministry of Communication and Information Technology, Ministry of Mines and Petroleum (MoMP), Ministry of Public Works (MoPW)—remained unchanged. These ministries did

TEN KEY WORKPLACE POLICIES AND PROCEDURES ASSESSED

1. Anti-harassment policy or regulation;
2. Gender equality policies;
3. Merit-based appointment procedures;
4. Training and development policies;
5. Positive discrimination policy;
6. Leave policy;
7. Succession planning policy;
8. Complaint or grievance procedure;
9. Conflict resolution committee; and
10. Flexible work hours.

not demonstrate an understanding of the policies related to women's inclusion and empowerment or provided vague responses to the survey team when questioned.

Of the 15 ministries that improved, they shared the adoption of the Anti-Harassment Regulation (which has now been adopted as a law), the Training and Development Policy, Positive Discrimination policies for female civil service applicants, formal Leave Policies, and Flexible Work Hours. Table 1 below shows the specific policies adopted by the top five improved ministries.

TABLE 1. TOP FIVE MINISTRIES ADOPTING WORKPLACE POLICIES FOR WOMEN IN GOVERNMENT

	TOP 5 MINISTRIES	GENDER-RELATED POLICIES IN 2015	GENDER-RELATED POLICIES IN 2017	POLICIES ADOPTED
1	Ministry of Education	7	10	Anti-Harassment, Succession Planning, Flexible Work Hours
2	Ministry of Interior Affairs (MoIA)	6	10	Positive Discrimination, Leave Policy, Succession Planning, Flexible Work Hours
3	Ministry of Finance (MoF)	5	9	Anti-Harassment, Positive Discrimination, Leave Policy, Flexible Work Hours
4	Ministry of Rural Rehabilitation and Development (MRRD)	7	10	Anti-Harassment, Succession Planning, Flexible Work Hours
5	Ministry of Labor, Social Affairs, Martyrs, and Disabled (MoLSAMD)	6	9	Anti-Harassment, Gender Equality Policy, Training and Development Policy

MoIA and MoF have adopted four new policies related to women's empowerment and inclusion, while MoE, MRRD, and MoLSAMD adopted three since 2015. Table 1 shows the improvements in policy adoption at the top five ministries. With these new policies, the top five ministries are being more inclusive of women. The HR departments in these ministries have confirmed that the number of female applicants for vacant positions have increased dramatically in comparison to previous years after female candidates were assured of a safe and hospitable environment.

Despite notable improvements on the policy level, the government continues to struggle with effectively and efficiently implementing and monitoring these policies. According to the survey findings, this is primarily the result of three factors—lack of budget, lack of capacity within HR departments, and lack of coordination between and among government departments and agencies. On the budget front, in 2018 the Administrative Office of the President (AOP) launched a gender-responsive budgeting (GRB) initiative to build the capacity of ministries to mainstream gender and budget appropriately for gender-inclusive policies and infrastructure accommodations. To-date, 10 ministries and two independent agencies have piloted this GRB initiative, including the MoF, MoEc, Ministry of Higher Education (MOHE), Ministry of Commerce and Industries (MoCI), MoE, Ministry of Public Health (MoPH), MoWA, MoLSAMD, MAIL, MRRD, National Environment Protection Authority (NEPA), and the Independent Directorate of Local Governance (IDLG).

To properly publicize some of the policies—the Anti-Harassment Law for example—HR Directorates require the support of Gender Units to design proper messaging, posters and outreach activities. However, the HR departments surveyed lack the capacity to properly strategize these awareness-raising campaigns. Ministries have also

yet to develop proper monitoring mechanisms to gauge the impact of the newly-implemented policies. Lastly, there is a general lack of coordination between and among ministerial departments to consistently implement policies targeted at women's empowerment and inclusion. In particular, provincial departments are not able to provide necessary support in the nationwide policy roll-out. Specific recommendations on how to publicize, implement, and monitor policy improvements are provided in Section 4 of this report.

CULTURE FINDINGS

The re-assessment results show that since 2015, the top two cultural obstacles—insufficient safety and freedom of movement and negative public opinion toward women—have retained their positions as the most significant challenges to women working in the civil service. With the deteriorating security situation, especially in main cities such as Kabul, Herat, Nangarhar, Mazar-e-Sharif and Kandahar, women's ability to safely and freely commute to work is severely impacted. According to the female respondents, women's freedom of movement is also strongly influenced by the attitudes of the men in their families, since in Afghan society men are seen as the head of family and control women's overall movements.[2]

Throughout the Taliban era in Afghanistan—for over five years—women were wholly prevented from seeking educational opportunities. As a result, women across Afghanistan have disproportionately low educational qualifications when compared with their male counterparts. Low levels of education not only prevent women from entering civil service, it also limits their movement up the promotion ladder to leadership positions once they are in government. The need for long-term educational opportunities for women also remains very evident. Some ministries like MoF and MoE have launched long-term in-service training opportunities (degree programs) for their existing female employees to prepare and encourage them for future career advancement. These programs should be continued and expanded.

Afghan women employed by government also have significant concerns while commuting to the office every day. They are constantly harassed on the street, including inappropriate staring, obscene language, constant whistling, and unnecessary shouting on their way to work. Harassment in the workplace was also reported by many female respondents to the WOAR survey. Notably, however, the responses citing harassment as an obstacle to women in government declined in the WOAR II survey, potentially signifying a reduction in workplace harassment in line with the new Anti-Harassment Law. Figure 1 in Section 3 below provides a side-by-side comparison of the survey responses on cultural obstacles across WOAR I, II, and III. Specific recommendations are provided in Section 4 of this report.

INFRASTRUCTURE FINDINGS

The first WOAR report revealed that the lack of physical infrastructure to accommodate female employees was a significant obstacle for female staff in the Afghan government. The absence of friendly workplace environments deters women from

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[2] USAID: Promoting Gender Equity in National Priority Programs (Promote) Survey of Targeted Groups. June 2015.

seeking employment and subjects them to conditions that are unsafe, undignified, or damaging to their reputations.

A total of 12 structural facilities (outlined in the text box at right) were physically inspected within each ministry and independent agency. These facilities are considered to be vital for a hospitable environment. The findings show that over a period of one year, only five ministries have made improvements to their physical and infrastructural facilities. These improvements were mostly made to welfare facilities such as separate washrooms, prayers rooms and daycare facilities. Out of the above mentioned 12 facilities, the top five government institutions that have made significant infrastructural improvements are outlined in Table 2 below.

INFRASTRUCTURE ASSESSMENT CRITERIA

1. Separate washroom for women
2. Separate prayer room for women
3. Separate dining facility for women
4. Daycare and rest facilities for nursing mothers
5. Transportation
6. Ventilation system
7. Appropriate work temperature
8. Appropriate office space and work stations
9. Maintenance of premises and work equipment
10. Floors, corridors and stairs free of obstruction
11. Risk mitigation procedures for rain, snow, and outdoor routes
12. Fire safety and exit procedures

While these ministries made significant progress over the course of the assessment period, some ministries struggled to maintain the existing accommodations for women in the workplace. For instance, due to the deteriorating security environment, ministries have stopped providing transportation services to their employees. Instead, ministries provide employees with a transportation allowance to manage their own commute to work. As a result, most staff take public transportation from their homes to work. For female staff, this translates into greater exposure to street harassment on their way to work and further limits their ability or willingness to work outside the home.

TABLE 2. TOP FIVE MINISTRIES IMPROVING INFRASTRUCTURE FACILITIES FOR WOMEN IN GOVERNMENT

	TOP 5 MINISTRIES	**GENDER-SPECIFIC FACILITIES 2015**	**GENDER-SPECIFIC FACILITIES 2017**	**FACILITIES IMPROVED**
1	Ministry of Commerce and Industries (MoCI)	6	11	Separate prayer room, separate dining facility, ventilation system, maintenance of premises and work equipment, clear of obstruction, risk mitigation for rain, snow and outdoor routes

	TOP 5 MINISTRIES	GENDER-SPECIFIC FACILITIES 2015	GENDER-SPECIFIC FACILITIES 2017	FACILITIES IMPROVED
2	Ministry of Higher Education (MoHE)	9	10	Separate prayer room, daycare and rest facilities for nursing mothers
3	Ministry of Labor, Social Affairs, Martyrs and Disabled (MoLSAMD)	10	12	Separate prayer room, ventilation system
4	Ministry of Rural Rehabilitation and Development (MRRD)	10	12	Separate prayer room, separate dining facility
5	Independent Directorate of Local Governance (IDLG)	9	11	Separate prayer room, separate dining facility

SUCCESS STORY
A Haven for Working Women

Government ministries have implemented several changes as part of their efforts to make the workplace conducive for women employees. During the first WOAR assessment, WIG assessed the Ministry of Economy (MoEc), but did not receive sufficient responses from the ministry at that time. As such, the MoEc results were not captured in WOAR I.

However, once WIG received the results from MoEc (after the submission of WOAR I) the assessment showed that MoEc was ranked the lowest among all the other government institutions in 2015 and 2016. When the project visited the institution in May 2017 for re-assessment, MoEc among all institutions had made exceptional improvements. The ministry now has a newly constructed washroom for women, segregated areas for praying and dining, orderly work stations for employees, a well-equipped library, and an improved file management system, including a newly installed information management system. The ministry has revamped its childcare facilities and playground, to accommodate working mothers who bring their children to work. To encourage feedback, the ministry has installed a complaint box and created a committee that handles complaints. In addition to these, the ministry implemented an electronic fingerprint attendance system, blood donation drives every eight months, installed fire extinguishers and smoke detectors, and trained staff in security drills and emergency response.

> "I AM SO MUCH MORE COMFORTABLE AND SAFER AT WORK NOW THAN BEFORE. THE MINISTRY HAS UPGRADED THE FACILITIES FOR WOMEN AND I FEEL THERE'S MUCH RESPECT FOR US FROM MALE COLLEAGUES."— MS. NASREEN AYOUBI, HUMAN RESOURCE EXECUTIVE MANAGER, MINISTRY OF ECONOMY

Improved daycare facilities at MoEc make it easier for women to balance work and family commitments

To conclude, from policy reforms to improved health and security systems, MoEc has instituted widespread reforms to build its image as a highly professional ministry that is inclusive and accommodating to female employees. These changes were guided by WIG's WOAR I assessment results, which provided a roadmap for the ministry to improve workplace policies, culture, and infrastructure facilities for women. MoEc is now a champion of women's inclusion and a symbol of progress among Afghan government ministries toward reaching the goal of employing 30 percent women in the civil service by 2020.

WOAR III EXPANDED ASSESSMENT

In addition to the 20 ministries re-assessed in 2017, the project expanded the WOAR report to include 15 new ministries and independent agencies based on the request of MoWA. The expanded assessment brings in more ministries and independent agencies under the WOAR umbrella and creates incentives to reform policies, improve workplace cultures, and update infrastructure facilities to accommodate female employees. In the next stage of the WOAR assessment, MoWA will conduct a provincial survey.

METHODOLOGY

WIG implemented the research tools from the first and second WOAR assessment to conduct the survey for the additional 15 ministries and independent agencies. The findings below are the result of 72 interviews, of which 45 were women. Surveys, questionnaires, interviews, and data from inspection visits were used as key data collection methods to assess obstacles in the respective agencies. Secondary data was also used to track down policy changes that occurred government-wide. This assessment happened at the same time as the re-assessment for WOAR II over a period of two months. The report sets the baseline for these 15 new agencies.

POLICY FINDINGS

As confirmed in the assessment of 15 additional government agencies, Afghan women still face policy obstacles that severely limit their chances of entering the civil service. When government entities do have policies that support women in the workplace, these policies often lack formal implementation procedures or monitoring mechanisms, which undermines their effectiveness. These policies are not properly communicated to employees who are often unaware of the policy provisions that protect them in the workplace.

In this assessment, WIG evaluated government agencies based on the same set of 10 policies from WOAR I. These policies either exist as separate policies or as references in the Afghan civil service or the labor law. During the research, five new ministries and 10 independent agencies were asked if they have workplace policies that safeguard women in the workplace. Of the 10 policies surveyed across 15 institutions, only three institutions had all 10—NEPA, the Independent Elections Commission (IEC), and the Administrative Office of the President (AOP). The lowest scoring entities were the Attorney General's Office (AGO), with only two of the 10 policies, and the Kabul Municipality, with just three. Across the government entities surveyed, all had Merit-based Appointment Procedures, and all but two have a Leave Policy or Conflict Resolution Committee—the Kabul Municipality and the AGO.

CULTURE FINDINGS

The new assessment surveyed 15 additional government agencies along the same broad cultural criteria as WOAR I to capture data on the extent of the challenges women face in the workplace. The data continues to confirm that limitations on women's freedom of movement and negative public opinion towards working women in the community are the most significant obstacles to women's empowerment and inclusion in the civil service.

FIGURE 1. COMPARATIVE CULTURAL CONSTRAINTS FOR WOAR I, II, AND III
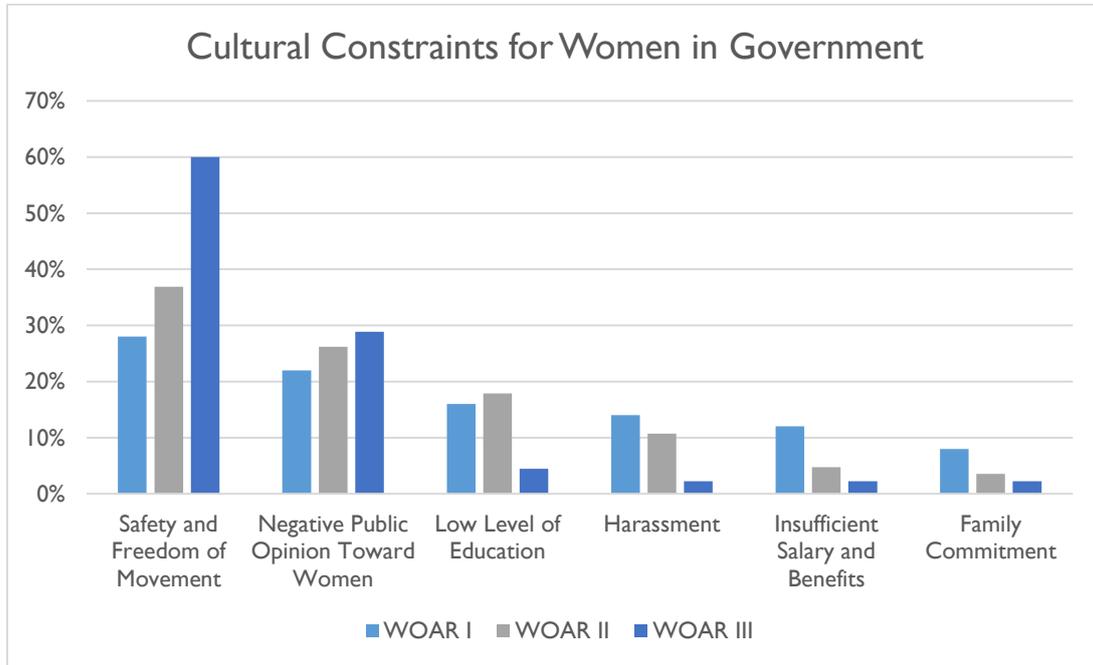
Despite these many cultural obstacles to women's full participation in the government workforce, the WOAR III revealed several areas of positive behavior change. Of 45 female civil servants surveyed, 42 reported that they are now given the opportunity to share their opinions and suggestions in professional settings. Twenty-four reported that they are "often" involved in decision-making, while 11 reported being involved "very often." Forty-one said they are given the opportunity to be included in teamwork at any level. Thus, despite certain challenges, the WOAR assessment identified progress toward a more inclusive government workplace. Women's voices are increasingly heard, they are becoming part of key decision-making, and are given the opportunity to contribute as part of professional teams.

INFRASTRUCTURE FINDINGS

The WOAR III assessment identified areas where infrastructure improvements are needed across 15 ministries and government agencies. Of the 12 facilities, almost all the agencies surveyed had both separate washrooms and appropriate work temperature. Only the AGO lacks a separate washroom for women, and the MoPH did not have an appropriate work temperature. The top performing ministries in terms of infrastructure accommodations for women were ACAA, MoBTA, AOP, MORR, and NEPA. Each of these agencies are only lacking one of the 12 identified facilities.

The institutions facing the most significant challenges in terms of infrastructure were MoPH and the Kabul Municipality—both of which were missing nine out of 12 facilities.

FIGURE 2. INITIAL INFRASTRUCTURE ASSESSMENT FOR THE EXPANDED WOAR

Infrastructure Accommodations by Agency
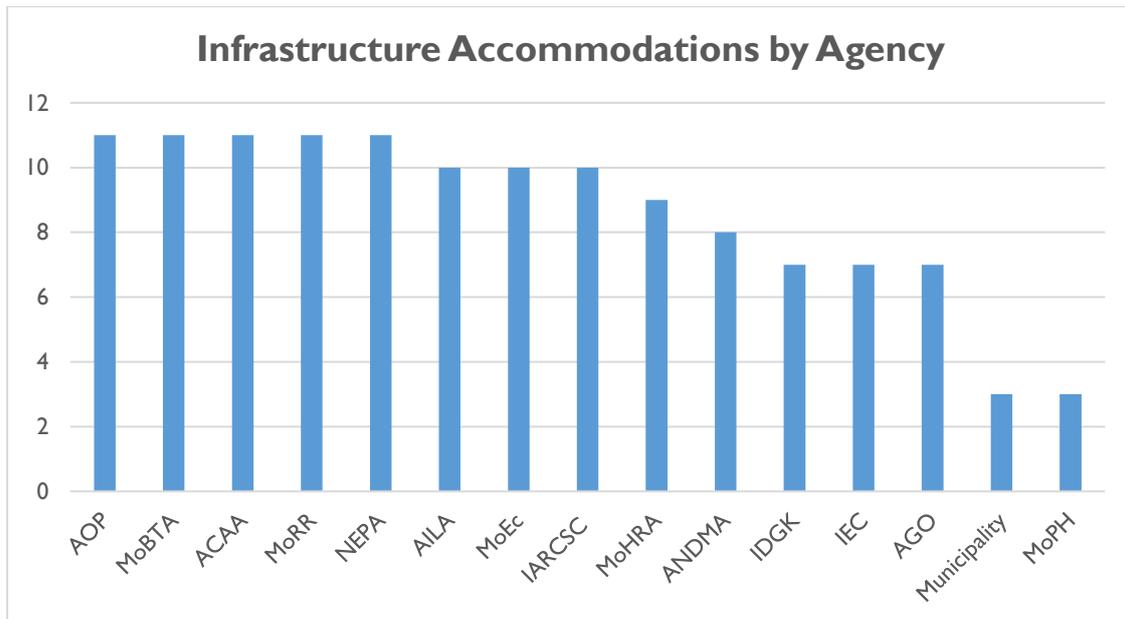
To address the lacking facilities, recommendations are provided in Section 4. These recommendations provide a clear roadmap for government agencies to close the identified gaps in infrastructure.

RECOMMENDATIONS

The following recommendations are suggested for creating a conducive working environment for women to actively participate and progress within Afghan government ministries. Based on the findings of this research paper, WIG provides the below detailed recommendations for the Afghan government.

TABLE 3. POLICY RECOMMENDATIONS

	RECOMMENDATION AREA	GOALS, IMPACT, AND NEXT STEPS
1	Anti-Harassment	• Protect the identity, personality, dignity and physical integrity of a female employees • Protect women against discrimination, isolation and mistreatment by other employees • Adhere to the terms of the Anti-Harassment Law • Encourage a more hospitable work environment for women • Provide proof that employers are exercising reasonable care to prevent and correct harassment and, if an employee does not report harassment as instructed by such a policy, the employer has an affirmative defense to an employee's harassment claims
2	Gender Equality	• Increase participation of women in decision-making and implementation processes, institutionally and programmatically, within the government • Support ministries and independent agencies to identify and develop the capacity requirements for women and men • Promote gender equality and mainstreaming in the government's internal systems and processes • Provide a clear mandate for effectively mainstreaming gender into policy formulation, strategic planning, project and programs development and implementation, performance monitoring, reporting and decision-making at all levels • Promote a gender-responsive organizational culture • Creates a healthy and collegial working environment for men and women at government workplaces which demonstrate the value of mutual respect and teamwork.
3	Positive Discrimination	• Increase women's recruitment and participation in government through affirmative actions • Increase diversity within the civil service • Promote a moral and political commitment to women's empowerment and inclusion • Fulfill the government's commitment to increase women's representation in the civil service by 2 percent in 2018 • Offer protection from nepotism and discrimination
4	Training and Development	• Develop and implement strategies and training programs to build the capacity of female civil servants • Allocate resources to implement these strategies • Support female civil servants with both short- and long-term job-related trainings and degree programs • Prepare women for leadership positions

5	Succession Planning	• Promote the maintenance of institutional memory in government institutions • Support the government to fulfill affirmative actions, for instance by replacing female-specific positions with other potential female employees • Support capacity-building plans and programs for women • Identify employees who have existing skills—or the potential to develop skills—that can help them move up in an organization, or on
6	Leave and Flexible Work Hours	• Allow flexibility for employees to meet personal, family, work and community commitments without compromising the achievement of organizational objectives. • Clearly define the types of leave available, improve individual leave management to support job performance and avoid job dissatisfaction. • Allow female staff to have flexible work-hours during pregnancy, breast-feeding and childcare.
7	Conflict Resolution Procedures	• Clearly identify the appropriate department(s) for registering grievances and resolving inter-office conflicts, especially for female staff.
8	Mass Recruitment Procedures	• Recruit qualified individuals for civil service vacancies • Minimize nepotism and discrimination against women • Allow and encourage women to participate widely in mass recruitment processes • Ensure that the additional five points for female applicants in accordance with affirmative action policy are consistently applied by all government agencies
9	Policy on Increasing Women's Participation in the Civil Service	• Provide the necessary infrastructure facilities for women • Ensure safe work environments and encourage women to participate in the civil service • Increase the recruitment of women by 2% in Afghanistan's civil service workforce in 2018

10	Working groups	• Lead ministries[3] should continue intensive collaboration among line ministries and independent agencies, using a facilitation model built around policy working groups to move beyond assessments and the identification of problematic policy gaps to accelerate the implementation of key reforms.
		• The following Working Groups platform vital for policy reform implementation and follow-up can be adopted:
		  - Working Group 1: Infrastructure and Office Enablers (MOLSAMD)
		  - Working Group 2: Policy and Public Awareness (MOWA)
		  - Working Group 3: Capacity-building and Increasing Women's Participation (IARCSC)

11	WOAR	• MoWA should serve as an oversight body and MoLSAMD as the responsible government body to continue conducting WOAR assessments for all the remaining ministries and independent agencies annually • MoWA to advocate for Gender Responsive Budgeting (GRB) to specifically focus on infrastructure improvements • WOAR assessment to be rolled out on provincial level • WOAR profiles to be developed for each provinces • MoLSAMD to develop policy on improving work standards

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[3] Lead Ministries are often referred to as the policy-making ministries and government agencies, given their role in initiating and owning government-wide policies and reforms. Lead ministries include MoWA, IARCSC and MoLSAMD.

TABLE 4. CULTURAL-LEVEL RECOMMENDATIONS:

12	Culture	MoWA can use the following strategies to respond to cultural Obstacles:
		• Cultivate a culturally appropriate workplace.
		  - MoWA to continue conducting ToT on Professionalism in the Workplace for staff to cascade the training to all government employees
		  - IARCSC and MoWA to support ACSI in disseminating the E-Learning video on Professionalism in the Workplace to all government institutions at the national and subnational level
		  - The E-learning to be used as Civil Serive Orientation Standards for new employees
		• MoLSAMD to accelerate the drafting of new policies and procedures on work standards and workplace conditions using the policy working group platform.
		• Implement the Anti-Harassment Law
		  - Establish anti-harassment committees and meeting all terms under the new law
		  - Increase anti-harassment campigns
		  - Implement the anti-harassment implementation guidance
		  - Conduct public awareness campaigns against street and workplace harassment based on the terms of the Anti-Harassment Law
		
		• Promote local stakeholder support for women in government.
		  - MOWA to coordinate among line ministries to implement innovative, nationwide communications and outreach campaigns to expand stakeholder support for women working outside the home
		  - MOWA to implement a targeted and multi-tiered strategy to cultivate support among families, religious leaders, government leaders, the media, and the general public
		  - Government to incorporate new and innovative communications approaches and mediums, such as the following
		  - Develop a communications strategy to inform and change public opinions towards women in government workplaces
		  - Use layered, multi-media strategies that will accelerate social acceptance for women working outside the home and encourage women in the workforce to report harassment
		  - Conduct campaigns at schools, colleges, and universities to promote the empowerment and social inclusion of women and girls

TABLE 5. INFRASTRUCTURE LEVEL RECOMMENDATIONS

13	Infrastructure	- Regular advocacy is required by MoWA and MoLSAMD to inform and commit government agencies towards allocating resources to meet the minimum standards for workplace infrastructure identified in the WOAR. This includes separate washrooms, prayer rooms, dining facilities, daycare and rest areas for nursing mothers, safe transportation, ventilation, appropriate work temperatures, culturally acceptable workspaces, adequate work equipment and well-maintained office premises, limited obstruction to walkways, risk mitigation procedures, and fire safety policies. - Line ministries and independent agencies should provide a transportation allowance that is adequate to support female staff to travel to the office in private vehicles that reduce exposure to street harassment; - Line ministries and independent agencies should allocate resources to ensure well-maintained facilities for women, including washrooms, prayer rooms, and private spaces for nursing mothers; - Line ministries and independent agencies should design mixed-gender office layouts more efficiently to ensure that female staff are comfortable and reduce inappropriate contact with male colleagues.

TABLE 6. OTHER RECOMMENDATIONS:

14	Gender Units	It is recommended that Gender Units: - Advocate within the government to promote gender-inclusive workplace policies and reforms - Get involved at all stages of the policy development, reform, and implementation process to ensure that gender considerations are effectively mainstreamed throughout the government - Play a particularly important role in the implementation of policies and reforms. They are well-positioned to monitor policy implementation and gauge progress toward gender equity throughout line ministries
15	HR Directorates	It is recommended that HR Directorates: - Get engaged in the policy reform and implementation process; - Effectively communicate policy reforms—as well as their benefits and impacts on the organization as a whole—to all government staff; - Establish a platform to promote increased communication and collaboration between and among HR Directorates to comment on existing policies, develop policy reforms, and propose new policy provisions based on shared challenges and lessons learned; - Initiate weekly awareness campaigns on new policies and reforms to improve the knowledge of all staff in relation to women's empowerment and inclusion; - Develop a policy handbook that includes brief descriptions of all relevant policies and how they apply to government staff. This resource could then be uploaded onto ministry and independent agency websites; - Include policy briefings as part of the staff onboarding and orientation process; - Circulate monthly policy-related updates through email and ministry websites to all employees.

| 16 | Lead Ministries (IARCSC, MoLSAMD, MoWA) | It is recommended that lead ministries and independent agencies, specifically IARCSC, MoLSAMD, and MOWA:

• Conduct regular follow-up on Policy Implementation:
    ○ Lead ministries should organize and facilitate quarterly meetings with HR Directors.
        ▪ Lead ministries are uniquely positioned to bring together representatives from across the government on a quarterly basis to discuss progress toward workplace policy implementation.
        ▪ These quarterly meetings can also be used as a higher-level platform to propose new policies or adjust existing policies that encourage a hospitable working environment.
    ○ Ensure that HR Directors maintain strong coordination with one another.

• Promote policy unification and oversight:
    ○ Lead ministries to unify and oversee policies on a government-wide level.
    ○ Lead ministry tomoversight the process in order to avoid discrepancies in policy implementation, support the monitoring and evaluation process, facilitate reporting procedures, and ensure the application of equal standards for implementation.

• Lead annual policy conferences:
    ○ Lead ministries to continue hosting annual policy reform conferences to hold government stakeholders accountable for progress on policy implementation and to identify additional policy reforms that will create a hospitable work environment for women in government.

• Build political will and buy-in:
    ○ Lead ministries to implement a proactive advocacy campaign to build political will and awareness of gender-related policy reforms. This campaign should build off of the recommendations above and include the following:
        ▪ Present the outcomes of quarterly HR Director meetings and policy conferences to the high-level Gender Committee under the leadership of the second vice-president and ask member ministries to extend their support to policy initiatives;
        ▪ Inform donors and international partners of regular policy updates and seek their technical and financial support;
        ▪ Involve CSOs to oversee, monitor, and advocate for the policy reforms initiated within government, and seek their technical input. |

ANNEX A. WOAR I – COMPLETE LIST OF INTERVIEWEES

WOAR I – COMPLETE LIST OF INTERVIEWEES

	MINISTRY	LIST OF INTERVIEWEES
1	Ministry of Finance (MOF)	1. Musa Kamawi, HR Director, mkamawi@gmail.com , 0700458070 2. Fawzia Sadat, Training & Development Section Head 3. Nasir Ahmad Ahmadi, Employee Relation Section Head, 0700181318, Nasir Ahmad Ahmadi 4. Engineer Shukria Kazimi, 0778828675, kazimishukria@gmail.com 5. Dr. Shayeq, 0780340115, Capacity Building Officer 6. Hamid Hamdard, 0700497162, Hamid.hamdard5@gmail.com
2	Ministry of Agriculture, Irrigation, and Livestock (MAIL)	1. Dr. Yaqoub Hotak, 0744464941, HR Director, dr_yaqoub@yahoo.com 2. Ahmad Farid Aryan, 0797834277, Deputy HR, fareedaryan@gmail.com 3. Adela Yousufzai, 0744464048, Head of Gender Unit 4. Eng. Mohammad Ibrahim, 0795375871, Service Dept. Section Head
3	Ministry of Commerce and Industries (MOCI)	1. Mirwais Ahmadzai, HR Director, 0700176070, mirwaisahmadzai2001@yahoo.com 2. Faeqa Javed, 0788918138, Head of Gender Unit
4	Ministry of Education (MOE)	1. Qudratullah Andar Sultani, HR Director, 0799029996, qudratullahandar@gmail.com 2. Meerwais Khan, 0787377637, Capacity Building Advisor, meerwise_zarmal@yahoo.com 3. Najiba Nooristani, 0799343532, Head of Gender Unit, nooristani13@gmail.com 4. Ahmadshah Quraishi, 0786651205, HR Office,
5	Ministry of Mines and Petroleum (MOMP)	1. M. Shafiq Zamani, HR Director, td.hr.momp@gmail.com
6	Ministry of Public Work (MoPW)	1. Mohammad Sharif Rasikh, HR Director, sharif.rasikh@gmail.com 2. Eng. Qudsia Kaker, Head of Gender Unit, 0700227759
7	Ministry of Women Affairs (MoWA)	1. Rahimi Zafari, Director of Policy and Planning rahima.zarifi@yahoo.com 2. Nazia Faizi, Director of Gender and Outreach Program, naziafaizi2014@gmail.com 3. Mr. Stanikzai, Head of Recruitment Unit, mowa.hrd@gmail.com
8	Ministry of Transportation (MOT)	1. Eng. Abdul Wakeel Sediqi, HR Director, 0700071761, Sediqi.HRD@gmail.com 2. Abdul, Head of the budget section

9	Ministry of Communication and Information (MCIT)	1. Masoud Samim, masoodsamim@yahoo.com , 0700004898 2. Mallali Yousufzai Head of Gender Unit, 0744155570 3. Haji Janat Khan Fahim Administration Director
10	Ministry of Energy and Water (MEW)	1. Mr. Abdul Fattah Sayedkhaili/HR Director 2. Qudsiya, Head of Gender Unity
11	Ministry of Information and Culture (MOIC)	1. Ahmad Zia Anwary, ahmedz66@yahoo.com , 700229595 2. Fawad Farand, Employee relation officer, 0700477318
12	Ministry of Urban Development and Housing (MUDH)	1. Zafar Ali Ranjbar, HR Director, 07811355704 2. Amanullah Tarin, Administration Director, 0799408347
13	Ministry of Rural Rehabilitation and Development (MRRD)	1. Tahir Ayubi, HR Director, tahir.ayub@mrrd.gov.af , 070778882 2. Ms. Nadira Maroof, Capacity Building Section Head
14	Ministry of Justice (MOJ)	1. Prof. Shah Wali Ataye Director of policy and planning, ataye_kakar@yahoo.com , 0774209505 2. Abdul Haleem Himat, Admin & Finance Director, haleem.himat@gmail.com , 0777304883 3. Najibullah Jami, HR Director, njami@moj.gov.af ,
15	Ministry of Counter Narcotics (MOCN)	1. Ahamd Shoaib Mohammad, Employee Relation officer, 0799454049 2. Dr. Sayed Shir Mohammad Ahadi, HR Director, 0792500026
16	Ministry of Higher Education (MOHE)	1. Dr.Najibullah Sahim, HR Director, 0799337123, sahin.najib@yahoo.com 2. Abdul Rafi Sahili, Employee Relation officer, 0777673030
17	Ministry of Labor, Social Affairs, Martyrs and Disabled (MOLSAMD)	1. Dr. Sabir Pardis, Plan and Policy Director, 0799526070, saberperdes@gmail.com 2. Sayed Fahim Hashimi, Admin Director, 0799337733
18	Ministry of Interior Affairs (MOIA)	1. Mr.Sayed Jamaluddin Sadat, HR Director, 0744141210, sjamal_79@yahoo.com
19	Ministry of Defense (MOD)	1. General Lutfullah Momini, HR Director,0700285215, g.lutsullah@mod.gov.af
20	Independent Directorate of Local Governance (IDLG)	1. Rohullah Niazi HR Director, 0744454649 2. Amin Sahfi, Capacity Builiding Director, 078600597 Hamida Head of Gender Unit

21	Government Employees (anonymous, not segregated by ministry)	92 female respondents
22	CSO FDG (anonymous)	2 Females
23	University Students (anonymous)	21 Females

ANNEX B. WOAR II – COMPLETE LIST OF INTERVIEWEES

	MINISTRY	LIST OF INTERVIEWEES
1	Ministry of Agriculture, Irrigation, and Livestock (MAIL)	1. Fayaz Ahamad Sherzad, Head of Capacity building unit, 0744456888 2. Negina Sultani, Deputy HR Director, 0786667417 3. Adela Yousufzai, Head of Gender Unit, 0744464048 4. Pareewahsh, ICT Department Head, 0795375871 5. Nasrine Yousufzai, Media Relation General Manager, nasreen.jawidi@yahoo.com
2	Ministry of Education (MOE)	1. Qudratullah Andar Sultani, HR Director, 0799029996, qudratullahandar@gmail.com 2. Meerwais Khan, Capacity Building Advisor, 0787377637, meerwise_zarmal@yahoo.com 3. Najiba Nooristani, Head of Gender Unit, 0799343532, nooristani13@gmail.com 4. Ahmadshah Quraishi, HR Officer, 0786651205 ahmadshah_quraishi@yahoo.com
3	Ministry of Interior Affairs (MOIA)	1. Sayed Jamaluddin Sadat, HR Director, 0744141210, sjamal_79@yahoo.com 2. Sayed Mujtaba Hashimi, General Manager of complaints, 0700658899 3. Pawana, a female employee (Personal information was not disclosed) 4. Fahima, Attendance manager
4	Ministry of Finance (MOF)	1. Mohammad Qais Momand, HR Director, 0786683457, qais.momand@mof.gov.af, 2. Fawzia Abass, Planning Manager 3. Nasir Ahmad Ahmadi, Employee Relations Section Head, 0700181318 4. Sajia Noorzai, Head of Gender Budgeting Unit 5. Lailee Wardak, Provincial Training Manager
5	Ministry of Higher Education (MOHE)	1. Abdul Bari Yousufi, HR Director, 0700040479 2. Abdul Rafi Sahili, Employee Relations Officer, 0777673030 3. Ghazal Jamali, Head of Statistics Department 4. Harefa, Head of Gender Unit 5. Hamid Anwari, Gender specialist
6	Ministry of Justice (MOJ)	1. Prof. Shah Wali Ataye, Director of policy and planning, 0774209505, ataye_kakar@yahoo.com, 2. Qudsia Noori, Specialist 3. Nilofar Qadiri, Head of Gender Unit, 0793744083 4. Shogofa Behshti, Project Development Oversight Manager 5. Abdul Husain, Reports and Planning Assesment Specialist
7	Ministry of Counter Narcotics (MoCN)	1. Raqeeb, Acting Administrative Director, 0782866361 2. Nilab Dehqan, Capcity Building Manager, 0744334383 3. Deeba Miakhail, Executive Manager 4. Waheeda Adalatjo, Head of Gender Unit 5. Zoia, Gender Specialist

8	Ministry of Communication and Information (MCIT)	1. Mirwais Naikmal, Policy and Planning Director, 0202101107 2. Mallali Yousufzai, Head of Gender Unit, 0744155570 3. Haji Janat Khan Fahim, Administration Director 4. Habiba Razaiee, General Manager 5. Latifa Latifi, Planning Manager
9	Ministry of Energy and Water (MEW)	1. Mr. Abdul Fattah Sayedkhaili, HR Director, 0744463656 2. Qudsiya Khoistani, General Manager of Employee Relations, 0747879797 3. Shakila Ahamadi, Gender Specialist 4. Khurshid Faqiri, Gender Specialist 5. Aqila Hashimi, Head of Gender Unit
10	Ministry of Labor, Social Affairs, Martyrs and Disabled (MOLSAMD)	1. Sanhullah Zazai, HR director, 0782604060 2. Administrative Director (Personal information was not disclosed) 3. Zohra Halimi, Head of Gender Unit 4. Atefa Salim, an employee of Gender Unit 5. Maliha Asghar, Budgeting General Director
11	Ministry of Information and Culture (MOIC)	1. Fawad Farand, Employee Relations Officer, 0700477318 2. Mahbooba Sadaat, Head of Gender Unit, 0700288204 3. Shukria Ahamad Yaar, Employee Health and Safety Manager, 0799609195 4. Maria KaroKhail, Foreign Boardcasting Manager, 0789713477 5. (Personal information was not disclosed)
12	Ministry of Urban Development and Housing (MUDH)	1. Zafar Ali Ranjbar, HR Director, 07811355704 2. Amanullah Tarin, Administration Director, 0799408347
13	Ministry of Defense (MOD)	1. General Lutfullah Momini, HR Director, 0700285215, g.lutsullah@mod.gov.af
14	Ministry of Commerce and Industries (MOCI)	1. Noor Mohamad Jerian, HR director, 0773135084 2. Lailuma Rastin, General manager of Transit Directorate 3. Mohammad Nohman Nadri, Administration and Finance Director, 0700244580 4. Arezo (Personal information was not disclosed) 5. Shukria Tabish, Technical Assistant for Capacity Building Unit
15	Ministry of Rural Rehabilitation and Development (MRRD)	1. Tahir Ayubi, HR Director, 070778882, tahir.ayub@mrrd.gov.af 2. Khanom Gul, M&E Officer 3. Wazhma Kazimi, Reporting Manager, 0784723612 4. Eng. Marzia Sultan, 0799408917
16	Ministry of Women's Affairs (MOWA)	1. Rahimi Zafari, Director of Policy and Planning, rahima.zarifi@yahoo.com 2. Nazia Faizi, Director of Gender and Outreach Program, naziafaizi2014@gmail.com 3. Mr. Stanikzai, Head of Recruitment Unit, mowa.hrd@gmail.com
17	Ministry of Transportation (MOT)	1. Ghulam Mohammad, Head of Engineering Department, 0744051535 2. Ghulam Farouq Sarwari, Program Planning and Coordinations Manager, 0700289813 3. Kamila Niazi, Head of M&E 4. Farida, Employee Relations Manager 5. Shayma Fazli, Gender Unit Head 6. Shafiqa Poya, Capacity Building Manager, 0786100151

18	Ministry of Mines and Petroleum (MOMP)	1. M. Shafiq Zamani, HR Director, td.hr.momp@gmail.com 2. M.Fahim Hashimi, Acting Director of Policy and Planning, 0793929190 3. Veeda Nihal, Bidding and Evaluation specialist 4. Gender specialist (Personal information was not disclosed) 5. Female employee (Personal information was not disclosed)
19	Ministry of Public Works (MOPW)	1. Mohammad Sharif Rasikh, HR Director, sharif.rasikh@gmail.com, 2. Eng. Qudsia Kaker, Head of Gender Unit, 0700227759 3. Baryalai Tawfiq, Head of Employee Relation, 0749911923 4. Pekai Sarwari, Head of Statistics Department, arwarip@yahoo.com 5. Maryam Saber, Head of Capacity Building Unit
20	Independent Directorate of Local Governance (IDLG)	1. Manocher Malikzada, Capacity Building Director, 0700727700 2. Madina Marwa, Empoylee of Recruitment Department 3. Zarmina, Gender Specialist 4. Abdul Waheed Omari, Employee Relation Manager, 0783300500 5. Marwa Hazizada, IT employee

ANNEX C. WOAR III – COMPLETE LIST OF INTERVIEWEES

	MINISTRY	LIST OF INTERVIEWEES
1	Afghanistan Independent Land Authority (AILA)	1. Arifullah, Policy and Planning Director, 07044811044 2. Abdul Malek Zamarudi, Acting Administration Director, 0744666617 3. Nasrin Kariman, Provincial Coordination Manager, 0777505756, tayebnasrin793@gmail.com 4. Parwana Wahabzada, Member of the Land Treatment Directorate, parwanawahabzada@yahoo.com 5. Khalida Dawran, Legal Expert
2	Ministry of Economy (MoEc)	1. Hamid Hamdard, HR Director, 0700497162, hamid.hamdard5@gmail.com 2. Nesar Ahmad Habibi, Training and Development Officer, 0787844968 3. Ghawhar Taj Sediqi, Complaint Manager, 0777735661 4. Mari Samadi, Gender Advisor to Minister, 0774315929, marisamad3@gmail.com 5. Nasrin Ayoubi, Executive Manager, 0786012980
3	Afghanistan Civil Aviation Authority (ACAA)	1. Ahmad Farid Rawan, HR Director, 0799414444 / 0766609991, farid.rawan@acaa.gov.af 2. Nematullah Masoodi, General Services and Administration Officer, 0700224022, nemat_massodi@yahoo.com 3. Latifa Sahar, Gender Officer, latifa.sahar7@gmail.com 4. Soma Popalzai, General Manager, 0788896982, popalzaisoma@yahoo.com 5. Maliha Jamalzada , General Manager of Climatology, 0782934164
4	Ministry of Borders and Tribal Affairs (MOBTA)	1. Abdul Jabar Waziri, Capacity Development Manager, 0798551118 2. Khatera, Gender Officer, khaterahayati_12@yahoo.com 3. Shahzadgai Tokhi, Financial Audit Officer, 0744057613, shahzadgay.to4@gmail.com 4. Halima Hasa Wisa, Director of Rahman Baba School, 0787764144, halimahassa8@gmail.com 5. Abdul Salam Azizi, Employee Relations Manager, 0700230751
5	Administrative Office of the President (AOP)	1. Misri Khan Hemat, HR Director, 0787620388 2. Administrative employee (Personal information was not disclosed) 3. Tamana Maihan Ward, General Research Manager 4. Masooda, Decrees Maintenence Manager 5. Qalamuddin Astood, Secretary for Administrative Officer of President, 07001622325

6	Ministry of Refugees and Repatriation (MORR)	1. Wahiddullah Ahadi, Employees Record Evaluation and Executive Officer, 0706155145 2. Mohmmad Sadiq Sadiq, Administrative Director, 3. Sofia Shaheer, Risk Mitigation of Migration to Europe and Australia, 0799213150 4. Sadaf Naser, Social Welfare Manager 5. Samia Azizi, Gender Officer
7	Independent General Directorate of Kuchies (IGDK)	1. Sayed Mujiburahman Asghari, HR Manager, 0747232259 2. Sohaila Espesalai, Gender Officr 3. Dina Haidari, Gender Planning Expert, dina.hairdary2016@gmail.com 4. Malika Barekzai, Gender Awareness Expert 5. Abdul Qadeer Daqiq, Deputy Minister for Financial and Administrative Affairs, 0744902030, 0707660017
8	Kabul Municipality	1. Ahmad Faisal Zahir, HR director 2. Sayed Mawjood Mawji, General Services Manager, 0705474747 3. Hariwa, Evaluation Management, 0706148730, hariwamh1@yahoo.com 4. Shafiqa Karima, Executive Manager 5. Fariba Nekbin, Acting Gender Officer
9	Independent Administrative Reform and Civil Services Commission (IARCSC)	1. Noor Mohammad Noori, Safety and Maintenance Manager 2. Nooruddin Nasiri, Capacity Development Manager, 0799467167 3. Nadia Sediqi, Expert 4. Mozhgan Habib, Administration Manager
10	Independent Elections Commission (IEC)	1. Humaira Andar, Executive Secretary 2. Manama Sadaat, Policy and Planning Director, 0786483825 3. Abdul Noori, 0700111333 4. Shameela Garzuwane, Gender Officer 5. Aneesa Katbi, Gender Officer
11	Attorney General's Office (AGO)	1. Abdullah Ibrahimkhil, Policy and Planning Director, 0775515469 2. Khaidja Bari, Finance and Administration Directorate 3. Sayeeda Hairdary, Gender Officer 4. Lima Achikzai, Gender Expert 5. Nargis, Gender Executive Officer
12	National Environmental Protection Agency (NEPA)	1. Abdul Ali Nasiri, Gender Manager for Training and Administrative Development, 0775323500 2. Nadera Rashidi, Gender Officer 3. Tamana Dawi (Personal information was not disclosed) 4. Sayeeda Zahid , General Gender Planning Manager 5. Mohmmad Amin, General Recruitment Manager, 0775155651
13	Ministry of Public Health (MOPH)	1. Dr. Mohammad Eisa Ebrahimi, National Gender Coordinator, 07776206821 2. Maleka Qasimi, Human Rights Consultant 3. Dr. Aziza Amiri, Gender Expert 4. Sahrifa, Researcher, Advisor to the Minister 5. Farzana Akbari, Acting Gender Director, 0781532255
14	Ministry of Hajj and Religious Affairs (MOHRA)	1. Shakeela, General Gender Manager 2. Nilofar Nawshad, Gender Awareness Expert 3. Sayed Abdul Mosawer Hashimi, Executive Manager for Administrative Directorate, 0794645089 4. Employee Relations Manager (Personal information was not disclosed)

15	Afghanistan National Disaster Management Authority (ANDMA)	1. Boman Ali Yousofi, HR Director, 0777225686 2. Angiza Ahmadi, English Translator 3. Roshan, Archive Manager 4. Sami Wafa, Maintanence Manager, 0798557840 5. Sameera Ebrahimi, General Manager

ANNEX D. WOAR SURVEY QUESTIONNAIRE

POLICY

Interviewee		Interviewer	
Full Name:		**Full Name:**	
Designation:		**Designation:**	
Department:		**Email ID:**	
Organization:			
Contact Details:		**Interview Date:**	

I. Policy Obstacles [HR Director or Policy and Planning Directors]

1. Do you have the following policies and systems for safeguarding women at workplace?

Policies and Procedures	Yes	No	If no, do you need one and what assistance do you need?
1. Anti-Harassment Policy or Regulation			
2. Gender Equality Policy			
3. Merit based Appointment Procedures			
4. Training and Development Policy			
5. Positive Discrimination Policy			
6. Leave Policy (Paid Maternity Leave)			
7. Succession Planning Policy			
8. Complain and Grievance Procedure			
9. Conflict Resolution Committee			
10. Flexible Work hours			

2. Are these policies supporting women in obtaining their entrance, performance, and advancement at your ministry or agency?

◯ Yes   ◯ No

If No,

a) Why and what changes do you recommend?

....

....

3. Do you think the existing policies, procedures and systems are properly implemented?

◯ Yes   ◯ No

If no, why and what does ministry need to properly implement these policies?

....
....

4. **Do you have leadership's support and political will for the implementation of these policies?**

    ◯ Yes   ◯ No

    If no, why and how do you gain that support?

    ....
    ....

5. **Do you think that the policies would require amendments to respond to women's needs?**

    ◯ Yes   ◯ No

    If yes, please name the specific policy that you want to change and why?

    ....
    ....

6. **Are there any obstacles for the implementation of these policies?**

    ◯ Yes   ◯ No

    If yes, what are the obstacles?

    ....
    ....

    And what do you recommend to overcome these obstacles?

    ....
    ....

7. **Are women and men equally treated in terms of work and trainings?**

    ....
    ....

8. **Overall, how effective are these policies?**
    ◯ Extremely Effective
    ◯ Very Effective
    ◯ Moderately Effective
    ◯ Slightly Effective
    ◯ Not at all Effective

9. **Which of the following stands in the way of women working with government? In case there is more than one answer then please prioritize.**
    ◯ Insufficient Security (Safety and Freedom of Movement)

○ Negative Public Opinion and conservative cultural norms
○ Street Harassment
○ Family commitment (Marriage and Raising Children)
○ Low level of Education
○ Insufficient Salary and Benefits

10. **Which of the following stands in the way of female growth, advancement and doing the job efficiently? In case there is more than one answer then please prioritize.**
○ Lack of opportunity for Women in Leadership
○ Nepotism in recruitment and promotion
○ Sexual Harassment
○ Backbiting and gossips at workplace (Men vs Men, Women vs Women)
○ Lack of separate, bathrooms, day care, dining facilities, transportation
○ Mixed-gender workplaces

CULTURE

Interviewee		Interviewer	
Full Name (optional):		**Full Name:**	
Designation:		**Designation:**	
Dept/Ministry:		**Email ID:**	

II.   Cultural Obstacles: [Female Staff Grade 1, 2, 3 and 4]
A. General Cultural Obstacles

1. **Which of the following stands in your way of working with government? In case there is more than one answer then please prioritize.**
○ Insufficient Security (Safety and Freedom of Movement)
○ Negative Public Opinion and conservative cultural norms
○ Street Harassment
○ Family commitment (Marriage and Raising Children)
○ Low level of Education
○ Insufficient Salary and Benefits

2. **Which of the following stands in your way of growth, advancement and doing the job efficiently?**
○ Lack of opportunity for Women in Leadership
○ Nepotism in recruitment and promotion
○ Sexual Harassment
○ Backbiting and gossips at workplace (Men vs Men, Women vs Women)
○ Lack of separate, bathrooms, day care, dining facilities, transportation
○ Mixed-gender workplaces

B. Workplace Cultural Obstacles

3. Do you see your workplace culturally appropriate?
- ◯ Yes
- ◯ No

    If No, Why?

....
....
....
....

    And how can the mentioned issues be resolved?

....
....
....
....

4. Does your employer mission, vision, and values support women at workplace?
- ◯ Yes
- ◯ No

5. How safe do you feel at your work?
- ◯ Extremely safe
- ◯ Very safe
- ◯ Moderately safe
- ◯ Slightly safe
- ◯ Not at all safe

    If the answer is *"slightly safe or not at all safe,"* why?

....
....
....
....

    What should be done to make the workplace safe?

....
....
....
....

6. How comfortable is your employer's work environment?
- ◯ Extremely Comfortable
- ◯ Very Comfortable
- ◯ Moderately Comfortable
- ◯ Slightly Comfortable
- ◯ Not at all Comfortable

If the answer is *"slightly comfortable or not at all comfortable,"* why? What is recommended?

....
....
....
....

7. How helpful is your current position in stimulating your professional growth?

◯ Extremely helpful
◯ Very helpful
◯ Moderately helpful
◯ Slightly helpful
◯ Not at all helpful
If the answer is *"not at all helpful"*, ask Why?

....
....
....
....

What shall be done?

....
....
....
....

8. How comfortable do you feel voicing your opinion?

◯ Extremely Comfortable
◯ Very Comfortable
◯ Moderately Comfortable
◯ Slightly Comfortable
◯ Not at all Comfortable

If the answer is *"not at all comfortable"*, ask Why?

....
....
....
....

What do you recommend to solve the problem?

....
....
....
....

9. Does your supervisor ask you for your opinion or suggestions?

◯ Yes
◯ No

If No, Why?

....
....
....
....

10. Does your supervisor involve you in team works?

◯ Yes
◯ No
If No, Why?

....
....
....
....

11. How often does the senior management involve you in decision making?

◯ Very Often
◯ Often
◯ Rarely
◯ Not at all

If the answer is not at all, ask why?

....
....
....
....

What do you recommend to solve the problem?

....
....
....
....

12. How comfortable do you feel to work with your male colleague?

◯ Extremely Comfortable
◯ Very Comfortable
◯ Moderately Comfortable
◯ Slightly Comfortable
◯ Not at all Comfortable

If the answer is **"not at all comfortable"**, ask why?

....
....
....
....

What is solution do you recommend?

....
....
....
....

13. How supportive are male colleagues in team work?
- ◯ Extremely Supportive
- ◯ Very Supportive
- ◯ Moderately Supportive
- ◯ Slightly Supportive
- ◯ Not at all Supportive

If the answer is "***not at all supportive"***, why?

....
....
....
....

What do you recommend for a supportive environment?

....
....
....
....

14. Does your employer sponsor or assist with:
- ◯ Employee assistance program (Fellowship, scholarships)
- ◯ Transportation (pick and drop)
- ◯ "flexible" work schedules
- ◯ Maternity leave and Child care
- ◯ Special events (Mother's day, Women's day and etc.)

15. Is there support for advancement and career development with in your organization?
- ◯ Yes
- ◯ No

If yes please describe

....
....
....
....

Have you been offered a chance to gain a qualification in your current job?

◯ Yes
◯ No

Please Specify…………………………………………………………………………………
………………………………………………………………………………………………

16. **Do you think it is important to have opportunities for training/development at work? (Why / why not?)**

◯ Yes
◯ No

(Why / why not?)

………………………………………………………………………………………………
………………………………………………………………………………………………
………………………………………………………………………………………………
………………………………………………………………………..

17. **Would you agree or disagree with the following statements?**

(a) I want to develop my knowledge and skills at work.	Agree◯	Disagree◯
(b) Having the chance to learn at work makes the job more rewarding.	Agree◯	Disagree◯
(c) My employer actively supports me to learn at work.	Agree◯	Disagree◯
(d) Developing my knowledge and skills is a realistic way for me to get a higher position or a better job in this organization.	Agree◯	Disagree◯

18. **Overall, did you feel that your work environment was positive, neither positive nor negative, or negative?**

◯ Extremely Positive
◯ Very Positive
◯ Somewhat Positive
◯ Neither Positive nor Negative
◯ Somewhat negative
◯ Very Negative
◯ Extremely Negative

If the answer is "extremely negative" ask for the reasons:

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INFRASTRUCTURE

Interviewee		Interviewer	
Full Name (optional):		**Full Name:**	
Designation:		**Designation:**	
Ministry:		**Email ID:**	
Contact:			

III.   Infrastructure Obstacle [Admin Director]

A. Welfare Facilities:

19. Does your Ministry have separate washrooms/Toilets with (Non slip flooring, sufficient lighting, blind on windows [frosted glass, curtains, and color], hand basins, and towels or a hand dryer)?

○ Yes
○ No

If No, Why

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If yes but the facility is not in a good condition, then ask what support is needed or what is recommended to solve the problem. Please ask for ministry's contribution (material, labor) as well?

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20. Does your Ministry/Agency have separate prayers room for female?

○ Yes
○ No

If No, Why

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If yes, but not a proper place for prayers, then ask what support is needed or what is recommended to solve the problem. Please ask for ministry's contribution (material, labor) as well?

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21. **Does your Ministry/Agency have separate area for eating meal and drinking?**

◯ Yes
◯ No
If No, Why

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If yes, but not a proper place for prayers, then ask what support is needed or what is recommended to solve the problem. Please ask for ministry's contribution (material, labor) as well?

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22. **Does your Ministry/Agency have day care and rest facilities for pregnant and nursing mothers?**

◯ Yes
◯ No
If No, Why

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If yes, but not in a good condition, then ask what support is needed or what is recommended to solve the problem. Please ask for ministry's contribution (material, labor) as well?

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23. **Which of the following method does the ministry use for providing clean drinking water for its employees?**
◯ Tap Water
◯ Water Dispenser
◯ Bottle Water
◯ No Source
If there is *"No Source"* then ask what could be the solution?

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24. Does your Ministry/Agency have transportation to and work for female staff?

◯ Yes
◯ No

B. Health issues/ Comfortable conditions:

25. Does your organ have good ventilation – a supply of fresh, clean air drawn from outside or a ventilation system?

◯ Yes
◯ No

If No, Why and what solution is recommended?

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26. Does your Ministry have reasonable working temperature (usually at least 16°C to 22°C) during summer?

◯ Yes
◯ No

27. Does your Ministry/Agency have lighting suitable for the work being carried out?

◯ Yes
◯ No

28. Does your Ministry/Agency have enough room space and suitable workstations and seating for women?

◯ Yes
◯ No

If No, then ask what support is needed or what is recommended to solve the problem. Please ask for ministry's contribution (material, labor) as well?

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29. Which of the following is used as heating system at your Ministry?

◯ Central Heating System
◯ Air Conditioning Heater
◯ Gas, Wood and Oil Heating System

C. Safety Issues:

30. Does your Ministry properly maintain premises and work equipment?

◯ Yes

○ No

31. Does Ministry's floors, corridors and stairs etc. are free of obstructions?
○ Yes
○ No

If no, what support is needed to make it work friendly?

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32. Has the Ministry taken measures to minimize the risks caused by snow and ice on outdoor routes, e.g. use salt or sand and sweep them?
○ Yes
○ No

If no, what support is needed?

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33. Does the Ministry have Fire Safety and Exit procedures?
○ Yes
○ No

If no, what support is needed and what would be ministry's contribution?

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