



PEACE, PROSPERITY AND
REGIONAL INTEGRATION

INTERGOVERNMENTAL AUTHORITY ON DEVELOPMENT (IGAD)

**CUSTOMIZED GENDER MAINSTREAMING
GUIDELINES AND TOOLS
FOR IGAD PILLARS / PROGRAM AREAS**

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FOREWORD



The Intergovernmental Authority on Development (IGAD) is committed to promoting inclusivity in the design, implementation, monitoring and evaluation of all its programs and activities in the region. Central to this is the acknowledgment that gender equality and women's empowerment (GEWE) lies on the critical path to ensuring effectiveness and efficiency of service delivery to the Member States (MSs).

Given the strategic and important role that IGAD plays in regional development, deepening the quality of our services through GEWE is not only a crucial pre-requisite for organizational growth and effectiveness but also yields dividends for the whole society.

The Customized Gender Mainstreaming Guidelines and Tools reinforce IGAD's Institutional Gender Policy and the Gender Management System (GMS) to address technical challenges faced in bridging gender inequalities within specific sectoral or program context. The ultimate thrust is to ensure effective delivery of IGAD's Gender Strategy and overarching commitments expressed through regional, continental and international normative frameworks on GEWE.

The Guidelines and Tools were developed through a participatory process involving various staff from IGAD Secretariat and Specialized Offices, led by a gender consultant and the overall supervision of the Gender Affairs Program. The process identifies critical gender issues for all IGAD Pillars/Sectors and outlines the requisite actions to address them.

I urge all IGAD Directors, Program Managers, experts and technical staff to use these guidelines and tools in developing and executing programs and activities as well as in ensuring a gender-responsive work environment at all levels.

Amb(Eng) Mahboub M. Maalim

Executive Secretary

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Acknowledgments are also due to the Joint Financing Arrangement for IGAD Institutional Strengthening Action Program (JFA/ISAP) partners for the support provided towards enhancing attention to GEWE in IGAD programs/projects.

ACRONYMS AND ABBREVIATIONS

AIDS	Acquired Immune Deficiency Syndrome
AU	African Union
CEDAW	Convention on Elimination of All Forms of Discrimination Against Women
CEWARN	Conflict Early Warning and Response Mechanism
CEWRU	Conflict Early Warning and Response Unit
CSO	Civil Society Organization
DDR	Demobilization, Disarmament and Reintegration
FGM/C	Female Genital Mutilation
FHH	Female Headed Household
FSNWG	Food Security and Nutrition Working Group
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GFP	Gender Focal Point
GM	Gender Mainstreaming
HIV	Human Immune Virus
HR	Human Resources
HTP	Harmful Traditional Practice
ICPAC	IGAD Climate Prediction and Applications Center
ICPALD	IGAD Center for Pastoral Areas and Livestock Development
ICT	Information and Communication Technology
IDP	Internally Displaced Persons
IGAD	Intergovernmental Authority on Development
IRAPP	IGAD Regional HIV/AIDS Partnership Program
ISAP	Institutional Strengthening Action Program
JFA	Joint Financing Arrangement
LPI	Land Policy Initiative
M&E	Monitoring and Evaluation
MCH	Maternal and Child Health
MS	Member State
PCRD	Post-Conflict Reconstruction and Development
PPMU	Project Preparation and Management Unit
REC	Regional Economic Community
SDGs	Sustainable Development Goals
SGBV	Sexual and Gender-Based Violence
SOP	Standard Operating Procedure
SSP	Security Sector Program
STI	Sexually Transmitted Infection
TB	Tuberculosis
UN	United Nations
UNECA	United Nations Economic Commission for Africa
UNSCRs	United Nations Security Council Resolutions

1. 0 SECTION ONE

1.1 Background

IGAD principally focuses on addressing shared challenges within its MSs around three broad areas of: Agriculture and Natural Resources Management; Peace and Security; Economic Integration , Social Development as well as Cooperate Development. These areas are elaborated in an overarching regional strategy as well as complementary policy/program frameworks and instruments.

At IGAD, promotion of GEWE is underscored as a critical imperative for fostering resilience, regional integration and peace for sustainable development in the region. To this end, gender is identified as one of the priority cross-cutting policy themes to be mainstreamed into all institutional instruments, programs and undertakings at all levels.

A specific Gender Policy for IGAD is in place to institutionalize the principle of gender mainstreaming. In effect, all IGAD programs and projects should address GEWE through design, implementation, monitoring and evaluation alongside specifically targeted interventions to address critical gender issues in the region within the framework of IGAD’s mandate and service delivery mechanisms.

Furthermore, IGAD carries out interventions to promote GEWE in MSs, in line with mandates from regional, continental and global treaties, declarations and policies, including from the African Union (AU) and the United Nations (UN).

1.2. Rationale

A Gender Audit of the IGAD Secretariat and Specialized Offices in 2010 revealed that gender analysis was neither systematically nor consistently applied in programs, projects or interventions across the board. The policy imperative to mainstream gender in IGAD’s programs and activities not only requires staff to have training on gender mainstreaming but also access simple/user friendly and context/sector specific guidelines and tools to facilitate changes in practice for strengthened promotion of GEWE.

Several IGAD Secretariat and Specialized Offices staff have undergone basic training on gender mainstreaming since 2010. Supplementary to this, generic Toolkit and Resource Guide for gender mainstreaming in IGAD programs and projects were developed¹. The Specialized Office for Conflict Early Warning and Response (CEWARN) had earlier developed a training manual and resource guide for engendering the CEWARN. Despite these critical interventions, application of gender analysis in the design, implementation, monitoring and evaluation of programs, strategies and projects is still limited. The absence of tailored guidelines that aid gender mainstreaming in sectoral interventions is a key limiting factor to effective gender mainstreaming practice in IGAD Secretariat and Specialized Offices.

¹ Mainstreaming Gender in IGAD: A Toolkit and Resources Guide

The Customized guidelines and Tools are therefore intended to address the challenges highlighted above. The guidelines and tools identify priority gender concerns for each sector/sub-sector, key policy implications, required interventions and aspects for monitoring GEWE. Specific entry-points for gender mainstreaming are also identified.

1.3. Approach to the Guideline

This guide benefited from extensive desk review /research of relevant literature, IGAD's baseline studies² for the formulation of IGAD Regional Strategy, and Gender Policy documents, among others. The guide was further enriched by IGAD's program staff's input in a consultative workshop that was carried out in Entebbe, Uganda in December 2014. The identification of priority gender concerns for the sectors, key policy implications, required interventions and monitoring indicators and specific entry-points for application/use of the guidelines as well as key actors were in particular made in the workshop.

In an attempt to familiarize key staff on the contents of the Institutional Gender Technical documents, a validation workshop was organized in July 2017 in Addis Ababa, Ethiopia where the guide was presented and further scrutinized and enriched by directors and other relevant staff from IGAD Secretariat and Specialized Offices.

1.4. Specific Objectives

The specific objectives of these guidelines are:

- a) To enable IGAD staff identify sectoral gender issues to be addressed within the context of IGAD's regional strategy (ies), programs and projects.
- b) To suggest strategies and actions to address identified gender issues in planning, implementation, monitoring and evaluation of IGAD's programs/ projects and activities.

1.5. Structure of the Guide

The guideline is structured according to IGAD's programmatic areas/pillars contained in the Regional Strategy. An overview is given for each pillar, introducing the strategic objectives and sub-sectors under each area. A matrix is used to illustrate key gender issues per pillar, policy implications, proposed interventions/actions as well as identifying what to monitor and evaluate with regard to gender equality and women's empowerment.

1.6. Users of the Guide

The principal users of this guide are IGAD Directors, Program Managers, Program Officers, Experts, as well as Monitoring and Evaluation Officers. Technical officers from Member States and partner organizations with programs consistent with the IGAD Regional Strategy may also use the guide.

² The base line studies reviewed were for Somali, Sudan, Ethiopia, Kenya, and Uganda

1.7. How to use the Guide

The guide can be used during program/project identification, implementation, monitoring and evaluation. Users may refer to sections that apply to their specific area(s) of work. The last section (Corporate Development) however applies only to IGAD as an organization. Additional materials including sector and context-specific gender checklists produced by various development organizations³ may be used alongside these guidelines as appropriate.

It is important to note that this is only a guide and therefore not exhaustive on gender issues in all the sectors at all levels. Users are expected to generate/identify more context- specific gender issues and strategies to address them at the level of application. The Gender Affairs Program at IGAD Secretariat shall provide additional technical backstopping to users of the guide within the Secretariat and Specialized Offices from time to time. New gender issues that emerge from application will inform future revisions and updates of the guide.

1.8. Scope of the Guide

This guide encompasses four pillars outlined in the IGAD Regional Strategy namely: Agriculture, environment and natural resources; Economic cooperation and social development; Peace, Security and Humanitarian Affairs; and Corporate Development. The guideline highlights key gender issues across the four pillars drawing from literature review on gender in the context of those sectors in the IGAD region.

³ For example IFAD, UN Women, FAO, Commonwealth Secretariat, ILO, WHO, UNDP etc have produced various tools and checklists on gender mainstreaming in policies, strategies and projects

2. 0 SECTION TWO: AGRICULTURE AND NATURAL RESOURCES MANAGEMENT

2.1 Overview

Agriculture is the backbone of the economies in the region accounting for around 35 per cent of the region’s GDP and around 40 per cent of the total export earnings (IGAD Strategy NP).

The strategic objective of the Agriculture, Natural Resources and Evironment Pillar is “to promote attainment of food security and sustainable management of the environment and natural resources as well as building resilience to natural disasters such as drought and other climatic and economic shocks.”⁴

Women make a significant contribution to the agriculture sector (70 per cent of agricultural labour and 80 per cent for food production in Sub-saharan Africa). Agriculture is an important source of livelihood in the IGAD region and enjoys a large share of GDP in most Member States. Despite the enormous contribution to the national economy, the sector is still characterized by gender inequality that hinders the performance of the sector⁵. Women are marginalized when it comes to access to productive resources such as land, agricultural inputs and decision-making on resource allocation and utilization, among others.⁶ In Kenya, for instance, despite women contributing between 70-80 percent of labour in smallholder production, they own only one percent of land and have access to 9 to 10 percent of agricultural inputs.⁷

Cash crop production is more often than not dominated by men, though women and children supply labour to cash crop production controlled by men. Women tend to dominate only subsistence farming which is characterized by limited farm inputs and traditional farming techniques.⁸ There is also gender difference in the type of crops women and men prefer to grow; for instance, in Uganda, women prefer to grow maize, rice, bananas, cassava, and groundnuts (subsistence crops) while men dominate production of coffee, tea, and cotton (cash crops).⁹

The livestock sector is predominantly male managed and organized: men own and look after cattle not only for dairy products but also for meat production.¹⁰Though women play a pivotal role in livestock production, it is often overlooked. Women’s access to livestock production in the region is also limited by gender-based constraints. Women are often associated with smaller stock like chicken, rabbits, pigs, goats while men rear cattle, camels etc.

In terms of fisheries production, the sub-sector provides employment and livelihood for both men and women. Women are usually involved more on the lower levels of the fish value chain, retail selling while having less access to resources and decision making. To this end, they tend to have weak bargaining power, little control over resources and prices in the value chain, and they are thereby more vulnerable.¹¹

4 IGAD(2013) IGAD Strategy: ‘Fostering Resilience, Regional Integration, Peace for Sustainable Development’, page 22
5 Masinde (2014)‘Formulation of IGAD Regional Strategy and Medium- Term Implementation Plan 2016-2020 Baseline Studies at the National Level for IGAD Priority Sectors. State of Gender Affairs in Kenya
6 (IGAD, 2013) IGAD Strategy: ‘Fostering Resilience, Regional Integration, Peace for Sustainable Development’. 2013
7 Masinde (2014): Formulation of IGAD Regional Strategy and Medium- Term Implementation Plan 2016-2020 Baseline Studies at the National Level for IGAD Priority Sectors. State of Gender Affairs in Kenya
8 Ibid.
9 Malinga et al. (2014). Baseline Study at the National Level for IGAD Priority Sectors State of Gender. Affairs in Uganda.
10 Ibid.
11 Masinde (2014) ”Formulation of IGAD Regional Strategy and Medium- Term Implementation Plan 2016-2020: Baseline Studies at the National Level for IGAD Priority Sectors. State of Gender Affairs in Kenya”.

2.2 MATRIX 1: GENDER MAINSTREAMING IN AGRICULTURE AND NATURAL RESOURCES MANAGEMENT

Sub-Sectors	Key gender issues	Implication of the issue (how is the identified issue a hindrance to the delivery of the program)	Action/strategy to address the gender issue	Entry points for interventions	What issues to monitor and evaluate
Livestock Developm ent	-Women's access to & controlover livestock. production and services is limited by gender-based constraints, -Inequitable women participation in commercialized livestock markets, -Sex-disaggregated data in the field is lacking in nearly all the member states (including	-Low production (quality and quantity wise) -Lower diversification revenue from livestock -High maternal morbidity and mortality.	- Advocate for the building of capacity of member states in the collection of sex and gender disaggregated data and include sex disaggregated data in the Livestock Information System, -Conduct gender oriented research on livestock value chain, -Conduct study on gender and	-Livestock information system. -Advocacy tools/platform s. -Advisory services on livestock management. -Expert Group Meetings. Agreements/p rotocol with MS. -Design programmes improving pastoral women health provision.	-Women's access to information, livestock assets/inputs, trainings etc. on issues of livestock. - Women's participation in the value chain of livestock production. - Level of production of female headed households. -Decrease rate of morbidity and mortality.

	household headship disaggregated data), - Limited health services for women pastoral community, -Women are heavily engaged in rearing small ruminants,		pastoralism with a view to informing a specific regional protocol, - Develop strategies for improving access to advisory services on livestock management (to both women and men), -Conduct studies on women pastoral health services.	
Crop Farming/ subsistence farming	-Women have little decision-making power and limited financial benefits in cash crop farming	-Hindrance to the performance of the sector (poor performance of the sector), lower GDP. ¹³ -Negative impact on increasing women's income and their families (lower	- Advocate for formulation of policy on affirmative action to address gender imbalance in programming -Policy making, -Research, M&E, - Documentation	-Land redistribution, certification (increasing number of women who own land),

¹³ If women farmers received the same level of education as men, yields would increase more than 20 percent (a Kenyan study). If every year there is an increase in women's accessibility to land by 5%, agriculture production would be boosted by 0.3% every year (Uganda study);

	while they dominate subsistence food crop production and supply labour -Women have limited access to productive resources, notably land, as access and control of land is not evenly distributed between men and women. -Women have less access to extension services and farm inputs, ¹² credit (lack of collateral), training,	production by women). -Growth of the sector would be negatively impacted. -Malnourished women.	land tenure, administration and management, --Research on the participation of women in the agricultural value chain in IGAD member states, - Support policy/legal harmonization to protect women's land rights, -Capacity building through trainings and awareness creation and sensitization on land use and planning.	-Women's access to extension services and other agricultural inputs. - Implementation of the LPI, -Decrease number of malnourished mothers and children.
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¹² Farm inputs include improved seed varieties, agricultural implements, fertilizer, pesticides, agro-chemicals, labour, tractors, ox-ploughs, water, land, labour and agricultural credit for productive agriculture, among others.

	market information resulting in inefficiency in production; (Kenya, Eth), - Gender imbalance in the agriculture value chain; lower position- being dominated by women and upper end value addition and marketing is dominated by men, -Lack of sex-disaggregated data in the field is apparent in nearly all the countries reviewed. - Lack of knowledge on				
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	nutritious crops among women groups.				
Fisheries	-Women are generally involved more on the lower levels of the fishery value chains (, processing-smoking, drying, retail selling), -Costly investment in fishing gear like boats and fish nets keeps out women from the fish catching activities yet this is more lucrative business than processing and marketing;	- Low income of women, - Socio-economic, health, status of the community would be affected by HIV, -Affected women will increase, - Women will not be benefiting from the value chain development intervention, - Low level of productivity in fish farming and exclusion of women from the sector.	-Integrate HIV legislation into fisheries, - Build the capacity of member states to address gender in the fishery sector, -Research on women's involvement in the fisheries value chain, - Facilitate the provision of access to credit and other inputs for women, - Promote equal rights for women in fish cooperatives, - Organize IGAD stakeholders'	- Policy formulation, -Capacity building, -Partnership, - Dialogue/foru m, -IGAD stakeholders consultative meeting, on cross border trade involving women, -HIV service provision based on both community health as well as facility activities - Participatory	-HIV infection rate in fishing communities, -Women's involvement in the fisheries value chain, -Research recommendation, Participation of women in consultative meetings, women that will benefit from the value addition intervention, Aquaculture programmes that cater specifically for the particular needs of

	-Women play a subordinate role in fisheries management; - High incidence of prostitution and HIV among the women and men fisher-folk (Kenya); -Lack of sex/gender disaggregated data, -Women access to fishing inputs is limited, - Fisheries are among high risk groups for HIV and STIs, - Cross border fish trade mainly dominated by men,		consultative meeting, -Assessments and studies on prevalence rate of HIV among fishing community , -Build capacity of women who are engaged in fisheries as well as organize them into an association, - Analyze the gender dimension of the proposed value chain development, - Assess factors that affect the engagement of youth and women in aquaculture.	project formulation, - Design SMEs in aquaculture that take into account, barriers to entering the business.	women and youth.
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ICT in Agriculture	- Gender outcome of value chain development is not taken into account, - Low engagement of women in aquaculture (fish farming).	-Low access to information by women on agricultural services, - Low productivity due to limited extension services.	-Design user friendly and appropriate information and dissemination methods and tools, -Build capacity of women in the use of ICT equipment, -Strengthen existing intervention on ICT in agriculture in MS, -Document and	-Capacity building, Documentation, Review (available literature on ICT in agriculture),	-Women accessing information, -Women using ICT for agriculture.
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			share lessons on ICT in agriculture.			
Applied Agricultural Research	-Gender dimensions normally not included in research such as the varieties, labour requirements, etc. -Access to research technology by women is limited, -Limited number of women in agricultural research activities.	-Low adoption and uptake of research, -Low productivity due to low uptake.	-Inclusion of the gender dimension in the research design and implementation, -Review existing research outputs and scale-up best practices.	-Research, -Knowledge sharing and communication. -Level of productivity due to new research outputs.		
Water Resources Management	-Due to their gender role, women and girls bear the burden of	- Lower productivity of women due to the amount of time spent in fetching water, -Poor health due to lack of	Advocate for the participation of women in water negotiation, -In-depth	-Review and in-depth analysis of existing water resource	- The level of women's participation and inclusion of gender	

	having to travel long distances to fetch and carry heavy loads of water which has impact on women/girls' welfare, -Women are underrepresented in water governing bodies and political decision-making levels where important decisions are taken on issues of water, both in land and trans-boundary; -Lack of gender perspectives in water schemes	access to safe drinking water, - Women/girls would continue to be subjected to GBV while walking long distances (health, psychological impact), -Women's concerns and priorities would be ignored if no sex/gender disaggregated data, -High girl child school dropout rates due to long distances. -The prevalence of cases of women affected by communicable diseases will increase.	situation analysis of the water issue, with a gender perspective incorporated into the analysis, -IGAD to support integration of a gender perspective in the joint planning, management, development and negotiations of the shared water resources, -Assessments or studies on kind of water consumption.	management issues, -Water negotiation forums, -Design programmes for accessibility of safe drinking water.	perspectives in the planning, development and negotiation of the shared water resources, -Distance to water sources, -Access to safe drinking water.	
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	construction and rehabilitation programmes - Lack of safe drinking water.				
Food security and nutrition	-No gender analysis on food security and nutrition, - Poor nutritional status of women.	-Food and nutrition insecurity, -Poor health of mother and child (affects welfare of women and children).	-Review gaps and update the IGAD Food Security Strategy, -Involve all stakeholders in the planning and implementation of food and nutrition interventions, -Regular comprehensive food security assessment through FSNWG.	- Programming -Capacity building	-Involvement of stakeholders, -Dissemination of food security bulletin, - Recommendations from FSNWG, - Level of gender analysis and inclusion of gender perspectives in food security programmes.
Bio-diversity management	-Women and men undertake different roles in the use and		-Create awareness on the role of women in bio-	- Programming, -Partnership, -Awareness	-Women's role and involvement in bio-diversity

	management of natural resources to combat biodiversity loss and ensure equitable access to these resources, - Women are primarily responsible for collection of firewood for fuel and cooking, household waste management, and provision of health care using traditional herbs - Women are engaged in food production;		diversity management, -Strengthen civil society engagement in bio-diversity protection -Regional bio-diversity conversation and empowerment protocol.	creation.	programmes
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	collecting water for the family, and play a big role in conservation of seeds and management of water and forestry.				
Climate change	-Women disproportionately bear the impact of environmental hazards like flooding and drought etc.,¹⁴ --Women have unequal access to information on climate change (rainfall patterns etc.), The r/ship b/n gender and	- Community resilience wouldn't be achieved if gender-intensified vulnerabilities are not addressed.	- Invest in gender knowledge and management on climate change, - Integrate gender perspectives in resilience strategies and action plans, -Develop targeted intervention for women in arid and semi-arid	- Policy formulation and programming, -Capacity building, -Research and documentation.	-Policy formulation and implementation , -Involvement of women in climate change initiatives.

¹⁴Women suffer more than men from natural disasters like drought and floods. Since the majority of smallholder subsistence farmers are women, who contribute 70-75% of agricultural production, the impact of climate change, such as rainfall patterns, will affect them the most.

	environment including climate change is not being articulated (Eth), -lack of information on the impact of climate change on gender; -FHHs are more vulnerable to environmental hazards, -In pastoralist communities, period of drought is being exacerbated by climate change and places different burdens on men and women's role (as gathering		lands (e.g. Women pastoralists), - Disseminate information technologies that build women's resilience.		
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	water can become much harder and take a lot longer), -Challenges in mobility of women and men.				
Renewable energy resources	-Women and children disproportionately suffer from health problems related to gathering and using traditional fuel and cooking in poorly ventilated indoor conditions, ¹⁵ -There are disparities in	-Negative impact on the environment (deforestation), -Ill health of women and children and extra health costs for treatment.	-Research, knowledge management, development and dissemination of climate smart/energy saving technologies, -Development of renewable energy technologies for rural women.	-Dialogue, Capacity Building.	-Energy sources for women, Adoption and use of renewable energy resources by women and men.

¹⁵These include respiratory infections, cancer, and eye diseases.

	energy use between female-headed male-headed households, while men often use electricity for lighting, women (FHHs) use kerosene lamps and others (Kenya), -Lack of women's access to renewable affordable energy.				
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3.0 ECONOMIC COOPERATION AND SOCIAL DEVELOPMENT

3.1 Overview

IGAD region is endowed with considerable economic potential. In spite of this acknowledgement however, the levels of poverty in IGAD Member States is quite high and the region is largely classified as economically underdeveloped, with more than half its population living below the poverty line.¹⁶

The Economic Cooperation and Integration and Social Development Pillar encompasses programme areas such as: Trade, Investment, Industry and Tourism Development; Infrastructure development; Health and Social Development. The health and social development programme area covers broad sectors which include health, education, employment, social protection, migration, culture, population, and sports.¹⁷

Key gender issues in the employment sector include differences in wages in the private sector, sexual harassment and exploitation in addition to discrimination against women of childbearing age. This happens regardless of equal pay for equal value of work principle enshrined in various international human rights treaties and national employment laws, a case in point being Ethiopia and Kenya, among others.¹⁸

Women constitute a majority of the informal sector employees while men dominate the formal labour market.¹⁹ This could be attributed to differences in level of education, family and cultural responsibilities of women, and domination by men of some labour markets.

Considerable numbers of women are engaged in the tourism industry with slight variance in the level of their involvement in the sector, among countries in the region. Women dominate the hospitality trade, and are involved in crafts trade, selling of mats and other decorations.²⁰ Tourism however more often than not comes with sexual exploitation of women, girls and boys by tourists in exchange for money.

In terms of trade, women are involved mostly in the initial stages of production and trade value chain. With the exception of the hospitality and tourism business, women's export products are largely agricultural products, with very little value addition; their businesses being small scale in nature. Even though women are heavily engaged in cross-border trade, their businesses are often unregulated.²¹

16 IGAD (2013). "IGAD Strategy: Fostering Resilience, Regional Integration, Peace for Sustainable Development",

17 Ibid.

18 Mengesha (2014) "Formulation of IGAD Regional Strategy and Medium-Term Implementation Plan 2016-2020: State of Gender Affairs Report in Ethiopia; and Masinde (2014) "Formulation of IGAD Regional Strategy and Medium-Term Implementation Plan 2016-2020: Baseline Studies at the National Level for IGAD Priority Sectors".

19 It is to be noted here that informal market is not included/counted in the formal economy

20 Malinga et al (2014) "Baseline Study at the National Level for IGAD Priority Sectors State of Gender. Affairs in Uganda".

21 Ibid.

Gender disparities also exist in the education level attainment of female and male; be it at enrollment, retention, and promotion level in nearly all IGAD member states. While countries like Ethiopia, Uganda and Kenya report achievement of gender parity at primary education level, gender disparities widen with higher levels of education, which points to high drop out and low transition rates for girls from primary to post primary and tertiary education levels. Various factors including harmful traditional practices such as early marriage, poverty, burden of household chores for girls, long distances to schools, inadequate school infrastructure (e.g. absence of separate latrines for girls) and sexual exploitation and abuse of girls in school contributed to the low participation and retention of girls in schools.²²

In terms of health, the prevalence of HIV/AIDS is significantly higher in women than men. For instance in Kenya, the HIV/AIDS prevalence rate for women aged 15- 49 years was 8.0% while it was 4.3 % for men in the same age bracket, in 2008/2009. The same holds true in Ethiopia and other countries in the region, where the prevalence is higher among women than men.²³ Among the driving forces for the feminization of the epidemic are the biological make-up of women's genitalia, gender based violence/harmful traditional practices, and socio-economic vulnerabilities of women and girls.²⁴

Women are also at risk of malnourishment at different stages in their life, especially during pregnancy and after delivery. It is to be noted that the nutritional status and growth of infants and children is also affected by that of their mothers.²⁵

22 IGAD (2014) "State of Gender Affairs Reports of Kenya, Uganda, and Ethiopia".

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24 Masinde (2014) "Formulation of IGAD Regional Strategy and Medium-Term Implementation Plan 2016-2020 Baseline Studies at the National Level for IGAD Priority Sectors: State of Gender Affairs in Kenya".

25 Mengesha (2014) "Formulation of IGAD Regional Strategy and Medium-Term Implementation Plan 2016-2020: State of Gender Affairs Report in Ethiopia".

3.2 MATRIX 2: GENDER MAINSTREAMING IN ECONOMIC COOPERATION AND SOCIAL DEVELOPMENT

Sub-Sectors	Key gender issues	Implication of the issue (how is the identified issue a hindrance to the delivery of the program)	Action/strategy to address the gender issue	Entry points for interventions	What issues to monitor and evaluate
Health	-Prevalence of HIV/AIDS is significantly higher in women than men (feminization of epidemic), -Inadequate data on prevalence of HIV/AIDS in some member states in general and on women in particular (ex-Somalia, Sudan), • Populati	-Inability to meet MDGs/SDGs, -loss of productive labor force, -Unsustainable population growth rate and poverty, - Services are not accommodative for the adolescent, youth (men and women) such as the opening hours are clashing with work obligations. Example; In Somalia men are excluded from services due to the design of the service delivery points (MCH).	-Advocacy for increased investment in maternal health, RH, malaria etc, -Policy harmonization to address gender issues in the sector, -Participatory inclusive planning and allocation of specific budget to address gender issues, - Conduct regular assessment to measure progress and provide evidence based	-Disease surveillance , -Policy - Political commitment and leadership, -Advocacy, -Capacity, development -Improve services delivery for health (Cross border	-HIV infection and mortality rate, - Maternal mortality rate, - Access to health services (e.g. rape management)RH services, - Availability of disease surveillance facility, - Regional health legislation, - The decrease in the level of

on and develop ment	-Level of knowledge on prevention and response to HIV and condom use on young women, -High fertility rate, -High rate of infant and children mortality in the region, -Higher rates of reproductive cancers such as cervical cancers in the IGAD Region, -The prevalence of HIV/AIDS is double in female than male, in the		information for action (Gender disaggregated data), - Implement clear pathway for addressing and eliminating the SGBV (SOPs, protocols, implementation guidelines, allocation of budget, etc), - Empowering women through income generating activities and other actions (cross-cutting with social protection), - Provision of universal access for sex education and social protection	mobile population) -Regional health legislation and create conducive environment for behavior change, - Involvement of community and Religious leaders.	stunting in the region, - Human resources allocation for health facilities at the community level, - Capacity of community health system.
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	productive age group of 15 to 25 years, indicating their vulnerability and inequity, - GBV increases vulnerability to HIV and other STIs by 50% especially in intimate partner violence (study in Uganda), -High rate of maternal mortality and morbidity in the region, -Malaria is one of the pressing health needs			to protect women and girls from sexual violence, - Establishment of Gender unit within the health programme, -Ensure access to user friendly services for adolescent, girls, youth and young women (independent access points for needed services).		
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	of women as more of them die of malaria than men.²⁶ Women are at a risk of malnourishment at different stages in their life, especially during pregnancy and after delivery, -Gender inequality can be a cause as well as an effect of hunger and malnutrition, - Gender disparity existing in accessing health care					
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²⁶ In Ethiopia, recent data from National Household Health Survey in 2014 shows that malaria accounts for 11.30 % of all deaths among women as compared to 6.30 %deaths of men. Genene and Yohannes (2014). Preliminary Gender Profile of Ethiopia. UN Women

	facilities, to distance health care facilities, inadequate female health providers, and money are among the major constraints for women, - Inefficient health system to support delivery of health services in the community.				
-Education	-Gender disparity exists in education (enrollment, completion, transition rate), - Limited/less participation of	- SDG goals wouldn't be met, -Underutilization of productive potential.	-Encourage formation of gender offices at learning institutions, - Support the formulation and implementation of affirmative action policies in member	-Policy -Capacity building, -Legislation.	- Enrolment, drop out, repetition rates of female and male both in formal and informal education, - List of female

girls' as one goes higher in the education ladder, due to higher drop out, among others, -Women and girls are subject to - Harmful Traditional Practices (HTPs), like early marriage, teenage pregnancies, socio-cultural attitude towards girls' education, school infrastructure and distance, poverty, sexual harassment, are among the challenges for			states, -Remove barriers to female education, policy advocacy, -Enforcement of existing legislation on harmful traditional practices, -Mainstream nutrition (feeding programme) into education to improve enrollment rate.		and male teachers.
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	women/girls' enrollment and retention in school, - Limited share of employment for female teachers, -Gender disparity in adult and informal education.				
Migration (including refugees, economic migrants, trafficking)	-Women and girls constitute majority of people trafficked (to IGAD countries and Gulf) usually for forced labor and sexual exploitation, -Gender based discrimination along with limited	-Ill-health of women (physical psychological, could even get HIV/AIDS), - High mortality & morbidity, amongst migrants, -Inability to reach SDGs.	-Develop measures to control of trafficking women, (border surveillance, information system, etc), -Support programmes that deal with irregular migration, -Develop social protection policies on migrants,	-Policy - Programming, -Capacity building, -Legislation, knowledge, management on migration.	-Migration patterns -Data base, Regional, legislation, Micro-economic support to women, -Governance and accountability on migrants.

	opportunities for employment, poverty are considered to be a driver or 'push' factor for women and girls, -Cases of physical and sexual violence as well as emotional abuse in the hands of employer are registered on women migrating out of the region; illegally in search of green pasture (economic migrants), - Lack of capacity of		-Build capacity of member states on regulation of employment agencies, -Build gender disaggregated data base, - Advocate for allocation of fund for youth employment by member states.		
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		women migrants to perform their task, mostly domestic work, -Women and girls trafficked out of the region and use irregular channels, mostly desert route, are exposed to sexual, physical and psychological forms of GBV.				
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Trade, Industry and Tourism development (including cross border trade)	-Women have limited access to credit to start up or expand business (lack of collateral), access to information (market information, tariffs etc.) and time constraints (triple role of women), -Women are key players in the tourism service and crafts trade and informal cross-border trade; however, their involvement is mostly in the initial stages of	-Low production of women in the sector, -High incidence of HIV/AIDS, -TB infection.	-Promote the inclusion of gender perspectives in trade negotiation and agreements; -Research on women's involvement in the trade value chain; -Provide incentives to women who are involved in the trade, industry sector, -Improve access to markets for men and women (transport, shelter, communication, electricity etc.), -Promote formalization of cross-border trade -Provide incentives (credit, information) for women engaged in cross border trade;	-Research -Trade negotiation fora - Regional legislation, -Capacity building, -Social protection.	Participation of women in the trade value of chain; -Women's access to credit, information, -Men and women incidence of HIV/AIDS infection, - Morbidities amongst women traders.
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	production and trade value chain as their businesses are small scale in nature, - Lack of gender perspectives in trade negotiations, - With the growing number of tourists in the region, women are being subjected to commercial sexual exploitation and prostitution given their socio-economic vulnerability.			-Craft policy to address women in the informal sector		
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Employment	-Due to their lower levels of education and literacy, women have lower paying jobs and unequal opportunities for employment, -Women crowd the informal sector where there is no social and legal protection, while men are over represented in the formal labour market, -Lack of equal pay for equal work: difference in wages in the private sector,	-Lower income for women; - Psychological and social impact on women; - Low status of women -Gender stereotypes;	- Support member states to follow up on equal pay legislation implementation - Research, - Promote affirmative action on employment.	-Policy (targeting private sector employment on equal pay), programming development	- Pay rolls of women and men especially in private sectors, - Implementation of member state labour law, -Research outputs.
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	sexual harassment and discrimination against women of child bearing age; (Kenya, Eth, Uganda etc.)				
Infrastructure development	-Women tend to have a lower access to mobile phones than their male counterparts due to limitations in access to and control of household income, which inhibits their level of receiving vital market and other information, -Lack of access to information, which affects their effectiveness, -Women would be excluded for the sector, their priorities and needs would be ignored.	Ongoing initiatives such as ICT Incubator Project that intends to help women in the IGAD region to integrate ICT in their business operations should be strengthened with appropriate monitoring mechanism, -Devise a programme to support women in ICT -Carry out gender analysis of the IGAD	- ICT Incubator Project, - Programmi ng.	-Mobile phone ownership/ usage by men and women, -Incidence of gender based violence on women working in the infrastructure sector, -Women's access to markets /trade opportunities, -Women's participation in public infrastructure	

	-Given their gender role, women's access to markets, school and health services are affected by availability of all-weather roads as well as access to transportation, Sexual harassment and exploitation of women working in the transport, roads, sector, - Gender disparity in employment opportunities of women in infrastructure development		transport corridor projects, -Encourage the safeguard measures put in place in infrastructure to be gender sensitive.		development projects.
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	endeavor, -Women have less access to ICTs due to gaps in women's education, financial capacity etc.				
Social protection	- Limited safety net for women, -Limited employment insurance.	-Inability to achieve MDGs, -Poverty, -Marginalization.	-Advocacy Policy/programmin g. -Legislation, -Social protection schemes.	- Capacity developme nt.	-Availability of social protection.
Youth affairs	-Limited involvement in empowerment programmes, -Youth budget is disproportionate to our productivity (Labor, employment, farming,	-Poverty, -Radicalization or crime.	-Education policy, -Legislation, -Governance policies, -Associations on TB, HIV/AIDS , Malaria.	-Education, Communication, Leadership, Technology s, -Capacity developme nt.	-% of young people in governance, -Youth employment rate by sex and sector, -Education and training services for young people (female and male),

	industries), -Poverty, social marginalization and radicalization amongst young people including women, - High unemployment , particularly among women.				-Targeted youth empowerment programmes (for males and females).
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4. PEACE, SECURITY AND HUMANITARIAN AFFAIRS

4.1 Overview

The IGAD region experiences enormous challenges as a result of both man-made and natural disasters. Over the years, the region witnessed both intra and inter-state armed conflicts, some of which have lasted for more than four decades. These disasters have often resulted in millions of deaths and massive displacements of people and other appalling humanitarian conditions.²⁷

There are about four programmematic areas under this pillar. These are: Conflict Prevention, Management and Resolution Programme Area; Political Affairs Programme Area; Security Sector Programme Area; Humanitarian Affairs Programme Area.²⁸

Men and women experience conflict differently. Conflicts often affect women, children and the elderly as they constitute the majority of the “innocent victims” who die in numbers during cross-fires.²⁹The fact that women are disproportionately impacted by armed conflict is also an over- stated reality, where systematic rape is being used as a weapon of war; which has also become one of the characteristics of today’s war. Despite the growing recognition of women’s role in armed conflict as actors and not only victims, their participation in the peace process is still marginal. To this end, women are inadequately represented /involved in conflict prevention , conflict resolution mechanisms, post-conflict reconstruction/recovery and peace building processes.³⁰Protracted peace negotiations for North and South Sudan conflict, for instance, have witnessed only a handful of women’s involvement as delegates³¹ nor has the ongoing IGAD- led peace negotiation of South Sudan. . The Darfur Peace Negotiation and the Abuja one only involved women in the seventh round.³²

Women and children comprise the majority of the Internally Displaced Persons (IDPs) during humanitarian crises, emanating from both conflict and natural disaster. Women and girls are also subject to various forms of harmful traditional practices and sexual violence in IDP camps and outside while carrying out their gender roles. None the less, the various needs and vulnerabilities of women are often overlooked during humanitarian interventions or relief assistance.

It is further worth noting that conflict and post conflict situations also change gender roles of women and men. The change in gender roles for instance had disempowered men in the case of Uganda, which contributed to the rising of gender-based violence within the post- conflict settings.³³

In regard to women’s participation in politics and decision-making organs in the region, there has been significant progress towards increasing the level of women’s participation in politics among the member states. Ethiopia currently stands first, in IGAD region, in the level of women’s participation in parliament, which is 38.8%followed by Uganda (35%), Sudan (30.5%), and Kenya (20.6%). Strategies such as enforcement of affirmative action policy and quota, which have been used by majority of the member states, are eventually reaping benefits.³⁴

Despite the progress made, women still face various hurdles in their advancement to higher positions of leadership and decision making in IGAD region. Negative stereotypical and socio-cultural attitudes towards women’s leadership, lack of education, poverty, harmful traditional practices etc are among the reasons for the paucity of women in leadership positions.

27 IGAD (2013) “IGAD Strategy: Fostering Resilience, Regional Integration, Peace for Sustainable Development”,
28 Ibid.
29 Malinga et al. (2014) “Formulation of IGAD Regional Strategy and Medium- Term Implementation Plan 2016-2020. Baseline Study at the National Level for IGAD Priority Sectors. State of Gender. Affairs in Uganda”.
30 Daoud (2014)“Formulation of IGAD Regional Strategy and Medium- Term Implementation Plan 2016-2020. Baseline Study at the National Level for IGAD Priority Sectors State of Gender Affairs Report in Sudan”.
31 Ibid.
32 Ibid.
33 Malinga et al. (2014)“Formulation of IGAD Regional Strategy and Medium- Term Implementation Plan 2016-2020: Base- line Study at the National Level for IGAD Priority Sectors. State of Gender. Affairs in Uganda”.
34 IGAD’s State of Gender Affairs reports of Kenya, Uganda, Ethiopia, and Sudan. 2014.

4.2 MATRIX 3: GENDER MAINSTREAMING IN PEACE, SECURITY AND HUMANITARIAN AFFAIRS

Sub-sector	Key gender issues	Implication of the issue (how is the identified issue a hindrance to the delivery of the programme)	Action/strategy to address the gender issue	Entry points for interventions	What issues to monitor and evaluate
Conflict prevention: -Early Warning and Response, -Preventive diplomacy	-Women’s limited participation in early warning mechanisms, -Early warning mechanism often do not include gender perspectives(indicators and analysis), -Early response initiatives not adequately addressing the needs of women, -Women’s participation is minimal in preventive diplomacy	- Not being able to capture gender specific issues on break out of violence, - Absence of women’s participation in preventive diplomacy mechanisms.	-Encourage member states to nominate women candidates, - Encourage the local peace committees and CEWERUs to develop initiatives that reflect the needs of both men and women, -Affirmative action policies, -Sensitization at local level, -Revising early warning indicators, -Disaggregation of data collection by	-IGAD summits SCR 1325, 1820, - IGAD strategy and policies.	-Women’s empowerment in preventive diplomacy, women special envoys, mediators etc., -Inclusion of gender in early warning and response mechanisms.

	mechanisms in the region: IGAD special envoys, roster of mediators etc.		sex; -Ensure the 50% of women's participation in the peace committees.		
Conflict	-Women are disproportionately impacted by armed conflict, -Gender based violence in armed conflict, including systematic rape, sexual slavery, forced prostitution, trafficking of women for sexual and other purpose, forced pregnancy, are acts of violence targeted at women during armed conflict, -Women and	-Lower productivity of women and their contribution to their society and family is negatively affected, --Ill health of women and men(physical and psychological), incidence of HIV/AIDS, - -Lower contribution of men of victims of SGBV.	-Liaise with agencies that provides psycho-social support for victims of sexual violence (women/men), -Devise strategies to prevent GBV, -Encourage and support healing and reconciliation among communities.	-Research, Programmin g, Advocacy to enact laws on criminalizing perpetrators .	- incidence of SGBV on women and men, -prevention methods.

children constitute majority of the IDPs, refugees and hard hit by the impact of displacement,					
-Cattle rustling during which people are killed or maimed for life. Women and children end up suffering most and are being victims of rape, abduction-during the raid, Due to their prescribed gender roles that entail the daily routine of collecting firewood's and fetching water, women are exposed to different threats					

	including to land mines, Men are also a target of SGBV during conflict.				
Conflict resolution	-Limited participation of women delegates in conflict resolution mechanisms, such as in protracted peace talks, -Resistance, by parties, to include gender perspectives in the peace talks, -Absence of adequate women mediators in peace process, - Limited participation of women and inclusion of gender	-Women's concern's, priorities and needs would be overlooked from peace agreements, -Incompliance with SCR resolutions (1325 etc.)	-Document challenges, best practices on integration of gender perspective in AU and other REC's peace processes, - Strengthen gender balance in the IGAD ongoing effort to organize roster for technical experts to support mediation process.	-Peace dialogues, -Advocacy, -Capacity building, -Roster for technical experts.	The level of women participation and their degree of effectiveness in peace processes, - Inclusion of gender perspectives in peace agreements.

	perspectives in Peacekeeping and peace support operations.				
Post conflict reconstruction and development (PCRD)	- Limited participation of women in Disarmament, Demobilization and Reintegration (DDR) programmes, -GBV (domestic violence, rape, abduction etc.) continue to be rampant as conflict changes gender roles and men tend to get	- Women combatants and women associated with armed forces, needs and concerns wouldn't be considered in DDR programmes, -Negative health and psychological impact, -Increases health cases for women affected by wars.	- Encourage member states to develop national action plan for SCR 1325 and 1820, -Support IGAD member states in implementing UNSCR 1325and1820, -Enhance member states' legal protection capacity to protect the society, in particular women	-Formulation of strategies and policies; - Programmin g -Advocacy -Provision of health services and psychosocial support for war affected women.	-Participation of women in DDR programmes; -Incidence of GBV, - Participation of women as well as gender inclusion in PCR D programmes, -health and psychological support provided for women.

	disempowered, of small arms and light weapons has a negative impact on the society and particularly on women as it intensifies sexual violence, -Limited/lack of women's participation in post conflict reconstruction, recovery and development programmes, -Formation of Female Headed Households (FHHs)- more vulnerable households than other households, inter alia -Limited health			and girls from GBV, -Build the capacity of member states to mainstream gender in security sector reforms, -Encourage member states to harmonize gender based violence issues within the legal framework, -Conduct assessments or studies.		
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	services for women affected by the war.					
Political - Governance - Election - Protection of human rights	-Under representation of women in leadership and decision making positions (political marginalization), -During elections women candidates are out-manuevered by their male counterparts who are economically more established and have more access to campaign funding, -Socio-cultural beliefs, stereotypes on women's leadership, level of education, triple role, poverty, inter	- Women's priorities, needs and concerns could be over looked during formulation of legislation, of ill health, of women and girls including risk to HIV/AIDS, - Women and girls won't be protected by law (perpetuates impunity)	- Document best practices on women's participation in politics in the region, - Harmonize legislation that protects the right of women and girls, - Awareness raising programmes, - Encourage member states to apply affirmative action/provision of quota in politics; - Build capacity of women's parliamentarians in member	- Programmin g, - Policy, -Capacity building,	-Increased participation of women in legislation, cabinet and judiciary and Civil Society, Availability of gender sensitive laws that provide protection for women, -Adaptation of international conventions and regional protocols advancing women's rights.	

	alia, hinders women from their advancement to leadership positions; -Violation of women's and girls' rights in the forms of GBV (FGM/C, early marriage, wife inheritance, domestic violence, abduction and incest are rampant, - Provision of gender discriminatory laws (or lack of legal protection) inhibits women's protection of human rights, - Limited adherence to international conventions such as CEDAW that			states, - Encourage member state to recognize and adopt international conventions, including regional ones like Maputo Protocol, -Domestication and implementation of CEDAW for countries that have ratified, -Advocate for member states to join international conventions on the rights of women -		
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	protects the right of women and girls;					
Humanitarian - Disaster (draught)	Women are more vulnerable than men to disasters because of their gender roles. -Less access to disaster early warning, to policy and decision making in risk reduction and disaster management, to knowledge and information, to relief assistance, and risk of sexual and domestic violence, -The issues of masculinity tend to disadvantage men in disaster situations (psychosocial	-Increased death toll of women during disaster; -Negative psychological and health impact on men, as they often don't get psychological support -Women won't benefit from relief assistance.	-Mainstream gender in the disaster and risk management programmes;	- Legislation - Programmin g -Advocacy	-Inclusion of gender perspectives in the disaster and risk management programme; -Refugee women's legal status.	

	support provided to women, is not extended or bypasses men, since, they are expected to be strong and face the crisis in a manly manner), -Refugee women do not usually have legal status in their own right, which poses a serious challenge in their access and benefit of humanitarian interventions and assistance.				
-Security sector programme -Capacity Building -Maritime security	-Limited participation of women in capacity building programmes, -Inadequate representation of	- Under performance of women due to lack of capacity, - The security sector would	- Encourage member states to adequately recruit women in security sector organs, - Advocate and create awareness	- Capacity building Programmin g - Advocacy	- Women involvement in capacity building activities and security sector programmes.

-Counter terrorism	women experts in the security sector, -Inadequate participation of women in security sector organs due to lack of education/inter opportunities/interest, among others.	not be able to address women's needs and interest regarding security issues (protection from GBV etc.). ³⁵	for women to join security sector programmes, -Develop and adopt policy to encourage women services in the security sector programme, - Build capacity/awareness raising, -Encouraging member states to setup institutions that promote women involvement in the security sector.		
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³⁵ Anecdotal evidence shows that victims of GBV feel at ease reporting to female police officer than to male officers.

5.0 CORPORATE DEVELOPMENT SERVICES

5.1 Overview

The Corporate Development Services pillar addresses main cross-cutting thematic activities of IGAD. The strategic objective of this pillar is to enhance the corporate capacity of IGAD to effectively deliver its mandate. The Pillar identifies three thematic programme areas: Institutional Strengthening and Capacity Building Programme Area, Research, Science and Technology Programme Area.

5.2 MATRIX 4: GENDER MAINSTREAMING IN CORPORATE DEVELOPMENT SERVICES

Sub- Sector	Key gender issues	Implication of the issue (how is the identified issue a hindrance to the delivery of the programme	Action/strategy to address the gender issue	Entry points for intervention	Issues to monitor and evaluate/Indicators
Human Resource Management Policies and Human Resource Development	-Weak provisions on Sexual harassment as well as HIV/AIDs in the workplace, - No affirmative action policy on recruitment and promotion, -Professional Staff and Consultants Staff recruitment is not Gender	- Impunity, underreporting of cases), - Lower productivity of staff, in particular Sexual harassment victims, -No clear understanding of where to go for help, -Commitment to gender mainstreaming will be weak and there will be no formal accountability mechanism on gender equality initiatives for professional and management staff	- Provide counseling services for victims (hotline), - IGAD Service Regulations to include guidance on Sexual Harassment in the workplace, -Recruitment Grading Scale to include more weights for Female applicants, -Affirmative action in recruitment, promotion to	-Staff recruitment processes, -Revision of HR policies and guidelines, -Formulation of new projects, -Staff training and development processes,	-Service Regulation to be reviewed and approved, -Service Regulation implementation at the Secretariat, -Service Regulation Implementation in SIs -# of Women employed in Professional and Consultancy position (6 month collection and verification), -IGAD Gender

	sensitive, - Health benefits of the organization don't take into account some specific women needs, -Career development policy in place but not implemented and not gender sensitive - Job descriptions and staff performance appraisals do not include gender mainstreaming, -Inadequate		redress the gender imbalance ("encouraged to apply is not enough" women should be given priorities, coming from member state initiatives perhaps "women will be given priority" also to include Professional staff levels i.e. Directors, PMs) to cover Specialized Institutions, -IGAD Service Regulations to be revised/improved for paternity and maternity -Conduct IGAD Participatory Gender Audit and Analysis, -IGAD Health		Policy to be developed, communicated, and implemented and harmonized with IGAD Regional Gender Policy, -IGAD Gender Policy to be Monitored (IGAD Gender Policy to be Monitored quarterly), -IGAD HR Staff Capacity Development Policy to be Developed, -IGAD Procurement of consultants to be gender sensitive.
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	provision of maternity and paternity leave		Benefits should recognize additional costs incurred by women in light of maternity costs, -IGAD Whistle Blowing Policy to be included in IGAD Service Regulations, -Establish quotas for women/affirmative action measures to ensure gender balanced staffing.		
Organizational systems and structures	- Very few women in management and technical professions, majority of the staff being in support staff, -Lack of	-Women's voice, concerns and priorities may not be addressed, -Technical experts are not obligated to address gender, - Gender issues could be sidelined	-The organization structure should consider the appointment of gender experts at the various sectors/pillars and specialized offices,	- Recruitment, - HR policy revision, -Capacity building.	- # of Gender Officers employed at the Pillar Level, - Share of employment positions by level among women and men.

	women's involvement/participation of women at senior management team (SMT), -Absence of specifically recruited and designated qualified gender experts for specialized offices and programmes.		- Capacity for Building Divisions on Gender, -Recruit/appoint additional gender experts at pillar level to ensure gender mainstreaming and follow-up the implementation of IGAD Gender Policy, -Review IGAD HR Policy to cater and provide for fair allocation for Senior Posts between women/men.		- # of Gender Disaggregated Knowledge Products produced (quarterly), - Ratio of
Institutional strengthening and knowledge management	- Limited knowledge and capacity of staff to develop gender sensitive	- Gender is mainstreamed so that it is "lost in the stream"	- Organize customized Gender Mainstreaming Training workshops per pillar/programme	Policy development and Programming , -Capacity building,	

	indicators for M&E, - Limited access to knowledge products on gender in different technical areas.		/SI, - Develop KM and training policies to address Gender Issues, - Reporting templates to include gender disaggregated reporting, -Training Programmes to be gender sensitive and include gender topics, --Develop and share database on Gender (organizational) .	-Data base development and management, -M&E activities, -Development of technical guidelines.	women/men in training/capacity building workshop (progressive increase per annum), - M&E Framework containing gender- sensitive indicators, - Availability and use of sex and gender disaggregated data.
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6.0 ANNEXES

Annex 1: References

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