PEACE, PROSPERITY AND
REGIONAL INTEGRATION

INTERGOVERNMENTAL AUTHORITY ON DEVELOPMENT (IGAD)

THE IGAD INSTITUTIONAL GENDER POLICY

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FOREWORD

The Intergovernmental Authority on Development (IGAD) underscores promotion of gender equality and women's empowerment (GEWE) as a critical imperative for fostering resilience, regional integration and peace for sustainable development in the region.

Gender equality is a priority cross-cutting policy theme that requires both targeted interventions for the empowerment of women as well as mainstreaming gender in IGAD's sectoral policies, strategies and programmes. To give effect to this principle, IGAD's Gender Policy Framework (2012-2020) highlights key gender issues across all IGAD's priority program areas, identifies and harmonizes common priorities in Member State Gender Policies, and outlines key interventions to be executed by various actors.

The IGAD Workplace Gender Policy is an inward looking instrument aimed at strengthening IGAD systems, structures, processes and practices to support the promotion of GEWE. The Workplace Gender Policy is binding on all IGAD Staff, consultants and service providers and complements the Regional Gender Policy Framework and other periodic related policies/strategies.

It is my hope and conviction that the IGAD Workplace Gender Policy will play an important role in:

i) Promoting equal employment opportunities for both women and men at all levels and fields in IGAD Secretariat, Specialized Offices and programs/projects.

ii) Providing a strong internal mechanism for responsibility and accountability on gender equality outcomes in IGAD.

iii) Promoting full and equal opportunities for female and male staff to participate in IGAD programs and activities.

iv) Eliminating all forms of discrimination against women within IGAD Secretariat, Specialized Offices and programs/projects.

Adherence to this policy will be monitored and enforced through a Gender Management System (GMS) where the Gender Affairs Program and Division Directors shall play a critical role.

Through this Workplace Gender Policy, I am confident that IGAD will make a fundamental and solid contribution to the internal, regional and national agendas on GEWE.

Amb(Eng) Mahboub M. Maalim

Executive Secretary

ACRONYMS AND ABBREVIATIONS

AU	-	African Union
CEDAW	-	Convention on the Elimination of all forms of Discrimination against Women
CEWARN		Conflict Early Warning and Response Mechanism
CSOs	-	Civil Society Organizations
FAO	-	Food and Agriculture Organization
GAD	-	Gender and Development
GEWE	-	Gender Equality and Women's Empowerment
GMS	-	Gender Management System
ICPAC	-	IGAD Climate Prediction and Applications Center
ICPALD	-	IGAD Center for Pastoral Areas and Livestock Development
GDP	-	Gross Domestic Product
IGAD	-	Intergovernmental Authority on Development
IGADD	-	Intergovernmental Authority on Drought and Development
IRAPP	-	IGAD Regional HIV/AIDS Partnership Program
M&E	-	Monitoring and Evaluation
MDGs	-	Millennium Development Goals
NEPAD	-	New Partnership for Africa's Development
RECs	-	Regional Economic Communities
SDGs	-	Sustainable Development Goals
SMT	-	Senior Management Team
UNDP	-	United Nations Development Program
WID	-	Women in Development

EXECUTIVE SUMMARY

This is the IGAD Workplace Gender Policy. This Policy builds on the facilitative environment provided by the IGAD Gender Policy Framework by ensuring that the IGAD Secretariat systems, structures and mechanisms can play the dual role of mainstreaming gender and advancing the agenda for women's empowerment in IGAD as a whole.

The Secretariat of IGAD is the executive body of the organization. The Secretariat works with Member States through regional programs and projects in the IGAD priority areas. Paying attention to gender concerns in the workplace is an important step in ensuring that all staff at IGAD Secretariat as well as Specialized and other Offices works in a secure and safe environment for both women and men.

IGAD programs and activities are guided by a Regional Strategy as well as complementary sectoral policy/strategy frameworks and instruments. Promotion of GEWE is underscored as a critical imperative for fostering resilience, regional integration and peace for sustainable development in the region. The strategy identifies gender as one of the priority cross-cutting policy themes to be mainstreamed into all IGAD's policies, strategies, instruments, programs and undertakings at all levels.

This policy recognizes that gender inequalities affect how services are delivered in the IGAD Region and elsewhere in the world. If left unattended, gender inequalities will limit the pace and level of social transformation for societies across the IGAD Region. But it should also be noted that gender issues are different within the various IGAD Member States.

Gender equality in the workplace is therefore a pre-requisite for effective delivery of programs and projects in the region. A workplace that is built around systems, procedures and processes that take gender into consideration is able to achieve better results for women and men and therefore contribute to the welfare of society at large. This Gender Workplace Policy serves as a tool for internal harmonization and alignment with international and continental instruments and commitments of Member States to GEWE.

The goal of the IGAD Workplace Gender Policy is to ensure that programs/projects support GEWE initiatives for sustainable development in member countries. The purpose is to strengthen the Gender Policy framework of IGAD to promote gender equality and mainstreaming into its internal systems and processes. The Workplace Gender Policy objectives are the following:

a) To ensure clear visibility and attention to gender equality in IGAD Secretariat and Specialized Offices.

b) To ensure legitimacy of the Gender Unit to coordinate and support gender mainstreaming and gender accountability within the organization.

c) To provide a clear mandate for IGAD Secretariat to effectively mainstream gender into policy, planning, programming, implementation, performance appraisal and monitoring, as well as reporting and decision-making processes at all levels.

d) To foster the building of a gender-responsive organizational culture in IGAD Secretariat and Specialized Offices.

Execution of the Workplace Gender Policy will be guided by a set of carefully selected core values and fundamental principles that are consistent with international, continental and regional instruments and commitments of IGAD Member States.

The implementation framework and strategies of this policy take into consideration a number of critical entry points. These cover the human resource management and development; planning and programming; project cycle management; budgeting; administrative and other core processes within IGAD Secretariat, Specialized and other offices.

Two approaches will be used in the implementation of this policy. These are: the Gender and Development (GAD) approach and the Women in Development (WID) approach. Within the context of this policy, the WID approach will focus on ensuring the full integration of women into the IGAD workforce and increase their level of productivity. The GAD approach on the other hand will seek to change the structure of resources, power and opportunity as a long-term goal whereby all decision-making positions and benefits are distributed on the basis of the principle of gender parity.

As part of the accountability mechanisms for gender mainstreaming, the policy emphasizes that gender mainstreaming is a responsibility shared by all staff, consultants and service providers of IGAD. The Senior Management Team (SMT) will work to ensure that there is clarity in the deployment of the required expertise in the different divisions, offices and programs of IGAD. The SMT, working within a framework of a Gender Management System (GMS) will ensure that requisite tools and guidelines for gender mainstreaming in IGAD's operations are consistently applied by staff, consultants and service providers.

Availability of adequate human, financial and logistical resources is critical for effective gender mainstreaming in IGAD. Budgets of IGAD Secretariat, Specialized and other offices mirror the priorities of the organization. Gender budgeting will facilitate the institutionalization of gender mainstreaming at all levels of the organization.

The IGAD Workplace Gender Policy will be regularly monitored and periodically evaluated. This will be at the level of individual staff members, programs, projects and administrative entities including divisions, departments and units of the Secretariat as well as Specialized and other offices.

The policy time-frame is ten years. An independent evaluation will be conducted after five years and another one at the conclusion of ten years. The evaluations will assist IGAD Secretariat and Specialized Offices to take a critical look at its norms, structures, systems, processes, programs and services delivery from gender perspectives. This will enable to determine whether or not the organization is doing the right things to advance GEWE both internally and externally. Secondly, the evaluations will enable IGAD to review its results in order to understand and learn from what has worked or not and why, and share these with a wide range of stakeholders including international, continental, regional and national organizations.

1.0 BACKGROUND

1.1 Introduction

IGAD is a Regional Economic Community (REC) and one of the building blocks of the African Union (AU). It has a membership of eight countries in East and Horn of Africa namely- Djibouti, Eritrea, Ethiopia, Kenya, Somalia, South Sudan, Sudan and Uganda. However, Eritrea is not presently an active member of the organization. The secretariat of IGAD is located in Djibouti, the Republic of Djibouti. IGAD is governed through four hierarchical policy organs namely: The Assembly of Heads of State and Government; The Council of Ministers; The Committee of Ambassadors; and the Secretariat. Additionally, there are various Specialized Offices located in Member States that play a key role in delivery of IGAD's mandate. These are:

- IGAD Climate Prediction and Applications Centre (ICPAC), Nairobi, Kenya;
- IGAD Centre for Pastoral Areas and Livestock Development (ICPALD), Nairobi, Kenya;
- Conflict Early Warning and Response Mechanism (CEWARN), Addis Ababa, Ethiopia;
- IGAD Security Sector Program (ISSP), Addis Ababa, Ethiopia; and
- IGAD Regional HIV/AIDS Partnership Program (IRAPP), Kampala, Uganda.

Moreover, IGAD has liaison offices at the African Union Commission (AUC) in Addis Ababa, Ethiopia; in Juba for South Sudan; in Khartoum for the Office of the Special Envoy for Sudan Comprehensive Peace Agreement; and in Addis Ababa, Ethiopia for the Facilitator of the Somalia Peace and Reconciliation process.

IGAD principally focuses on addressing shared challenges in its Member States around three broad areas of: Agriculture and Natural Resources Management; Peace and Security; and Economic Integration and Social Development. These areas are elaborated in an overarching Regional Strategy as well as sectoral strategies, policies and programs.

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 programs and undertakings at all levels.

The Workplace Gender Policy is an internal instrument that applies to and binds all staff of IGAD Secretariat, Specialized Offices and service providers. It complements the overarching and outward looking IGAD Gender Policy Framework, which harmonizes the Gender Policies of Member States and guides various stakeholders on programmatic issues for the promotion of GEWE in the region.

The Secretariat aims to be a center of excellence so that it can effectively play its facilitative role in the region. Gender equality is a core value that IGAD espouses and the achievement of GEWE is central to the attainment of the mission and vision of IGAD. Paying attention to gender concerns in the workplace is an important step in ensuring that all staff at the IGAD Secretariat, Specialized and other offices work in a secure and safe environment for women and men; and further that their services promote GEWE in the region as a collective responsibility.

The IGAD Workplace Gender Policy will contribute to the integration of gender in all projects and programs of IGAD and ultimately support processes that address gender inequalities in the region. Hence, gender equality progress at the level of the Secretariat contributes to progress across the region.

1.2 Four Hierarchical Policy Organs of IGAD

The four hierarchical policy organs through which IGAD is governed are outlined here below.

A) *The Assembly of Heads of State and Government*

This is the supreme policy making and regulatory organ of IGAD. It determines the objectives, guidelines and programs for IGAD and meets once a year. In principle, a Chairman is elected from the Member States on rotational basis.

B) *The Council of Ministers*

This is composed of the Ministers of Foreign Affairs and one other Focal Minister designated by each Member State. The Council formulates policy, approves the work program and annual budget of IGAD during its biannual sessions.

C) *The Committee of Ambassadors*

This is comprised of IGAD Member States' Ambassadors or Plenipotentiaries accredited to the country of IGAD Headquarters, which is the Republic of Djibouti. It convenes as often as the need arises to advise and guide the Executive Secretary of IGAD.

D) *The Secretariat*

This is headed by an Executive Secretary appointed by the Assembly of Heads of State and Government for a term of four years, renewable once. The Secretariat assists Member States in formulating regional projects in the priority areas, facilitates the coordination and harmonization of development policies, mobilizes resources to implement regional projects and programs approved by the Council and reinforces national structures necessary for implementing regional projects and policies.

The Executive Secretary is the Head of the Secretariat and is assisted by four Directors responsible for:

- Agriculture and Environment;
- Economic Cooperation and Social Development;
- Peace and Security; and
- Administration and Finance.

Besides the four Divisions and Sections at the Headquarters in Djibouti, IGAD has a number of Specialized Offices and Programs/projects hosted by other Member States as indicated above.

The Agreement establishing IGAD identifies some twenty areas of cooperation among the Member States. In addressing these diverse areas of cooperation in a manageable manner, the overarching IGAD Regional Strategy (2016-2020) clustered these under four pillars as follows:

- Pillar 1: Agriculture, Natural Resources and Environment;

- Pillar 2: Economic Cooperation, Integration and Social Development;

- Pillar 3: Peace and Security; and Humanitarian Affairs;

- Pillar 4: Corporate Development Services

The IGAD programs and activities are guided by a Regional Strategy as well as complementary policy frameworks and instruments. Promotion of GEWE is underscored as a critical imperative for fostering resilience, regional integration and peace for sustainable development in the region. The strategy identifies gender as one of the priority cross-cutting policy themes to be mainstreamed into all programs and undertakings at all levels. This implies that 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.

1.3   Gender as a Development Concern in the IGAD Region

Gender inequalities affect how services are delivered in the IGAD region and elsewhere in the world. Therefore, if left unattended to, such gender inequalities could limit the pace and level of social transformation for societies across the IGAD Region. However, it should also be noted that gender issues are different in the various countries within the IGAD Member States. A common characteristic across is the predominance of structures that affect economic, social and political condition and position of women and men with most advantages and benefits going to men. The Member States have greatly responded to these bottlenecks by developing Gender Policies that address these constraints.

At IGAD, the Gender Policy Framework underscores that gender inequality is a cross-cutting development challenge. This is true for all the IGAD priority areas. The Gender Policy responds to the reality by proposing a twin track approach to addressing gender inequality. This includes: first; targeted interventions for women's empowerment and second; actions that remove barriers for equitable participation of women and men in development processes.

This Workplace Gender Policy therefore will build on the enabling environment provided by the Gender Policy Framework by ensuring that IGAD systems, structures and mechanisms can play the dual role of mainstreaming gender and advancing the agenda for women's empowerment within the organization.

2.0   RATIONALE FOR A WORKPLACE GENDER POLICY

2.1   Overview

Gender equality in the workplace is a pre-requisite for effective delivery of programs in any organization. A workplace that is built around systems, procedures and processes that take gender into consideration is able to achieve better results for women and men and contribute to the welfare of society at large.

2.2   Vision of IGAD Secretariat on GEWE

IGAD Secretariat has already made commendable steps by ensuring that there is an outward looking document that focuses on gender that is the Gender Policy Framework and Implementation Plan. This document does identify several activities and a multiplicity of envisaged implementers including the United Nations (UN) Agencies, AU and IGAD Member States. The Policy delivery framework is anchored in Member States as the main implementers. For the Workplace Gender Policy, the delivery framework will hinge on IGAD Secretariat's staff including that of Specialized Offices.

2.3   Continental and International Commitments on GEWE

This Gender Workplace Policy serves as a tool for internal harmonization and alignment with   continental and international instruments and commitments of Member States to GEWE. On the other hand, IGAD Gender Policy Framework is the main policy document that articulates how IGAD will focus on gender issues both as a substantive and cross-cutting imperative in all thematic areas. It is important to recognize that the IGAD Gender Policy Framework and the IGAD Gender Workplace Policy will create the necessary synergy for IGAD to implement gender equality measures both in IGAD Secretariat and Specialized Offices as well as the IGAD Region as a whole.

The IGAD gender agenda has further been reaffirmed and underscored by several instruments which include; a Regional Action Plan for Implementation of the United Nations Security Council Resolutions (UNSCR) 1325 and 1820 and a Regional Strategy for higher Representation of Women in Decision Making Positions. These instruments are further buttressed by continental and global frameworks and initiatives on GEWE, which assign responsibilities to organizations such as IGAD, including support to Member States to domesticate, implement, monitor and evaluate agreed actions and commitments.

These include, among others: The International Covenant on Civil and Political Rights (1966); The International Covenant on Economic, Social and Cultural Rights (1966); the UN Convention on Elimination of All Forms of Discrimination Against Women (CEDAW, 1979); The United Nations Convention on the Rights of the Child (CRC, 1989); The Beijing Declaration and Platform for Action (BPFA, 1995), The Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (2005), The AU Solemn Declaration on Gender Equality; The AU Gender Policy; AU Agenda 2063; The African Women's Decade (2010-2020); and the Sustainable Development Goals (2015).

3. THE GENDER POLICY COMMITMENTS

3.1 Goal

The goal of the IGAD Workplace Gender Policy is to ensure that IGAD programs/projects support GEWE initiatives for attaining sustainable development in Member States.

3.2 Purpose

To strengthen the policy and operational framework of IGAD by promoting gender equality in internal systems and processes.

3.3 Policy Objectives

a. To ensure clear visibility and attention to gender equality in IGAD Secretariat and Specialized Offices.

b. To ensure legitimacy of the Gender Unit to coordinate and support gender mainstreaming and gender accountability within the organization.

c. To provide a clear mandate for IGAD Secretariat to effectively mainstream gender into policy, planning, programming, implementation, performance appraisal and monitoring, as well as into institutional reporting and decision-making at all levels.

d. To foster the building of a gender-responsive organizational culture in IGAD Secretariat and Specialized Offices.

3.4 Guiding Principles

Implementation of the Workplace Gender Policy will be guided by the following core values and fundamental principles:

- Gender equity and equality.
- Women's empowerment as central to achieving gender equality.
- Partnership between women and men as critical to gender equality efforts.
- Tolerance and respect of diversity.
- Complementarity and synergy.
- Value addition to Member States' gender approaches.
- Alignment with continental and international frameworks.
- Economic and social development.
- Affirmative action.

4. IMPLEMENTATION FRAMEWORK AND STRATEGIES

4.1 Entry points

The Workplace Gender Policy requires several processes to be undertaken within the identified entry points. These will have to span the human resource management and development; planning and programming; project cycle management; budgeting; administrative and other core processes within IGAD Secretariat and Specialized Offices. Below are the key summary processes:

4.1.1 Human Resource Management

IGAD Secretariat will aim to achieve a 50 percent (gender parity) target over the long-term in human resources. This is to ensure that there is gender balance at all levels and in all areas of operation. The following specific actions will be undertaken within the Secretariat:

a. Ensure that at all times the top positions in the IGAD Secretariat are occupied by both sexes on equitable basis.

b. Encourage women from under represented Member States to apply for positions advertised.

c. Work with IGAD Focal Points in Member States to ensure gender balance in staffing is achieved through applications for advertised vacancies.

d. Encourage Member States to submit, where possible, job applications exclusively from women or men (as appropriate) for vacancies in occupational categories where they are under-represented.

e. In situations where a woman and man are both equally qualified for a position in a category where there is gender imbalance, give priority to the sex that is under represented.

f. Ensure that gender disaggregated statistics are utilized in discussions related to staff profiles during meetings of IGAD Policy Organs.

g. Ensure gender balanced representation or sensitivity in recruitment, selection, promotion, staff development, performance assessment, rewarding, and disciplinary processes and provide requisite gender sensitive guidelines, checklists or tools, etc.

h. Review regularly, the Human Resource Policy to ensure or strengthen gender sensitivity and responsiveness.

4.1.2 Creating a Gender Sensitive Workplace Practice

As part of the Secretariat's commitment to ensure that it responds to the need to implement a Gender Sensitive Workplace Practice, a review will be undertaken to ensure that all rules, regulations and procedures are family friendly. Provisions to be considered include:

a. Establishment of appropriate child/parental care support, services, facilities or modalities at IGAD Secretariat and Specialized Offices.

b. Provide appropriate child care support for all staff with babies below six months of age whilst traveling on official missions.

c. Review and improve paternal and maternal leave entitlement for staff to promote equitable sharing of parental responsibilities in line with ILO Standards and the Principle of the Best Interest of the Child laid out in the CRC.

d. Develop and implement a 'zero tolerance to sexual harassment' policy and establish appropriate institutional measures and procedures for preventing and responding to the vice through a survivor- centered approach.

4.1.3 Planning and Programming Processes

Planning and programming shall be informed by the following guiding frameworks:

- Within the planning and programming process, gender will be recognized as a cross-cutting issue.

- All existing plans shall be reviewed to ensure that gender equality is explicitly recognized as an objective and guiding principle. This Workplace Gender Policy shall apply to all new and existing planning processes.

- Customized IGAD gender mainstreaming guidelines covering all relevant sectors and programs shall be developed and regularly reviewed to aid and standardize approaches as well as improve practices.

- An IGAD Gender Management System shall designate appropriate institutional mechanisms for clearing or approving plans and performance reports which comply with the policy imperative on promotion of GEWW.

- In all project stages – from design to evaluation, the particular needs and requirements of women and men shall be taken into account.

- A review of ongoing projects shall be conducted to ensure compliance and new projects shall be aligned to this process.

- To ensure that a process of fast tracking takes root in each Division, Program or Project of IGAD, at least one flagship gender specific intervention will be developed. The flagship intervention(s) will serve as a 'quick-win' and catalyze the process of gender mainstreaming. The flagship intervention(s) will be implemented as innovation and any lesson of success or failure will be carefully documented and shared for future improvement of the process of gender mainstreaming within specific areas.

- Project checklists (supplementary to overall customized gender mainstreaming guidelines) will be developed under each project to ensure that gender concerns are routinely incorporated and tracked during implementation, monitoring and evaluation.

4.1.4 Meetings of Policy Organs, Special Mechanisms and Platforms

In meetings of Policy Organs and related policy spaces that approve policies and strategic plans and initiatives, the Secretariat shall:

- Ensure that all policy formulation and strategic planning processes reflect IGAD gender equality commitments, including those set out in the IGAD Gender Policy Framework, IGAD Gender Strategy, other relevant IGAD Gender Action Plans and Strategies, as well as continental and international commitments (AU and UN) on GEWE.

- Ensure that policy formulation and strategic planning are informed by adequate gender analysis, and consider the different concerns, capacities, contributions and needs of women and men, as well as the likely impact of the policy or plan on gender equity/equality.

- Explicitly articulate expected gender equality results and provide associated, measurable indicators in all IGAD policies and strategic plans.

- Ensure that the IGAD Workplace Gender Policy is perceived as a key document, relevant to the work of all divisions and offices.

4.1.5 Capacity Building, Awareness Raising and Advocacy

The IGAD Gender Affairs Program will roll out capacity building initiatives across all the IGAD Secretariat and Specialized Offices. However, the Program will also take advantage of existing capacity building activities and build synergies with various divisions in the delivery of capacity building initiatives. The Gender Affairs Program shall:

- Provide backstopping to all IGAD divisions, offices, programs and projects on mainstreaming gender issues. This will require adequate/requisite qualified staff to effectively provide technical leadership on gender mainstreaming in all IGAD technical/sectoral fields.

- Incorporate the gender policy and training in orientation of new staff.

- Hold regular workshops on gender, using a Gender Mainstreaming Toolkit and other resources that will be developed.

- Establish fora for discussions to debate and issue policy updates and related communication materials that will serve to mobilize all staff across the Secretariat and Specialized Offices.

- Run an in-house monthly news update on accomplishments of the Gender Affairs Program.

- Work with Member States to host specialized trainings in gender in line with identified thematic areas.

4.2   Approaches to Gender Mainstreaming

There are two approaches that will be used in the implementation of this policy. These are the GAD and WID approach. In the context of this policy, the WID approach will focus on ensuring the full integration of women into the IGAD workforce and increase their level of productivity. On the other hand, the GAD approach will seek to change the structure of power as a long-term goal whereby all decision-making and benefits are distributed equitably. The focus will not be therefore the biological inequalities among sexes, but on how social roles, reproductive roles and economic roles are interlinked and removing barriers in them yields achievements for all at the workplace.

Additionally it is important to note that with the context of this policy, gender mainstreaming strategies will take the following forms:

- Sameness (where IGAD will try to ensure equal opportunities or equal treatment);
- Difference (where IGAD will have special programs for women and men); and
- Transformation (where IGAD envisages the creation of different types of relationships between women and men).

These models will be complementary and not exclusive. This is because this policy recognizes that gender equality and gender mainstreaming do not take place in isolation from other forms of inequality. Other forms of inequality have implications for mainstreaming but this policy recognizes that attention to other inequalities may dilute the effort spent on gender mainstreaming; if resources are allocated elsewhere, if there is loss of focus, if there is loss of appreciation of the specific structural causes of inequality, or if there is competition over the priority accorded to different forms of inequalities.

It is also important to note that gender mainstreaming is not only a technical process, to be carried out by 'normal policy actors' using neutral 'tool kits'. It is also a political process of gendered democratization, where the focus is on ensuring that previously unheard voices representing perceived interests of women are included in the policy-making process at IGAD. Within this approach, care will be taken to deal with the tension of 'gender equality' and the 'mainstream'. The key question that will be asked at every point is: are we (IGAD) promoting gender equality and gender justice as an end in its own right? Or are we making mainstream policies more effective in their own terms by the inclusion of gender analysis? The commitment to always answering the latter will be important to the work of IGAD.

4.3   Accountability (organizational systems, structures, processes

As part of the accountability process for gender mainstreaming, the policy emphasizes that gender mainstreaming is a responsibility that will be shared by all. The SMT will work to ensure that there is clarity in the deployment of the required expertise in the different departments and programs of IGAD. Moreover, the SMT will have a key role to ensure that the requisite gender analysis tools are developed within each organ and a conducive environment for gender mainstreaming is created. Overall the core functions of accountability within the organization structure will be shared as follows:

- *Executive Secretary:* This office will provide strategic leadership and direction as the most senior level in the Secretariat accountable for gender mainstreaming.

- *Directors:* As core members of SMT, directors will have a 'standing agenda item' on gender mainstreaming and women's empowerment work that will be reported on quarterly basis as part of the ongoing accountability for gender mainstreaming within the Secretariat and Specialized Offices.

- *Divisional level gender mainstreaming and accountability*

  o Below the senior management, it is expected that programs and projects both at the Secretariat and Specialized Offices levels will carry out day to day tasks that take into consideration gender issues.

  o Routinely held meetings at different levels, will share ideas, conduct peer review and institutional monitoring of the strategic direction of all programs of IGAD. The organizers of such meetings will work closely with the Gender Affairs Program, Gender Focal Persons, thematic senior technical staff, professionals and experts to ensure that gender mainstreaming takes root in the everyday practices of the Secretariat and Specialized Offices.

  o The Gender Affairs Program will play the role of advising and presenting critical implementation issues (both successes and areas for improvement) to the SMT including the Executive Secretary.

  o The Gender Affairs Program will also report directly to the office of the Executive Secretary on the overall performance including on key gender mainstreaming results across the Secretariat and Specialized Offices. It will likewise be working closely with the relevant units of the implementing flagship gender programs of the secretariat.

  o The Gender Affairs Program will work to ensure that stronger synergies are developed with all divisions and units, and provide periodic information and data on trends and developments.

  o The Gender Affairs Program will assign the role of a Gender Focal Point (GFP) to a staff member for each division or Specialized Offices who will be reporting to the director and providing technical support for sector specific gender mainstreaming work, as well as providing in-house backstopping. The GFP shall be appointed at a senior level, with clear terms of reference and these tasks clearly outlined in their job descriptions and performance measurement frameworks/tools.

- *Gender Management System*: IGAD will put in place an effective GMS within the Secretariat. The system will work to ensure that that there is a coordinated gender mainstreaming response which will deploy all the available management tools to support coordinated structures, systems and processes in support of GEWE corporate services delivered to Member States and other partners/beneficiaries.

4.4   Budgeting, Resourcing and Financing

Resources are critical to the implementation of gender specific projects. One of the key bottlenecks on rolling out of gender- specific projects is the inability to allocate resources

within constrained budgets. The budgets of the Secretariat will therefore be a mirror of the priorities of the Secretariat.

4.4.1 Gender Budget

The budget is an important financial management tool for ensuring that gender mainstreaming is taking place. Integrating gender into the budget shall be need-driven and within the fiscal budgeting framework. Clarity in the budget process will increase the understanding and uptake of gender issues within the budgeting process.

A process of gender budgeting across the organization led by the Finance and Administration Division will facilitate the institutionalization of gender processes at different levels within the Secretariat.

At the outset, gender analysis of the Secretariat's budget will be conducted and this will determine the following key elements:

a. Budgetary allocations for creating and implementing an 'employment equity plan'.
b. Identify and trace gender budget lines in existing programs/projects as well as allocations that can augment gender- related expenditures.
c. Establish how much existing budget allocations demonstrate gender sensitivity and address GEWE priority areas in relevant sectors that the budget-holding division is coordinating.
d. A gender budget statement shall subsequently be developed to act as a basis for gender related resource allocation, expenditure tracking and evaluation across the Secretariat. The gender budget statement will ensure that there is clear alignment with the IGAD Strategy, IGAD Gender Strategy and the AU benchmarks.
e. As part of the process of institutionalizing gender budgeting, success stories on gender budgeting and monitoring within the organization will be documented and widely publicized to influence the level of uptake of budget related issues.

4.5 Coordination, Networking and Partnerships

The Gender Affairs Program will continue to coordinate the implementation of gender mainstreaming activities and provide consistent technical support and capacity-building services across the organization. This will involve cross-divisional collaboration on the integration of gender issues into policy, strategic planning, and program/project design.

The Gender Affairs Program will assess all partnerships and alliances with regional, continental and international institutions and initiatives on the basis of their commitment to gender equality and alignment with the Gender Policy and the IGAD fundamental values and principles. Partnership with UN Agencies, AU, other RECs, civil society organizations (CSOs), and coordination with women/gender machineries in Member States will also take into consideration the provisions of this policy.

4.6 Monitoring and Evaluation

The IGAD Workplace Gender Policy will have to be monitored and periodically evaluated. This will be at the level of individual staff members, programs/projects and divisions as well

as Specialized Offices.

Performance Monitoring

The gender impact of results and delivery of the Secretariat's work shall be measured through gender indicators as part of the performance monitoring and evaluation system. Indicators must be both qualitative and quantitative.

Performance shall be measured both at an organizational and program levels, as well as at an individual level. Gender shall therefore be integrated into the new Performance Management System (PMS) for staff and focus on areas like gender equality indicators in job descriptions, contracts and performance assessments (PA), particularly at management and senior levels that strategically influence organizational development and performance.

Collection of Monitoring Data

i. The Secretariat shall keep regular, accurate and updated gender disaggregated statistics. The data will be disaggregated at the level of program/project outputs, outcomes and impacts by sex, age, ethnicity, disability status and/or any other relevant identity markers.
ii. It shall also be essential to record who is benefiting, from a gender perspective, from the programmatic work that the Secretariat is undertaking. Gender sensitive indicators shall be an integral part of all key result areas at planning of projects and programs levels.
iii. The Secretariat will establish mechanisms to ensure that Senior Managers are held accountable for their units' progress in gender equality and gender mainstreaming. Each reporting unit shall have the responsibility for routine reporting on progress on gender to all relevant policy organs including the Committee of Sector Ministers, and Summit of Heads of State and Government.
iv. Encourage knowledge-generation, dissemination and learning about good practices in gender mainstreaming between different divisions, offices, etc., within the organization as well as from external sources.
v. Gender equality should be a standing item on the agenda of management meetings.

Conducting Periodic Independent Evaluations of the Workplace Gender Policy

Evaluations strengthen institution's ability to achieve gender equality in three important ways. First, it enables the organization to take a critical look at existing norms, to look at existing programs and ask whether the organization is doing the right things or not. Secondly, evaluation allows the organization to review operational results in order to understand what has worked and why. Thirdly, it provides a window through which the organization can compare results across the different divisions and offices in order to foster knowledge sharing.

The Workplace Gender Policy acknowledges that achieving gender equality challenges us to put norms to the test and calls for evaluations to demonstrate whether and why norms have changed, and how these changes affect the well-being of men and women, girls and boys, and progress and prosperity of Member States.

5.0 ANNEXES

5.1 Glossary of Terms

"Affirmative action" means a policy, program or measure that seeks to redress past discrimination through active measures to ensure equal opportunity and positive outcomes in all spheres of life "discrimination" means any distinction, exclusion or restriction which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise, by any person, of human rights, and fundamental freedoms in the political, economic, social, cultural, civil or any other field.

"Empowerment" is the process of gaining access and developing one's capacities with a view to participating actively in shaping one's own life and that of one's community in economic, social and political terms "human development" focuses on expanding the choices men and women have to lead lives that they value. It is thus about much more than economic growth, which is a means of enlarging people's choices.

"Gender blind" means ignoring or failing to address gender issues and concerns in a project, program or policy.

"Gender disaggregated data" means the process of presenting of statistics by male/female classification.

"Sex disaggregated statistics" is the collection and separation of data and statistical information by sex to enable comparative analysis.

"Gender equality" means women and men enjoy the same status, and that they have equal conditions for realizing their full human rights and potential to contribute to national, political, economic, social and cultural development, and to benefit from the results. Gender equality is therefore the equal valuing by society of both the similarities and differences between women and men, and the varying roles that they play.

"Gender equity" means the just distribution of benefits, rewards and opportunities in which relations between women, men, girls and boys are based on respect for differences.

"Gender gap" means the gap in any area between women and men in terms of their levels of participation, access to resources, rights remunerations, benefits or any other visible difference.

"Gender issues" means the needs or concerns that arise from gender discrimination, oppression, or statistical differences in the situation of women and men.

"Gender mainstreaming" means the process of identifying gender gaps and making women's, men's, girls' and boys' concerns and experiences integral to the design, implementation, monitoring and evaluation of policies and programs in all spheres so that they benefit equally.

"Gender management system" is a network of structures, mechanisms and processes put in place within an existing organizational framework, to guide, plan, and monitor and evaluate the process of mainstreaming gender into all areas of the organization's work in order to achieve greater gender equality and equity within the context of sustainable development.

"Gender roles" means the functional responsibilities that may be assigned by society to males and females and are influenced by cultural, political, religious or economic situation.

"Gender sensitive" means acknowledging and taking into account the specific gender needs of both men and women at all levels of planning, implementation, monitoring and evaluation.

"Gender" means the roles, duties and responsibilities which are culturally or socially ascribed to women, men, girls and boys.

"Human rights" refer to the basic rights and freedoms to which all humans are entitled. Examples of these rights include civil and political rights, such as the right to life and liberty, freedom of expression, and equality before the law; and social, cultural and economic rights, including the right to participate in culture, the right to food, the right to work, and the right to education.

"Sex role stereotypes" are rigidly held and over generalized beliefs about males and females by virtue of their sex and distinct traits and characteristics.

"Sex" means the biological differences between females and males.

"Sexual harassment" means any persistent and unwelcome conduct of a sexual nature, including unwelcome sexual advances, unwelcome physical contact of a sexual nature or unwelcome verbal or physical conduct of a sexual nature in the workplace.

"Socialization" is a process through which a person learns all things that he/she needs to know to function as a member of a specific society.

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